

ASPIRING DEPUTIES NATIONAL TALENT POOL

COMPETENCIES BAND 8A-D

Golden Thread

- 1. Integrity** – ‘at the heart of any financial or business advice must lie our unshakeable integrity’.
 - *Acts in an open, honest and fair way with everyone.*
 - *Speaks up if they see something happening which is unacceptable, or which is inconsistent with the values of the NHS, their organisation or their profession.*
 - *Will say ‘no’ respectfully if they are asked to do the wrong thing.*
 - *Maintains confidentiality and is discreet at all times.*
- 2. Self-awareness and Self-management** - ‘Understanding our impact on others and adapting appropriately is critical to the success of each one of us’
 - *Is aware of how they are feeling and can stay objective when required in order to deal with situations wisely.*
 - *Is aware of the impact they have on others and can adapt their behaviour when required, whether they are collaborating face to face or virtually.*
 - *Is aware of their own strengths and weaknesses; knows when they need to seek assistance and is confident enough to do so.*
 - *Is able to reflect, to learn from situations and to continuously improve.*
- 3. Compassion and Care** - ‘A patient was denied critical care because the right form hadn’t been filled in. Humanity, compassion and common sense must always come first’
 - *Demonstrates compassion, care and respect in their behaviour towards others and themselves.*
 - *Shows empathy and sensitivity when dealing with difficult situations.*
 - *Shows others that they value them by taking the time to listen and by being supportive.*
 - *Shows an awareness of the safety of others when working in common spaces and takes account of people’s well-being, encouraging others to do the same.*
- 4. Resilience** - ‘The environment is ambiguous, uncertain, and complex. It is helpful if we are able to stay positive and resourceful’.
 - *Remains calm, objective and determined in the face of challenging situations.*
 - *Remains optimistic and positive in the face of difficulties and keeps their eyes on the end goal.*
 - *Commits time to building their own support networks, is aware of the available help and is open to accessing it if needed - and will encourage others to do the same.*
 - *Recognises when they are becoming stressed and uses techniques to address their concerns, minimising the impact upon themselves and their colleagues.*
- 5. Inclusion and Diversity** - ‘NHS Finance should be a place where everyone feels like they belong, where we respect one another’s differences, and our workforce reflects the local populations that we serve’.
 - *Is respectful of the diversity within the team and celebrates the diverse makeup of the team.*
 - *Promotes a career within NHS Finance within the local community.*
 - *Takes part in locally delivered ED&I training.*
 - *Calls out any unacceptable behaviour, with confidence to challenge and make improvements.*
 - *Takes the time to understand their own unconscious bias*

Ten Core Competencies

1. **Communicating, Influencing & negotiating** - Communicates influences and negotiates effectively in highly sensitive or commercially important situations.
 - Continually looks for opportunities to develop internal and external relationships, to drive value for the organisation and to improve patient outcomes.
 - Develops and maintains a high personal profile within and outside the organisation, creating a credible, positive impression with stakeholders and partners.
 - Is proficient at influencing people to change their views on strategic issues.
 - Leads successful and respectful negotiations, where the outcome is of strategic financial significance to the organisation, adds value and/or improves patient care.
 - Is able to communicate unpleasant news, difficult messages and contentious decisions with confidence and empathy, often to large groups of people.
 - Chairs meetings effectively, where complex, difficult or contentious issues are being tabled.

2. **Team Working and collaborating** - Builds an effective culture of inclusion, team working and collaboration
 - Develops systems, processes, and networks to break down barriers to facilitate effective teamworking and partnerships across and outside the organisation (working both face to face and virtually).
 - Becomes an integral part in stakeholders' own decision-making processes.
 - Encourages, draws attention to, acknowledges and reinforces effective team working and collaboration.
 - Encourages transparency and openness in communications within the department and across the organisation.
 - Deals tactfully and effectively with highly contentious or adversarial situations in order to achieve a positive outcome and to sustain collaborative relationships.
 - Takes considered action to build diversity and champion inclusion at all levels throughout the finance function.

3. **Working across the system** - Develops a culture of value for money within their team and within the organisation/ partner organisations
 - Develops a culture which focuses on value for money, adding value to the service-user experience and improving health/care outcomes.
 - Has a good understanding of the culture, priorities, pressures and politics of health and social care partner organisations, enabling them to maximise their impact and influence across the wider system.
 - Works with and facilitates partners in developing joint strategies and long-term objectives, ensuring that they are fully aligned with the organisation's plans.
 - Uses a high level of political awareness to identify and navigate challenging system-wide discussions and decision-making processes.
 - Promotes and develops the profile of the finance function as a strategic business partner, accurately interpreting and forecasting information in order to provide sound strategic and commercial guidance.
 - Is a guardian of value and develops business know-how throughout their team and in the organisation.
 - Actively brings together finance colleagues within the system (including Local Authority and Voluntary sector) to assess the system budget and how it can be best allocated to address health inequalities.
 - Actively committed to addressing disparities in access, outcomes and experience.

