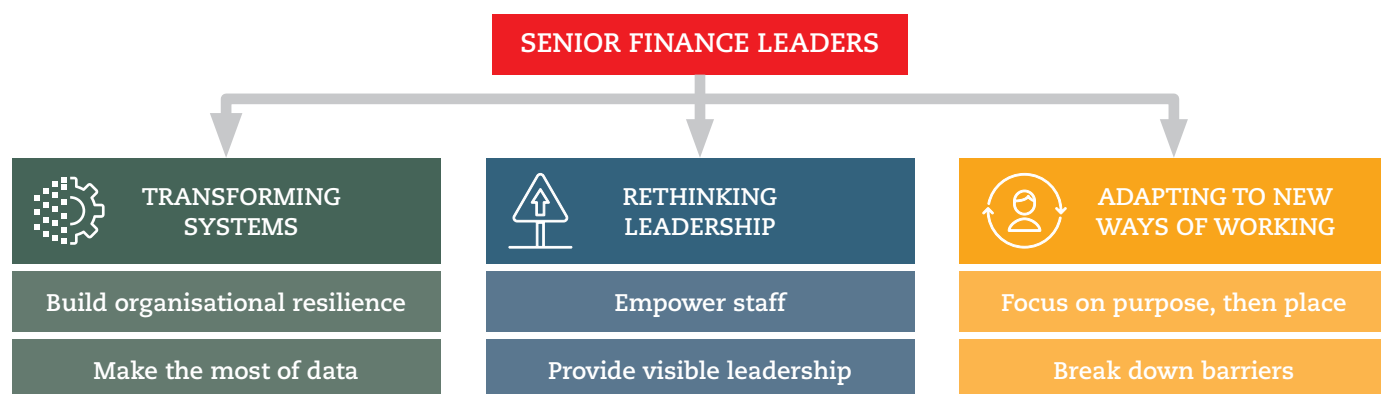


Leading recovery: the evolving role of senior finance leaders in the public sector

Governments and public sector organisations responded rapidly to the Covid-19 pandemic. The initial response saw speeded-up decision-making, as processes were streamlined and finance teams were brought into the development of policy at an early stage. These steps demonstrated how the public sector can adapt to change.

Learning the Lessons: Recommendations for governments and public sector organisations

ACCA and CA ANZ have identified three themes for governments to focus on as they lead recovery:



Transforming systems

- **Build organisational resilience:**
Governments must continue to invest in technology for staff and back-office systems; this will improve efficiency and ensure greater resilience.
- **Make the most of data:**
Governments must urgently develop a framework that allows data sharing across the public sector, enabling the huge amount of data already held to be better used. In the longer-term, governments must develop unified data architecture and governance arrangements across the public sector.

Rethinking leadership

- **Empower staff:**
Public sector organisations should ensure decisions are taken at the appropriate level, to enable senior leaders to focus on strategic issues and increase the responsibility and engagement of junior staff.
- **Provide visible leadership:**
An organisational culture where senior finance leaders make themselves accessible to other senior leaders, the finance function and the wider organisation is crucial to enabling a shared vision.

Adapting to new ways of working

- **Focus on purpose, then place:**
Governments must recognise that ways of working have changed and a 'one size fits all' approach will make it difficult to attract and retain staff.
- **Break down barriers:**
Governments must adopt a more strategic approach to identifying public spending allocated across the public sector to particular issues or areas, enabling more joined-up decision making and pooling of budgets where appropriate.

