

# Finance Competence Framework

# What is the Finance Competence Framework?

## Why is it useful and how it will be used...

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**Executive summary** - This Finance Competence Framework has been developed to capture the level of financial skills and knowledge that are key to delivering finance expertise. Competences are the skills, behaviours, knowledge and technical attributes that individuals must have, or acquire, to perform effectively in their role. The Finance Competence Framework will not replace your own Department's Competence Framework or the already established Civil Service Competence Framework that you should all be familiar with. Instead, it will complement them, concentrating on the finance skills which are applicable across Government. The aim is to strike a balance between the frameworks to assess development requirements.

### The Framework will enable you to:

- Identify which competences are relevant to your role
- Identify any gaps in your current skill set
- Identify where your role fits within the Job families and the Finance taxonomy

### The Framework will enable managers to:

- Assess capability against a well-defined set of behaviours, skills and knowledge to help identify competence strengths and weaknesses in their area, including highlighting generic gaps i.e. where a number of individuals may need 'upskilling' in the same area of expertise
- Maximise the capability and capacity of the community either using existing learning and development products or developing new products if appropriate
- Help you to realise your full potential by supporting your development and career choices

### Other benefits include:

- Ensuring we as a profession deploy and maintain the right people in the right jobs
- Managing workforce and career succession planning in an objective manner
- Setting out the expectations of what individuals are expected to know to be able to perform in their jobs
- Informing the appraisal and recruitment processes
- Targeting of training and development resources and helping individuals take more responsibility for their own development
- Enabling job levels and performance expectations to be set consistently across all departments

**Whatever your role and required level of competence, you must be mindful of the risk areas for your business and always adhere to the standards and ethics expected of a finance professional.**

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# Government Finance Taxonomy and the relationship to Job Families

The Government Finance Taxonomy is set by HMT, the diagram below illustrates the categories from the taxonomy, and highlights the typical activities which fall into each area and also which job family each role fits into. These descriptions have been used throughout the Finance Competence Framework.

| DECISION SUPPORT – FINANCE STRATEGY  |   |  | DECISION SUPPORT – BUSINESS PARTNERING & CHANGE   |  |   |   |
|--|---|--|---|--|---|---|
| Leadership   | Planning  |  | Business Partnering   | Change Management  | Costing, MI & Analytics   | Commercial Activity   |
| Leadership<br>Finance strategy   | Planning<br>Budgeting<br>Forecasting<br>Planning Infrastructure   |  | Reporting commentary<br>Programme/Project Contract Mgt<br>Departmental Policy<br>Business Case formulation & investment appraisal<br>Local commercial advice<br>Cost analysis | Internal Projects<br>Cross-government initiatives<br>Specialist training   | Ad-hoc MI<br>Analytics  | Local sourcing<br>Local contract management<br>Departmental sourcing<br>Departmental contract management                              |
| REPORTING & CONTROL – FINANCIAL CONTROL & OPERATIONS                                     |   |  |   |  |   |   |
| Management Reporting   | External Reporting  | Technical Accounting   | Tax   | Risk & Compliance  | Intelligent Customer / Partner Engagement   | Treasury Function   |
| Board reports<br>Management accounts<br>Other standard reports                           | Notes and Narratives<br>PQs and FOIs<br>Annual Accounts<br>Other Statutory Returns<br>Parliamentary Returns<br>Transparency<br>OSCAR reporting<br>Estimates                   | Accounting policy<br>General accounting support<br>Other technical advice<br>Contract accounting<br>Assets and Capital accounting<br>Pensions advice | Tax compliance<br>Tax accounting<br>Tax advice  | Auditor liaison<br>Risk & compliance ownership<br>Financial controls framework<br>Risk management and compliance framework<br>Fin. controls ownership<br>HMT approval/delegations<br>Adherence to MPM, CBG, FReM | Master data ownership<br>Local relationships<br>Central relationships   | Advanced cash flow forecasting<br>Working capital management<br>Foreign exchange hedging<br>Corporate treasury                        |
| FINANCE OPERATIONS – FINANCIAL CONTROL & OPERATIONS                                      |   |  |   |  |   |   |
| Master Data Management   | Transactional   | Accounting Operations  | Systems   | Transactional Procurement  | Inventory   | Grants Management   |
| Chart of Accounts<br>Customers<br>Suppliers<br>Procurement categories<br>Inventory items | Accounts receivable (inc Debt Mgt)<br>Accounts payable<br>Fixed assets<br>Cash management<br>Travel & subsistence<br>GPC processing<br>Payroll/Pensions<br>Project accounting | General accounting<br>Financial consolidation<br>Bank reconciliation<br>Other reconciliations<br>Period end<br>Year end                              | Finance systems<br>Procurement systems<br>Inventory systems<br>MI/Reporting systems<br>Planning tools<br>Other specialist tools   | Catalogue management<br>GPC administration<br>Requisitions<br>Goods received noted<br>Supplier assessments<br>Purchase order creation  | Demand management<br>Inbound logistics<br>Warehouse picking<br>Outbound logistics<br>Inventory accounting<br>Inventory valuation<br>Stock-takes | Data maintenance<br>Application processing<br>Decision processing<br>Rules-based calculations<br>Grants payments<br>Compliance checks |

Finance Competence Framework – NB Colour code indicates job family

# Competence Levels

## How we measure the levels of competence...

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The competences have been described at four levels which also match the four learning levels on CSL. They will not necessarily equate to a specific pay band as there may be some crossover and/or areas where you are 'expert' in some topics but less so in others, irrespective of grade.

