



POLICY AND RESOURCES COMMITTEE

Wednesday, 13 December 2023

REPORT TITLE:	INTRODUCTION OF ERP SYSTEM
REPORT OF:	ASSISTANT DIRECTOR - FINANCE

REPORT SUMMARY

To update members of the Committee on the Oracle Fusion implementation journey. This paper sets out information in relation to the project in respect of:

- Original scope
- Progress and implementation plan
- Changes to original scope
- Benefits realisation
- Lessons learned
- Budget position.

The Oracle Fusion system supports the effective delivery of the Wirral Plan 2021-2026 by ensuring a suitable platform exists to administer and monitor financial and procurement activity, which is central to all Council activity. The delivery of a digital platform for financial and procurement activity facilitates the ability to deliver on the Council's ambitions and to achieve the goals and priorities set out in the Wirral Plan.

This report does not represent a key decision.

RECOMMENDATIONS

The Policy and Resources committee is recommended to note:

1. Progress made on the implementation of the project,
2. the realisation of benefits from the project, and
3. the lessons learned information that was recently collated.

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATIONS

- 1.1 The Oracle Fusion platform, which delivers a finance, budget management and procurement system for the Council, and the associated implementation project is key to achieving increased financial control and understanding across the organisation. This report lays out the key aspects of the project to keep Members informed.
- 1.2 Recent reports of significant difficulties having been experienced by other local authorities when implementing Enterprise Resource Planning (ERP) systems highlight the risks that come with such activity along with the need to reflect on original plans and adapt when necessary:
- It's been reported that Birmingham Council has seen costs rise from approximately £20m to the region of £100m in relation to the transition to a new integrated Finance and Human Resources (HR) ERP system. Originally set to go live in December 2020, the project was met by multiple delayed go-lives, pushed back to April 2022 and then again to 2024. The Council issued a Section 114 notice in September, confirming that it had insufficient resources to meet its financial obligations meaning that all new spending, with the exception of protecting vulnerable people and statutory services, had to stop immediately.
 - Surrey County Council have also suffered delays to its ERP project - cost increases of £3.2m, representing a 14 per cent uplift on the original planned total implementation budget of £22.4m between 2020/21 and 2023/24 have been reported.
 - Leeds City Council changed its approach after starting procurement activity, switching from a single solution overhaul strategy to a phased replacement of core systems - a four-year transformation programme has been entered into, with the first two years focussing on finance implementation.
- 1.3 Wirral Council's ERP implementation project has delivered a new system, with uninterrupted business activity, within the approved budget provision despite delays to the original timetable. Changes from original scope present financial and operational advantages as detailed in the body of the report.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 This report is an update on the Oracle Fusion implementation project as requested by the Policy and Resources Committee, therefore no other options were considered.

3.0 BACKGROUND INFORMATION

History of Oracle Fusion Implementation Project

- 3.1 A capital investment bid of £10m was submitted for internal officer review in December 2018 for the SmartBusiness Project, to replace the 1Business Finance system (Oracle R11) and HR/Payroll Platform (Zellis ResourceLink) with a Cloud based Enterprise Resource Planning (ERP) solution. This was approved at Capital and Assets Group Meeting December 2018. A timeline of key decisions and events is set out in Appendix One.
- 3.2 The project was approved for inclusion in the capital programme at the Budget Council meeting in March 2019, where it was noted that procurement of a new ERP system could be conducted in phases with financial systems being the priority, followed by payroll and HR.
- 3.3 An ERP Project Board was established to provide oversight to proceedings and facilitate operational decision-making - a Full Business Case (FBC) was set out and approval was granted to procure an ERP system. As the Project Team were preparing the documentation to go out to tender in March 2020, the country went into lockdown due to COVID-19. The pandemic delayed progress until August 2020, when the tender process commenced.
- 3.4 In May 2020, the HR/Payroll Platform provider, notified the Council that the Zellis system would not be supported if the on-site Oracle database was not upgraded by December 2021. This upgrade would have been a major project demanding significant resources that would be competing with ERP implementation activity. The cost and impact of upgrading the on-site database did not align with the Council's strategy of moving to cloud based solutions. Other considerations at the time were the ERP implementation timescales and the risks of the HR/Payroll system being unsupported.

