Appendix 1

Financial Management ERP System Software Procurement
Full Business Case

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DOCUMENT CONTROL

Guidance note on how to use this template

A business case provides the justification for initiating a project or task. It evaluates the benefit, cost and risk of alternative options and provides a rationale for investing in a preferred solution. As a management tool, it is developed incrementally over time as the proposal matures, with additional detail added with each iteration. It is essential to pass the business case through the appropriate gateways for approval at each stage so that options can be effectively appraised to enable robust decision-making and stakeholder buy-in.

This full business case (FBC) template is intended to aid users in preparing a commercial FBC. The business case template is bespoke to the Council, so has been designed to be agile and lean for users, whilst also aligned to best practice principles as set out in HM Treasury 'Green Book' guidance for public sector bodies on how to appraise proposals before committing funds to aQWE policy, programme or project.[1]

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The Five Case Model

The proposed business case appraisal framework is based on the Office of Government Commerce Five Case Model for Business Cases. The "Five Case Model" is the best practice standard recommended by HM Treasury for use in central government departments, other government bodies and by all those with responsibility for deciding how public money should best be spent. This guidance is available free of charge on the internet and those developing business cases are advised to refer to it.

The five cases in support of a proposal for a commercial opportunity must demonstrate they have thought in detail about the following questions:

o **The strategic case** - "What we are doing and why?"

o **The economic case** - "Available options and the extent to which they provide value for money?"

o **The commercial case** - "How will the project or programme be delivered?"

o **The financial case** - "How much it will cost, and how it will be funded?"

o **The management case** - "How will delivery of the programme/project be planned, monitored and overseen to evaluate and ensure its success?"

Developing the Business Case

The business case is a key tool in ensuring public value in spending decisions, in terms of scoping a project, options selection, delivery, monitoring and evaluation. The business case, therefore, must never be perceived or used as the vehicle for simply gaining approval for a proposal. To deliver public value, all five cases need to be planned in detail and with integrity.

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[1] The Council business case template is informed by the Green Book 'five case' business case model approach. For further information about HM Treasury's gateway process for developing business cases please refer to https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government.

Business cases should be developed over time. It is an iterative process where further detail is added to the five cases at each key stage. The level of detail and the completeness of each of the five cases are built up at different rates during the process.

The role of the Dacorum FBC is:

to revisit earlier IBC assumptions and analysis to identify a preferred option which demonstrably optimises value for money. It is then to identify the market place opportunity which offers optimum value for money, set out the negotiated commercial and contractual arrangements for the deal (so far as they are known), demonstrate that it is unequivocally affordable and to put in place the detailed management arrangements for the successful delivery of the scheme.

Specifically this includes:

- Re-visit the investment objectives

- Explore the benefits of investing in the project

- Re-visit the options available for delivering the objectives of the project

- Evaluate the value for money (VfM) of the options available for delivering the objectives of the project to reach a preferred option

- Set out how the proposal will be procured including the procurement strategy

- Identify the key risks, dependencies and constraints in more detail in relation to the project

- Ascertain and assess the affordability and funding requirement for the proposal

- Set out the arrangements in place for successful delivery of the project

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V2		
V3		
V4		
V5		

ASSUMPTIONS LOG

For completion: This log comprises of a single place to collate all assumptions for any of the three cases.

Assumption Category	Assumption Name	Description	Source	Assumption owner

CONTENTS

1. Executive Summary

As a publicly funded body, it is imperative that Havant Borough Council (HBC) has an effective and efficient financial system to support the administration of the Council's limited financial resources.

Local Authorities are required to produce annual financial statements that provide a "true and fair" view of their financial performance and financial position. These statements are also required to be independently audited and are public documents.

The Council also has many information, statistical and financial returns to submit which require accurate and timely and easily accessible data.

With the current system out of contract in September 2025, it is imperative that we procure a new contract (and potentially supplier) as soon as possible to ensure we have implemented, tested and understand any new system in time for this deadline.

