



CIPFA SOUTH EAST SPRING CONFERENCE – 27 MARCH 2019

THE CHANGING ROLE OF FINANCE

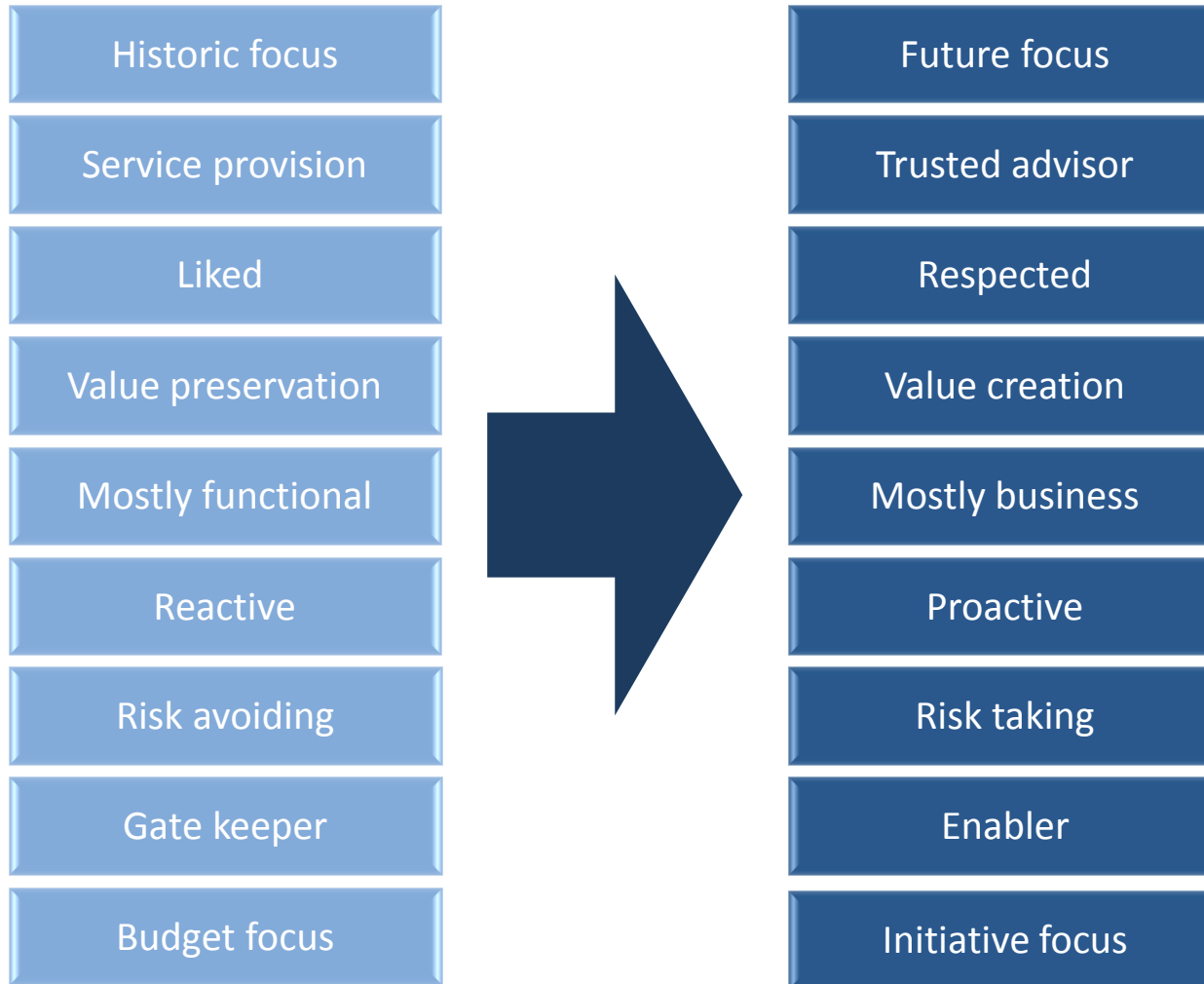
Mark Williams – CIPFA Government Board, CIPFA SE Council and PA Consulting



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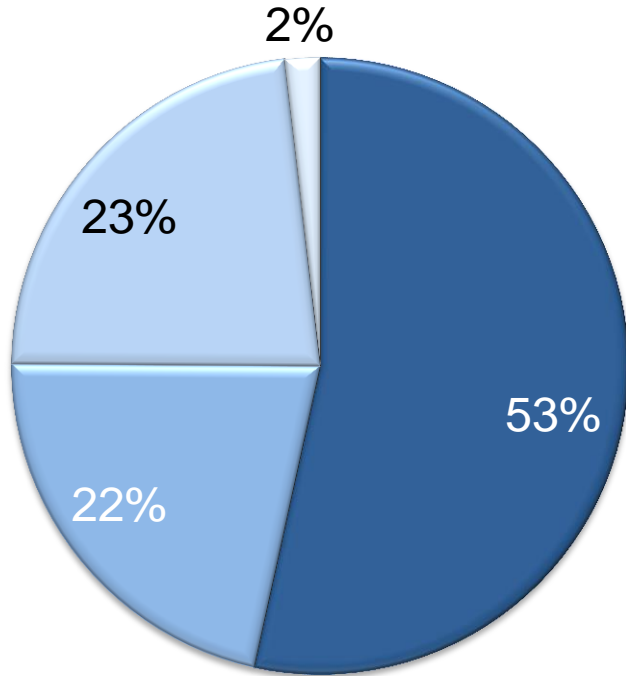
- What does this changing role look like?
- Example of this change – Agile Projects
- Benefits of “secondary alignment”
- CIPFA’s Finance Business Partnering

The Changing Role of Finance - what does the shift in orientation and behaviour look like?