Change From Original Scope

- 3.5 In November 2020, the Project Board made the decision to migrate the HR/Payroll system to the Zellis cloud service, rather than diverting resources to an on-site database upgrade. This decision was taken as it was not possible to implement a new Oracle HR/payroll system by December 2021, as per original plans, given the ERP contract award would not be made until early in 2021. As part of the negotiations for cloud migration, the Council extended its contractual arrangement with Zellis to 2024, thus facilitating time to subsequently review the HR element of ERP plans.
- 3.6 A Full Business Case (FBC) was subsequently presented to, and approved by, the Project Board, to continue matters without the Human Capital Management (HCM)/HR modules.
- 3.7 Whilst the FBC, which was subsequently approved by Policy & Resources Committee, did not contain HCM modules for the reasons outlined above, a further review was undertaken in January 2022.

- 3.8 This review concluded that it was not considered financially viable at that point to implement HCM considering Oracle implementation costs and the ongoing annual licencing costs (including schools) in comparison to the costs of remaining with Zellis. There were also some risks identified from a reduction in the functionality of HCM for Council and school users. The circumstances had also changed following the migration to the Zellis cloud-based service, which provided new integration technologies and opportunities to interface with Oracle. Please see appendix two for detailed benefits for remaining with Zellis.
- 3.9 Subsequent to this decision the HR Team have worked with Finance to develop new integration technologies to interface HR/Payroll data.
- 3.10 The HR/Payroll system is the primary feed for all people data into the Oracle Fusion Financial System, providing the benefits of an integrated solution without the additional costs and implementation time. It provides organisational structure, hierarchy and payroll data to the EPM module of the Oracle Fusion System via an automated system integration.
- 3.11 As noted in Paragraph 3.5, the contract for the current Council HR and Payroll system runs until December 2024 whereupon it would need to be renewed. The plan for renewal, initially, was to use a call-off contract via a G-Cloud 13 Framework Agreement when the current contract term ends. However, working with the Procurement team, it has been established that there are financial benefits available if this timeline were accelerated. As a result, the Council has been in discussions with the system provider regarding the option to transfer to the G-Cloud 13 contract early, rather than wait until December 2024. This has the potential to achieve a significant financial saving on the annual costs of the contract from potentially as early as January 2024, and would also enable the Council to implement additional functionality sooner, which in turn will provide further operational efficiency opportunities.
- 3.12 This work is being progressed in accordance with the Council's relevant contract procedure rules and in consultation with the Procurement Team.
- 3.13 The process provides an opportunity for a very positive outcome for the Council with an integrated solution developed between cloud-based HR/Payroll system and Oracle:
- a significant saving in the capital costs of the project,
 - the retention of current functionality of the HR/Payroll system, which is embedded within the organisation,
 - the potential to enhance its functionality further and
 - a reduced annual contract price.

Delivery of Oracle Fusion Implementation Project

- 3.14 Following the decision to not progress the Human Capital Management (HCM)/HR modules, the Project Board approved the recommended option to proceed with the implementation of Oracle Fusion with the below modules:
- General Ledger

- Accounts Payable
- Accounts Receivable
- Cash Management
- Purchasing
- Sourcing
- Supplier Qualification Management (SQM)
- Supplier Portal
- Enterprise Performance Management (EPM)
- Fixed Assets
- Projects
- Reporting

