



# NATIONAL FINANCE ACADEMY

*Your 'one-stop-shop' to access inclusive and comprehensive training & development opportunities*

*Laragh Walton, Deputy CFO, UCLH*

# THE NATIONAL FINANCE ACADEMY...

...WAS CREATED TO ENSURE THERE IS AN INCLUSIVE, COMPREHENSIVE AND STRUCTURED TRAINING AND DEVELOPMENT OFFERING FOR ALL NHS FINANCE STAFF ACROSS ENGLAND.

- Working with partner organisations and The Regional ONF Boards (or equivalent) to act as a one-stop-shop for finance staff to access development opportunities
- The Academy works with the other programmes to drive improvements within Equality, Diversity and Inclusion across everything we do in One NHS Finance.
- To support recruitment and retention the main areas of focus are:
  - Equality, Diversity & inclusion
  - Career development and progression
  - Leadership development



# WHAT'S ON OFFER THROUGH THE ACADEMY?

## Equality, Diversity and Inclusion

### National Sponsorship Programme

Aimed at high-performing finance staff from the groups under-represented at finance director level, who are looking for support in progressing their career

### Inclusion & Diversity Ambassadors network

I&D Ambassadors come together in regional networks where they meet and share experiences. Together, they develop local action plans for their organisations and regions to implement.

### Women in Leadership for NHS Finance

The Women in Leadership network works to improve the gender balance in senior finance roles, ensuring that NHS finance leadership reflects wider society.

### 'Positive action' programmes

Breaking Diversity Barriers development programme – aimed at finance staff with protected characteristics in Band 7-8b roles & accountancy body accelerated programme schemes.

### 'CIMA Fast-Track programme

A route to full qualification for those who may have been 'disadvantaged' – offers exam exemptions at different intake levels.

### Insights and Experience Placement Programme

London Pilot launched in London this September



# NHS FINANCE INSIGHTS PLACEMENT SCHEME

- London pilot successfully complete: 5 x successful candidates started their roles from September 2023.
- 12 month paid placements targeting school leavers from low-income / lower socioeconomic backgrounds
- Placements include 2-3 rotations within finance to give young people a flavour of what it's like to work in the NHS (*format is more like paid work experience!*)
- Currently looking for London organisations to sign-up to host a placement student from September 2024
- London working group being set up to develop the 2024 scheme and cohort - contact Tom Shearer / Grace Lovelady for more info on how to get involved.
- Also currently working on rolling-out the scheme to all 7 NHSE regions



# WHAT'S ON OFFER THROUGH THE ACADEMY?

## Career Development and Progression

Suite of development programmes  
Something for everyone, from Band 2 to CFO.

**National Finance Curriculum & online self-assessment tool**  
Based on the NHS finance technical and behavioural competencies.  
Newly launched online self-assessment tool available.

**Talent Management Strategy and guidance**  
New national and inclusive strategy and toolkit recently launched.



# THE TALENT MANAGEMENT MODEL

*Prior to the launch of Scope for Growth, we are recommending the following approach:*

- **Grow** – Individuals in a role with no current desire to move up the banding structure
- **Stretch** – Individuals with a desire to progress with accountancy qualifications and/or up the banding structure
- **Accelerate** – individuals with drive and ambition to reach as high a level as possible, and ambition to reach potential quickly

*These 3 groups are then further broken down into:*

- **New in post**
- **Core Contributor**
- **Expert**

*The guide includes suggestions for development at each level*

## GROW

In a role with no current desire to move up the banding structure

### New in Post

First 18 months of role

### Core Contributor

Completed more than 50% of the overall competencies of this role

### Expert

Completed all of the competencies (both technical and behavioural)

## STRETCH

Desire to progress with accountancy qualifications and/or up the banding structure

### New in Post

First 18 months of role

### Core Contributor

Completed more than 50% of the overall competencies of this role

### Expert

Completed all of the competencies (both technical and behavioural)

## ACCELERATE

Drive and ambition to reach as high a level as possible, and ambition to reach potential quickly

### New in Post

First 18 months of role

### Core Contributor

Completed more than 50% of the overall competencies of this role

### Expert

Completed all of the competencies (both technical and behavioural)

# TOOLS TO SUPPORT STRATEGY DELIVERY



## Development self-assessment toolkit

Self-assessment against the NHS Finance Competency Framework

This self-assessment toolkit is based on the **NHS Finance Competency Framework** which outlines the technical and behavioural skills required at each stage of a finance career in the NHS. This tool allows you to self-assess yourself against each of the competencies to help you identify what areas you need to develop further to become well-experienced across all areas relevant to your current band level. The self-assessment form can be accessed below where you will be presented with a series of questions that require you to score yourself against each competency from Level 0 (none) up to level 4 (expert). The form should take approximately 20 minutes to complete and on completion you will be presented with a summary of your scores including feedback of what competency areas need development and what topics of training and development you should look to undertake to develop those areas further.

