

CAPITA

Integrated business solutions

Integra puts Dublin Port on course to transform its financial management and procurement systems



Dublin Port has transformed its financial management with Integra, a fully integrated financial management solution from Capita Integrated business solutions. Integra was successfully implemented in 2016 according to highly stringent timescales whilst interfacing with other key operational systems used by the company. As a result, Dublin Port has introduced new, streamlined and efficient financial management processes, enabling greater financial transparency across all activities.



The Customer

Dublin Port is Ireland's premier port, handling almost 50% of all trade in the Republic of Ireland. Over 300 years old, Dublin Port is the key strategic access point for Ireland worldwide. Busy and highly successful, its trade volumes have increased each year and are set to grow still further. A key challenge for the Port was to update its outdated financial processes and ways of working to create a modern, streamlined centralised accounts function in order to enhance financial transparency and agility.

The Challenge

Dublin Port realised it needed a new finance solution to replace its 16-year-old Movex green screen ERP solution. Its existing payment and procurement function was largely paper based and, crucially, didn't capture invoices at the

point of receipt. This had resulted in an increasing amount of administration, as well as poor accounts and payment transparency. Supplier invoices were often submitted without a Purchase Order (PO), meaning that staff had to spend considerable amounts of time tracking down invoices so they could be issued with a formal PO, then approved and submitted for payment. This was especially challenging as the Port is split into three different office locations across a 650-acre site, so queries were often sent from one location to another – adding time, effort (and paper) to the whole process. Following an extensive procurement process, in October 2015, Capita IB solutions was chosen to provide the enhanced finance and accounts functionality that Dublin Port needed to become a modern and digitally enabled 21st Century business.

The Solution

The primary challenge for the joint Capita and Dublin Port implementation team was to configure the new system within tight timescales to fit around the Dublin Port year-end as well as its AGM and audit. A further imperative was to ensure all payment files generated through Integra were compatible with SEPA (Single Euro Payments Area) file formats to meet the EU's February 2016 regulatory deadline.

An additional requirement was to ensure that Integra could handle ALL core accounts payment activity from day one – avoiding dual running with Movex, whilst maintaining interfaces with existing operational systems. These included KleinPort (which handles invoicing and receivables for all port provided facilities and services) and PEMAC (responsible for the maintenance and servicing of plant and equipment). A significant challenge was that PEMAC would continue to create purchase requests whilst Integra would generate the POs – requiring a seamless and simultaneous interface between both systems. Working with the Dublin Port stakeholders, a team of PEMAC and Capita specialists was tasked to define and agree the optimal way forward before designing the system interface processes.

Once this had been established, the joint development team drew up a comprehensive project plan detailing all key deliverables. Focused workshops were held across multiple disciplines to ensure all requirements were captured by the Integra team prior to starting the design and build phases. Due largely to the excellent communication and joint commitment between the two organisations, the Integra implementation went live in July 2016 to time and budget with a seamless interface between Integra and PEMAC.

The Result

Dublin Port now has a modern, streamlined centralised accounts function with built in automated workflow. The month end closing process has been optimised and controls are now in place to ensure all procurement activities

comply with up to date governance and legislative requirements. Suppliers must now request a Purchase Order up front before submitting invoices directly to the Accounts Payable department where they are logged directly onto Integra and sent for automatic approval. As a result, the majority of invoices are paid within a few days of arrival. This has resulted in reduced financial penalties and interest paid to meet Irish and European Prompt Payment of Accounts legislation.

And as information within Integra is updated in real time, senior managers and budget holders have instant access to accurate financial data to better monitor and control spending whilst also empowering more insightful decision-making. Financial activity across all Port areas is presented as 'a single version of the truth' – with management information now generated solely by Integra. Integra's high quality summary reports enable senior managers to drill down and review all activity to a granular level whilst authorised users can quickly design customised reports to analyse and monitor specific areas of spend.

A further bonus of using Integra has been the rationalising of Port suppliers. From an initial base of 1,500 trade suppliers, Dublin Port has reduced the list down to approximately 800. It's also looking to put framework agreements in place to instil better buying behaviours and streamline procurement still further. Integra now provides the reporting tools to facilitate supplier rationalisation moving forward.

Introducing a new working culture

Key to the successful implementation was the project team's appreciation that the transfer from Movex to Integra represented a major cultural shift in ways of working, rather than simply the introduction of new IT. So, a training programme was devised to communicate the rationale for the new financial management approach as well as how best to use the new processes and systems. The Capita team trained key Dublin Port users who then rolled out the extended training across the wider user group.

“ Integra has transformed our entire procurement and finance function. We now have the tools in place to incorporate new corporate governance regulations and reporting requirements with ease. Integra's reporting is excellent; we can build our own reports, giving us extra capability and flexibility. ”

Marie Porter,
Financial Controller,
Dublin Port Company



Benefits

- Centralised, streamlined accounts function encompassing general ledger, accounts payable, fixed assets, job costing and cash management
- Optimised purchasing, procurement and supply chain with in built governance and compliance controls
- Quicker month end closing process
- Reduced financial penalties and interest paid
- Increased visibility of all financial activity with a 'single version of the truth'
- Access to real time data to enhance budgetary control and decision making
- Enhanced management information and reporting to a granular level
- Rationalised supplier base and improved buying behaviours