In reading these competences you would be expected to be able to demonstrate that you have or are able to:

| Awareness<br>Level 1   | Working<br>Level 2  | Practitioner<br>Level 3   | Expert<br>Level 4   |
|--|---|---|---|
| Knowledge of what is involved and the link from the individuals role to the specialism | Understand and demonstrate key issues and implications, able to ask the right questions and able to provide guidance and advice to others based on significant financial experience | Demonstrate extensive and substantial skill and experience and applied knowledge of the subject | Demonstrate wide ranging knowledge, how to apply and or interpret it and see the implications for the organisation as a whole |

**NB For many SCS roles it is expected that the jobholder would have expert level competencies in some but not all areas, but that they would demonstrate a more strategic outlook i.e. by taking account of the potential implications of proposed actions or policies and if necessary challenging or amending them and encouraging and enabling their teams to do likewise**

### How to use

In the first instance you should read through the Framework and identify which competences are relevant to your role. Working with your manager you can assess your current competence level against specific activities, there may be some areas that you don't need to know about and that is absolutely fine.

The exercise may identify gaps in your knowledge. In this instance you would discuss how the skills gaps might be addressed with your manager. It may of course highlight that you have expertise over and above the requirement so your manager may discuss your career aspirations with you.

# Reporting & Control - Financial Control and Operations

## Management Reporting, Intelligent Customer, Treasury Function

This includes the following range of activities:

### Management Reporting

**Board Reports** - Activity related to populating and drafting board reports

**Management Accounts** - Activity related to producing management accounts

**Other Standard Reports** - Activity related to producing other standard finance reports and dashboards.

### Intelligent Customer/Partner Engagement

**Central Relationships** - Management of relationship between partners that support the end-to-end provision of the finance service, including outsourced service providers and central shared services teams. Central relationships refers to relationships with providers that work with multiple departments

**Local Relationships** - Management of relationship between partners that support the end-to-end provision of the finance service, including outsourced service providers and central shared services teams. Local relationships refers to relationships with providers that work with a single department

**Master Data Ownership** - Local activity to approve changes to finance master data architecture and set categories, including CoA and Hierarchies, Suppliers, Customers etc. Partner engagement is an intelligent customer function

### Treasury Function

**Advanced Cash Flow Forecasting** - Production of regular cash-flow forecasts produced for the Treasury

**Working Capital Management** - of short-term assets and short-term liabilities, ensuring there is acceptable liquidity for business activities

**Foreign Exchange Hedging** - Activities to minimise foreign exchange risk which arise from foreign transactions or holding foreign currency assets

**Corporate Treasury** - Active management of the financial position of the organisation - particularly related to liquidity and credit risk - ensuring the cash position is sufficient to meet obligations

| Awareness  | Working  | Practitioner   | Expert  |
|--|--|--|---|
| <p><b>General</b></p> <ul style="list-style-type: none"> <li>Aware of what each activity involves and the relevant Departmental policies</li> <li>Understand own role and contribution in delivering activities</li> <li>Identify key contacts for each area, including outsourced service provider and central shared teams</li> <li>Know where to go for advice</li> </ul> <p><b>Management Reporting</b></p> <ul style="list-style-type: none"> <li>Know what return/report/accounts are needed and why they are required and the timetable for delivery</li> <li>Aware of the need to maintain good audit trails and working papers</li> <li>Aware of business area, risks and controls</li> </ul> <p><b>Intelligent Customer</b></p> <ul style="list-style-type: none"> <li>Understand the business, its financial policies and procedures</li> </ul> <p><b>Treasury Function</b></p> <ul style="list-style-type: none"> <li>Understand HM Treasury requirements and the criticality of cash flow forecasting/reporting</li> <li>Aware of the cash management procedures and regulations</li> </ul> | <p><b>General</b></p> <ul style="list-style-type: none"> <li>Work with a wide range of internal and external stakeholders and identify issues to be escalated</li> <li>Understand Departmental policies and procedures for work area</li> </ul> <p><b>Management Reporting</b></p> <ul style="list-style-type: none"> <li>Understand the data sources, the need for controls, audit trails and working papers</li> <li>Analyse and interpret data, identifying trends and challenge anomalies/inaccuracies in information</li> <li>Prepare and present information in different ways to meet different audiences' needs</li> <li>Demonstrate understanding of the data/ key issues and implications on the reports to improve reporting quality</li> </ul> <p><b>Intelligent Customer</b></p> <ul style="list-style-type: none"> <li>Manage the financial service day to day contacts with outsourced service providers and central shared teams</li> <li>Good working knowledge of the commercial contracts in place with suppliers/partners</li> <li>Understand boundaries of authority and avoids exposing the department to unauthorised activity</li> <li>Continuously review relationships and strive to continuously improve them</li> </ul> <p><b>Treasury Function</b></p> <ul style="list-style-type: none"> <li>Understand approaches to cash management activities and the financial handling of the specific activity</li> <li>Manage specific activities when dealing with a variety of information</li> <li>Advise on areas of expertise</li> </ul> | <p><b>General</b></p> <ul style="list-style-type: none"> <li>Demonstrate wide understanding of the business area, solving both routine and more complex issues.</li> <li>Work with a wide range of internal and external stakeholders</li> <li>Review relationship management and service delivery and identify and implement improvements and efficiencies, ensuring effective relationships area maintained.</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> </ul> <p><b>Management Reporting</b></p> <ul style="list-style-type: none"> <li>Manage complex financial information ensuring it meets business need</li> <li>Work with customers to improve reporting quality</li> <li>Provide supporting advice and guidance to a wide range of audiences assisting the understanding of the information</li> </ul> <p><b>Intelligent Customer</b></p> <ul style="list-style-type: none"> <li>Effectively manage relationships overcoming difficult finance service problems</li> </ul> <p><b>Treasury Function</b></p> <ul style="list-style-type: none"> <li>Interpret application of Government policy and use it to assist in the definition and setting of departmental policy</li> <li>Understand the impact of exchange rate movements on the Department's finances</li> <li>Understand links to the estimates and control regime and manage Department's net cash requirements</li> <li>Identify recurrent themes and generate improvements to processes and systems</li> </ul> | <p><b>General</b></p> <ul style="list-style-type: none"> <li>Scrutinise and challenge unit costs and seek opportunities for delivering efficiencies</li> <li>Solve significant, complex accounting issues identifying changes needed to policy, rules, systems or processes</li> </ul> <p><b>Management Reporting</b></p> <ul style="list-style-type: none"> <li>Demonstrate a deep understanding of the reporting system and issues, interpret results, highlight challenges and offer solutions for their treatment</li> <li>Identify opportunities for improving Departmental performance and recommend options to address challenges</li> <li>Develop new processes and systems to provide improved management information and reports</li> </ul> <p><b>Intelligent Customer</b></p> <ul style="list-style-type: none"> <li>Responsible for managing the relationship between partners that support the provision of the service</li> <li>Develop policy relating to outsourcing and shared services</li> <li>Manage most challenging conversations seeking resolution to issues ensuring no impact to service</li> <li>Coach and supports senior stakeholders in identifying solutions to deliver improved services and relationships</li> </ul> <p><b>Treasury Function</b></p> <ul style="list-style-type: none"> <li>Have an In depth accounting knowledge pertinent to their area of expertise</li> <li>Guide and coach others through complex accounting issues ensuring key facts are understood</li> <li>Anticipate changes needed as a result of external factors</li> <li>Discharge corporate responsibilities</li> </ul> |

