

Financial Management & Accountancy Re-structure Future Operating Model

- Vision
 - We will create a finance function that is **strategic, streamlined, and value-driven** - a trusted enabler of transformation across the organisation.
 - Finance will be built on a foundation of **strong stewardship, accurate and consistent data, and real-time financial visibility**, ensuring accountability and enabling informed, timely decision-making.
 - We will harness **modern technology to automate routine activity and enable self-service** - freeing up capacity, improving responsiveness, and giving budget holders and service leads the tools to manage resources with confidence.
 - By eliminating duplication and simplifying processes, we will shift the focus from transaction handling to **proactive, embedded financial support** that partners with services to shape decisions and deliver outcomes.
 - With the right people, skills, and systems, we will deliver **insightful, data-led advice**, drive **commercial discipline**, and **promote performance, compliance, and public value** - acting not just as a service, but as a **catalyst for change across the Council**.

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- Vision Statement & Design Principles

Our Vision Statement

Built on a foundation of strong stewardship we will deliver a modern, strategic finance function - driven by data, enabled by technology and trusted across the Council.

We will simplify and automate processes, empower services through self-service and insight, shifting from transaction handling to proactive support - delivering better decisions, stronger value and be an enabler of transformation.

Design Principles

- ✓ **Governance and Stewardship** – strong controls and compliance throughout
- ✓ **Trusted and 'Go-To'** – finance is respected, relied upon, and visible
- ✓ **Clarity of Roles and Responsibilities** – avoid duplication across the Council and aligned to corporate priorities
- ✓ **Empowered Accountability** – budget holders are supported but own their budgets
- ✓ **Data-Driven Insight** – decision-making based on integrated finance and performance data
- ✓ **Commercial** – enabling Investment decision through robust business case approaches
- ✓ **Agile and Scalable** – adaptable to future pressures and growth
- ✓ **Engaged and Supported Staff** – focus on development, performance, and wellbeing
- ✓ **Enabling Culture** – services are trusted to act within agreed financial frameworks
- ✓ **Continuous Improvement** – embed innovation and iterative change

Financial Management & Accountancy Re-structure Future Operating Model

1. Strategic Leadership & Governance

Core responsibilities:

- Financial strategy and planning
- Governance and accountability
- Transformation leadership
- External relations and statutory reporting

3. Corporate Accountancy & Stewardship

Core responsibilities:

- Medium-Term Financial Planning (MTFP)
- Accounts closure & external audit
- Treasury & capital strategy
- Taxation, reserves & balance sheet oversight
- Statutory reporting & returns

5. Operational Financial Support

Core responsibilities:

- Budget monitoring, preparation & support
- Income & expenditure analysis
- Grant monitoring & reporting
- Cost recovery & recharging

2. Strategic Finance Business Partnering

Core responsibilities:

- Financial planning & forecasting, in-year budget support
- Business case development & appraisal
- Strategic performance insight & risk analysis
- Service-aligned financial advice & challenge

4. Financial Systems & Process Integrity

Core responsibilities:

- System ownership (e.g. Unit 4, Income Management)
- Chart of accounts management
- Workflow, automation & integration
- System upgrades & supplier liaison
- Data quality, access & reporting functionality

6. Transformation & Commercial Innovation

Core responsibilities:

- Financial input into transformation programmes
- Investment appraisal & benefits tracking
- Procurement & contract management support
- Identification of financial innovation opportunities