4. **Leading change and personal development** - Creates a vision for the future, leads change across the organisation and develops/ sponsors a culture of learning.
 - Develops and communicates an exciting and compelling vision, which inspires others to perform.
 - Translates the vision into tangible plans and objectives and communicates them widely.
 - Leads major change or a suite of changes across the department or organisation in an engaging and motivating way which inspires others and takes account of their well-being.
 - Demonstrates an awareness of the process of change and of the need to consider the values and culture of all stakeholders when developing plans.

- Creates a learning culture where personal and organisational development is valued/placed high on the agenda and where coaching and mentoring staff is the norm.
 - Identifies the skills needed in the function both now and over the next few years and leads recruitment and training plans to ensure that they are in place.
 - Personally, models the values of the organisation and develops a culture where people feel excited and energised in their work.
5. **Being accountable** - Holds people to account, ensuring that objectives are delivered and that value for money is secured.
- Demonstrates personal accountability for excellent delivery of their own service area.
 - Monitors the effective implementation of services to stakeholders and takes appropriate corrective action when required.
 - Holds people to account within and outside the organisation so that objectives are achieved.
 - Anticipates and manages actual and potential failure to deliver, with constructive and effective intervention.
 - Creates an environment which enables and encourages accountability and delivery against what has been promised.
 - Ensures effective accountability within the organisation and within partner organisations.
6. **Solving problems and making decisions** - Ensures that the right systems and processes are set up across the organisation to encourage robust problem solving and decision making.
- Leads effective organisation-wide decision-making to ensure best value across the system, challenging inefficient or ineffective processes and aligning decisions with the goals of the organisation, and the health inequalities agenda within the system.
 - Finds alternative ways of understanding a situation when the complete set of information is missing and initiates the development or sourcing of new information so that confident decisions can be made.
 - Is politically astute and ensures that the right parties with the right authorities are involved in making decisions - and that they are properly involved and engaged.
 - Identifies and evaluates options, developing strategies to manage complex decision making and ensuring that adequate time is allowed for important decisions to be made.
 - Ensures that due consideration is given to identifying and managing risk across the system.
 - Empowers people to make appropriate decisions at all levels in the organisation, ensuring that the right resources are provided.
 - Considers the targeting of investment in line with the Joint Strategic Needs Assessment for the system when producing the Financial Plan at ICS level.
7. **Planning and organising** - Creates and aligns strategic plans and ensure that they are implemented effectively.
- Develops and aligns long-term plans and programmes of work with the vision of the team, function or organisation.
 - Effectively plans, organises, monitors, controls and reports on complex and/or sensitive work which involves multiple teams and/or organisations.
 - Works with others to prioritise available resources across multiple teams and organisations, to deliver high quality outputs.
 - Evaluates and critiques strategies and plans developed by others, to ensure they are providing best value for money and patient-focused outcomes.
 - Works with and facilitates organisational partners as they develop their strategies and long-term objectives, to ensure that everyone is aligned.
 - Develops new ways of planning and organising work across the system which facilitate collaboration.
 - Actively participates in joined up planning with ICS partners to develop a plan that addresses the wider health, public health and social care needs of a system, and at place.