We have explored the potential routes to procurement and, given the resource requirements and conflicting timeline to other major projects, believe sourcing a system and supplier through the "G-Cloud 13" framework presents the safest and most efficient method of procurement. This would allow HBC to implement by April 2025, providing us with a smooth transition between systems and providing a contingency window before the current system contract ends. It would also prevent us from having to run one financial year split across two systems.

Having thoroughly researched the G-Cloud 13 framework, it is clear there are enough suitable suppliers to meet our needs and comply with our IT digital strategy. The available suppliers already provide finance system to >150 UK Public Sector organisations combined. Market research has been conducted to establish if these suppliers' systems are suitable, could meet our needs, what the customer service is like, how the implementation went, how well supported the customers are and if any hidden costs have been uncovered.

We then designed our system specification/requirements and submitted these to the G-Cloud 13 contract processing.

The result produced gave us the options of the following system/suppliers:

TechnologyOne

Unit 4

Sage

MRI Horizons

Oracle ERP Cloud Finance

FinancialForce - Financial Management and FP&A

Dynamics 365 Finance

We completed a desktop evaluation to assess the suitability of each system and supplier and scored them based on several key priorities to shortlist the available systems.

We engaged with the top scoring suppliers for system demonstrations and "discovery" sessions and completed further due diligence with existing customers. We also engaged the whole finance team in the process to ensure we had a broad spectrum of opinions and questions.

After all engagement and due diligence was completed and on reviewing the standard pricing structure for each supplier, we have decided that TechnologyOne would be the best fit for HBC and recommend proceeding to award a contract in line with the G-Cloud 13 framework requirements to start in the new year with a target GO-Live date of April 2025.

Steven Pink

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Havant Borough Council

2. **Strategic Case** – What are we doing and why?

2.1 **Context**

2.1.1 Havant Borough Council currently processes financial data and transactions via the "Integra" finance system.

- We are using version 2 of the system.

2.1.2 This was Capita's financial system used for local authorities and was inherited from the 5 Council's contract.

- Although inherited, the contract sits outside of the main 5C's contract and is a joint arrangement with Hart (who direct contract) and East Hants Council's (who contract through HBC)

- East Hants have given notice on their contract and are replacing Integra with Unit 4 in April 2024.

2.1.3 Integra and the business unit supporting it was sold to Advanced ADVT in July 2023.

2.1.4 Integra was due to have its technical support ended on 31st March 2024, although with the sale to Advanced, this has been extended to 31st March 2025.

2.1.5   Advanced ADVT are replacing Integra with a new offering, called "Centros" which an enhanced version 3 of the existing system.

2.1.6   Centros is not a Software as a Service (SaaS) system.

2.1.7   HBC's contract for Integra ends in September 2025.

2.1.8   Current System Issues

- The current system does not access functionality to financial planning and analysis.
- Integration with other systems (such and Pay360) is poor.
- System support from the supplier can be slow.

2.1.9   There are currently 116 active users of the Integra finance system.

2.1.10   In Integra we current process between 12,000 ad 19,000 transactions every year.

2.2   Current issues, priorities and implications of not undertaking the project

2.2.1   Not implementing the project poses a number of risks to the Council, set out below:

2.2.2   **Loss of Service** – Once the contract expires in September 2025 the Council will lose access to the current Integra finance system. This will mean being unable to use a recognised system to support a number of key financial activities including, but not limited to:

- Producing annual financial statements
- Raising customer invoices (Accounts Receivable)
- Paying supplier invoices (Accounts Payable)
- Submitting statistical returns (for required reporting or to support grant funding)
- Submitting VAT returns
- Effectively monitoring budgets and forecasting future spend

2.2.3   **Loss of Data** – The failure to transfer data before the contract expires could lead to significant loss of data. This data is legally required for some audit purposes and freedom of information requests. We are also bound by the terms of our document retention policy and schedule to retain key information for set periods of time (typically current plus six years but is specific to the type of information).

