Client Story: When Growth Outpaces the Finance Function

Growth is usually good news. However, it can quickly expose gaps in a business's accounting systems, reporting processes and internal capacity.

By **Jason Walker**, 24th November 2026

Growth is usually good news. However, it can quickly expose gaps in a business's accounting systems, reporting processes and internal capacity.

For this UK business, rapid development brought more complex accounting and VAT requirements, an HMRC compliance enquiry, a statutory audit and several significant corporate transactions.

Management needed more than separate advisers responding to individual issues. It needed a finance function that could keep pace, without distracting the internal team from running the business.

Dixcart UK became an extension of that team, adding practical capacity and specialist accounting, VAT, audit, financial reporting and tax expertise as each new challenge emerged.

The Challenge: Increasing Complexity

Client A had reached the point where its financial requirements were becoming too broad and complex for its existing processes and resources.

The immediate priorities included strengthening accounting processes, managing VAT risk, preparing for statutory reporting and audit, and assessing the financial and tax effects of major transactions.

Crucially, the client wanted one team that understood the whole business, not a series of disconnected answers.

Building a Strong Finance Function

One of the priorities was ensuring that the client's accounting systems and processes were suitable for a growing business.

Dixcart UK reviewed the client's accounting processes, identified where treatments and procedures needed to change, and helped the internal team build a stronger financial framework.

The aim was not merely to solve the next compliance issue. It was to create a practical finance function that could develop with the business.

This reflects Dixcart UK's wider accountancy service, which includes designing and implementing accounting policies, internal controls and financial systems, alongside reviewing bookkeeping processes and providing practical support to help internal finance functions remain compliant and well managed.

Supporting VAT Compliance

As the client's activities developed, more complex VAT requirements also needed to be considered.

The team reviewed transactions, supporting evidence and areas of VAT risk, then helped the client apply and document the appropriate treatment.

Support also extended to dealing with an HMRC VAT compliance enquiry.

When HMRC opened a VAT compliance enquiry, Dixcart UK helped the client prepare complete, technically robust and properly evidenced responses, rather than dealing with each question in isolation.

This provided the client with practical support when dealing with a technically complex area of compliance, while allowing its internal team to remain focused on the wider business.

Preparing for Audit and Financial Reporting Requirements

Growth also brought additional statutory and financial reporting considerations.

Dixcart UK worked with management to review the client's accounting and tax position and identify additional requirements arising as the business developed.

Ahead of the statutory audit, the team worked with management to resolve accounting and reporting matters early, reducing last-minute pressure at year-end.

The emphasis was on anticipating issues rather than simply reacting to them during the audit process.

Rather than operating separately from the client's finance function, Dixcart UK's approach was to work alongside the internal team and provide additional technical expertise and capacity when required.

Attracting and Retaining Key Employees

As the business grew, attracting and retaining key employees became increasingly important. Dixcart UK worked with management to consider how an employee share incentive could support the company's recruitment and retention strategy.

An Enterprise Management Incentive (EMI) share option scheme was designed and implemented around the company's ownership structure, commercial plans and the roles of the employees concerned. The scheme gave selected employees a direct interest in the future value of the business, helping to align their interests with those of the shareholders while providing a tax-efficient incentive linked to the company's continued growth.

Supporting Significant Transactions

As the business continued to develop, management also required support through restructuring and significant investment transactions.

Management needed advice on external investment, restructuring and the sale of an associate investment.

The investment, restructuring and disposal decisions carried linked accounting, reporting and tax consequences. Considering them together gave management a clearer basis for action.

Dixcart UK brought together financial reporting and tax advice to help management understand and navigate the wider implications of an external investment, restructuring activity and the sale of an associate investment.

Having access to expertise across different disciplines allowed the business to consider these transactions within the context of its wider financial and reporting position, rather than approaching each issue separately.

The Outcome

As the business grew, the support grew with it. Management gained access to the right expertise at the right time, without having to build every specialism in-house.

From developing accounting systems and processes to VAT compliance, audit preparation, financial reporting and significant transactions, the relationship evolved alongside the needs of the business.

Dixcart UK became a practical extension of the finance team, combining day-to-day support with specialist advice on the issues that mattered most.

Management also had a team that understood the wider financial picture and could adapt as the business changed.

The result was a more resilient finance function, clearer decisions and a management team able to stay focused on the next stage of growth.

How Dixcart UK Can Assist

If growth is putting pressure on your finance function, early support can prevent routine issues becoming costly distractions.

Dixcart UK provides accountancy, audit, bookkeeping, VAT, payroll, HR, business advisory, company formation and company management services, allowing support to develop and scale alongside the business.

Our approach is practical and measured. Whether establishing the right financial processes at an early stage, supporting an internal finance team, preparing for an audit or navigating more complex transactions and regulatory requirements, we bring together the relevant expertise to address the wider picture.

Dixcart UK also supports companies with ongoing statutory, accounting and regulatory obligations, including management accounting and bookkeeping, annual accounts, audit, payroll and company secretarial requirements.

For more information about Accountancy, Audit and Business Support Services, please contact advice.uk@dixcart.com.

This client story brings together anonymised examples of support provided by Dixcart UK to several business clients. Individual circumstances and the support required will vary.