# Finance Operations - Financial Control and Operations

## Master Data Management, Transactional

This includes the following range of activities:

### Master Data Management

**Chart of Accounts, cost capture** - Includes activity to apply master data categories to relevant systems.

**Customers** - Assuring the association of financial transactions affecting customers against a trusted and single source of data, enabling effective trace of data activities from source capture through to eventual deletion - (Single Financial Account)

**Suppliers** - Include the capture and maintenance of a single register of suppliers and ensuring all financial transactions affecting them are tightly linked and traceable. Ensuring all financial approvals affecting each supplier are clearly evidenced and traceable to those who have authorised their payment

**Procurement Categories** - Maintaining a single register of procurement types which allow all departmental expenditure to be managed according to consistent and relevant structures, instilling standardised actions and reporting

**Inventory Items** - Establishing rigorous data management controls to track the lifecycle of inventory from Order to Consumption. Ensure consistent categories of inventory types to manage overall efficiency concerns

### Transactional

**Accounts Receivable (including Debt Management)** - Processing, monitoring, collecting and recording payments on the account receivables.

**Accounts Payable** - Processing, monitoring and issuing payments on the account payables. Maintaining records of money outflows

**Fixed Assets** - Processing and monitoring fixed asset transactions (e.g. sales and purchases)

**Cash Management** - Monitoring and management of cash balances including physical handling of cash

**Travel and Subsistence** - Activities around processing travel and subsistence claims and monitoring receipts

**GPC Processing** - Activities around processing transactions from Government Procurement Cards (GPC)

**Payroll / Pensions** - Activities around processing payroll transactions

**Project Accounting** - Activities around monitoring the progress of transactions of a specific project

| Awareness   | Working   | Practitioner  | Expert  |
|---|---|---|---|
| <p><b>General</b></p> <ul style="list-style-type: none"> <li>Aware of what each activity involves and the relevant Departmental policies and guidance</li> <li>Understand own role and contribution in delivering activities</li> <li>Identify key contacts for each area</li> </ul> <p><b>Master Data Management</b></p> <ul style="list-style-type: none"> <li>Knowledge of Department's financial processes and procedures and ensure compliance</li> <li>Aware of data requirements and rules for each system and ensure compliance</li> </ul> <p><b>Transactional</b></p> <ul style="list-style-type: none"> <li>Understands systems and procedures and the need for physical and process controls e.g. segregation of duties, use of unique identifiers to avoid duplicate payments etc.</li> </ul> | <p><b>General</b></p> <ul style="list-style-type: none"> <li>Identify and fix routine issues and know who to approach to escalate more complex issues</li> </ul> <p><b>Master Data Management</b></p> <ul style="list-style-type: none"> <li>Understand the data sources and categories and build good working relationships with stakeholders</li> <li>Responsible for some systems aspects, such as assessing data accuracy</li> <li>Identify opportunities for and engage in transformative improvements</li> <li>Take active role in supporting ongoing investigations involving Financial Data</li> </ul> <p><b>Transactional</b></p> <ul style="list-style-type: none"> <li>Good working knowledge of departmental systems and procedures to carry out timely financial transaction processing in accordance with them, appreciate system applications and limitations</li> <li>Ensure robust records and audit trails are maintained</li> <li>Ensure robust controls are effected properly, check regularly to ensure compliance, constantly seek opportunities to improve safeguards</li> </ul> | <p><b>General</b></p> <ul style="list-style-type: none"> <li>Lead the resolution of complex issues, spot inconsistencies in approach, make recommendations and implement improvements</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> </ul> <p><b>Master Data Management</b></p> <ul style="list-style-type: none"> <li>Accountable for large elements of the system</li> <li>Work with a wide variety of data sources and contacts to improve quality</li> <li>Ensure continued compliance where any change activities impact the required data management controls.</li> </ul> <p><b>Transactional</b></p> <ul style="list-style-type: none"> <li>Manages large parts/elements of the systems and processes</li> <li>Carry out in depth reviews into specific areas where problems have been identified</li> <li>Assure process and records are accurate and comprehensive, meeting Departmental requirements</li> <li>Regularly assess strength of controls and ensure compliance</li> </ul> | <p><b>General</b></p> <ul style="list-style-type: none"> <li>Scrutinise and challenge unit costs identifying opportunities for delivering efficiencies</li> <li>Manage the most complex issues targeting improvements</li> <li>Guide and coach others through complex issues ensuring key facts are understood</li> </ul> <p><b>Master Data Management</b></p> <ul style="list-style-type: none"> <li>Master data owner and manager of systems data</li> <li>Own and take accountability for the resolution of complex, large and sensitive issues impacting financial data across Departmental systems and explain them in language that others can understand</li> <li>Identify trends and implement continuous improvement of the data quality</li> </ul> <p><b>Transactional</b></p> <ul style="list-style-type: none"> <li>Responsible for the delivery of the end to end process ensuring records maintained and supporting processes are accurate, controls are in place and working and meet Departmental guidelines</li> <li>Deep understanding of the process, identify and implement improvements whilst adhering to guidelines</li> <li>Identify opportunities to use new approaches, work with customers to innovate and increase performance</li> </ul> |