- 3.15 The summary Business Case was presented to Policy & Resources (P&R) Committee in December 2020. Following the meeting, an ERP project working group was established with elected Member representation from the Conservative, Liberal Democrat and Labour parties, along with Council Officers.
- 3.16 A meeting was held in January 2021 between the Project Team and the aforementioned ERP project working group, where the FBC was discussed in detail. The FBC was subsequently approved at the January 2021 P&R Committee meeting.
- 3.17 The tender in respect of ERP implementation was awarded to the successful bidder who subcontracted the work to a delivery partner and the implementation journey for Oracle Fusion commenced in April 2021, with an implementation date of April 2022.
- 3.18 Oracle Fusion did not go live in April 2022 as planned – system testing was undertaken in advance of the planned go-live date and this testing indicated that the new system was not meeting the standards required to ensure a safe transition. In line with good practice, activity was paused to review the issues and develop a revised project plan.
- 3.19 Council services including financial and procurement activity were unaffected by the project delay with operations continuing seamlessly; contingency plans were enacted following the position presented by system testing, which meant that business as usual continued with no negative operational effects.
- 3.20 Work was undertaken through the project team and key business leads, to establish a revised project plan that provided a deliverable go-live date. A conscious decision was made not to rush the revised timeline, as this would present too great a risk for business-as-usual activity, which could have significant financial and reputational impacts as witnessed by other local authorities.
- 3.21 The next few months saw a change in Wirral Project Management and a change in Wirral's Senior Responsible Owner (SRO) for the project. Commercial discussions took place with the original implementation partner, with the aim of securing a financially viable way forward for the implementation project along with an improved relationship between the supplier and its customer, the Council. Following conversations with Wirral's Legal team, external legal counsel and Knowsley Borough Council (who had recently successfully delivered the implementation of Oracle Fusion), a proposal was made to engage a new implementation partner. This was supported at Director and Chief Executive level.

- 3.22 A contract was subsequently entered into with Namos Solutions to act as the Council's implementation partner on the project, this commenced in October 2022.
- 3.23 A revised project plan and timeline was initiated, incorporated in which was a different model for how subject matter experts from various Council teams were involved in the project and how progress on task specific activity was monitored, through the mobilisation of specific groups, who met frequently. This led to the following modules going live on 3rd April 2023, as planned for phase one of the implementation; this marked a significant milestone for the project, and the Council as a whole, with the successful transition from the old system to the new and the ability to process transactions from the very beginning of the 2023/24 financial year, which was a key component of the revised project plan:
- Core Financials (General Ledger, Cash Management, Accounts Payable, Accounts Receivable)
 - Procurement (Purchasing)
 - Reporting.
- 3.24 As part of phase two of the project, the EPM (Enterprise Performance Management) module, which facilitates access to transactions, budgets and forecasts, successfully went live on 12th June (following the same testing approach adopted for phase one) for Finance Business Partners (subsequently rolled out to budget holders in November). The following modules went live on 24th July 2023, followed by training and roll-out:
- Projects
 - Supplier Portal
 - Sourcing
 - Supplier Qualification Management
 - Purchase-Card integration
- 3.25 The Projects module went live on the 24th July for core finance users. Engagement with project managers is being planned at present in order to roll the module out across the organisation. A revised timeline has therefore been put in place that would see the Projects module go live to project managers in April 2024.
- 3.26 Testing has recently been undertaken on the fixed assets module of the system, as part of the defined project plan. This has illustrated some issues with the module that would need to be rectified but has also highlighted some fundamental issues with how the Council would need the system to operate. It is therefore unlikely that this particular module will be put into operation – applying different accounting treatments to different asset categories has presented some system challenges that would require significant manual intervention to record and report assets appropriately. Such significant manual intervention would negate the reason for applying the module in the first place. The council already has an alternative fixed asset software solution available, that has been utilised over the last five years; work is underway to integrate the approach previously adopted with Oracle Fusion activity.