2.2.4   **Reputational damage for the Council** – failure to pay suppliers in a timely manner and failure to produce high quality financial statements could have serious consequences for our reputation.

2.2.5   **Potential costs of needing to extend the existing** contracts - It is not an option to extend the current contract as the current system is out of technical support from April 2025 and has

been replaced by a new system (Centros) that would require a new contract with a new supplier.

2.3 Visioning Statement and Objectives

2.3.1 Having left the joint partnership with East Hampshire District Council in 2022, the Council has embarked on a journey to be a leaner more efficient and technically proficient organisation.

2.3.2 To support these aims, any new system or process needs to be planned and designed with the objectives in mind.

2.3.3 As a forward-facing organisation it is also important that any system or process is designed to be as "future proof" as is reasonably possible.

2.3.4 The Council has a Digital Strategy 2020-2024 in which the key requirements are:

- **"Digital by Default and Cloud First in action"**

2.3.5 A new policy is being devised which takes this strategy a stage further. HBC has a current SaaS roadmap, and we are following these principals in this procurement to ensure the new finance system complies with the revised strategy as much as possible.

2.3.6 Installing and using modern "Software as a Service" (SaaS) platforms support the following objectives:

- Align the system with the Digital Strategy
- Limits resource requirements
- Finding operational efficiencies
- Reduces processing time
- Increase user engagement
- Improves analytics
- Allow staff to access the latest available features and functionality
- Ensure that system availability, support and security are included in the provision.

2.3.7 The use of such a system will also help to empower non-financial managers to be able to access and understand financial data more easily and make faster, better informed decisions and to be more self-sufficient.

3. Economic case – Available options and the extent to which they provide value for money

3.1 Possible options

3.1.1 There are a number of options available to the Council. These are briefly summarised below:

3.1.2 **Option 1 – Do nothing and let the contracts run out / automatically renew**. Allowing Integra to expire would incur costs from Advanced ADVT by failing to give notice and continuing to

use an unlicenced product. It would also increase the costs for any data extraction/data migration support. Furthermore, the system ceases to have any product support from April 2025 which put the integrity of the Council's financial data at risk.

3.1.3 This option has been ruled out as this will lead to additional costs on top of the existing annual license fees. The software will also become increasingly out of date as the supplier has outlined they will not be investing any further into it.

3.1.4 **Option 2 – Council builds its own financial system**. This option has been ruled out as the Council does not have the capacity or knowledge to build its own IT/Digital systems. IT would also go against our current and future stated digital strategy.

3.1.5 **Option 3 – Full open market tender and procurement**. This option would also the Council to enter into a long-term contract and should ensure the Council gets the best value for money system available. However, there is limited time to process a full open market tender and the Council has limited procurement team resources, most of which will be required to focus on higher value contracts over the next 12-24 months. Market research has also identified that the same potential systems are available for the same (or lower) costs via the use of procurement frameworks.

3.1.6 This option has been discounted due to resourcing constraints.

3.1.7 **Option 4 – Sourcing via a recognised national procurement framework**. This option provides the large majority of the benefits of open market tenders but can be concluded at much faster pace (and reduced procurement costs) whilst still providing access to all of the market leaders in this field at the best market rates. The only limitation is that contract lengths are limited to 4 years (2+1+1). The preferred framework is the Crown Commercial Services "G-Cloud 13" framework. Every supplier on the framework has gone through rigorous procurement processes to ensure any purchasing body has the appropriate level of assurance and legal compliance required to award a contract.

3.1.8 This is the preferred option due to the time and resource saving.

3.2   Critical Success Factors

3.2.1 The delivery of the business case rest on a number of critical success factors. This section outlines a number of key factors for success.

