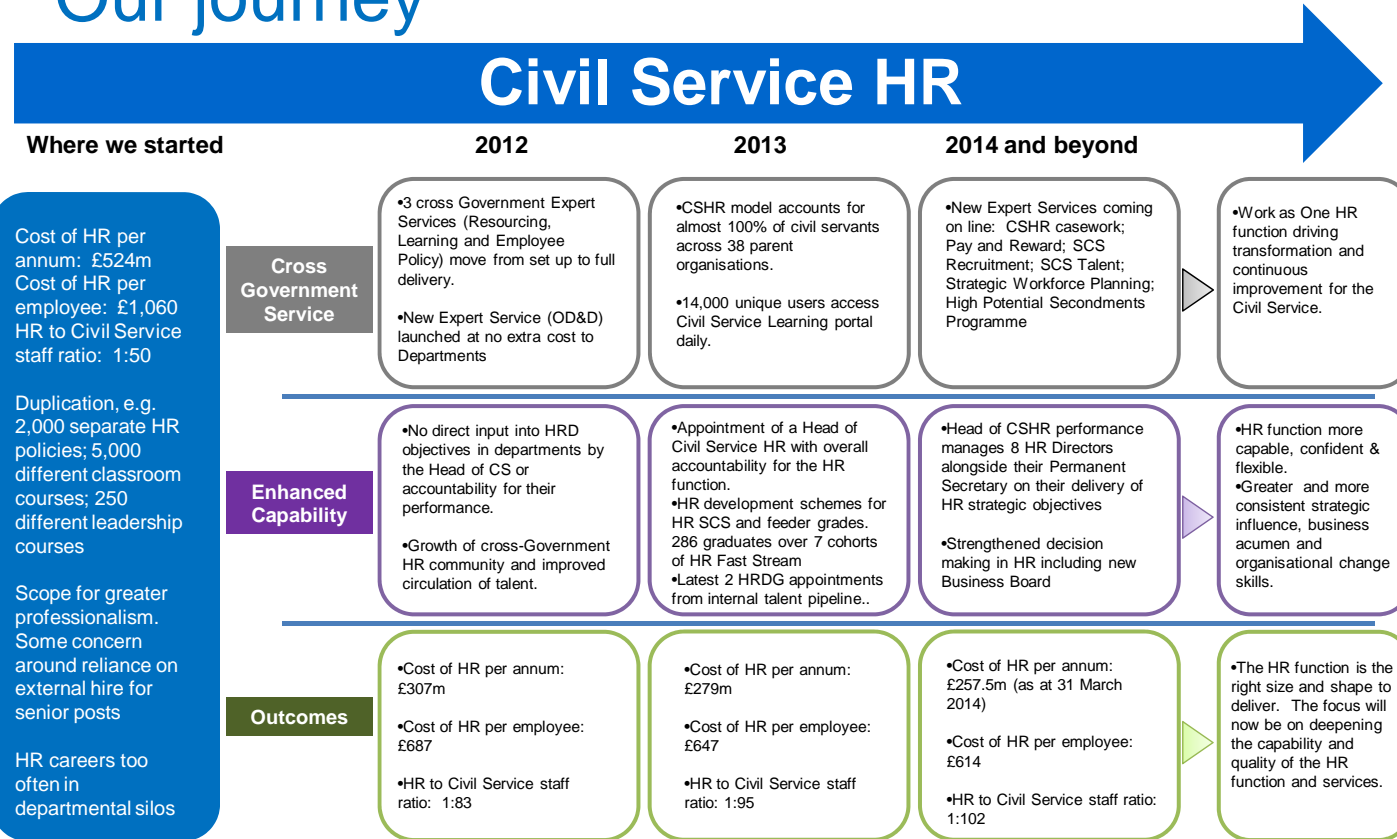


# Annex B: Charting the Functional Leadership journey, by function



Civil Service  
Human Resources

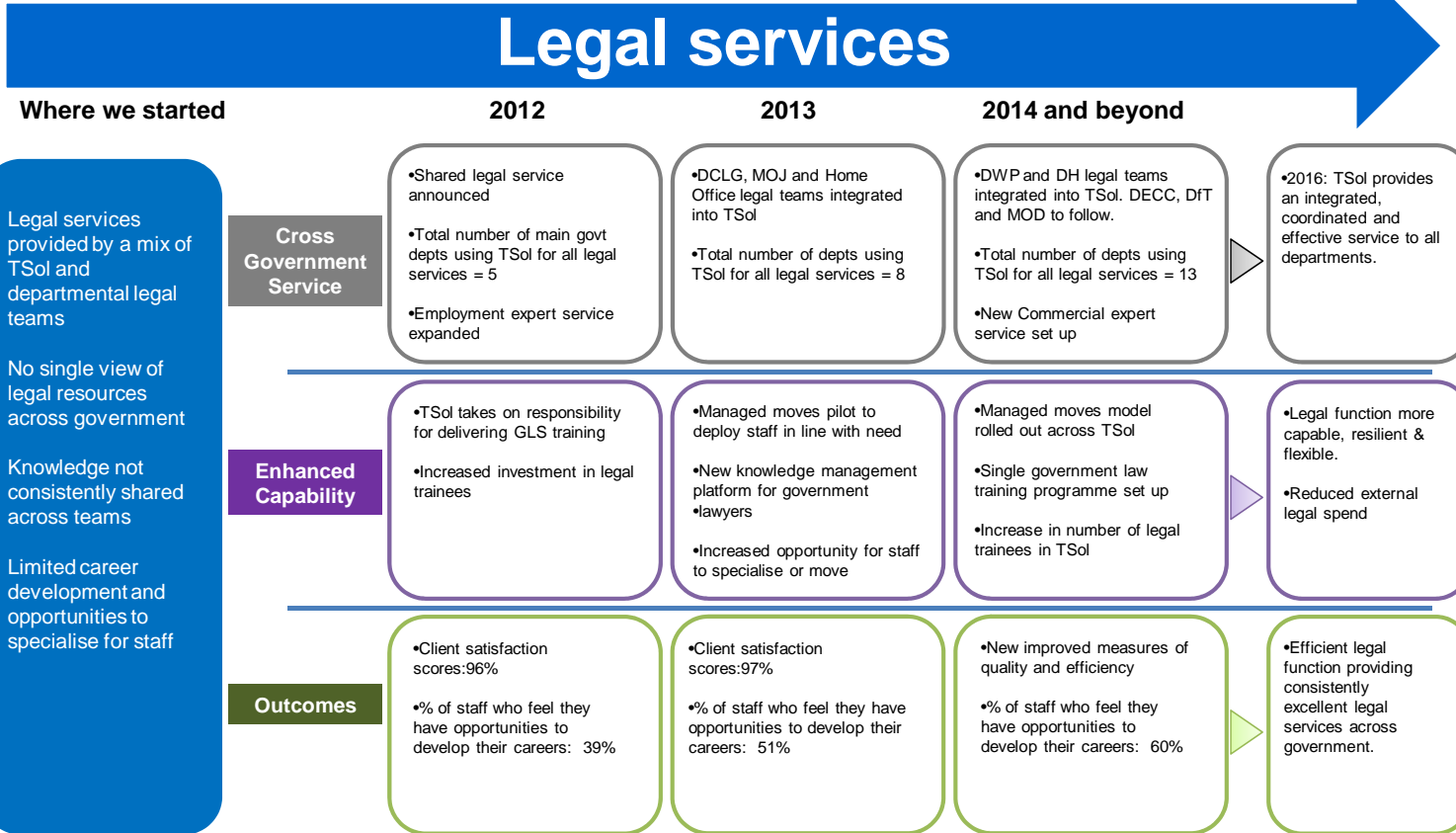
## Our journey





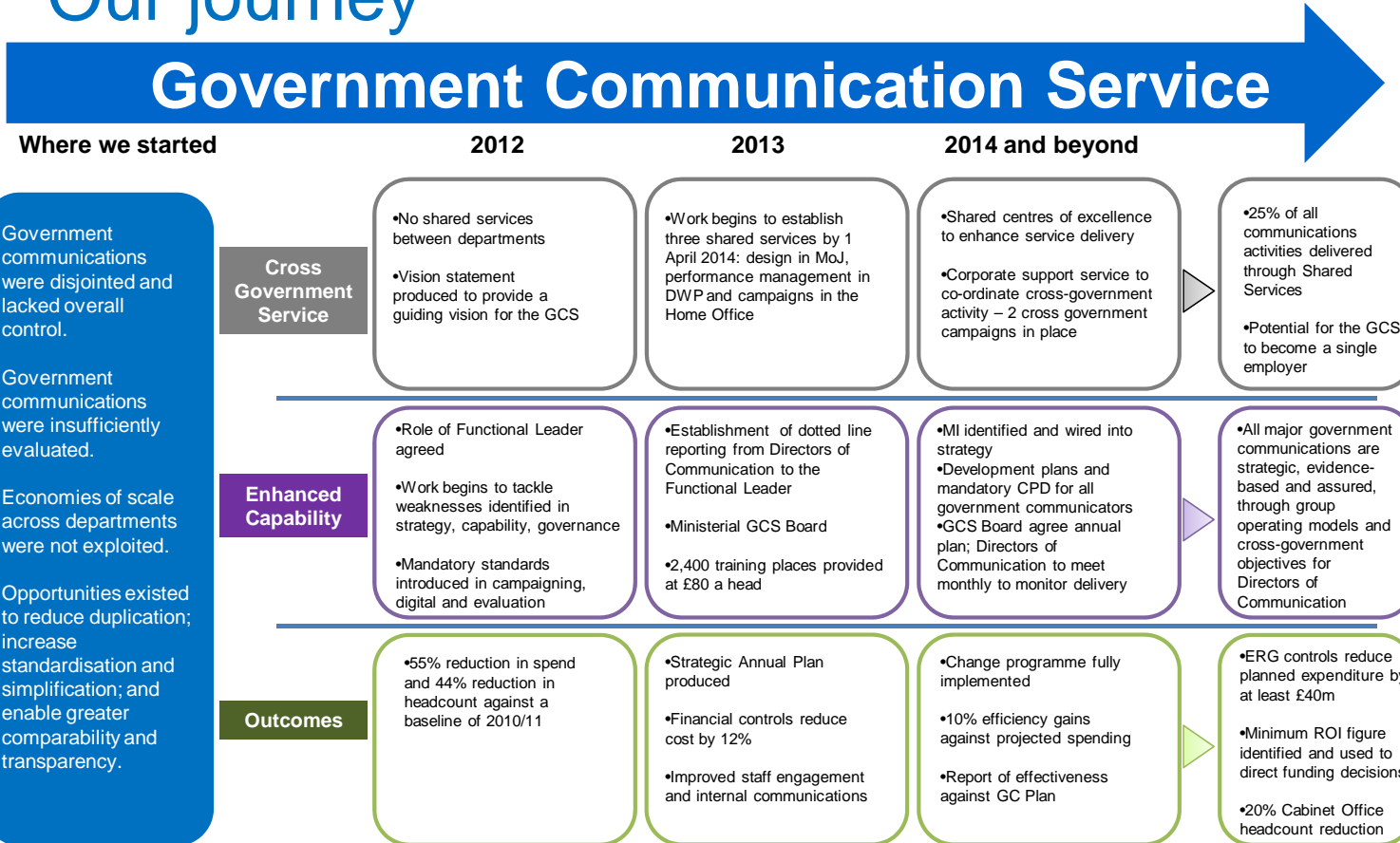
Treasury  
Solicitor's  
Department

# Our journey



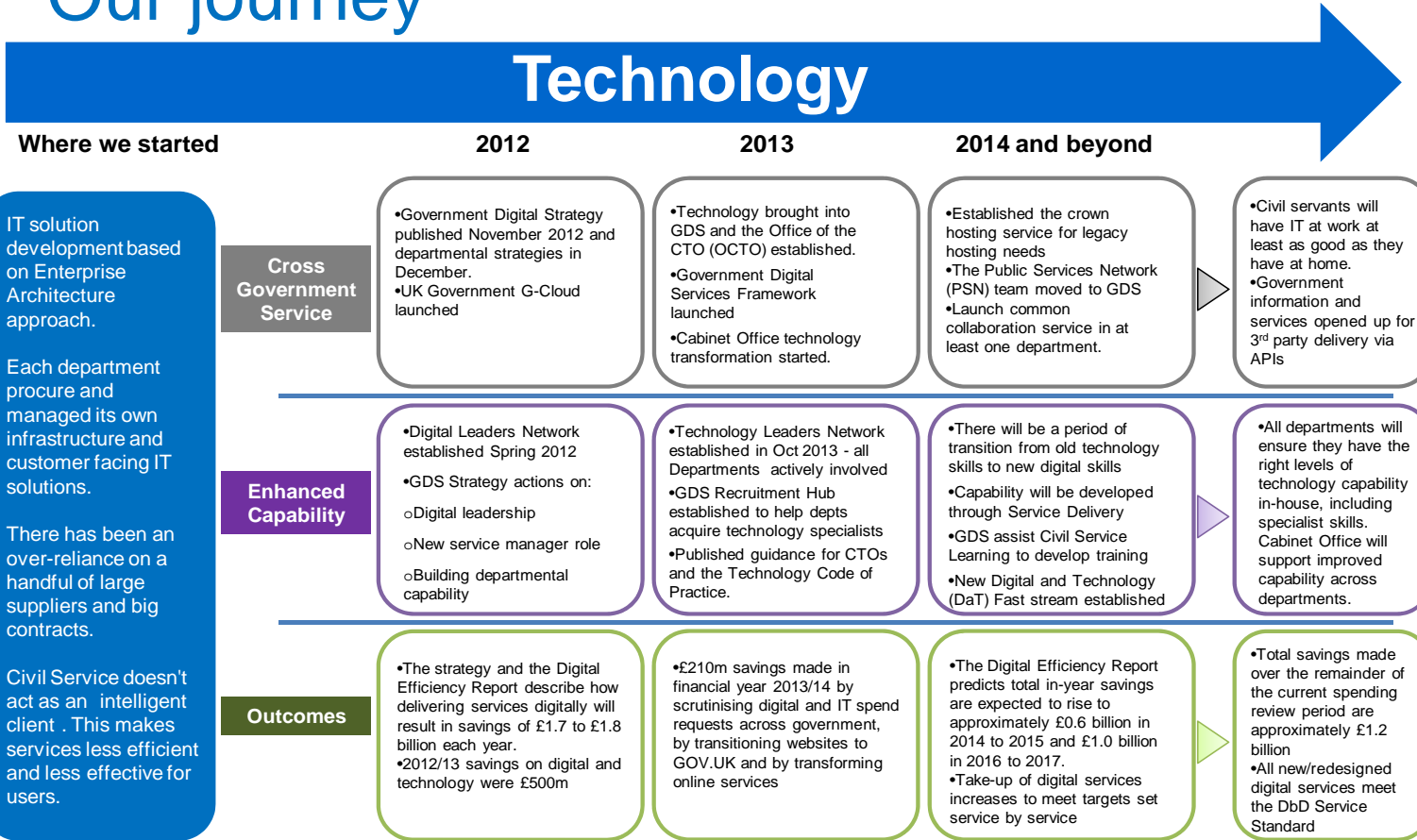


