Finance Modernisation Programme Update

Audit Committee

18th November 2025

Where have we come from? (Accounting & Oracle)

Accounting & Control	Budget Monitoring	Oracle EPM	Oracle ERP
Year end working Paper	Budget Monitoring Guidance	Budget Holder Access	Chart of Accounts Auditing
NNDR appeal provision	Historic Forecasting Analysis	Single Payroll extract via ERP	CIS / VAT Accounting
CT & NNDR Forecast	Forecasting Input Output Guidance	Amend planning forms	Cost Centre Naming Convention
DSG Safety Valve	Capital Governance	Budget Holder drill down report	Requisition Approvals
Audit considerations paper	Procedure Manual	Drill down into general ledger	Encumbrance Carry Forward
Draft Accounts Review	Training	Task Manager workflow	Encumbrance Training & Guidance
CFR & MRP (Briefing paper)		Payroll forecasting calcs	ERP Cost Centre Hierarchy
NNDR usable reserve		Drill down in planning reports	Budget writeback ERP to EPM
Collection fund outturn to NEC y/e reports reconciliation		Cost Centre Hierarchy alignment	Budget Monitoring custom report
Capitalisation and Capital year-end closedown		Validation Rules	Payroll Integration Zellis / ERP
GRNI / Accruals review			Cost Centre Security
Balance Sheet Review			PO Unit pricing

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Where are we now? (Accounting & Oracle)

Accounting & Control	Budget Monitoring	Oracle EPM	Oracle ERP
Year end working Paper	Budget Monitoring Guidance	Budget Holder Access Pending Mastek deployment	Chart of Accounts Auditing
NNDR appeal provision	Historic Forecasting Analysis	Single Payroll extract via ERP	CIS / VAT Accounting
CT & NNDR Forecast	Forecasting Input Output Guidance	Amend planning forms	Cost Centre Naming Convention
DSG Safety Valve	Capital Governance	Budget Holder drill down reports	Requisition Approvals Pending Mastek deployment
Audit considerations paper	Procedure Manual Paused to be developed alongside next phase	Drill down into general ledger	Encumbrance Carry Forward
Draft Accounts Review	Training Phase One training (Pre EPM refresh)	Task Manager workflow Paused to be developed alongside next phase	Encumbrance Training & Guidance
CFR & MRP (Briefing paper)	Budget Monitoring Drop Ins Circa 20 to 25 attendees per session	Payroll forecasting calcs This will be superseded by EPM refresh	ERP Cost Centre Hierarchy Final review
NNDR usable reserve	Short Form Procedure Guidance Final review	Drill down in planning reports This will be superseded by EPM refresh	Budget writeback ERP to EPM Paused to deliver as part of EPM refresh
Collection fund outturn to NEC y/e reports reconciliation		Cost Centre Hierarchy alignment Final review	Budget Monitoring custom report Paused to be developed alongside next phase
Capitalisation and Capital year-end closedown		Validation Rules Paused to be developed alongside next phase	Payroll Integration Zellis / ERP Delivery plan agreed with Zellis team
GRNI / Accruals review			Cost Centre Security Paused to be developed alongside next phase
Balance Sheet Review Final review			PO Unit pricing Paused to be developed alongside next phase

Green= Complete, Yellow= In Progress,
Blue= On Hold/Not started

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What is the impact on stakeholders

Budget Holders	The Finance Function	Audit
• Easier navigation in EPM for budget holders	• Capacity to prepare and review draft accounts	• Addressed underlying issues in high risk, Balance Sheet areas
• Simpler input screens for Budget Monitoring	• Transparency and validation of accounting / transaction flows / Data	• Transparency and validation of accounting / transaction flows
• Accurate view of cost commitments	• Identified data transparency / security risk	• Identified data transparency / security risk
• Correct calculation of pay forecast	• Correct calculation of pay forecast	
• Improved understanding of the current system and processes	• Reduce management admin / burden in requisition approvals	
	• Automated maintenance scheduling, capacity for Finance Systems team	

Progress on priority actions

Accounting and Control

- **Completion of draft accounts:** Published

- **Working papers:** Completion of working papers review in support of audit preparation.

- **Balance Sheet Review and Assurance:** Detailed review, and good practice procedure and user guidance

Budget Monitoring:

- **Training:** Budget holder training materials and guidance briefing notes drafted

- **Capital Projects:** Process redesign to improve completeness and compliance started

- **Process and Procedures:** Training and guidance documents around core functions drafted: monitoring, forecasting, reporting.

Progress on priority actions

Finance Systems

- **Chart of Accounts Audit:** Deployed

- **Payroll Integration:** Zellis integration plan in place

- **Intercompany:** Automation of InterCo to eliminate manual intervention planned.

- **COA Auditing, unit price coding, requisition approvals and Pay monitoring:** deployed

Oracle EPM

- **Action Menus:** Improved menus previously (Provisions/Reserves/ Trans Capital).

- **Reports:** Revised drill down to access Cabinet & Directorate (improved data transparency).

- **Maintenance:** Daily and Monthly maintenance schedules automated

Benefits

Good practice fundamentals- Establishing good practice in priority areas (budget management & capital monitoring), based upon clearly defined processes and roles and responsibilities, standardised inputs and outputs and a common timetable for reporting.

Process efficiency- Improving efficiency for budget managers and finance, reducing the need for spreadsheets and offline analysis.

Data quality- Improving data quality, focusing on Oracle as the single source of financial data, avoiding duplication of data in offline spreadsheets.

One solution- Deploying the solution once, with processes which can be enabled by Oracle, rather than having to redesign them in the future. Delivered incremental improvements in process efficiency and the quality of financial management and reporting.

Transparency and Accountability- Improving transparency of financial information for budget holders and the corporate centre and ensure one source of financial information.

Oracle Fusion- Fix flaws in the Oracle implementation.

Next Steps

The next phase will deliver:

- **EPM Refresh-** Simplifying the planning and budgeting solution based upon use of standard Oracle functionality aligned to good practice, planning and budgeting processes.

- **Stabilisation and optimisation-** Address the backlog of finance system issues, stabilising and optimising the solution, in preparation to transfer to routine support and maintenance.

Next Steps

With the following benefits:

- **Simpler and faster** budgeting and forecasting processes.
- **Improved reporting** and dashboards that support budget holders and managers make better decisions.
- **Reduced manual work** through automation and better system integration.
- **Greater confidence and adoption** among finance teams and budget holders.
- **Better alignment between systems**, as the core finance system, ERP is the single source of financial information, integration to ensure automated flow of actuals into EPM.
- **Future-proofing** the Council's finance systems to take advantage of quarterly upgrades, leverage new functionality, including emerging AI capability and Oracle best practise process as designed.

Next Steps

	Nov	Dec	Jan	Feb	Mar	Apr	26/27
Functional Design & Scope	Council sign off						
	Maintain requirements traceability matrix						
Solution Build		Payroll	Revenue / Capital		26/27 Budget Test & Load		Optimisation Enhanced Reporting & functionality
		Virements					
		Solution review / walkthroughs					
Integrations		Zellis & ERP (Fusion)					
Reports		Report Tables	Core Reports				
Testing			SIT & Unit				
		Testing Documents	UAT				
Training & Documentation			Key Users	Finance	Council sign off	User support	
				Budget Holders			
		Maintain requirements traceability matrix					