# Finance Operations - Financial Control and Operations

## Accounting Operations, Systems

This includes the following range of activities:

### Accounting Operations

**General Accounting** - General accounting activities, including the posting of routine journals and adjustments

**Financial Consolidation** - Combining financial data from subsidiaries (e.g. partner organisations, agencies or local bodies) within an organisation

**Bank Reconciliations** - Activities around comparing the cash balance as per accounting records with the balance stated in the bank statement

**Other Reconciliations** - Completion of additional reconciliations e.g. finance to procurement management information (MI)

**Period End** - Activities around preparing to report at the end of a financial period

**Year End Activities** - around preparing to report at the end of a financial year

### Systems

**Finance Systems Ownership** - Accreditation, maintenance and development of the financial accounting system

**Procurement Systems Ownership** - maintenance and development of the procurement system

**Inventory Systems** - Ownership, maintenance and development of the inventory management system

**MI / Reporting Systems Ownership**, maintenance and development of the MI/ Reporting management system.

This is distinct from the management of the underlying data source systems

**Planning Tools** - Development and ownership of the central planning tools

**Other Specialist Tools** - Development and ownership of additional related finance tools related to finance capabilities

| Awareness   | Working   | Practitioner  | Expert   |
|---|---|---|--|
| <p><b>General</b></p> <ul style="list-style-type: none"> <li>Aware of what each activity involves and the relevant Departmental policies and guidance</li> <li>Understand own role and contribution in delivering activities</li> <li>Identify key contacts for each area</li> </ul> <p><b>Accounting Operations</b></p> <ul style="list-style-type: none"> <li>Aware of the need for and adherence to systems and process controls</li> <li>Aware of the need to maintain robust audit trails, working papers, approvals</li> <li>Understand concepts such as materiality, accruals and audit methodologies</li> </ul> <p><b>Systems</b></p> <ul style="list-style-type: none"> <li>Understand systems and procedures and the need for physical and process controls e.g. segregation of duties, use of unique identifiers to avoid duplicate payments etc.</li> </ul> | <p><b>General</b></p> <ul style="list-style-type: none"> <li>Identify and fix routine issues and know who to approach to escalate more complex issues</li> </ul> <p><b>Accounting Operations</b></p> <ul style="list-style-type: none"> <li>Review area of expertise for compliance with controls, completeness and accuracy</li> <li>Understand accounting principles and ensure data sources are accurate, challenging inaccuracies / anomalies in the information provided</li> <li>Maintain audit trails, accurate working papers and authorisations</li> <li>Understand latest developments in reporting and able to respond quickly to changing requirements</li> <li>Understand and ensure adherence to the financial requirements/regulations e.g. The Government Financial Reporting Manual (FREM), European Union (EU) systems of accounts etc., provide supporting information where needed</li> </ul> <p><b>Systems</b></p> <ul style="list-style-type: none"> <li>Good working knowledge of departmental systems and procedures, appreciate system applications / limitations</li> <li>Ensure robust records and audit trails are maintained, robust controls are effected properly, check regularly to ensure compliance, seek opportunities to improve safeguards</li> <li>Responsible for maintaining and updating elements of the system, understand the information sources and the interaction with the systems</li> <li>Ensure Service Level Agreements are maintained</li> </ul> | <p><b>General</b></p> <ul style="list-style-type: none"> <li>Lead the resolution of complex issues, spot inconsistencies in approach, make recommendations and implement improvements</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> </ul> <p><b>Accounting Operations</b></p> <ul style="list-style-type: none"> <li>Provide technical guidance on complex operational issues</li> <li>Ensure controls are regularly reviewed, stress tested and checked for completeness and accuracy, and anomalies or inconsistencies are addressed and opportunities for improvement are sought and implemented,</li> <li>Provide supporting advice or documentation on complex technical or process issues to assist the understanding of the information</li> </ul> <p><b>Systems</b></p> <ul style="list-style-type: none"> <li>Carry out in depth reviews into specific areas where problems have been identified</li> <li>Assure processes and systems produce accurate and comprehensive records meeting HMT OSCAR (HM Treasury Online System for Central Accounting and Reporting) and Departmental requirements</li> <li>Manage delivery of large elements/parts of the system working to Service Level Agreements and financial regulations</li> <li>Enhance systems usability by implementing changes across the system, working with customers to ensure changes are implemented successfully</li> </ul> | <p><b>General</b></p> <ul style="list-style-type: none"> <li>Scrutinise and challenge unit costs identifying opportunities for delivering efficiencies</li> <li>Manage the most complex issues targeting improvements</li> <li>Guide and coach others through complex issues ensuring key facts are understood</li> </ul> <p><b>Accounting Operations</b></p> <ul style="list-style-type: none"> <li>Scrutinise activities, assuring accuracy and compliance with regulations</li> <li>Confirm all financial requirements/regulations have been met, robust controls in force and audit trails maintained</li> </ul> <p><b>Systems</b></p> <ul style="list-style-type: none"> <li>Deep understanding of the systems and processes, identify areas for improvement work with stakeholders/customers to innovate and increase performance</li> <li>Develop excellent working relationships with both internal and external auditors</li> </ul> |