3.2.2 **Supplier Capacity** – The Council is beholden to those providers who currently operate and their capacity to deliver the service that the Council is seeking. The Council is aware of several other authorities who have recently or are currently implementing the chosen solution and have undertaken due diligence on the capability of the chosen supplier (and alternatives) to deliver on time and within budget.

3.2.3 **Available Budget** – The Council has current budget of £144k to fund the annual licence fee for a financial system. The Council will need to fund some project and implementation resource from the £1.3m reserve agreed at Full Council in November 2023 (upon approval of this business case). This is likely to be equivalent to 0.5 FTE of a project manager and 1.0 FTE of a

systems accountant. Some of these costs can also be met by the in-year budget savings form the proposed supplier. All other requirements should be met from within existing resources.

3.2.4 **Service Capacity** – The financial services currently offer to the Council are already at the maximum available from existing resources. However, in large parts, the limiting factor is the functionality of the current system. Time spent ensuring an effective migration and implementation of a more modern system, will quickly pay dividends with process efficiencies taking effect.

3.3 Project benefits

3.3.1 The delivery of the FBC provides a number of benefits, each of which have been explored in the table below:

Benefit Classification	Example
Financial	The business case outlines that a saving of ~£40k per annum to be identified from the recommended supplier. This includes all but £10k of external implementation costs and the total saving over 4 years would be £150k.
Non-financial	As outlined the business case demonstrates that significant efficiency savings identified via the implementation of the recommended system. These include, but are not limited to: **Exchequer Services:** We have benchmarked our exchequer services against those of similar councils, and some that use the recommended system. This has shown that we expect to make significant efficiency savings in this area and will be able to deliver additional exchequer services and/or improved quality. This in turn should allow the Council to improve its debt collection rates thus supporting the revenue budget and improving our working cash cycle. **Business Partnering:** This is a key area for future efficiencies across the Council's services. Improved data accessibility and support to non-financial managers will support the services own financial management and understanding of their cost drivers and help to find financial and process efficiencies.
Quantifiable	It is estimated that the new financial system (once fully embedded) will save approximately 1.0 FTE of exchequer officer time. This will be redirected into strengthening our aged debt and credit control processes to deliver cashable savings.

Qualitative	The replacement system will deliver better functionality and data quality to all financial and non-financial managers. This will support the transition to leaner, more efficient time and resource management across the Council. The system will also support consistency of data across the range of required reporting and government returns. This helps our funding bids and our transparency reporting.

4. Commercial case - How will the project or programme be delivered?

4.1 Delivery Options & Procurement Strategy, Risk Apportionment and Contractual Issues/Accounting Treatment

4.1.1   This section of the business case sets out the delivery options of the preferred option. Given that the likely contract is expected to be within the existing cash limited budget, whilst a legal procurement process is required, this can be via the use of recognised frameworks to accelerate the process and minimise costs.

4.2 Market Analysis

4.2.1   To aid the Council in developing its specification for the new system, and to help develop the Councils' procurement strategy the Council undertook soft market testing in August 2023.

Soft Market Testing

4.2.2   The Council undertook a soft market testing exercise during August & September 2023 to explore with the market a number of issues relating to any new system. This exercise helped the Council refine its detailed software specification prior to the formal tendering process commencing. The testing looked at a number of key areas:

- System capabilities/ System functions
- User acceptance
- Training requirements
- Market share
- Supplier engagement
- Supplier support
- Implementation "challenges"
- Hidden costs
- Post implementation support

4.2.3   Following submission of the outline specification to the G-Cloud framework, the recommended list of suppliers underwent a desktop evaluation to identify the most suitable system and provider to contract with. The evaluation results can be seen below:

