

**22. Appendix A: Oracle Cloud Fit Assessment**

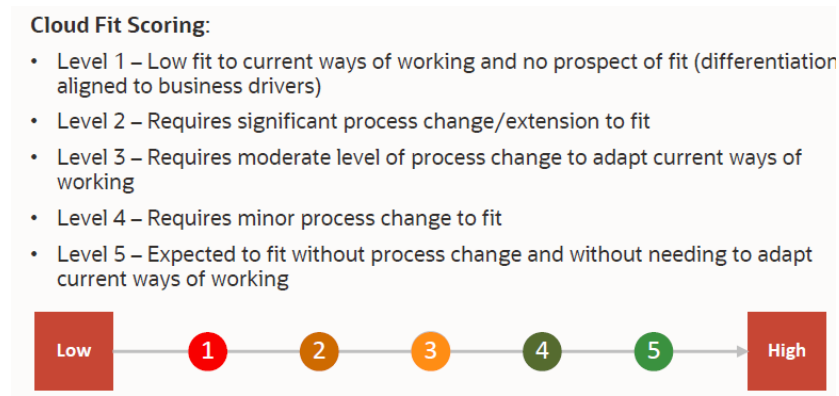
22.1. The main table shows how well the council’s current business processes (grouped in the first column in the table) align with Oracle Cloud best practice. The two circles on each row show the range for all the processes in each group, while the smaller number in black shows the median score for all of the processes in that group.

22.2. The individual scores reflect a number of lenses on both existing process and potential Oracle cloud products. This included:

- a) How close are current BCC processes aligned to cloud best practices?
- b) Which processes and activities could be moved to cloud most easily?
- c) Would standard Oracle processes need changing to achieve BCC needs?

22.3. As the table shows, in a couple of areas (Procure to Pay and Expenses) minimal if any change is required to fit with the best practice Oracle processes and while in other areas there are some processes that need little work, there are many that will. It is important to note that achieving Level 5 may not be appropriate or necessary in every case but achieving Level 4 in the majority of areas should be the aim.

Workshop	Level 1	Level 2	Level 3	Level 4	Level 5
Core HR		2 <sup>2.4</sup>		4	
Compensation				4	
Payroll, Time & Labour			3 <sup>3.2</sup>	4	
Talent & Performance		2 <sup>2.1</sup>	3		
Recruiting		2 <sup>2.5</sup>		4	
Learn		2 <sup>2.6</sup>	3		
HR Helpdesk		2			
Manage Absences		2			
Order to Cash	1		2.8	4	
Project Portfolio Management		2 <sup>2.2</sup>	3		
Financial Control & Reporting		2 <sup>2.4</sup>		4	
Planning, Budgeting & Forecasting		2			
Sourcing	1		3.2	4	
Procure to Pay				4 <sup>4.2</sup>	5
Expenses				4	



**Figure 1. Oracle Cloud Fit Assessment Scores**

22.4. The key findings of the Cloud Fit Assessment are as follows:

- a) The current solution is complex and will require significant effort to redesign the Enterprise Structures, Business Processes and re-align the Finance, HR and Procurement Operating Model, inside and outside of the Oracle solution. Oracle cannot be considered in isolation.
- b) Some council activities are utilising standard Oracle functionality and processes. However, this is minimal and large amounts of Oracle functionality is not configured, utilised or adopted. Introducing new standard functionality and business processes will provide significant opportunities, process improvements and efficiencies resulting in benefits to the council. Introducing new functionality will require a focus on end user (including citizens) knowledge and capabilities.
- c) Standard Oracle business processes and applications will work for BCC, although will require significant transformation and culture change to enhance the maturity levels across people, process, technology, governance and organisation to adopt the new way of working.
- d) It is imperative that the next phase of the Oracle programme is set up to operate cross functionally, fully impact assessing opportunities up and down stream (of the end to end processes) throughout.
- e) Even where some processes are aligned to standard, poor role-based access controls have enabled end users to introduce work arounds which impacts controls. Adoption support is required to introduce policies and communicate the importance of adherence to standard ways of working. Culture change is required, process and configuration alone will not be effective.