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RoS Board

9 June 2026

Finance System Replacement

Purpose

1. To update the Board on the latest position regarding the finance system replacement.

Background

2. The current RoS finance system is carrying a level of technical and operational risk which is outwith appetite. This is principally driven by the support lifespan from the provider but is exacerbated by significant manual workarounds which flow from system constraints.

3. Our HR systems also require modernisation, however they do not represent a risk on the same scale as the finance system as, while they do drive manual workarounds in a similar way, they do not have the support lifespan issue.

Project objective and timeline

4. The key objectives of this phase of the project are to -

- Complete the technical work to tackle the significant customisation in our current system to allow 'de-coupling' of the finance system from other RoS IT estate (principally LRS)
- Capture requirements for a new system which supports accurate financial reporting, streamlined finance processes and maximises operational efficiency in finance and related supporting services.

5. Critically we want to deliver that work timeously but also to ensure we leave open the possibility of future seamless integration with HR systems and possibly a wider enterprise system which would cover procurement and other areas.

6. The project has a full risk log but the major challenges for the project to overcome are (i) technical complexity in the current environment and (ii) capacity challenges both in the technical team (given organisational resilience work) and finance SME capacity. We also must avoid carrying forward current ways of working into the new system.

7. The timeline for this phase is currently estimated to be c14-16 months, with both objectives worked on in parallel. However, EMT have asked the project team for a view on what would be required to move more quickly through this phase in order to move earlier to procurement/implementation.

Conclusion

8. The Board is asked to note the update.

Accountable Officer

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