There will also be information on available training and development opportunities from both local and national programmes signposted on the feedback page. (Please note that not all resources and events are available in all regions.)

Encourages, draws attention to, acknowledges and reinforces effective team working and collaboration.

assessment process to produce an up-to-date result of scores. All of your self-assessment results will be saved and listed at the bottom of this page for you to access.

Please note that if you score yourself as Advanced (level 3) or Expert (level 4) in a competency, then this will result in no resources / events being signposted for that competency.

**Feedback**

To further develop your knowledge and experience in this competency, you should look into development opportunities around:

- building and developing a collaborative culture

Please see below the current opportunities that we have through One NHS Finance and our delivery partners.

**Resources**

**DECISION-MAKING**

Online elearning bite-size advanced course from the HFMA (10 hours of CPD)

[FIND OUT MORE](#)



## NHS FINANCE TALENT MANAGEMENT STRATEGY

### GOVERNANCE

The National Talent Management Strategy is led by the National Finance Academy and will be implemented through Regional One NHS Finance Boards (or regional equivalents) with feedback to the National Finance Academy and onwards to FLC.

The workforce will link in with other areas of the One NHS Finance programme, including attracting individuals into a career within NHS Finance which is a part of the FFF workforce.

The strategy will include actions at local, regional and national level, which will be reviewed and updated annually.

Work will be undertaken to link in with technological solutions to map progress made and to record the data resulting from the talent pipeline modelling.

As the NHS Talent Management Model Scope for Growth is rolled out, this strategy will look to align with the approach, and will work to create links into the already established Regional Talent Board.

**NHS Finance Talent Management**

The strategy recognises that individuals may move between these groups throughout their career based on their current circumstances, and that regular, quality talent conversations are required to ensure that the current position of the individual is understood.

It also recognises that the 3 groups will be inclusive of all roles within the NHS finance structure: accountant and technician roles, all training routes such as apprenticeships, training roles, supported study, CPD and individuals regardless of whether they are currently studying or not.

Recognising that the NHS Finance Function faces challenges in respect of underrepresented groups at individual levels, the strategy also looks to support individuals that may undervalue their potential, ensuring that individuals are fully aware of their potential or can identify their ambition in the right section of a Talent Management model.

This will be carried out by linking into support programmes such as the ONF Sponsorship Programme, mentoring programmes and development programmes aimed at individuals with protected characteristics.

The strategy will look to include Talent Management requirements within the One NHS Finance Towards Excellence accreditation process and encourage inclusion of Talent Management requirements within the annual objectives of Line Managers and the senior management team.

### TALENT MANAGEMENT APPROACH

The strategy aims to develop a framework for Talent Management to be applied at organisation, system and regional level that allows:

- Individuals to have an annual Talent Management conversation to assess where they are, to articulate their aspirations and to work with their Line Manager to agree a programme of development to allow them to progress.
- Chief Finance Officer and their senior management team to discuss the outcomes of those conversations to assess the talent pipeline for their structure, and the development that needs to be supported to assist the pipeline of those ready now (0 to 12 months), ready soon (12 to 24 months), and future ready (24 years) to step into roles within the structure.
- Systems and regions to focus on critical roles where the pipeline is particularly challenging and how support can be provided to help individuals to move organisations, to support job swaps or secondments, and to facilitate cross organisational working.
- Recognition for those that have achieved their aspirations and how they can continue to develop, stay up to date, support others within the system and potentially provide a short term 'caretaking' role as gaps arise. How NHS Finance can utilise their expert knowledge and skills within the function in roles such as improvement and innovation of the function is also of importance.

The output of the framework will then be used to map the development needs. This can then be used to develop IDPs for individuals, to develop organisational development and training plans, to inform regional training and development plans and to inform national requirements.

As part of the process, leaders will be able to identify individuals that are happy in their current role, but that there are no opportunities for advancement within the team. Discussions can then take place as to opportunities to expand their role and/or how the individual can be supported to take on more responsibility within the system or a new role, providing them with exposure to other teams, keeping their talent and expertise within NHS Finance.



