

# CASE STUDY: BUSINESS PARTNERING CONSULTANCY SOLUTIONS

develop global

Develop Global worked with a local authority, which is a large, complex and diverse organisation. From nursery schools to looking after older people and from road repairs through to registering births, their 8500 staff provide over 500 services and complete many millions of transactions in every year to serve the citizens, businesses and communities. The Finance Team of 250 staff in the organisation oversee long term assets of over £2bn, with net assets of over £1bn and gross annual turnover of over £750m.

Following particularly challenging financial circumstances, the organisation has undertaken a significant programme of transformation including reconstructing many of their core financial processes such as strategic planning, reporting and monitoring and has overhauled the organisational structure in order to establish a more responsive, streamlined financial support to enable their frontline services to effectively guide their businesses in a more commercial direction.

Develop Global partnered with their Finance Team over four years, initially in developing the Finance Business Partners and for the last four years in supporting finance transformation in a number of areas as follows:

<b>Initiative</b>	<b>Outcome</b>
Business Partnering Development and Budget Conversation scenarios	Strengthened skill set and confidence enabling higher level of contribution of technical accountants to provide strong business wide skills for example to projects such as commercialisation of Building Services and Health and Social Care integration.
Team building and coaching support with the Finance Leadership Team	More cohesive team with more productive meetings and focus.
Facilitating development of finance vision and business plan	Clear SMART goals that are responsive to organisational, legislative and customer needs.

Developed 'Finance Framework' transformational training for 50 accounting staff over 5 modules of leadership, engagement, insight, reporting and planning and transaction processing	Significant transformation of interpersonal capabilities of finance staff that built on core professional finance skills. Each team member completed 5 workbooks involving several topics, each linking finance to business acumen.
Provided train the trainer sessions to enable Finance staff to deliver 'Finance Framework' to 500 budget holders	Strengthen the embedding of finance competencies throughout the organisation
Worked with ACC senior team to embed 'Smarter Planning' and 'Priority Based Budgeting'	Engage senior managers with the programme and focus integration of approach.
Steered the delivery of 2 Finance Conferences and a Corporate Governance Conference	Step change in staff engagement and improved staff motivation; strengthened skills and confidence of delivery teams taken from all levels of the organisation.
Initiated cross cutting workstreams across Finance involving over 70 team leaders	Mobilised staff from across Finance, reducing silo working and making better use of skills across the team.

*"We have found working with Develop Global to be extremely productive and their contribution has underpinned the process and technology changes we have made with essential improvements in inter-personal skills and management capacity required to deliver results. Develop Global have worked with us extremely flexibly to always deliver high quality and targeted consultancy on time and to budget, working closely around our own priorities and pressures. Their commitment to the development of individual staff sets them above other training providers and we feel they have really owned and cared about the progress of our organisation. I would recommend Develop Global to other organisations without hesitation."*

Head of Finance