# Our journey



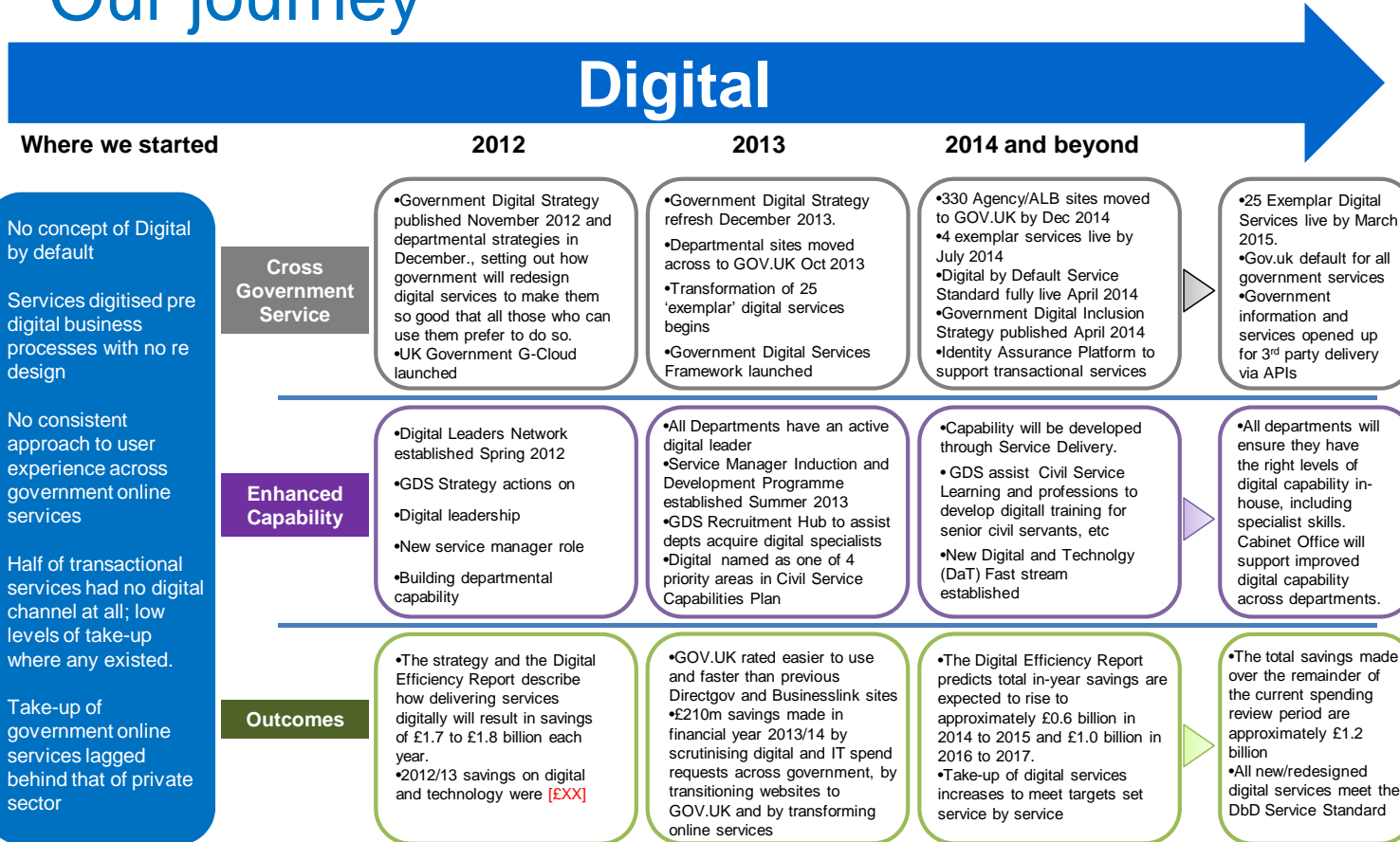


# Our journey

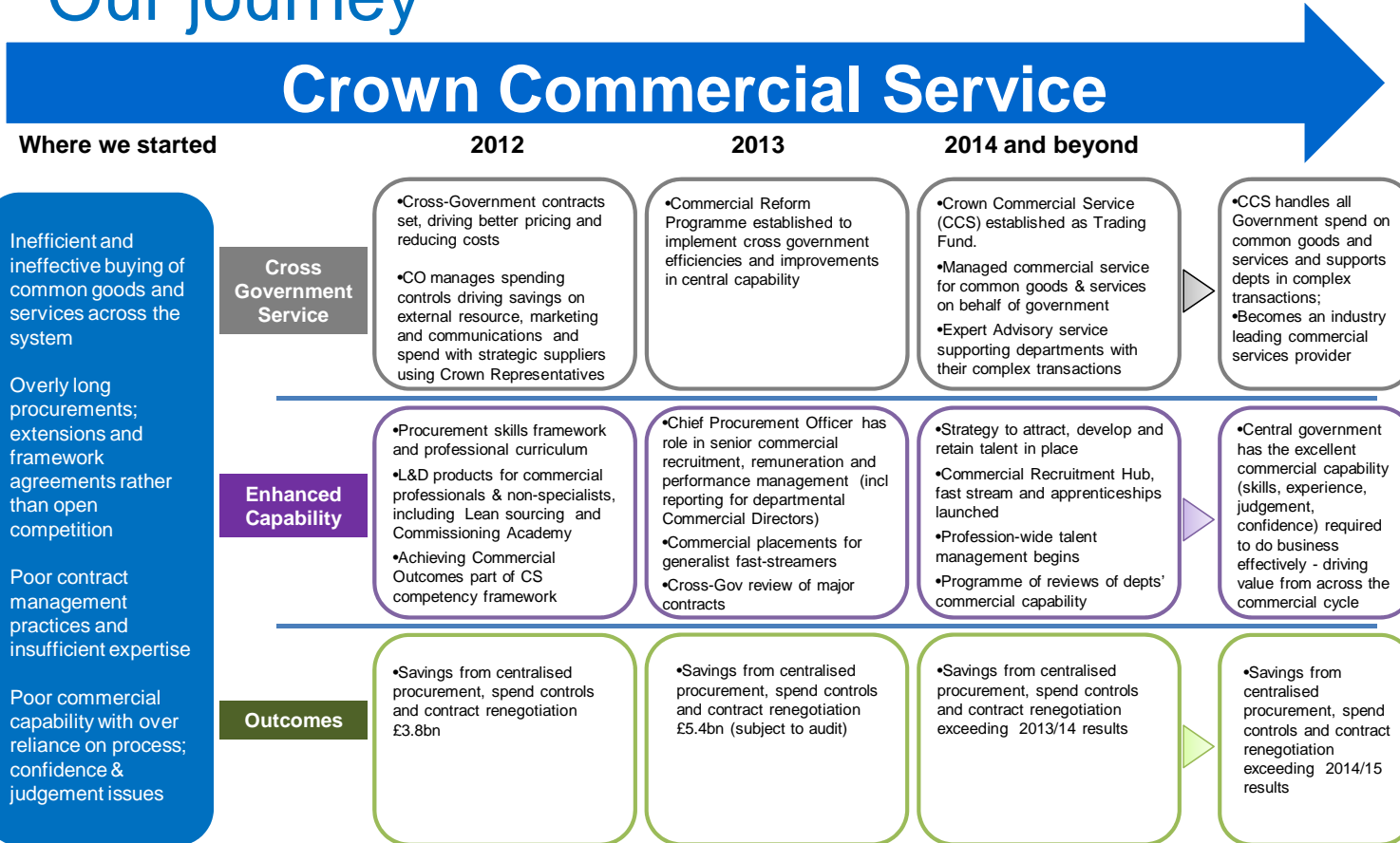




# Our journey

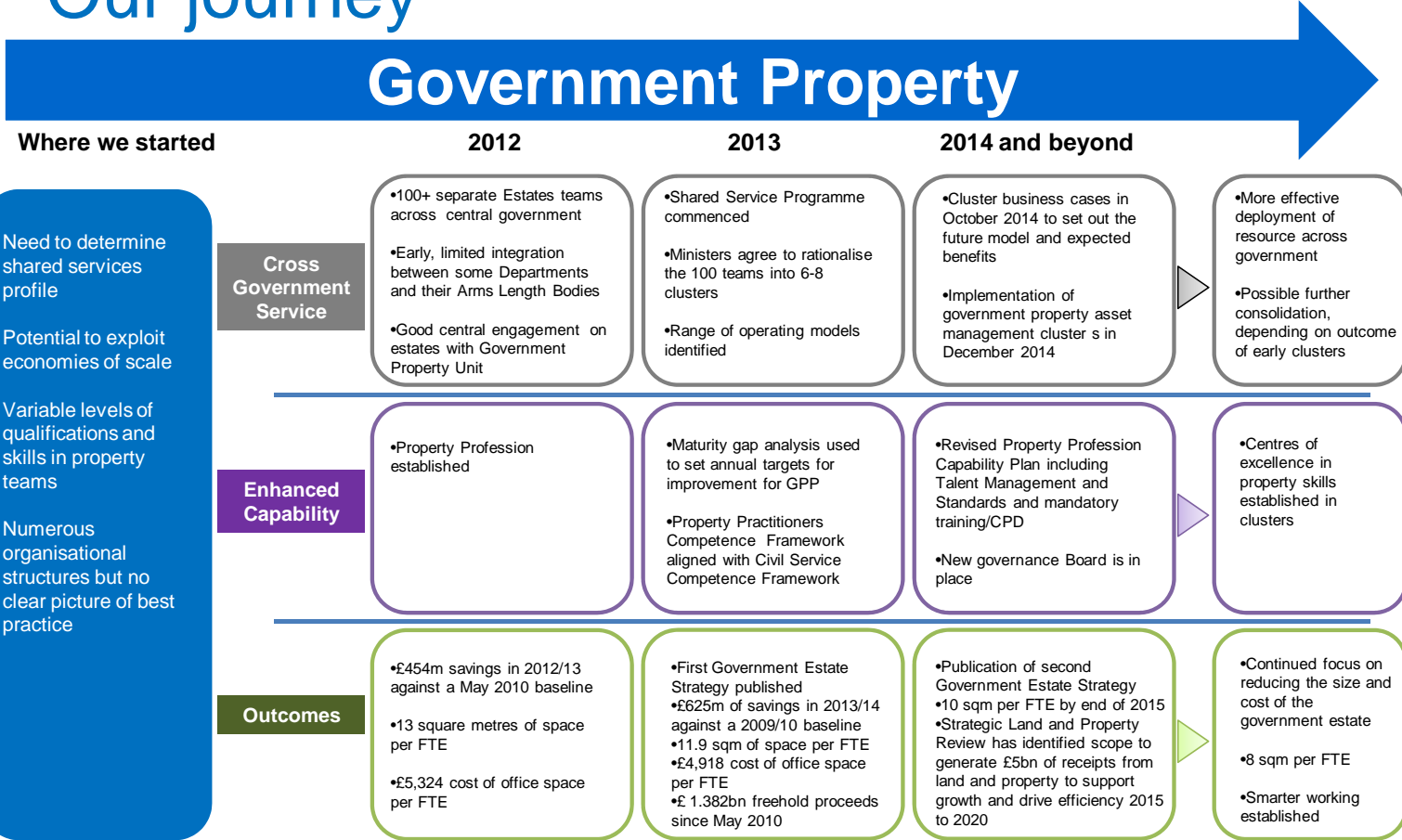


# Our journey



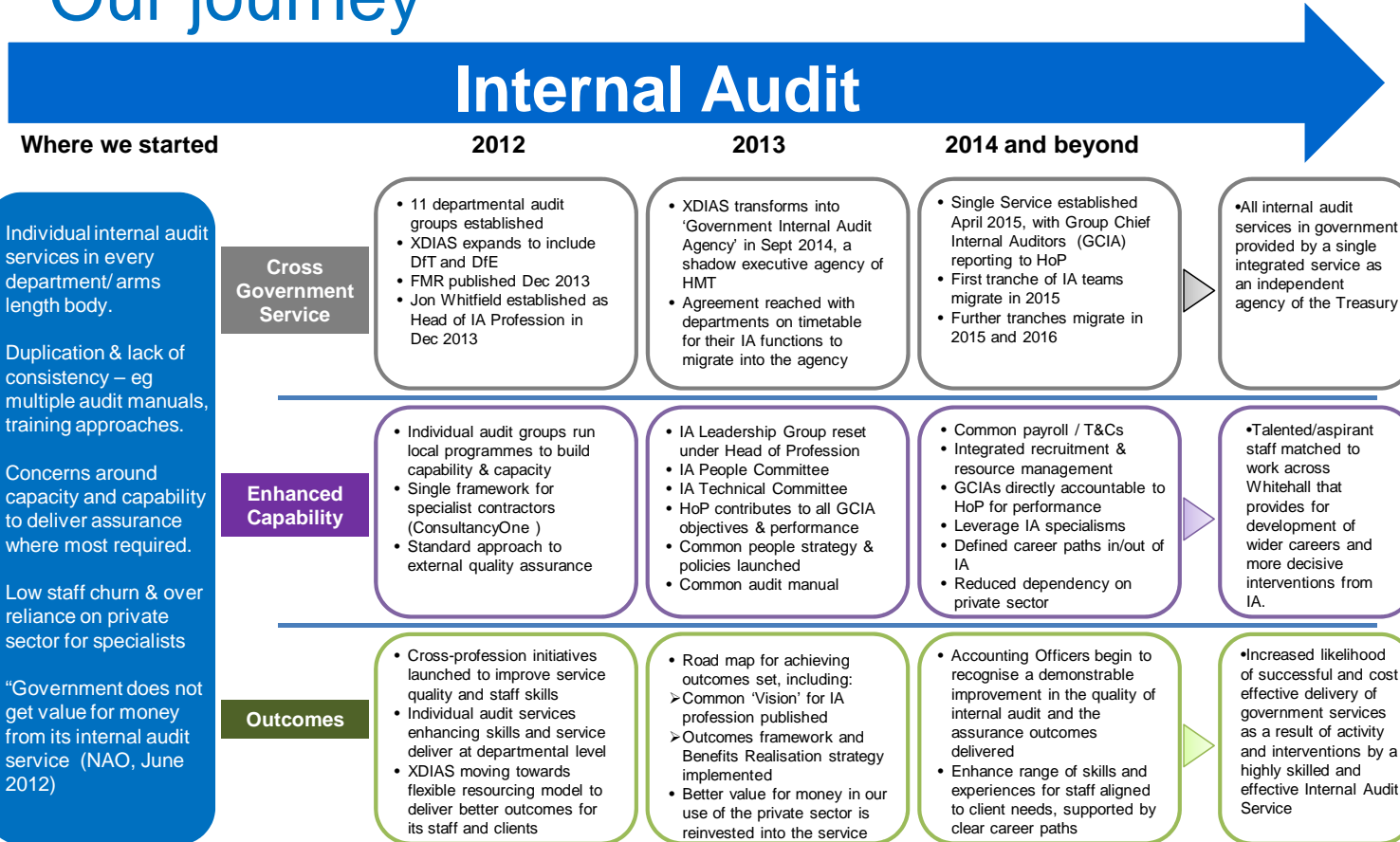


# Our journey





# Our journey





# Our journey

## Government Finance

### Where we started – a good place

- FDs are professionally qualified and have a seat on departmental Boards\*
