



Prospectus 5

Financial Administration



1 Organisation Overview

About PwC UK and our Managed Services

PwC works with government departments, agencies and public bodies to run, improve and modernise essential public services. We enable you to focus on your priorities and achieve sustainable outcomes.

We work with your existing finance function to provide targeted capability and capacity, while strengthening and evolving the way finance operates. This enables you to retain ownership and control of finance outcomes while benefitting from scale and specialist expertise.

Our Managed Services combine operational expertise, service management and enabling technology to support the delivery of complex, high-volume and regulated services. We partner with you to run core finance processes with accuracy, transparency and control.

Our Finance Managed Services (FMS) are delivered through a dedicated UK finance operations practice, drawing on a national team of 150 finance professionals.

Under the RM6295 Outsourced Services Framework, we can provide managed and outsourced services across financial administration and corporate functions. Our delivery models flex at call off, ranging from targeted Managed Services to end-to-end FMS and operate-to-transform arrangements.

Financial administration within Managed Services

Financial Administration underpins effective decision-making and the management of public money. We enable you to run stable and compliant operations, particularly during periods of transformation or change, maintaining continuity of finance processes, controls, reporting and governance. We also support the digitalisation of finance processes to improve efficiency.

2 Specialisms and capabilities in financial administration

Finance Managed Services specialisms

Our FMS capabilities span three integrated service areas:

Digital Finance, Financial Planning and Analysis (FP&A) and Compliance, enabling support across business-as-usual operations and periods of transition or transformation.

Our specialisms include:

- Record-to-Report
- Purchase-to-Pay
- Order-to-Cash
- Statutory reporting and year-end support
- Planning, forecasting and budgeting
- Management reporting and analytics
- Treasury and cash management
- Related finance processes

Our services are delivered by qualified professionals and are underpinned by standardised processes, defined controls and clear governance. We support organisations of varying size and complexity, tailoring delivery to a range of operating models, demand profiles, and to each organisation's scale, risk appetite and maturity. Our engagements range from small teams of around 5 FTE through to larger, multi-disciplinary teams of 25+ FTE.

Technology-enabled finance delivery

Our FMS model goes beyond traditional outsourcing through technology-enabled delivery. We work with client platforms and use cloud ERP, application management services, automation, analytics and AI workflows to improve efficiency and accuracy.

Services are supported by a global delivery network, providing scalability, specialist skills and multilingual capability.

Programme and service management

For each call off, we establish a governance aligned to service scale, complexity and risk. A centralised Programme Management Office provides accountability for delivery and risk management.

3 Key Personnel



Jeanette Smith FCA
Partner, Finance Managed Services, PwC UK

Jeanette is a Partner and leads PwC's Finance Managed Service practice, a Fellow of the Institute of Chartered Accountants in England and Wales (FCA). She has extensive experience leading Finance Managed Services and large-scale financial administration services across public and regulated environments.

Jeanette specialises in stabilising and operating finance functions during periods of transition, transformation and change, supporting organisations to enhance capability and capacity. She has led service delivery covering management accounting, forecasting, month-end close, reconciliations and audit support, working closely with senior finance leaders to improve transparency, insight and value for money.



Grant Meldrum
Director, Finance Managed Services, PwC UK

Grant Meldrum is a Director in PwC UK's Managed Services business, and a Fellow of the Institute of Chartered Accountants in England and Wales (FCA). Grant has specialist experience in the design, mobilisation and delivery of FMS and financial administration solutions for organisations operating in complex and regulated environments.

Grant has led operational finance delivery across transaction processing, month-end and period-end close, forecasting, reconciliations and reporting. He supports organisations of varying scale through periods of transition and change, strengthening controls and governance and embedding continuous improvement to enhance accuracy, transparency and resilience in operations.

Grant works closely with client finance leadership, embedding continuous improvement and performance disciplines into live services to enhance accuracy, transparency and resilience.

4 Service quality, controls, compliance and resilience

Financial controls

Financial managed services are delivered through established control frameworks designed to support accuracy, completeness and compliance. Controls are embedded across finance processes and include structured period-end timetables, reconciliation and validation activities, segregation of duties, exception management and documented operating procedures aligned to Buyer requirements.

Control effectiveness and service performance are reviewed through regular reporting and governance forums, providing transparency over delivery.

Quality management and issue handling

Service quality is actively monitored through structured checks, trend analysis and root-cause reviews. Finance issues are logged, prioritised and managed through agreed escalation routes, with corrective actions implemented to prevent recurrence and strengthen process robustness over time.

Data protection and security

Financial managed services are delivered using a secure-by-design approach aligned to ISO 27001, Cyber Essentials Plus, UK GDPR and public sector security requirements. Access to finance systems and data is controlled through role-based permissions, with secure handling, storage and retention of financial information.

Security incidents are managed through defined incident response and escalation procedures, supporting the confidentiality, integrity and availability of financial data.

Capacity management and resilience

We operate a scalable delivery model to manage predictable peaks in demand, such as month-end, forecasting cycles and audit periods, as well as unplanned demand. Capacity is planned through rolling forecasts and can be flexed using trained PwC resources under defined governance arrangements.

Business continuity and disaster recovery arrangements are in place to protect finance service delivery and maintain continuity of critical finance processes.

5 Case studies

Central government infrastructure client: Finance Managed Services

PwC delivers FMS for a central government infrastructure organisation delivering one of Europe's largest transport programmes. The client required stronger financial control, forecasting and reporting during a period of cost scrutiny and operational transition.

We provide managed financial administration supporting management accounting, forecasting and reporting, and strengthening month-end processes, reconciliations and approval controls. Dashboards support clearer engagement with budget holders and timely decision-making.

The service has improved financial oversight, audit readiness and enhanced the efficiency of the function.

Fintech organisation: Global Finance Managed Services

We deliver FMS for a global financial technology organisation operating across digital assets and financial services. The client required a scalable finance operating model to support growth and maintain compliance and resilience.

PwC adopted a phased transition, stabilising core processes and supporting year-end audit activity. Services were then expanded globally across Record-to-Report, Order-to-Cash and Purchase-to-Pay processes, supported by governance.

6 Added value and social value

Value-added services

Our “value-added services” will depend on what is already within the scope of the engagement and may include:

- A dedicated partner as a sounding board
- Peer-learning and lessons-learned opportunities with other clients who have completed similar programmes
- Skills transfer
- Coaching and support opportunities for individuals, especially from under-represented groups

Social value capabilities

As a professional services firm, some of the ways we aim to deliver social value include:

- Skills-based volunteering tailored to the scale and scope of the engagement
- Employability and digital skills training for different cohorts through schools, community groups and social enterprises
- Skills development for small businesses and social enterprises, for example coaching sessions and mentoring
- Training and mentoring for client personnel from under-represented groups
- Delivering mental health awareness training to client teams to support wellbeing

7 Key Delivery Partners and Subcontractors

For Financial managed services, PwC leads delivery and retains full accountability under the RM6295 Framework. Where appropriate, we work with specialist partners or contingent labour providers to support delivery, selected based on Buyer requirements.

All partners operate within PwC’s governance, quality and security framework, with clear roles, responsibilities and performance management arrangements.

Contacts



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