8. **Challenging and innovating** - Develops a culture of constructive challenge, innovation and improvement within the team.
- Develops a culture that celebrates innovation and encourages staff to question how and why things are done, in order to improve value.
 - Scans internal and external horizons and anticipates likely long-term issues so that early plans can be made, and opportunities maximised.
 - Keeps themselves and the team updated in continuous improvement methodologies and commits resources to enable the delivery of new ideas.
 - Monitors and evaluates the impact of innovation, sharing good practice and the learning which comes from unsuccessful ideas.
 - Acts as a role model, developing creative ideas, constructively challenging and taking a positive attitude to the management of risk.
 - Ensures that the impact on equality of access and impact on health equalities is considered when reviewing transformation proposals.
9. **Governance and managing risk** - Takes a lead role ensuring that integrated governance is in place and that risk is effectively managed across the organisation
- Uses understanding of the role of the board, committee structures, the concept of integrated governance and wider corporate governance issues in order to drive the activities of the finance department and ensure that finance has the relevant input and influence.
 - Provides input into the development of assurance processes and systems to ensure internal control, accountability, integrity, probity and transparency throughout the organisation.
 - Ensures that all statutory reporting requirements and the need to satisfy public accountability are met in a timely, accurate and risk focused manner.
 - Promotes strong financial/risk awareness throughout the organisation and develops finance skills and knowledge of governance issues.
 - Contributes to developing risk management strategy, policy and systems so that the organisation has a sound understanding of its strategic risks with clear plans of how to manage them.
 - Through an awareness of the organisation's practices, strengths and weaknesses, advises internal audit on areas for further scrutiny, seeking auditors' advice when required.
 - Takes responsibility for responding to audit recommendations, ensuring the timely implementation of agreed actions.
10. **Using information technology** - create complex resources which add value to the end user
- Understands data sources and how different systems integrate with one another and assimilates information to create automated or linked resources which keep processes as simple as possible and are streamlined and easy to use.
 - Programmes software to create information in a new format (e.g. complex structures of spreadsheets/databases) – suitable for accounting purposes and for use by others outside of finance (e.g. budget holders).
 - Can specify exactly how information technology might improve a process and is able to commission experts when required.
 - Leads on ensuring that internal governance standards as they relate to the use of IT are met across the department.

Seven technical Competencies

1. **Financial Accounting** - Ensures the efficiency, integrity and effectiveness of processes and systems in financial accounts, ensuring that the Financial Accounts are True and Fair, and that accurate advice is given to senior leaders for decision making purposes.
- Develops a treasury management strategy and designs operational procedures for managing working balances.

- Organises and manages involvement with both internal and external auditors, ensuring the team is engaging effectively with them and ensuring all actions are implemented within appropriate timescales.
 - Manages and develops financial recording and reporting systems, ensuring that systems are effective and compliant with the relevant legislation, accounting standards, internal and external audit requirements - and meet the needs of the organisation and its stakeholders.
 - Regularly reviews the accounting policies, procedures and SFIs, ensuring that they remain appropriate and are updated as appropriate.
 - Conducts tax planning in order to maximise tax efficiency for the organisation.
 - Signs off the VAT Partial Exemption Calculation as required by HMRC.
 - Oversees the production and co-ordination of the annual statutory accounts process and associated returns.
 - Advises others on statutory and local governance requirements and develops appropriate guidance where required.
 - Manages working capital balances and ensures effective use of cash balances.
 - Provides appropriate financial input and advice to senior management and to various committees in order to assist with financial rigour in strategic decision-making.
 - Reviews changes in legislation/accounting standards to assess any impact on the organisation and to identify how systems/processes need to be adapted to ensure compliance.
 - Follows up and resolves highly complex financial queries and knows where to find information on financial matters where unsure of a particular issue.
 - Develops productive relationships with external providers e.g. banks, internal and external audit and other specialists and stakeholders.
 - Ensures that the maximum return on investment funds is achieved in line with the Treasury Management Policy and the agreed risk profile of the organisation - and maintains the necessary records to monitor investment portfolios and make informed decision on investment.
 - Develops and delivers monthly, quarterly and annual internal reports to inform senior leaders of information meeting the needs of the compliance regime.
 - Signs the VAT returns and takes responsibility for their validity.
 - Manages the performance of service providers where appropriate (e.g. SBS, payroll, internal audit) to ensure the development of effective relationships, leading to operational effectiveness and efficiency.
 - Ensures that grants are correctly accounted for and used in accordance with the terms and conditions of authorisation - and ensures compliance with the agreed accounting policies.
 - Manages liquidity where relevant, understanding the debt position and reporting to senior leaders as required.
2. **Management and business accounting** - Offers strategic support in the effective use of resources/ modernising practices to meet the needs of the organisation and the patient pathways of the future.
- Translates the vision and strategy of the organisation into financially viable integrated business plans including measurable performance targets and KPIs, consistent with statutory reporting responsibilities.
 - Provides and manages a financial support structure to assist with the budgeting and business planning processes and ensures resources are managed as effectively and efficiently as possible.
 - Reviews risk assessments on the likelihood and possible impact of the loss of a particular funding source
 - Sets up finance reporting systems to enable profitability analysis of organisational functions to take place in order to inform strategic decision making throughout the organisation.
 - Manages and reports on reserves, ensuring the correct resources are set aside for developments and that it is accurate and properly managed/accounted for.
 - Leads on the CIP planning process to ensure the long-term viability of the organisation.
 - Takes financial responsibility in the competitive tendering process, assessing higher value bids and considering financial as well as quality and patient outcome issues when advising on decisions.
 - Develops and maintains systems to monitor and update the financial plans and forecast out-turn - and advises on corrective action where necessary.
 - Takes a strategic view on financial proposals across the organisation; advises on the profitability/affordability of plans and ensures value for money is secured in the long term.