It will also allow CFOs within the region to identify weak spots, to provide focus on facilitating secondments or job swaps to deal with those weak spots.

The framework will provide an ongoing process, allowing for post development evaluation and the ability to track the progress of the individual, as the model is updated and refreshed as movements and development occurs. At a minimum, the talent pipeline will be updated by the Senior Management team (oversen by the CFO) every 12 months, with individuals receiving at least one conversation per annum re talent management.

## 06 - HOW TO HOLD TALENT CONVERSATIONS: AS A LINE MANAGER

In accordance with the NHS Scope for Growth model and NHS Our People Promise, it is essential to recognise the potential in every individual and regard everyone as talent. All individuals within the team, irrespective of technical expertise, profession, working arrangements or characteristics should have an annual conversation that focuses on their potential and career, not just their performance, with regular updates throughout the year on progress made.

"Individuals should be able to bring their whole selves to work and be in the right environment for them to flourish and reach their potential"

Leadership Academy



### INDICATORS OF SUCCESS

Success of the Talent Management strategy will be measured through indicators that will include:

- Individuals receive a dedicated annual talent management conversation.
- Every role has a talent management pipeline identified, which is reviewed at least every 12 months by the senior management team.
- Individuals have their own talent management development plan which is reviewed at least annually.
- System leaders are aware of the talent within the system and are clear as to the talent pipelines for critical roles within the system.
- Staff are provided with the opportunities to gain the experience/development required to achieve their talent management plan.
- Improvements in staff survey feedback experience.

### STEP 1: PREPARATION

- Following the Talent Principles as set out by the Leadership Academy, you need to ensure that:
- 1) We engage everyone through openness, equity, and inclusion.
  - 2) We think about future potential as well as current performance.
  - 3) We recognise and support talent at all levels.
  - 4) We effectively plan for the future.
- Familiarise yourself with the staff member's role, responsibilities, and performance.
  - Review the **ONE NHS FINANCE COMPETENCIES** and any relevant job descriptions to understand the expected skills and behaviours.
  - Encourage the staff member to prepare for the meeting by assessing themselves against the NHS Finance competencies at the role / area they wish to aspire to, using the **online curriculum self-assessment toolkit**, and bring their results to the talent meeting.
  - From previous appraisals and one-to-ones, aim to familiarise yourself with the staff member's career aspirations and development goals.
  - Consider any challenges or barriers the staff member may be facing and how you can support them.