Provider	System/Product	Design and Methods	Experience	Resources	Finances	Total
		40%	20%	10%	30%	100%
X3 CONSULTING LTD	Sage Business Cloud X3: Financial Management & Reporting (Sage X3)	24	8	4	30	66
Technology One UK Ltd	OneCouncil	40	16	10	24	90
G7 Business Solutions Ltd	Unit4 SaaS ERP and ERPx	32	12	8	18	70
WIPRO HOLDINGS (UK) LIMITED	Oracle ERP Cloud Finance	32	16	8	0	56
Embridge Consulting (UK) Ltd	Unit4 Enterprise Resource Planning - Unit4 ERP MS7 ERPx (Previously Agresso Business World)	32	12	8	18	70
AGILYX EMEA LTD	FinancialForce - Financial Management and FP&A	32	12	6	18	68
AGILYX EMEA LTD	Unit4 Enterprise Resource Planning	32	12	6	18	68
Phoenix Software Ltd	Dynamics 365 Finance	32	12	8	24	76
UNIT4 Business Software Limited	Unit4 Enterprise Resource Planning	32	20	8	18	78
ARRIBATEC UK LTD	Unit4 ERP Enterprise Resource Planning from Unit4 Partner-of-the-Year	32	12	8	18	70

4.2.4   TechnologyOne came out as a clear winner on this scoring criteria. Alongside the second highest scorer, Unit 4, we engaged in a due diligence process to seek further assurance that best decision was made. After this process we are confident to recommend TechnologyOne as the preferred supplier.

5. Financial Case - How much it will cost, and how it will be funded?

5.1 Project Assumptions

5.1.1 This section sets out the key assumptions in the preparation of the financial model(s) for the Options set out in the Business Case.

Assumption (this can include but is not limited to the examples listed below)	Input
Contract award	1 January 2024
Implementation start date	1st April 2024
Implementation end date	31st March 2025
Operational period	2024/25 – 2028/29

5.2 Financial Appraisal

5.2.1 The expected costs and savings/income have been profiled in the financial model as illustrated below:

		Procurement Costs	Implimentation (Year 1)	Licence Fee				Total
				Year 1	Year 2	Year 3	Year 4	
	Current System	n/a	n/a	144,000	144,000	144,000	144,000	**576,000**
	Do-Nothing	-	-	160,000	160,000	160,000	160,000	**640,000**
	Open Tender	72,000 - 150,000	10,000 - 300,000	80,000 - 150,000	80,000 - 150,000	80,000 - 150,000	80,000 - 150,000	**330,000 - 900,000**
G-Cloud	Unit 4		265,000	85,000	85,000	85,000	85,000	**605,000**
	Technology One		10,250	104,895	104,895	104,895	104,895	**429,830**

UNIT 4	Net cash Flow	£ 265,000	£ 85,000	£ 85,000	£ 85,000	£ 85,000
	DCF	1.000	0.966	0.934	0.902	0.871
	PV	£ 265,000	£ 82,126	£ 79,348	£ 76,665	£ 74,073
	NPV	£ **577,212**				
	Cash Terms	£ 605,000				
Technology One	Net cash Flow	£ 10,250	£ 104,895	£ 104,895	£ 104,895	£ 104,895
	DCF	1.000	0.966	0.934	0.902	0.871
	PV	£ 10,250	£ 101,348	£ 97,921	£ 94,609	£ 91,410
	NPV	£ **395,538**				
	Cash Terms	£ 429,830				

5.3 Overall affordability

5.3.1 This business has demonstrated that the overall proposition is affordable within existing cash limits.

6. Management case - How will delivery of the programme/project be planned, monitored and overseen to evaluate and ensure its success?

6.1 Organisational Development

6.1.1 The following sets out the main OD consideration in the delivery of the business case. A key theme is the necessity of ensuring continuity of operational software to support sound financial management and exchequer functions. This requires a collaborative effort to ensure all aspects of the project are delivered on time. The following provide the main organisational development issues for the service.

6.1.2 **Skills** – The Council benefits from having a highly skilled and motivated group of financial and technical professionals with a diverse set of skills, all of whom have relevant professional qualifications and members of the various professional/governing bodies. However, most staff are not accustomed to implementing major new IT systems. Whilst the in-depth knowledge that staff have in delivering their area will help in implementing the new system, it is not their area of expertise to do this this effectively. This will require a different set of project management skills.