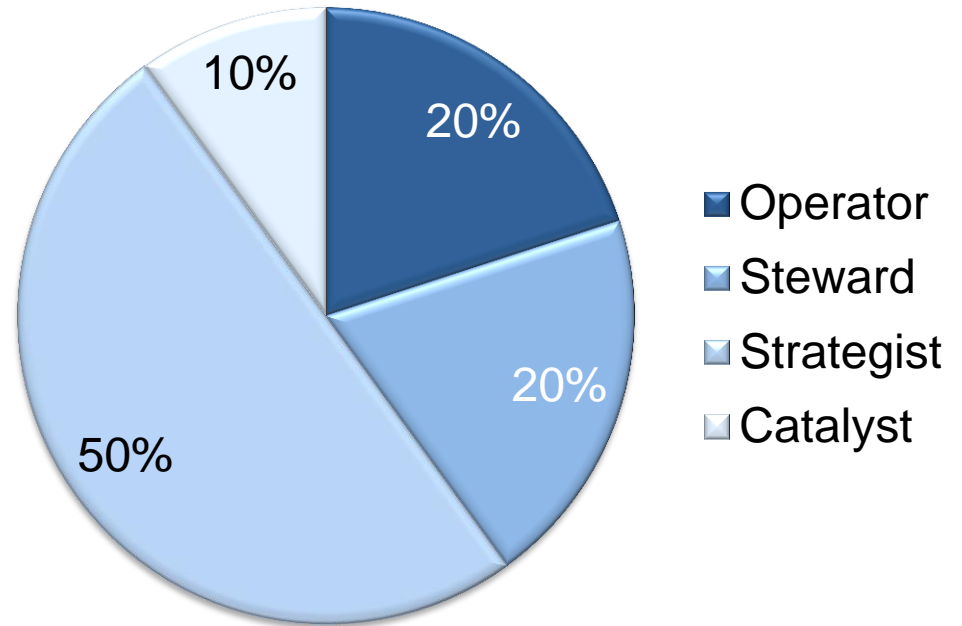
The Changing Role of Finance - there is a shift towards spending more time on Strategist and Catalyst activities as evidenced by historic client work

Previous allocation of time



Previously, the Finance managers were spending 75% of their time on value preservation activities, but only 25% on value creation activities

Proposed allocation of time



Following our work the new Finance Business Partners should focus 60% of their time on value creation activities

Agile

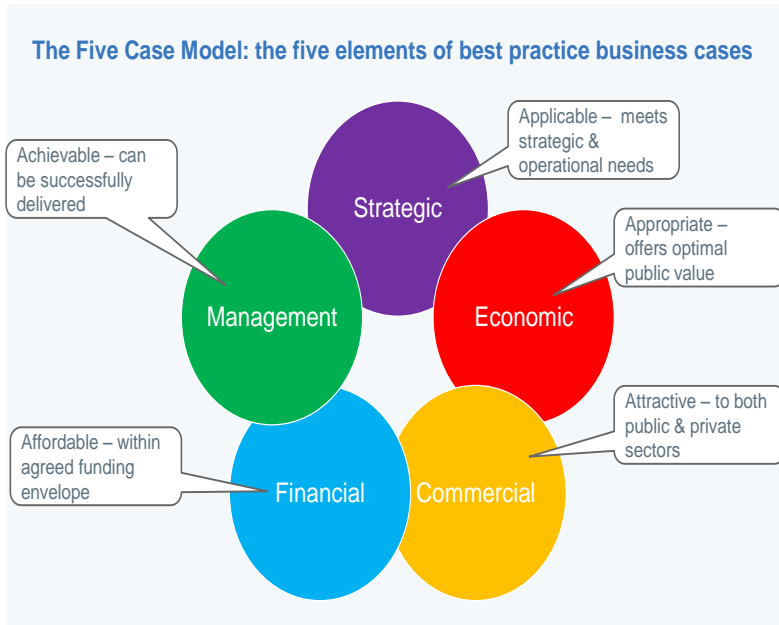
APM Definition - Agile project management is an approach based on delivering requirements iteratively and incrementally throughout the project life cycle. At the core of Agile is the requirement to exhibit central values and behaviours of trust, flexibility, empowerment and collaboration.

Technology and business teams are adopting Agile. Finance needs to catch up through:

- Agile portfolio planning and budgeting
- Agile investment assessment
- Agile reporting and governance
- Becoming a more responsive and adaptive finance team

By trying to apply traditional financial controls to Agile, finance teams are creating an “illusion of control” with those finance processes continuing to operate but increasingly being divorced from the real, rapidly-changing and responsive world of Agile deliver.

Role of the Finance Professional – “Secondary Alignment”



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