



Finance Direct October 2011

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Finance Direct

- A complex programme consisting of 3 projects and 12 work streams, which together bring the Councils financial systems into the 21st century.
- Objectives – Achieve ‘Target Operating Model’ whilst at the same time:
 - Increasing the value we provide to our customers
 - Ensuring ‘right first time’ thereby eliminating avoidable contact
 - Removing waste
 - Delivering more for less
 - Move towards enabling rather than doing
 - Deliver excellent service



Why Change

The corporate financial system required replacement for the following reasons:

- Statutory requirement placed greater need for more robust and reliable financial systems
- The dated Oracle version in use was no longer supported
- The hardware platform lease expired May 2011
- Driven by costly antiquated paper based systems
- Costly financial services when compared with other authorities
 - Cost per Accounts Payable invoice WMBC £5.63, Unitary average £2.38
 - Cost per Accounts Receivable invoice WMBC £25.20, Unitary average £9.26



Delivered in House and Under Budget

- **Cost of delivery**

- The original business case developed by Deloitte had a capital resource delivery cost of £4.1m.
- A decision was taken to deliver the programme in house for £2.9m
- Predicted delivery cost is £2.5m a saving of £1.6m on the original cost projection.



Delivered in House

- **Time Frame**

- Programme delivery commenced October 2009 – 100% roll out planned 31 March 2012.
- All capability/functionality was delivered by 31 March 2011 (with the exception of budget forecasting which was removed from scope and Accounts Payable functionality which is scheduled to go live 1 November 2011)
- Transfer to business as usual will be completed November 2011 where roll out will continue.



Major Milestones

Date	Milestone Delivered
Sept 09	Business case reviewed
Oct 09	Programme team established
Dec10	Hardware platform redesign
Apr 10	P Cards went live
Jul 10	New chart of accounts
Jul 10	UPK training package went live
Aug 10	Upgrade to version 11.5.10 completed
Oct 10	Accounts Receivable went live
Nov 10	QV reporting tool went live
Dec 10	Scanning went live
Jan 11	Hardware platform implemented
Mar 11	New staff structure implemented
Nov 11	Accounts Payable will go live



Delivering Value for Money

Cashable Savings

Year	Expected	Actual	Progress Made	Target
2009/10	40k	40k	Delivered	Met
2010/11	310k	310k	Delivered	Met
2011/12	810k	810k	On target	On target

Plus :

Avoidable spend saving of £2.5m on licensing costs

Reduction in transaction costs - Cost of processing high volume low, value transactions reduced from £5.60 to 25p



Lessons Learnt

- Permanent programme team and office established to drive change
- Councillors Griffiths, Arif and Towe played an active role in the delivery of the programme as key members of the programme board.
- Strong governance ensured awareness of roles, responsibilities and work plans
- Focus on benefit realisation ensured savings remained on track
- Good contract management with regular reviews
- Clear specification of requirements developed prior to procurement of goods/services
- Payment milestones linked to user acceptance sign off ensured suppliers adhered to quality criteria and strict deadlines
- Strict change controls reduced risk and aided management
- Skills and knowledge transfer
- Good working relationship with stakeholders