6.1.3 **Capacity –** The current finance team is working to capacity and has been through a period of significant change since exiting the partnership with East Hants DC. The are currently going through a process of continuous improvement and talking new challenges on a regular basis. To successfully implement a new financial system will require their knowledge and support but they do not have the capacity to do this (and particularly to plan this) alone. Additional project management and system accountant capacity will be required to be resourced.

6.1.4 **Culture –** The culture within the finance team overall is one that embraces change and lends itself to new challenges very well. However, they are still fragile and there are some pockets of resistance. Strong management and tailored support will be required to ensure the team remain committed to the journey throughout the process.

6.1.5 **Organisational/Service Structures and operational effectiveness –** It is clear that current processes are not as efficient or effective as desired. Whilst learning a new finance system is inevitably going to bring about some challenges, without doubt the resulting product will deliver efficiencies across the organisation in a number of differing ways.

6.2 Business as Usual

6.2.1 The Finance team is currently delivering all its statutory requirements and support the key strategic objectives of the Council to a reasonable standard.

6.2.2 The Finance team process between 12,000 and 19,000 financial transactions in any given year, as well as completing statistical returns, producing year-end accounts, audits and support front line service delivery. The team also support strategic and operational decision making via strong evidence reporting and assessment.

6.2.3 Service managers and supporting staff also rely heavily on the current finance system and will need to invest time and energy into the implementation and operationalising of the new system. They will need to help design new reports, learn new processes and set aside time for training or to be trained. This will place a demand on their limited resources but this will be time limited and should deliver future efficiencies in many services. The demand is unlikely to have a significant impact on business as usual but cannot be completely ignored, especially in conjunction with a number of other key project occurring during the same time frame.

6.3 Key Risks

6.3.1 The following section provides an overview of the risks associated with the project, both internal and external. The known risks are contained in the following table:

Risk ID	Risk Title	Category	Identification of ares where there are significant risk	Date Added	Risk Owner	Original Assessment			Planned Mitigation Actions	Post mitigation Assessment		
						L/Hood	Impact	Priority		L/Hood	Impact	Priority
FS1	Data Migration	Resource	Data migration may exceed scheduled timeline, require additional resource.	01/10/2023	Project Sponsor / Project Manager	5	5	25	Securing project manager and systems accountant to ensure clear roles, responsibilities and schedul appropriately	3	5	15
FS2	Advanced ADVT Migration Resources	Financial	Risk that exisiting suplier does not have resources to support data migration	01/10/2023	Project Sponsor / Project Manager	3	5	15	Open dialoge with Advanced ADVT and researching any issues aced by other councils in this area	2	5	10
FS3	Internal Capacity (1)	Resource	Lack of resource to impliment new system impacting business as usual	01/10/2023	Project Sponsor / Project Manager	5	4	20	Agreeing project funds & Securing project manager and systems accountant to ensure clear roles, responsibilities and schedul appropriately	4	4	16
FS4	Internal Capacity (2)	Resource	Lack of resource to impliment new system delaying implimentation	01/10/2023	Project Sponsor / Project Manager	5	5	25	Agreeing project funds & Securing project manager and systems accountant to ensure clear roles, responsibilities and schedul appropriately	4	5	20
FS5	Internal capability	Resource	Risk of failure to deliver succesful project due to lack of knowledge or skills	01/10/2023	Project Sponsor	5	5	25	Recruiting HoF, project manager and systems accountant to ensure appropriate skill and experience	3	5	15
FS6	Budget	Financial	Failure to source new system within avaialble budget.	01/10/2023	Project Sponsor	4	4	16	Procuring via G-Cloud framework with clear pricing structures	3	4	12
FS7	Cyber Attack	Operational	Risk of any new system being more likely to be attacked or having insufficient security	01/10/2023	Project Sponsor / Systems Accountant	4	5	20	Ensuring security requirements are at the forefront of any specification and rigerously tested in implimnetation	3	5	15
FS8	Contract Award	Resource / Financial	Risk of failing to gain Cabinet approval to award contract in time for supplier to allocate required resources for scheduled timeline for delivery	01/10/2023	Project Sponsor	4	5	20	Early engagment with cabinet leader & potfolio holder. Regular contact with monitoring officer and democratic services	3	5	15