# Reporting & Control - Financial Control and Operations

## External Reporting

This includes the following range of activities:

**Board Reports** - Activity related to populating and drafting board reports

**Management Accounts** - Activity related to producing management accounts

**Other Standard Reports** - Activity related to producing other standard finance reports and dashboards

**Annual Accounts** - Activity supporting production of annual accounts and Auditor liaison

**Notes and Narratives** - Production of notes and narratives to support annual account and other external reports

**Other Statutory Returns** - Production of statutory returns including Cabinet Office returns (Public Expenditure Statistical Analyses (PESA), HMT OSCAR data and reports

**Parliamentary Returns /Requests** - Production of Parliamentary returns, preparing Parliamentary Questions and Freedom of Information requests (PQs and FOIs)

**Transparency** - Supporting reporting requirements relating to the transparency agenda

**Estimates** - Preparing departmental estimates

**NAO/HMT** – Management of relationships

| Awareness   | Working   | Practitioner  | Expert   |
|---|---|---|--|
| <ul style="list-style-type: none"> <li>Understand the business and the role of planning, budgeting and finance and how the elements work together</li> <li>Aware of what each activity involves and the relevant Departmental policies</li> <li>Understand the difference between Resource, Capital and AME (Annually Managed Expenditure)</li> <li>Understand the system's capabilities and limitations</li> <li>Understand own role and contribution in delivering activities including where to find the information</li> <li>Identify key contacts for each area</li> </ul> | <ul style="list-style-type: none"> <li>Support the preparation of forecasts/resource plans using the appropriate format and providing additional supporting information where required</li> <li>Assist in preparing accurate budgets to support business plans</li> <li>Challenge anomalies in figures and identify trends in areas of responsibility recommending actions for improvement</li> <li>Understanding all of the requirements of external reporting, estimates and the guidance e.g. the Estimates Manual, FReM and Consolidated Budgeting Guidance.</li> <li>Understanding political sensitivities in Board reporting, and taking a proactive stance when potential issues arise</li> <li>Knowing and understanding the requirements of the FOI Act, when to redact data and the requirements for transparency reporting,</li> <li>Understanding the NAO perspective and ensuring there's an audit trail to support all account entries, notes and narratives</li> </ul> | <ul style="list-style-type: none"> <li>Provide robust forecasts, evidence based plans and accurate budgets</li> <li>Assess and challenge business forecasts ensuring the information is accurate and evidence based</li> <li>Drive finance transformation around business planning to ensure fully integrated Departmental processes</li> <li>Identify trends across areas, sharing best practice and challenging poor quality</li> <li>Review and assures plans providing feedback on any improvements needed</li> <li>Support business in identifying and implementing improvements</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> <li>Recognise that there may be areas where interpretation of rules/guidance may become an issue and how to deal with them</li> </ul> | <ul style="list-style-type: none"> <li>Apply advanced modelling techniques to deliver a range of options in formulating plans</li> <li>Use complex data and information to drive performance improvement and obtain future budgets</li> <li>Identify, negotiate and agree appropriate measures for plans</li> <li>Present complex information and issues in a simple manner whilst still raising key issues</li> <li>Make strategic decisions based on data presented</li> <li>Scrutinise and challenge unit costs and seeks opportunities for delivery of efficiencies</li> <li>Anticipate challenges to interpretation and be able to explain and defend the approach taken</li> </ul> |



# Reporting & Control - Financial Control and Operations

## Technical Accounting

This includes the following range of activities:

**Accounting Policy** - Setting department specific accounting policy and related guidance; Interpreting application of Government accounting policy within department

**General Accounting Support** - Providing general technical accounting advice, including support applying standards and interpreting Government accounting policy advice

**Other Technical Advice** - Providing advice on application of technical accounting guidelines

**Contract Accounting** - Providing advice on specialist contract accounting rules or principles

**Assets and Capital Accounting** - Setting policy or providing advice relating to assets and capital accounting

**Pensions Advice** - Finance roles relating to accounting advice on pensions

**NAO/HMT** – Management of relationships

| Awareness  | Working  | Practitioner  | Expert  |
|--|--|---|---|
| <ul style="list-style-type: none"> <li>Aware of the Department's key accounting policies</li> <li>Know what return/report/accounts are needed, why they are required and the timetable for delivery</li> <li>Understand where to go to get more detailed information</li> <li>Understand own role and contribution in delivering activities</li> </ul> | <ul style="list-style-type: none"> <li>Identify and work with a wide range of internal and external stakeholders to ensure relevant information is available</li> <li>Be mindful of changing priorities and requirements and ask insightful and probing questions, identifying areas for improvement</li> <li>Demonstrate a good working knowledge of the Accounting rules eg FReM, IFRS (International Financial Reporting Standards) etc.) key issues and implications and provide clear advice and support on accounting rules, principles, and guidelines</li> <li>Advise on accounting implications of business issues and decisions</li> </ul> | <ul style="list-style-type: none"> <li>Detailed knowledge in an accounting area(s) and provides advice/guidelines for day to day issues as well as unusual, complex issues</li> <li>Solve challenging non standard accounting problems and support others through complex issues</li> <li>Interpret application of government accounting policy within Department</li> <li>Define and set accounting policy</li> <li>Identify recurrent themes and generate improvements to processes and systems</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> <li>Recognise that there may be areas where interpretation of rules/guidance may become an issue and how to deal with them</li> </ul> | <ul style="list-style-type: none"> <li>Able to apply accounting knowledge in the strategic context and advise on the impact of accounting issues on budgets and strategic decision-making.</li> <li>Guide and coach a wide range of senior colleagues through complex accounting issues ensuring key facts are understood</li> <li>Solve significant, complex accounting issues identifying any changes needed to policy, rules, systems or processes</li> <li>Anticipate changes needed as a result of external factors</li> <li>Anticipate challenges to interpretation and be able to explain and defend the approach taken</li> <li>Discharge corporate responsibilities</li> <li>Scrutinise and challenge unit costs and identify opportunities to deliver efficiencies</li> </ul> |