Benefits Realisation

- 3.27 When the decision was made to move to a new ERP system one of the main drivers was the significantly aged, unsupported (the system developer was no longer issuing any software patches or security updates), finance system that it would replace.
- 3.28 Replacing an antiquated and unsupported finance system with a modern alternative was imperative for several fundamental reasons. Firstly, the outdated system posed significant risks in terms of security vulnerabilities and compliance with evolving regulations, potentially exposing the organisation to negative financial and statutory consequences.
- 3.29 Modern finance systems offer enhanced automation and efficiency, streamlining financial processes, reducing manual errors and enabling real-time data access for informed decision-making.
- 3.30 Ultimately, the shift to a modern finance system was essential to deliver secure, compliant and agile operations in today's rapidly evolving local government financial landscape.
- 3.31 The new system facilitates more efficient operations and will support the delivery of savings plans currently being implemented, for example there are potential opportunities in respect of the delivery of the Enabling Services Review (ESR) programme that will be reviewed over the next 12 months to identify if any further efficiencies can be identified. These will be reported through the ESR programme.
- 3.32 Further to this, the more secure working environment of a modern, fully supported system provides assurance to the robustness of information held and facilitates more timely access to data that can be used for decision-making purposes, benefitting both officers and elected members. These benefits are expected to increase across years as system capabilities are maximised.
- 3.33 A list of benefit realisation aspects in relation to Oracle Fusion modules is set out in Appendix three.

Lessons Learned

- 3.34 A workshop was held in September with colleagues who had worked on the project, to review lessons learned.
- 3.35 Attendees were asked to rate the feel-good factor for the project, which produced an average score of 8 out of 10 (10 being the maximum positive score available). This illustrates how well the group felt the project had gone.
- 3.36 Aspects of the project that were highlighted as successful included:
- Working relationship with NAMOS and Wirral teams was strong; people were willing to go the extra mile to keep the project moving in the right direction.
 - Regular (daily in many instances) module meetings enhanced communication and delivered rapid progress.

- Strong project management team from both NAMOS and Wirral ensured that milestones were met and project delivery fulfilled.
- The detailed cutover plan to transition from the old system to the new led to a very smooth process.
- Implementing an informal user acceptance testing (UAT) component ahead of the formal test plan brought significant benefits and made good use of officer time.
- Having specific module leads ensured appropriate engagement from subject matter experts and provided clear communication lines.
- Engagement with other local authorities who had implemented Oracle Fusion recently provided useful intelligence.

3.37 Aspects of the project that were highlighted as not successful included:

- High turnover of report writers involved in the project led to delays and frustration at times.
- The short timescales in place following Namos's engagement to get to a position of go-live presented operational challenges.
- The fact that many Wirral staff had Oracle Fusion project priorities to deliver alongside business-as-usual activities was challenging.

3.38 Observations made on potential areas of improvement in future projects included:

- Applying a longer project plan from initiation to delivery.
- Having a fully resourced project team to focus simply on project delivery, free from the pressures of business-as-usual activity.
- Training Council staff on key output aspects of the project to minimise risks presented through external engagement e.g. report writing.
- Allow more time between formal UAT and project go-live sign off process.

3.39 All lessons learned have been shared with the project management office to inform future projects.

4.0 FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications to this report, which provides an update on the status and benefits realisation of the Oracle Fusion project.

4.2 Table 1 illustrates the impact that has been seen on the project's budget since it was originally estimated, in December 2018.

Table 1: ERP budget position 2018 to 2023

Activity	£000
Original budget estimate approved	10,000
Budget virements/project adjustments across financial years 2020/21 and 2021/22	367
Budget reduction to recognise that HCM aspect of the original project scope would not proceed	-4,130
Revised budget	6,237

4.3 Table 2 below presents the historic and forecast expenditure across the project.

Table 2: ERP Project Expenditure

Financial Year	Staff costs £000	External Implementation Costs £000	Total £000
2019/20		147	147
2020/21	211	347	558
2021/22	693	805	1,498
2022/23	761	1,273	2,034
2023/24 (reported Q2)	155	565	720
Total Spend to Date	1,820	3,137	4,957
Forecast spend	695	585	1,280
Total Projected Spend	2,515	3,722	6,237

5.0 LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 At this time, there are no additional resource implications.

7.0 RELEVANT RISKS

7.1 Project risks were addressed through the project management methodology applied to the implementation plan. This progress update report does not present any specific risks.

