

Client need

Typical of many of our clients is a lack of understanding by service managers of their financial management responsibilities and lack of any formal knowledge or skills development or specific information about the Councils financial procedures. This frequently results in:

- Poor adherence to policies, poor audit trail and exposure to loss
- Lip service paid to key processes such as maintenance of risk registers
- Managers recreating key information that is available from the corporate MI systems
- Ineffective communication between service managers and their business support team.

maltway approach

We have conducted financial management awareness programmes with many of our clients. Typically, we work with corporate finance, internal audit and service directors to identify areas of weakness or blockage. The resulting workshops employ short quizzes, real-world case studies (often drawn from internal audit findings) to analyse issues and identify risk and responses, reviews of key council procedures and, interpretation of key MI reports. The key in all cases is to keep the material Council specific.

We actively encourage finance / business support officers to attend the training alongside service managers.

Outcomes

For many participants the training is a “wake-up call” as to what is expected, and has resulted in much improved communication with their business support teams, improved adherence to procedures and more reliable budget monitoring information.

Typically, these courses provide rich feedback on issues that we take back to our sponsors for further action; for example:

- Poor accessibility of key procedure documents
- Lack of clear financial reporting lines
- Financial management responsibilities not articulated or in job descriptions
- Poor understanding of the finance calendar
- Over complex or poorly understood financial systems and controls
- Developing the communication and consulting skills of finance staff.

Additional information

This course can run alongside traditional management development programmes and act as a primer for more in depth skills development and knowledge building in the areas of service planning, value for money, budget setting and management and risk management.