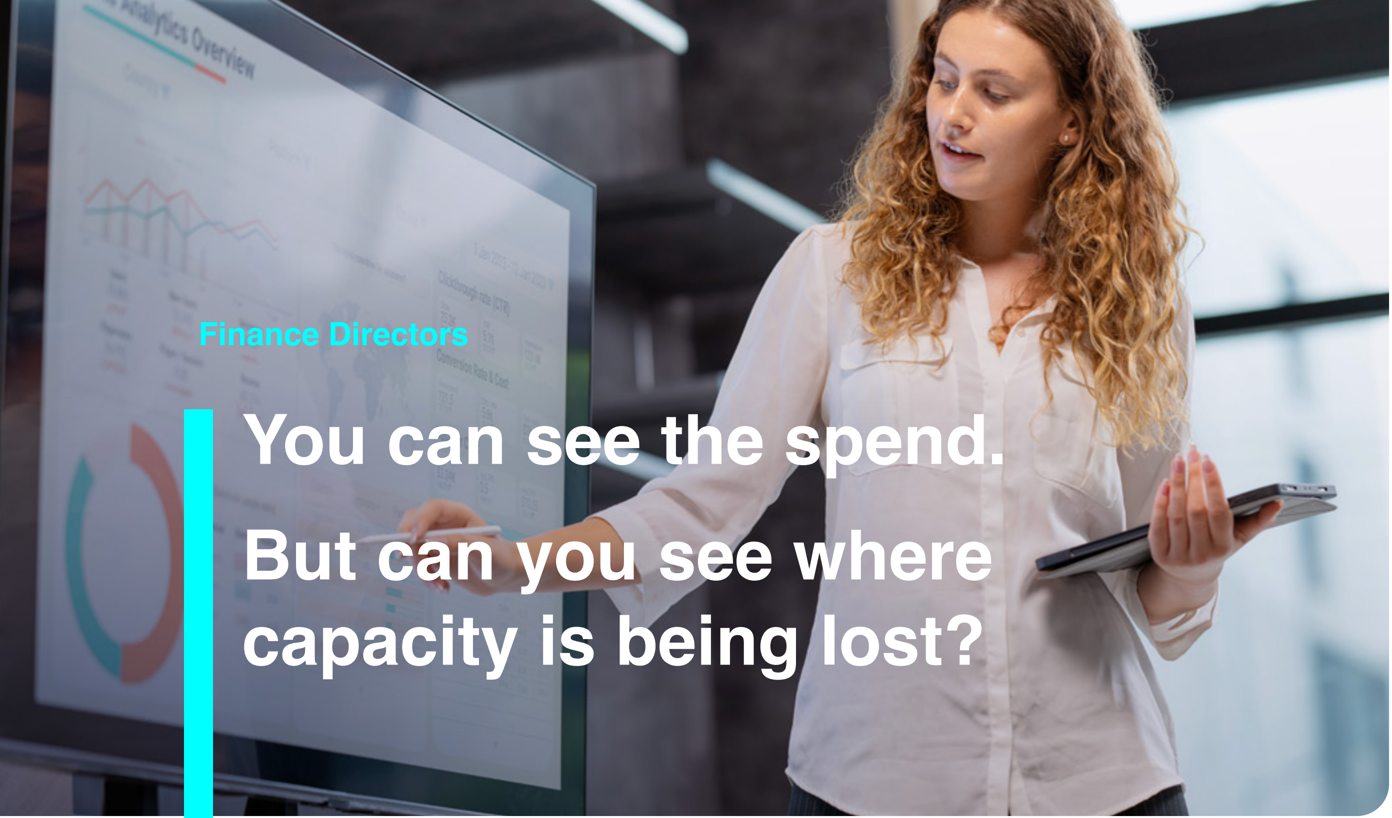

Finance Directors

You can see the spend.

But can you see where capacity is being lost?

The productivity challenge is rarely about whether the numbers add up. It's about whether those numbers show where time, cost and capacity are being lost, and whether decisions can be defended in response.

Most organisations have budget totals, spend reports and month-end outputs.
Far fewer have a clear, usable view of what activities cost across an end-to-end service.

Without that visibility, productivity becomes difficult to prioritise, prove, and sustain.
That's where programmes stall, and where decisions become harder to defend under scrutiny.

The shift that matters

Strong finance teams are moving reporting from a record of what happened to a control layer that shapes what happens next.
In practice, this means:

- Building a usable cost-to-serve view by service, channel and case type. Perfect is not the goal, usable is.
- Connecting cost data to operational flow, including cycle times, backlogs, exceptions and first-time-right rates.
- Making reporting decision-ready, with fewer reports, faster insight, and shared definitions across finance, operations and transformation.

What good looks like

When the control layer is working, you can:

- Identify the specific activities driving cost, delay and rework, not just the totals.
- Prioritise interventions with confidence, focusing on the highest-impact, lowest-risk opportunities first.
- Work from the same view of performance as operations and transformation teams.
- Defend decisions to members, auditors and stretched teams with evidence, not professional judgement under pressure.

Capita

Proof in practice

Following a system migration, the Accounts Payable function at the London Borough of Bexley faced growing backlogs, delayed payments and declining supplier confidence.

By connecting cost insight to operational flow and improving control across the process, invoice processing time was reduced from 8.9 days to 1.2 days – an 87% improvement, while PO compliance increased from 63% to 93%. The council also began earning early-payment rebates for the first time, helping improve both supplier confidence and financial performance.

The change was not driven by a new system, but by a clearer understanding of what the work was costing and where capacity was being lost.

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while PO compliance **increased from 63% to 93%**

Where to start

You do not need a programme. You need a clear starting point. Here are three moves you can make in the next 30 days:

1

Pick one service

Choose a high-volume or high-friction workflow. Somewhere with visible pressure.

2

Build a usable cost-to-serve view

Use transparent assumptions where data is incomplete. Do not wait for perfect data.

3

Align the right people

Bring finance, operations and transformation to the same table to agree what the data is showing, and where to act first.

What this changes for you

Decisions become defensible because they are grounded in evidence, not professional judgement under pressure. Investment cases align with operational reality. And capacity is released safely and sustainably, with clear evidence to support decisions under scrutiny.

Take the next step

Read the whitepaper

to identify the highest-impact opportunities to release capacity in your organisation.