8.0 ENGAGEMENT/CONSULTATION

8.1 Engagement with stake holders was carried out at the start and during the project.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.

9.2 At this time, there are no further equality implications as these have already been identified for the proposals agreed and submitted.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 This report has no direct environmental implications.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 This report has no direct community wealth implications.

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APPENDICES

APPENDIX 1 – Timeline of decisions/key events

APPENDIX 2 – Benefits of Zellis ResourceLink Integrations

APPENDIX 3 – Benefit Realisation Summary

TERMS OF REFERENCE

To provide strategic direction to the operation of the Council, including making decisions on policies and co-ordinating spend not reserved to full Council.

BACKGROUND PAPERS

Project business cases

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Council Budget, Capital Programme and Financing 2019/23 – Budget Council	04/03/2019
SMARTBUSINESS (ERP) PROJECT UPDATE – Cabinet	24/03/2020
SmartBusiness Project Update – AUDIT & RISK MANAGEMENT COMMITTEE	27/01/2020
SMARTBUSINESS PROJECT (ERP) UPDATE – P&R Committee	16/12/2020
SMARTBUSINESS FULL BUSINESS CASE - P&R Committee	20/01/2021
CAPITAL MONITORING QUARTER 1 2023/24 – P&R Committee	12/07/2023

Appendix One

TIMELINE OF DECISIONS/KEY EVENTS

Date	Description	Planned Outcome	Actual Outcome	Activity based on Actual Outcome
Nov 14	Zellis contract for HR/Payroll system extended for 3 years to Dec 17	Pending a review of corporate systems including One Business, CRM and HR/Payroll versus an ERP solution	Corporate review delayed	
Jan 2018	Zellis contract renewed for the last remaining 5-year extension period to December 2022	To migrate to an ERP solution by April 22		
Jan 2019	Outline Business Case went to Board with options: A - Do nothing B - Procure integrated ERP Solution C - Procure a point-to-point system (best of breed for each module (all modules) D - Partner with another Authority (partner on their Finance system)	Approval of Option B	B Approved	Capital Bid prepared
Mar 19	Capital BID for £10m requested for approval at Full Council Meeting for the Implementation of Oracle Fusion (Finance, HR, CRM)	Approved	Approved	Discovery, soft market testing and tender creation phases
April 19 - Mar 20	Approval of detailed specifications, tender documentation and approach sought	Approved	Approved	Issue Tender
Mar 20	COVID - Lockdown			Tendering on hold
May 20	Zellis product roadmap confirmed that on-site Oracle database must be upgraded by December 21 else unsupported.	Options considered in line with ERP implementation timescales and risks of HR/Payroll system being unsupported		
Aug 20	Out to tender	All tenders to be received and	All tenders received and	Prepare options and

		evaluated by end of Oct 20	evaluated by end of Oct 20	recommendation for Board
Nov 20	Options and Recommendation went to Board: Lot 1 - Financials Lot 2 - Financials and HCM Lot 3 - Financials, HCM, CRM, Income Management and Projects (Projects comes with Lot 1 and Lot 2 but we did not know at the time)	Lot 2	Lot 2	Prepare Full Business Case
Nov 20	Board decision to migrate to Zellis cloud as not feasible to implement Oracle HCM by December 21.	Lot 2	Lot 1	Prepare Full Business Case
Nov 20	Full Business Case went to Board for approval	Lot 1	Lot 1	Prepare report for P&R Committee
Dec 20	Summary report presented to P&R Committee seeking approval for Lot 1	Approval to proceed	Cllr Green requested to read full business case over Christmas period. The FBC was also shared with Cllrs Carubia and Stuart.	Cllrs reviewed the FBC and requested a meeting with Project Team to address some queries.
Jan 21	Project Team met with Cllrs Green, Carubia and Stuart to discuss review proposal	For Cllrs to agree proposal	Report back at next P&R	
Jan 21	FBC considered at P&R Committee	Approval to proceed with Lot 1	Approval given	Proceed to award
Feb 21	Contract awarded			
Apr 21	ERP Project Commenced with a planned implementation date of Apr 2022.	Go live with Oracle Fusion in Apr 2022		
Sep 21	HR/Payroll migration to Zellis cloud	Contract extended to Dec 24.	Completed	
Jan 22	Review original Business case for potential HCM implementation	Assess financial viability and benefits of integration	Not financially viable due to Oracle implementation and ongoing licencing costs vs	