6.4   Outline Arrangements for Risk Management

6.4.1   The main control that can be placed on the project to manage risk will be to ensure that the procurement of the preferred supplier takes the most expeditious route possible and that the selected provider provides sufficient guarantees that the project will be completed prior to the existing service ceasing to be operational.

6.4.2   We have also taken the step to ensure we plan "go-live" of the new system long enough before the current system contract expires to ensure both a data and operational safety net. This will also allow the finance team to complete the statutory accounts for 2024/25 on the current

system without migrating the data into the new system first. This significantly reduces one area of migration and data risk and supports business as usual.

6.5 Outline Arrangements for Change and Contract Management

6.5.1 It is proposed that the Chief Financial Officer has the overall authorisation with oversight and final decision making sitting with ELT.

6.6 Contingency plans

6.6.1 Reports to ELT and through Corporate Policy as appropriate.

6.6.2 The Head of Finance to deputise for the Chief Finance Officer as and when required.

6.7 Project management arrangements

6.7.1 The project team will be led by the Head of Finance (as part of their role) with 1.5FTE dedicated resource in the project manager and systems accountant, supported by several key members of the finance team and overseen by the Chief Finance Officer.
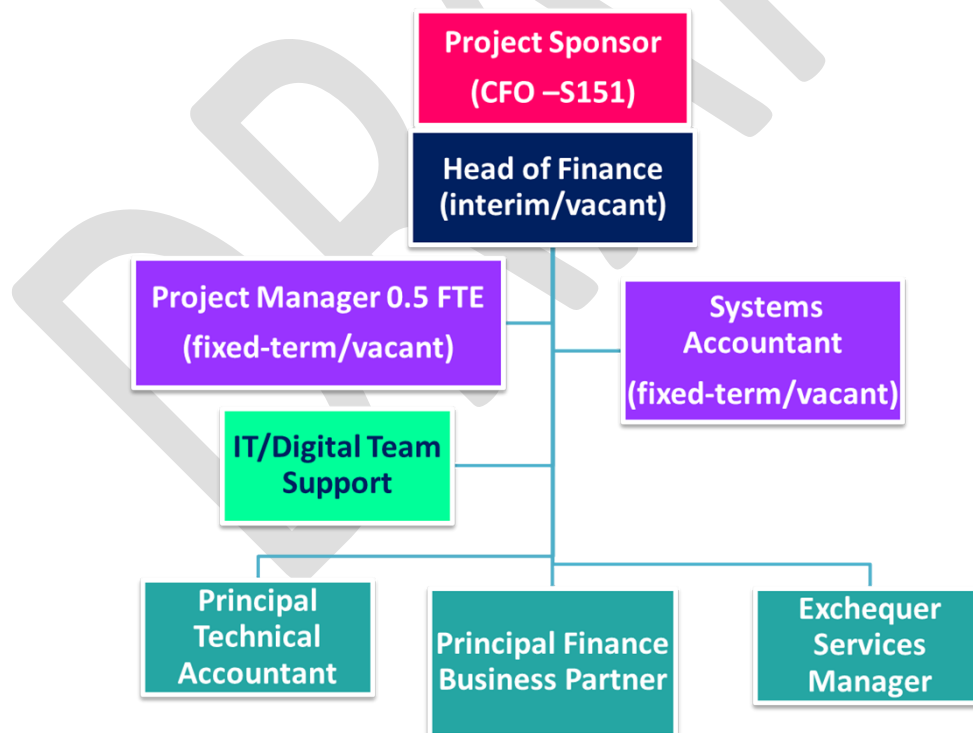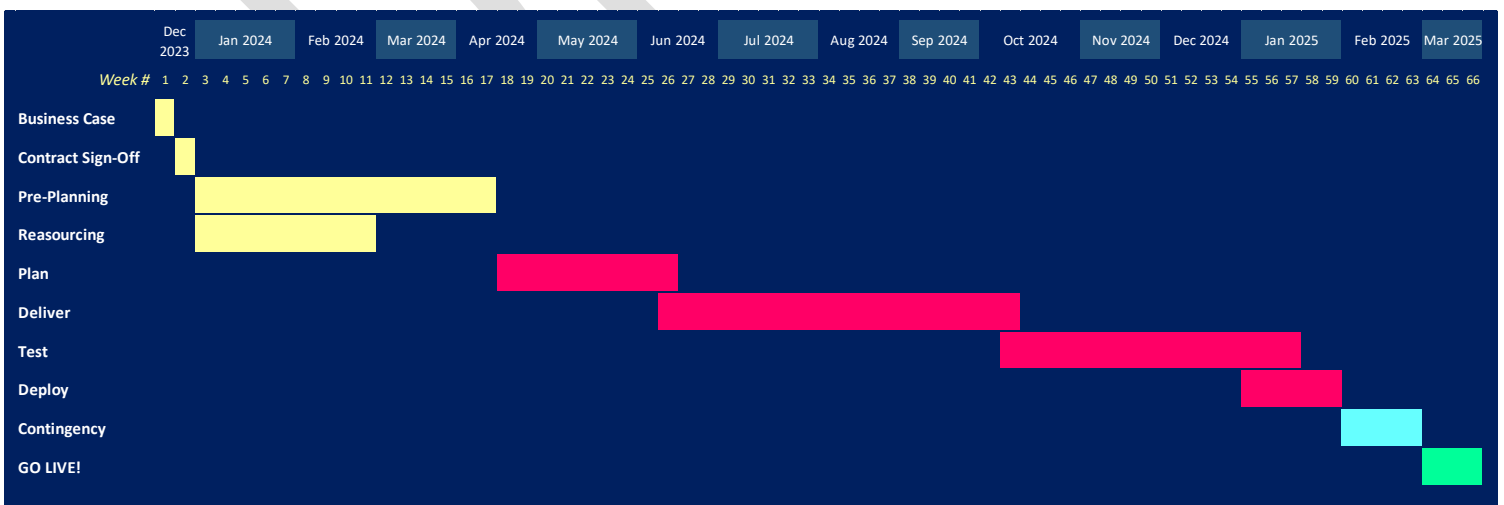

6.8 Project roles and responsibilities (Supplier v Customer)

6.8.1 The implementation phase will have distinct roles and responsibilities between the new supplier and the Council (the customer). These are clearly defined in the table below.

6.9 Project plan

6.9.1 The key milestones for the project are as follows:

Activity	Duration (weeks)	Complete by
Council Approval	1	December 2023
Finalise and enter in contract	3	Dec23/Jan24
Appoint Resource	8	Jan/Feb 2024
Project Initiation	1	April 2024
Plan	8	August 2024
Deliver	18	October 2024
System Testing	14	December 2024
Deploy	5	January 2025
System Sign off	3	February 2025
System Go-Live	3	March 2025

6.10 Operationalise

6.10.1 It is expected that the Project Manager and Implementation Team will work to onboard the new IT systems working closely with the new suppliers.

6.10.2 It is also expected that significant ongoing support will be needed to individuals involved in delivery to ensure we put in place the required cultural changes needed and that new processes and protocols are in place and being adhered to consistently. This will fall under the responsibility of the Head of Finance with at least 10-12 months additional support from the systems accountant as part of their planned fixed-term contract.