	DEVELOPMENT PROGRAMMES			LEADERSHIP DEVELOPMENT				'POSITIVE ACTION' PROGRAMMES	
	Career Shapers	Career Developers	Career Progressors	Going Beyond	Accelerate	National Finance Leaders Talent Pool	First time in post CFO/FD	Sponsorship Programme	Breaking Diversity Barriers
Who is it for?	Bands 2-4	Bands 5- 6	Bands 7- 8b	Band 8C+	Deputy CFOs	Aspiring CFOs currently working at Deputy level	CFOs in their first year in post	Staff with protected characteristics up to Deputy level	Staff with protected characteristics working at Bands 7-8b
Duration	1 x full day workshop & 4 online modules	3 x full day workshops	3 x full day workshops	5 x full day workshops	2-day residential programme	2 year programme with 2 night residential development centre	2-day residential programme	2 years- Includes regular meetings with Sponsor	"3 x full day workshops (within 4 months)"
Topics included	<ul style="list-style-type: none"> <li>- Career stories</li> <li>- Understanding the business</li> <li>- Planning for progression</li> <li>- Growing your network</li> <li>- Exploring sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>- Starting leadership</li> <li>- Knowing the business</li> <li>- Difficult conversations</li> <li>- Building your networks and how to use them</li> <li>- Understanding barriers</li> <li>- Presentation techniques</li> <li>- Exploring sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>- Managing stress</li> <li>- Leadership development</li> <li>- Owning your authentic self</li> <li>- Being inclusive colleagues</li> <li>- Interview techniques</li> <li>- Exploring sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>- Career stories</li> <li>- System leadership</li> <li>- Working with clinicians</li> <li>- Influencing, negotiating and networking</li> <li>- Managing teams through change</li> <li>- Structured Sponsorship</li> <li>- Action learning sets</li> <li>- Personal development plans</li> </ul>	<ul style="list-style-type: none"> <li>- The Journey to CFO</li> <li>- Improving presentation and interview techniques</li> <li>- Priorities and influence of a finance leader</li> <li>- Stakeholder relationships</li> <li>- Expectations from the centre</li> <li>- Equality, diversity, &amp; inclusion 'in-action'</li> <li>- Leading within system working</li> </ul>	<ul style="list-style-type: none"> <li>- 3 Day development centre including group discussion, presentation and stakeholder engagement exercises</li> <li>- Action learning sets</li> <li>- Understanding Board recruitment</li> <li>- CV writing</li> <li>- Interviewing</li> <li>- Presentation skills</li> <li>- 3 x Coaching sessions</li> <li>- Networking</li> </ul>	<ul style="list-style-type: none"> <li>- System working and influence</li> <li>- Staff support and development</li> <li>- Importance of relationships across organisation and system</li> <li>- Working with clinicians</li> <li>- NHSE/I expectations</li> </ul>	<ul style="list-style-type: none"> <li>- Regular meetings with Sponsor</li> <li>- Networking with local and national Sponsees</li> <li>- Opportunity to present at meetings and events</li> <li>- Regular workshops &amp; on-going development opportunities</li> <li>- Job swaps, shadowing &amp; secondment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Building confidence &amp; resilience – being your authentic self</li> <li>- Recognising barriers to diversity and inclusion and how to overcome these</li> <li>- Gaining the confidence to challenge discrimination and perceived inequalities in the workplace</li> <li>- Upskilling to work within inherently biased environments</li> <li>- Learning how to present your USP and using that to aid in career progression</li> </ul>
Application Process	"Via application & nomination from line manager"	"Via application & nomination from line manager"	"Via application & nomination from line-manager"	"Via application & nomination from FD"	"Via application & nomination from FD"	"Via application & nomination from FD. Shortlisted candidates will be invited to interview ahead of selection to the programme"	"Application or nomination from Regional Director of Finance "	Via email application	Via application & nomination from line manager
CPD Hours	11.5	21	21	35	14	Approx 50	7.5	N/A	21
Cost	All of the development programmes we run are free of charge for NHS finance staff including meals and refreshments. Accommodation will be provided for residential programmes. Travel costs are not covered.								



# WHAT'S ON OFFER THROUGH THE ACADEMY?



## Leadership Development

### Going Beyond – Bands 8C+

Aimed at finance staff working at band 8c or above who wish to further their professional development with a view to career progression.

*Applications open May 2024*

### Accelerate – Deputy CFOs

Aimed at deputy finance directors who want support and development ahead of applying to the National Finance Leaders Talent Pool.

*Applications open now May 2024*

### National Finance Leaders Talent Pool

Aimed at deputy finance directors who are ready now, or in the very near future, to become Finance Directors or Chief Finance Officers in the NHS.

*Applications open Autumn 2024*

### First Time in Post CFO Programme

A development programme and network that supports new in-post board level CFOs during their first year in-post.

*Applications open for October 2024 cohort*

# THE NATIONAL FINANCE ACADEMY...

## 23/24 PROGRAMME ENGAGEMENT

Region	Development programmes				
	Career Shapers	Career Developers	Going Beyond	Accelerate	First in Post
North East & Yorkshire	4	2	5	5	1
East of England	2	5	8	3	4
London	4	13	19	7	2
Midlands	1	9	9	4	1
North West	4	9	9	4	7
South East	2	4	4	3	1
South West	3	6	4	3	0

# HOW YOU CAN GET INVOLVED



## Career development and progression

- Development programmes from Band 2 to Finance Director level
- The National Sponsorship Programme career sponsorship for staff from under-represented groups at director level in nhs finance
- *National Finance Curriculum – based on updated competencies that will help you map out your career progression which can link into appraisals and PDPs*
- *Newly launched online self-assessment tool available to help bridge any identified gaps.*

## Networks and other development opportunities

- Inclusion & Diversity Ambassadors network - for those who are keen to be involved in local initiatives that aim to improve equality, diversity, and inclusion within nhs finance
- Women in Leadership - join the national or regional network open to all genders. The network aims to make improvements to the gender balance in senior finance roles.

## Sign up today

- Visit [www.onefinance.nhs.uk](http://www.onefinance.nhs.uk) – create a profile to join the network and connect with peers from across the country
- Subscribe to the bi-weekly newsletters where opportunities via the Academy are promoted
- Join a network and get involved in local meetings and events right away
- All events, resources, and opportunities via One NHS Finance and the Academy are free