			remaining with Zellis. New integration technologies can be exploited using cloud-based solutions to interface HR/Payroll data with Oracle.	
Mar 22	User Acceptance Testing		Failed User Acceptance Testing in Mar 22 so go-live halted.	Commercial discussions and negotiations took place to try and rectify the problems.
June 22	Project manager (PM) resigned from WBC. New PM and SRO brought on to Project			Commercial discussions continued but did not progress. Decision taken at Board to talk to Knowsley BC who had recently successfully implemented ERP with NAMOS Solutions as their partner.
Aug 22	After talks with Knowsley BC and our Legal and Procurement Teams the PM met with NAMOS Solutions	To partner with NAMOS	NAMOS drafted and shared Statement of Work (SoW)	Preparatory work commenced ahead of contract signing (in good faith)
Oct 22	Contract signed between NAMOS Solutions and WBC for phased approach to implementation. Phase 1 (Apr 23): General Ledger Accounts Payable Accounts Receivable Cash Management Purchasing Reporting Enterprise Performance Management (EPM) and Reporting (June 23)	Re-start project with NAMOS	Revised project plan started	New project plan in place with proposed go-live dates of Apr 23 for core system with specific modules to follow.

	Phase 2 (July 23): Supplier Portal Sourcing Supplier Qualification Management (SQM) Projects (Budgetary Control element) P-Cards Reporting Fixed Assets and Reporting (Aug 23)			
Apr 23	First go live milestone	Go live with phase 1 modules	Went live with phase 1 module as per plan	Bed the system in and prepare next go live milestone
June 23	Second go live milestone	Go live with EPM as part of phase 2	Went live with EPM	Bed the system in and prepare next go live milestone
July 23	Third go live milestone	Go live with remaining phase 2 modules	Went live with remaining phase 2 modules	
Aug 23	Fourth go live milestone	Go live with Fixed Assets	Initially delayed until November and subsequently put on hold due to issues with the compatibility of the product	
Sep 23	Lessons Learned workshop	Workshop to be held	Workshop held	

Appendix Two

Benefits of Zellis ResourceLink Integrations:

- Zellis is the primary feed for all people data into the Oracle Fusion Financial System, providing the benefits of an integrated solution without the additional costs and implementation time.
- provides payroll data to the Budget Forecast module of the Oracle Fusion System via an automated system integration.
- provides an automated feed into the Azure Active Directory, feeding the PC Authentication platform with up-to-date user and hierarchy information. This also provides MS Outlook and Teams with the required relationships between employees and managers.
- provides the basis of the people information required for the FLO training system, meaning no additional time is required to keep the user details updated.
- information is synchronised to the Occupation Health (OH) Provider system allowing managers to make OH referrals for their staff.
- supports many council procedures with processes to ensure Policy Compliance:
 - Reporting of Conflict of Interest
 - Report of Gifts & Hospitality
 - Corporate Governance compliance
 - Notifications of Long Service
 - Notifications of Probation periods
 - Notifications of Fixed Term Contracts ending
 - Application and processing of Additional Holiday Purchase contributing to the agreed budget saving target
 - Requests for IT equipment
 - Car Park permit applications
 - Flexible retirement requests
 - Consultation - Staff Feedback
 - Job Evaluation Requests
 - Leavers' Surveys
 - Mayor of Wirral charity lottery - application to join
 - Shared Parental Leave
 - Wirral Carers Passport
 - Work Life Balance applications and Appeals
- greatly assists in Health and Safety compliance including:
 - Risk Assessments for workplace and home working
 - Well-being Assessments
 - HAVS (Hand-Arm Vibration Syndrome) Tier 2 Assessments
 - Covid 19 assessments and information feeds
 - Expectant Parent Risk Assessments
 - Accident Investigations
- provides quality and timely Management Information
 - Increasing integration with Power BI allowing multi-strand, multi-function reports to be provided seamlessly to Managers and Senior Executives.