# Reporting & Control - Financial Control and Operations

## Tax

This includes the following range of activities:

**Tax Compliance** - Advice to and assurance of broader department on steps necessary to comply with tax rules

**Tax** - Advice on implications for policy or programmes of tax rules

**Tax Accounting** - Advice on accounting implications of tax rules

| Awareness   | Working   | Practitioner  | Expert  |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>Aware of the business and what tax rules are applicable i.e. both direct and indirect taxes and the impact of departmental policies on them e.g. travel and subsistence, dual workplace.</li> <li>Understand where to go to get more detailed information</li> <li>Understand own role and contribution in delivering activities</li> <li>Identify key contacts for each area</li> </ul> | <ul style="list-style-type: none"> <li>Good working knowledge of the business and what tax rules are applicable i.e. both direct and indirect taxes and the impact of departmental policies on them e.g. travel and subsistence, dual workplace etc.</li> <li>Build up a network of informed stakeholders and provide clear advice, support on tax rules, principles, and guidelines</li> <li>Advise on tax accounting implications of business issues and decisions</li> <li>Build a good working relationship with the departmental tax advisory team and or HMRC contacts</li> </ul> | <ul style="list-style-type: none"> <li>Solve challenging non standard tax accounting problems and support others through complex issues</li> <li>Interpret application of Government Tax accounting policy within Department</li> <li>Identify recurrent themes and generate improvements to processes and systems</li> <li>Develop strong working relationships with internal and external senior stakeholders especially HMRC</li> <li>Provide clear advice, support and education on tax rules, principles, and guidelines</li> <li>Guide and coach others through complex tax accounting issues ensuring key facts are understood</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> </ul> | <ul style="list-style-type: none"> <li>Able to apply accounting knowledge in the strategic context and advise on the impact of accounting issues on budgets, strategic decision-making etc.</li> <li>Solve significant, complex tax accounting issues identifying any changes needed to policy, rules, systems or processes</li> <li>Anticipate changes needed as a result of external factors, eg changes in HMRC policy.</li> <li>Discharge corporate responsibilities</li> <li>Scrutinise departmental tax position and seek opportunities for efficiencies</li> </ul> |

# Reporting & Control - Financial Control and Operations

## Risk and Compliance

This includes the following range of activities:

**Financial Controls** – Definition and implementation of risk based financial controls in line with regulations and best practice

**Risk and Compliance Ownership** – Development of central controls policy and standards – acting as the focal point for business engagement on risk and compliance

**Risk Management** – Identifying and tracking risk resources, measurement and impact, mitigation and resolution. Using financial tools to manage exposure to risk

**Compliance Monitoring** – Monitor the level of internal controls, assign risk levels and undertake sample testing of controls

**Auditor Liaison** – Facilitate the audit and act as the focal point for communication with the auditor; resolve audit issues and keep all parties informed on the progress of the audit

**HMT Approvals/Delegation** – Engagement with HMT functions regarding spend approvals

**Adherence to Managing Public Money (MPM) , FReM etc.** – specific tasks related to monitoring compliance with HM Treasury guidance and frameworks

| Awareness  | Working   | Practitioner  | Expert   |
|--|---|---|--|
| <ul style="list-style-type: none"> <li>Understand own role and contribution in delivering activities</li> <li>Understand Departmental policies and procedures and the need for compliance in all areas</li> <li>Aware of the approach to managing and monitoring risk and financial control</li> <li>Understand the approach to central controls, policy and standards</li> <li>Understand links between objectives, risks, controls and assurance (ORCA)</li> <li>Understand the approach to managing and monitoring internal controls</li> </ul> | <ul style="list-style-type: none"> <li>Develop a good working knowledge of the business area and specific elements of the controls, policy and standards</li> <li>Support implementation of procedures to measure and assess risk based financial controls</li> <li>Knowledge of risk management framework to ensure compliance with standards</li> <li>Identify and assesses impact and likelihood of specific risks, identify concerns and escalate issues</li> <li>Assess measurement of risk based controls, assure specific internal controls and assign risk status</li> <li>Understand and query risks with customer /risk owner and ensure mitigating actions are in place working with customers on specific elements</li> <li>Identify concerns and escalate issues</li> <li>Understand the NAO approach to the business</li> </ul> | <ul style="list-style-type: none"> <li>Develop more complex elements of central controls, policy and standards</li> <li>Identify anomalies across standards, ensure a consistent approach and highlight opportunities for improvements</li> <li>Clearly explain management of risk and controls to customers/auditors</li> <li>Understand the business and build good working relationships with customers to support compliance, identify trends and propose appropriate responses</li> <li>Build good working relationships with the NAO, understand their approach and develop a handling strategy for them</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> <li>Look for opportunities to improve risk management and monitor the overall risk environment</li> <li>Review and assess a wide range of internal and external controls, identify areas for improvement</li> <li>Confirm risk status across control, identify mitigating actions and agree ownership</li> </ul> | <ul style="list-style-type: none"> <li>Work with internal and external auditors and stakeholders to monitor and drive continuous improvement to the overall framework</li> <li>Ensure successful delivery and implementation of central controls, policies and standards</li> <li>Support and coach senior colleagues and groups in assuring departmental compliance</li> <li>Identify innovative approaches to improve risk management</li> <li>Embed risk management into business and financial processes</li> <li>Horizon scan for potential new risks and mitigating actions and assess the wider environment to confirm ongoing compliance with external standards</li> <li>Ownership of financial tools which manage exposure to risk, ensuring they are agile and responsive to the environment</li> <li>Support senior colleagues and groups in assuring external controls of internal governance and approach</li> <li>Scrutinise and challenge costs of compliance and seek opportunities for efficiencies</li> </ul> |