- Produces reports and returns on financial performance for executive level discussions/decision making and for external and statutory purposes.
 - Produces financial models showing the effect of agreed contract levels to inform financial planning.
 - Produces long-term financial plans (3-5 years) modelling the effect of cost pressures, service developments, cost improvement plans and income assumptions.
 - Responsible for option appraisal of all proposed service changes facilitating full business case production, in line with NHS guidance e.g. The Green Book and considering the system wide impact and impact on Health Inequalities.
 - Interprets and applies new policies and guidelines as they come into effect, ensuring they are understood and applied in all areas of the directorate and within finance.
 - Working with other departments, ensures that budgets reflect the cost of delivering contracted activity baselines and other agreed performance targets and KPIs.
 - Produces case mix adjusted activity projections and associated financial value for use by senior managers across the organisation.
 - Uses benchmarking/KPI/ratio analysis information to identify where potential benefits can be realised - and makes appropriate recommendations.
 - Develops the use of sophisticated performance measurement techniques (e.g. balanced score cards, business excellence model, EFQM, KPIs) to measure the tangible and less tangible aspects of financial and non-financial performance.
 - Leads on the use of patient level data to improve the efficiency and quality of decision making across the organisation.
 - Leads on the utilisation of deprivation and health prevalence data within the system planning process, to target financial resources to areas of greatest impact.
3. **Commissioning & Contracting** - Ensures that appropriate monies are negotiated, planned for and spent - and that performance is monitored and managed appropriately.
- Provides the financial lead in the negotiation of contracts in a commercially focused and competitive manner, ensuring that value for money is achieved.
 - With operational management, reviews the overall delivery of services against contract specifications in terms of quality, effectiveness, efficiency and performance - and makes appropriate recommendations.
 - Leads the financial performance management of service agreements/contracts in-year and the use of in year reserves.
 - Provides strategic advice on the development and management of contracts and the financial implications of these - and contributes to the development of the organisation's contract policy.
 - Ensures all finance systems are in place and are working efficiently and effectively and are integrated with the activity system, which identifies the implications of payment and contracting arrangements and other relevant guidance.
 - Keeps up to date with NHS policy changes relating to commissioning and leads the implementation of new initiatives.
 - Uses analysis of how income and expenditure compare, along with appropriate benchmarking to make recommendations on future requirements and funding to deliver the organisation's objectives.
 - Acts as the lead finance contact with other organisations where lead/host commissioning exists.
 - Provides advice on the commissioning implications of business cases and any other special projects e.g. service reviews - and ensures that they provide value for money and deliver business objectives.
 - Prepares planning activity and income models for future budget setting, working jointly with stakeholders to determine manageable activity levels and a sustainable and robust plan in line with the organisation's strategy.
 - Costs care pathways to identify the most cost-effective ways of delivering care and assesses the impact in health improvements.
 - Takes a long-term strategic view of commissioning to ensure that local health needs will be met and that value for money is secured and Health Inequalities addressed.
 - Provides financial guidance on new initiatives and answers complex queries relating to contract issues.