The overall contract and customer base is an important factor in respect of decision-making for the HR system. With Schools and Wirral Met College we are currently licensed to pay 12,500 people with a regular review of these numbers possible. The Oracle licensing model only allows for increases in the licensed user numbers over the contract period, not reductions. There was a substantial risk that with the increased costs that would have been incurred to change provider, our payroll service would have lost some contracts with schools due to fees increasing. Without

provision to reduce the license number these costs would have to be borne by the Council in the absence of a related revenue stream.

Appendix Three

System component	Benefit Realisation
General Ledger	<ol style="list-style-type: none"> 1. Enhanced Automation: Streamlined journal entry creation and approval workflows, reducing manual data entry errors and enhancing security. 2. Real-time Reporting: Immediate access to financial data for reporting and analysis. 3. Compliance: Simplified compliance with changing accounting standards and regulatory requirements. 4. Cost Control: Enhanced cost tracking through improved data access.
Accounts Payable (AP) and Supplier Portal	<ol style="list-style-type: none"> 1. Efficiency: Automation of invoice processing, approvals, and payments, leading to faster payment cycles. 2. Vendor Relationships: Improved supplier relationships through timely payments and enhanced communication channels. 3. Expense Control: Enhanced control over expenses and cash flow management. 4. Reduced Errors: Minimised errors and discrepancies in the payment process.
Accounts Receivable (AR)	<ol style="list-style-type: none"> 1. Faster Invoicing: Accelerated invoice generation and distribution, facilitating quicker revenue recognition. 2. Collections Management: Improved receivables tracking and collections management for better cash flow. 3. Customer Insights: Access to customer payment history and credit information for informed decision-making. 4. Automation: Automated customer communications and reminders for overdue payments. 5. Improved Accuracy: Reduced billing errors and disputes.
Cash Management	<ol style="list-style-type: none"> 1. Bank Reconciliation: Streamlined bank reconciliation processes, reducing discrepancies. 2. Real-time Balances: Real-time visibility into cash balances and transactions. 3. Reduced Fraud: Improved fraud detection and prevention measures.
Project Accounting	<ol style="list-style-type: none"> 1. Project Cost Control: Full ownership of capital budgets and related expenditure, as Project Managers will create their projects from a template with budget approval given by Finance. 2. Revenue Recognition: Improved recognition of project revenue in compliance with accounting standards.

	<p>3. Resource Allocation: Efficient allocation of resources to projects based on real-time data.</p> <p>4. Reporting: Increased transparency of project transactions and reporting, as Project Managers will be raising requisitions directly to the projects they manage, which should ensure reduced queries in relation to the source of expenditure transactions.</p> <p>5. Risk Management: Better identification and mitigation of project risks.</p>
Enterprise Performance Management	<p>1. Self-Serve Finance Function: Allows budget holders to be able to access their financial information first hand. This includes drill down functionality and forecasting driven from payroll data and forecasting trends.</p> <p>2. Budget Focus: Accountants have a specific budget building tool. This will help with in-year budget management as well as future budgets to feed into the Medium-Term Financial Plan (MTFP).</p> <p>3. Payroll Information: Payroll information and staff data available linked to budget information for the first time for budget holders.</p> <p>4. Reporting: Access to actual balances, forecasts and budget analysis.</p> <p>5. Risk Management: Better identification and mitigation of financial risks.</p>