

Finance, Infrastructure and Commercial Services (FICS)

Services within FICS are:

Financial Operations	Accounts payable, accounts receivable, student fees, funding and bursaries, cashiering/banking
Procurement	Strategic and operational
Taxation	VAT, employment taxes
Financial Planning & Reporting <i>(including Heads of Finance)</i>	Financial and management accounting, treasury and capital, costing
Commercial, Residential & Campus Services	Student accommodation, retail, catering, night-time events, security, grounds, cleaning, portering, car parking.
Environment & Sustainability	Strategy, reporting, project delivery, advice
Estate Services <i>(including Infrastructure Partners)</i>	Space management, capital developments, maintenance, estates services

1. Outline of the Service Delivery Model for services in this Division that will be organised around Faculty structures

Every member of staff, student and visitor to our campuses is a customer of FICS.

Our services are focused on delivering high levels of customer satisfaction, offering good value and meeting the business needs of the University. Aside from some re-alignment of faculty facing staff, our core services, how they are provided and our ethos will not change.

Services provided to students will all include a form of continuous student liaison, whether through Guild representatives or through specific student liaison groups formed to ensure our services are responding to their needs, providing a forum for students to raise issues.

In terms of professional support to University decision-makers, Faculties will each have an embedded Head of Finance (HOF) and Management Accountant. The HOF, as a senior partner, will be a member of Faculty Executive Board. Faculties will also each have embedded Infrastructure Partners dealing with operational space issues and acting as a focal point for estate related activity. The formation of this team is currently under development.

We are currently recruiting a new senior role to lead on environment and sustainability. We will develop a new model for this activity based on securing wide buy-in to the strategy as this will require all of our senior leaders, and ultimately our whole staff and student body, to participate in its delivery.

2. Will there be differences in service delivery between Faculties or associated Schools?

All faculties will receive the same service delivery for finance and infrastructure.

3. Are there any additional considerations for service delivery in Cornwall?

A small team of operational procurement staff will continue to be based in Penryn and assist any Exeter member of staff on the Cornwall campuses, typically with 'how to source/how to buy' and finance induction, training and support.

Senior Cornwall leadership are supported by a part-time senior management accountant, supplementing the finance service provided by Falmouth University for FX Plus Ltd.

The Director of Estate Services will continue to exercise a strategic partner relationship with the Cornwall DVC and Director of Cornwall Operations, along with liaising with senior academic staff on major projects (eg ESI extension).

Operational infrastructure services for the Cornwall campuses are provided by FX Plus Ltd.

4. What are the wider implications of these changes on Divisional colleagues?

There are a number of organisational changes required to complete the design of the service:

- Heads of Finance and appointment of management accounts (in progress)
- Central management accounting team (minor portfolio configuration to align to new departmental and institute structures)
- Infrastructure partnerships team formation
- Events Team Service - to be resolved as a priority
- FICS Business Support team (minor re-configuration, bringing together the former Finance and CIOSS teams)

There are also a number of other subsequent changes that will also have an impact on some staff within FICS:

- Formation of a new Corporate Systems team in Corporate Services (work in progress)
- Formation of the Service centre team (early stage concept)

5. What additional impacts have been identified on any other interfaces e.g. other PS Divisions or Services?

PS will continue to have their own Head of Finance based within FICS (ie not embedded). The team will be subject to a minor OD to create two senior management accountants servicing a portfolio of activities.

Senior Management Accountant 1	<ul style="list-style-type: none"> • Education and Academic Services • External Engagement and Global • Innovation and Entrepreneurship • Research Services • WP
Senior Management Accountant 2	<ul style="list-style-type: none"> • HR • Corporate Services • FICS • Exeter IT and Digital

Each Senior MA will be supported by a number of management accountants according to the size and complexity of services.

6. What aspects of service delivery are *not likely* to face Faculty Structures?

The majority of FICS service delivery directly faces the individual staff and student experience, such as student accommodation, retail, catering, cleaning, maintenance, estate services, grounds, night-time events, security, car-parking, post, porters, reception, accounts payable, accounts receivable, cashiers, treasury management, finance systems team.