- Provides the lead financial input into the Standard NHS Contract, establishing contract baselines for activity.
 - Understands the law and government and local policies relating to procurement, tendering, competition, collaboration, partnerships - and advises the organisation appropriately.
 - Supports the modelling and delivery of annual and medium-term quality, innovation, productivity, and prevention plans.
 - Lead on the development of the financial aspects of commissioning and contracting in an integrated care system.
4. **Capital Accounting** - Ensures the efficiency, integrity and effectiveness of capital expenditure against the Capital Plan, ensures the plan enables the organisation to achieve its objectives and manages the financial aspects of the purchase of large items of capital.
- Ensures that principles of Good Public Design, Value for Money, Economy, Efficiency and Effectiveness are adhered to when investment decisions are made.
 - Develops the financial aspects of the organisation's Capital Plans and programmes and ensures progress against them is forecasted, monitored and reported - and that timescales are met.
 - Coordinates and manages the financial adjustments impacting on statutory and regulatory defined metrics e.g. the CRL and EFL.
 - Identifies any changes to asset valuation and appropriately manages the implications.
 - Evaluates costs and value for money on quoted capital costs and makes recommendations for directors to approve.
 - Ensures that all relevant financial returns are completed accurately and on time.
 - Conducts tax planning in order to minimise the amount of VAT that needs to be paid and to maximise the amount that can be recovered within the law.
 - Tests investment plans at an early stage to see if they are suitable for external investment or not.
 - Oversees the evaluation and monitoring of PFI projects in order to ensure value for money.
 - Conducts strategic financial assessments and provides financial input to large capital projects' business cases, testing the rationale behind investment decisions and using an understanding of the strategic context behind NHS decision-making to inform conclusions.
 - Understands and applies Whole Life Costs and facilities management costs in financial evaluation and cost comparison between options - and applies for regulatory approval where necessary.
 - Identifies sources of capital funding available for the organisation and makes appropriate recommendations and plans.
 - Develops convincing funding applications in order to access funding successfully.
5. **Payroll and Pensions** - Manages or oversees the management of the payroll/pension functions ensuring statutory, organisational and customer requirements are met as effectively and efficiently as possible.
- Manages the control and reconciliation of payroll deduction records, including payroll creditors, at the end of each accounting period.
 - Controls the treatment of allowances and enhancements for tax, national insurance and pension status.
 - Provides guidance and advice on matters relating to benefit in kind reporting to HMRC.
 - Conducts analyses of pay and pensions data to understand risk/the impact of probability on the organisation and advises accordingly.
 - Identifies and develops suggestions for improving the efficiency and effectiveness of payroll processes and information and of the payroll department as a whole.
 - Understand and ensures that Real Time Information has been submitted on a timely basis to HMRC as appropriate.
 - Controls and manages budgets for expenditure on payroll.
 - Develops performance indicators for payroll; monitors performance against them and takes appropriate improvement action, managing any payroll contracts to ensure value for money is obtained.
 - Specifies the required payroll systems and determines how the function will be managed within the organisation.
 - Provides strategic advice to senior management in matters relating to pensions, payroll and benefits.

6. **Internal Audit** - Ensures the efficiency, integrity and effectiveness of the audit process for clients through effective leadership of the team - and thereby ensures the longterm viability of the internal audit service.
- Effectively leads and delivers highly complex assignments utilising a range of tools and techniques e.g. facilitation, consultancy, investigations etc.
 - Follows up and resolves complex audit queries and knows where/how to access information when required.
 - Provides advice and education on audit issues to audit staff and to clients in order to improve efficiency, effectiveness and general financial/business performance.
 - Sources, develops and monitors the audit systems and processes to ensure compliance with the law, Public Sector Internal Audit Standards and the local quality system where relevant.
 - Leads on the development of internal quality standards and writes policies and procedures for use by audit staff, monitoring the adherence to these on a continual basis and ensuring compliance with relevant standards.
 - Reviews the overall efficiency and effectiveness of the audit department and identifies and leads the implementation of recommendations for continuous improvement.
 - Develops effective relationships with clients at a senior level, e.g. executive, non-executive directors and governors, ensuring their continued satisfaction and enabling the audit function to predict and prepare for client requirements in a proactive manner.
 - Leads, develops and embeds strategic and operational plans for the audit department to ensure that the overall objectives are met.
 - Produces audit reports/returns for senior leader discussions and for external and statutory purposes.
 - Provides an opinion based on an objective assessment of the framework of governance, risk management and internal control and in compliance with the relevant standards.
 - Ensures a culture of continuous improvement and development, responding to emerging issues, developing the profile and impact of internal audit and adding value to clients.
7. **Financial Systems** - Manages the longer-term development of the finance system in order to improve the overall effectiveness and efficiency of financial operations.
- Ensures that all staff have the capability to use finance systems appropriately.
 - Keeps abreast of finance system developments, liaising with system providers to evaluate the impact on finance and advises managers to this effect.
 - Keeps abreast of developments in finance, evaluates their implications for the finance system and advises managers to this effect.
 - Sets up disaster recovery processes and/or assists the IT Department with this area.
 - Identifies the need for new/upgraded systems, evaluates the commercial impact of improvements, advises managers on what is possible and prepares business cases as required.
 - Conducts analysis to understand the systems risks to finance and advises accordingly.
 - Provides advice and help with the most complex of systems queries.
 - Identifies and develops the strategic direction of financial systems, ensuring that they facilitate the delivery of the department's objectives to the benefit of the wider organisation.