- The first ever Whole of Government Accounts published – 2011
- SR2010 spending reductions are one year ahead of schedule, while levels of satisfaction with public services have been maintained or improved
- The UK is one of only two countries that sets departments multi year budgets
- The UK's financial management arrangements rank third out of 100 countries for transparency

### 2013

### 2014 and beyond

#### Cross Government Service

The FMR model uses departments to drive change rather than adopting a shared services model. However, there will be a small central team providing HR support to the function and the operating model implementation committee is establishing whether there is a case for centres of excellence to provide cross-government services, with initial decisions expected in November 2014. Moreover the FMR work, particularly that on data, will help support the wider shared services agenda, allowing for more effective sharing of services across government.

#### Enhanced Capability

- Publication of Financial Management Review in Dec 2013
- New head of finance function – bringing together profession, wider function and HMT spending
- Dotted line management of Finance Directors
- Measures to improve Financial MI

- Julian Kelly appointed as head of finance function
- Senior finance leaders committee structure established to take FMR forward
- Implementation committees formed to progress work on people, data, performance and planning and an operating model for finance.

- Finance directors continue to have dotted line reporting to Julian Kelly
- Enhanced talent management
- Finance Operating Model
- Improved planning

#### Outcomes

- No financial savings expected but plans for service improvements emerge out of FMR
- Measures on spending controls to increase coherence

- Action plans to be produced by implementation committees in June
- First milestone for outcomes in November 2014
- A finance model that supports the command and control necessary to assure high, consistent quality in finance delivery across government

- A function with the right skills to deliver
- Assessments of departments to check capabilities and risks
- 4-5 projects to cost services against outputs