# Decision Support - Finance Strategy

## Planning

This includes the following range of activities:

**Planning Activities** - prioritising and translating business objectives into activities and resource allocations

**Budgeting** - Development and creation of the resource estimation and budget planner for business activity

**Forecasting** - Assessing and documenting projected resource requirements and consumption in delivering business activity

**Planning and Infrastructure** - Activities that support departments perform planning, budgeting and forecasting, including the provision of tools and systems, defining of data structures and co-ordination of templates.

| Awareness   | Working   | Practitioner   | Expert  |
|---|---|--|---|
| <ul style="list-style-type: none"> <li>Understand the business and the role of planning, budgeting and finance and how the elements work together</li> <li>Aware of what each activity involves and the relevant Departmental policies</li> <li>Understand the difference between Resource, Capital and AME (Annually Managed Expenditure)</li> <li>Understand the system's capabilities and limitations</li> <li>Understand own role and contribution in delivering activities including different sources of relevant information</li> <li>Identify key contacts for each area</li> </ul> | <ul style="list-style-type: none"> <li>Support the preparation of forecasts/resource plans using the appropriate format and provide additional supporting information where required</li> <li>Assist in preparing accurate budgets to support business plans</li> <li>Challenge anomalies in figures and identify trends in areas of responsibility recommending actions for improvement</li> </ul> | <ul style="list-style-type: none"> <li>Provide robust forecasts, evidence-based plans and accurate budgets</li> <li>Assess and challenge business forecasts ensuring the information is accurate and evidence based</li> <li>Drive finance transformation around business planning to ensure fully integrated Departmental processes</li> <li>Identify trends across areas, sharing best practice and challenging poor quality</li> <li>Review and assure plans providing feedback on any improvements needed</li> <li>Support business in identifying and implementing improvements</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> </ul> | <ul style="list-style-type: none"> <li>Apply advanced modelling techniques to deliver a range of options in formulating plans and obtaining funding</li> <li>Use complex data and information to measure and drive performance improvement and to track efficiencies gained in a robust but consistent and transparent manner</li> <li>Identify, negotiate and agree appropriate measures for plans</li> <li>Present complex information and issues in a simple manner whilst still raising key issues</li> <li>Make strategic decisions based on data presented</li> <li>Scrutinise and challenge unit costs and seek opportunities for delivery of efficiencies, recommending different methods of measurement</li> </ul> |

# Decision Support - Finance Business Partnering and Change

## Business Partnering

This includes the following range of activities:

**Departmental Policy and compliance** - Key liaison between finance and the business providing advice on financial impacts, risks, and opportunities to support policy decisions. Ensures that financial procedures and policies are followed. Link financial and policy/delivery strategies to ensure that forward looking decisions are taken with a clear understanding of the wider financial impact on the organisation.

**Reporting Commentary** - Translate data outputs (e.g. from management accountants) into challenging insight in order to provide expert and forward looking financial reports. Work closely with the business to ensure that budget managers monitor and understand their business performance and financial position including in the medium and longer term.

**Budget Management** - Work closely with the business to support monitoring and updating of business budgets including taking a forward view to support planning.

**Programme, Project and Contract Management** - Support colleagues in the business to manage the financial and commercial elements of their business, eg operations, programmes, projects, contracts etc.

**Business Cases and Investment Appraisal** - Input to the development of business cases and supporting the assessment of investment opportunities providing strong value and financial insight and ensuring a sound business case is put forward.

**Commercial Advice** - Provide commercial input for colleagues in the business to support effective decision-making and robust risk management.

**Cost Analysis** - Drive analysis of unit costs and projected costs and benchmarking for current and proposed activities to deliver efficiencies and opportunities where possible

| Awareness   | Working   | Practitioner  | Expert  |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>Understand own role and contribution in delivering Business Partnering activities and knowing who to contact for information</li> <li>Knowledge of Department's financial procedures and policies and ensure compliance in their business area</li> <li>Understand business finance budget management, planning and reporting requirements including data sources</li> <li>Understand Departmental spending and authorisation and delegation limits, and associated policies/procedures/criteria e.g. for the authorisation of resource spend and or capital investment</li> <li>Aware of how the commercial processes in the department work</li> <li>Understand what cost analysis is, how it's carried out and why</li> </ul> | <ul style="list-style-type: none"> <li>Develop a good understanding of the business area and build good working relationships with the people working in it to provide clear advice and support to improve financial understanding and awareness within the business</li> <li>Support business decisions with clear explanations of the Department's financial procedures and policies.</li> <li>Support business financial compliance with clear explanations of internal and external financial requirements and challenge any non compliance</li> <li>Monitor, analyse and translate financial data to provide clear information and evidence to support business activities and requirements (e.g. planning and reporting, business cases, budgets)</li> <li>Identify and apply relevant costs, benefits and investment appraisal techniques e.g. ROI, IRR and or NPV (ensuring Green Book compliance)</li> <li>Know who in commercial to engage so as to ensure early involvement and best possible VfM</li> </ul> | <ul style="list-style-type: none"> <li>Have a detailed understanding of business area, become part of it and build solid working relationships with the staff working in it to identify opportunities for continuous improvement</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> <li>Recognise complex issues and seek advice and support to provide quality advice and solutions</li> <li>Support and challenge colleagues in successfully delivering the financial and commercial elements of their business operations, eg programmes, projects etc. by providing finance coaching and advice, explaining complex information in an easy to understand way</li> <li>Support and influence evidence based decision making by objectively establishing requirements, identifying options, selecting and recommending solutions to deliver services that provide value for money</li> <li>Build and develop good working relationships with colleagues in commercial to ensure their early buy in and best possible VfM</li> <li>Impact the wider financial and policy decisions on the organisation and its costs and performance</li> <li>Work across the finance community to share improvements within the business area and develop improved policies, systems, processes across the Department</li> </ul> | <ul style="list-style-type: none"> <li>Coach and support senior colleagues and stakeholders to develop their understanding of business finances and performance to identify solutions to deliver improved services, solutions and relationships</li> <li>Analyse complex Departmental policy, influence and support high level policy decisions</li> <li>Explain complex issues in an easy to understand way</li> <li>Translate complex data into challenging insight to support customers in delivering quality reports and evidence based decision making</li> <li>Scrutinise and challenge the most complex, sensitive Business cases and or change using evidence-based decision making to make recommendations on the value of the investment.</li> <li>Identify, influence and set investment policy</li> <li>In close contact with colleagues in commercial to ensure their early engagement and best possible VfM</li> <li>Scrutinise and challenge unit costs identifying opportunities for delivering efficiencies</li> </ul> |

# Decision Support - Finance Business Partnering and Change

## Change Management

This includes the following range of activities:

**Internal Projects** - Input to departmental change programmes from a finance perspective, including input to strategic direction, specific initiatives and transitioning individuals, teams, and organizations through organisational specific change programmes and processes

**Cross Government Initiatives** - Input to cross HMG change programmes from a finance perspective, including input to strategic direction, specific initiatives and transitioning individuals, teams, and organizations through HMG-wide change programmes and processes

**Specialist Training** - Relates to finance specific training delivered to finance professionals

**People Management** – handling the sensitive elements of organisational change ; communication and handling of any potential conflicts/resistance around change

| Awareness  | Working  | Practitioner   | Expert   |
|--|--|--|--|
| <ul style="list-style-type: none"> <li>• Able to describe their area or part of change portfolio and the role of finance within a programme and/or project</li> <li>• Understand own role and contribution in delivering activities</li> <li>• Aware of project disciplines and the governance lifecycle</li> <li>• Aware of the need for and content of business cases</li> <li>• Aware of the need to define and track benefits</li> </ul> | <ul style="list-style-type: none"> <li>• Manage or support the management of a programme/project budget, monitoring and forecasting spend</li> <li>• Understand requirements and limits of financial approvals ensuring appropriate approvals are in place</li> <li>• Understand the need for, and input to, the suite of business cases</li> <li>• Report on the financial elements of a programme/project, providing supporting information to explain the financial position</li> <li>• Model and track benefits to support the programme /project</li> </ul> | <ul style="list-style-type: none"> <li>• Quality assure business cases</li> <li>• Manage the complex elements of a programme/project budget</li> <li>• Challenge overspends and, where appropriate, seek approval to ensure additional funding and approvals are in place</li> <li>• Challenge development of benefits ensuring they are robust and evidence based</li> <li>• Establish the VfM of a business case using Green Book principles</li> <li>• Identify opportunities for improvements in managing the financial aspects of the programme/project</li> <li>• Develop a wide range of active listening, influencing, negotiating and challenge skills</li> </ul> | <ul style="list-style-type: none"> <li>• Provide advice on the complex financial elements of a programme/projects</li> <li>• Ensure the programme/project objectives remain strategic and that tactical decisions provide sufficient value for money</li> <li>• Present financial case explaining complex issues</li> <li>• Support the Senior Responsible Officer (SRO) and programme/project manager at all times through the project lifecycle and governance framework</li> <li>• Scrutinise and challenge unit costs and seek opportunities for the delivery of efficiencies</li> </ul> |

# Decision Support - Finance Business Partnering and Change

## Costing, Management Information and Analytics (including Performance)

This includes the following range of activities:

Responsive and Proactive **Management Information Analysis**, reporting and business insight that is produced outside of the usual management reporting cycle, including the production of bespoke business intelligence to support decision making.

**Analytics** - conducting quantitative and statistical methods of financial analysis (financial econometrics and statistical inference for financial applications)

**Conducting** - monthly Performance Analysis (quantitative and qualitative) of key performance indicators and supporting measures, with quarterly effectiveness reviews and deep dives into specific measures as required.

| Awareness  | Working   | Practitioner  | Expert  |
|--|---|---|---|
| <ul style="list-style-type: none"> <li>Understand the role of Management Information and Analytics and where the information comes from</li> <li>Understand where to go to for advice</li> <li>Understand the key performance indicators in place for their area of responsibility and how they relate to departmental performance.</li> </ul> | <ul style="list-style-type: none"> <li>Use systems to extract the right information to prepare reports</li> <li>Design and build performance visuals, ensuring the end result is accurate, engaging and delivers key messages clearly while adhering to required standards</li> <li>Interpret and analyse MI, identifying the key points to support decision making.</li> <li>Identify anomalies in the information, resolve challenges or escalate appropriate issues</li> <li>Report on time and to the required quality</li> </ul> | <ul style="list-style-type: none"> <li>Manage and interpret complex MI to prepare evidence based information upon which decisions are made</li> <li>Present information to senior colleagues, explaining the data and providing additional information</li> <li>Identify trends, forecasts and 'What If' scenarios and opportunities for improvements across a wide area</li> <li>Analyse historical data to support the planning process and the setting of targets and tolerances for new Key Performance Indicators (KPIs).</li> <li>Utilise a range of tools to enhance visual performance management</li> <li>Develop a wide range of active listening, influencing, negotiating and challenge skills</li> </ul> | <ul style="list-style-type: none"> <li>Use MI to identify opportunities for increasing Departmental performance</li> <li>Identify links between KPIs, risks and financial performance, understanding and reporting the specific impacts on each</li> <li>Challenge the business where improvements can be made</li> <li>Interpret and translate the most complex financial and performance information to support decision making</li> <li>Scrutinise and challenge unit costs and seek opportunities for the delivery of efficiencies</li> </ul> |