# BCC Management Response to Value for Money Findings for Oracle

## Executive Summary - Principle Recommendations

| Theme | Ref | Recommendations | Management response |
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| Interim Resilience | FinOp 1,2,4 S&C 6,9 | The Council need to put in place arrangements to secure resources and improve resilience in delivery of business as usual services and ongoing work to manage the manual remediation of implementation issues | Agreed.  Resourcing and resilience is a key focus of the Oracle delivery plans.<br>An overall table of future resource requirements is being produced across all aspects of the programme, including gaps which need to be filled for re-implementation as well as backfill and cover for manual workarounds.  Total resource and cost projections across all workstreams will be included for approval in the cabinet report. |
| Statutory Recommendations | FinOp 3 | The Council and the programme need to agree a plan to complete actions requires to enable the fulfilment of Statutory Recommendations | Agreed.  A Consolidated Action Plan in response to the External Audit report dated Friday 29th September 2023 to enable the fulfilment of Statutory Recommendations has been produced.  An update on progress in each area of the plan was presented to Audit Committee on 31st January 2024. |
| Finance Operations | FinOp 3 | The Council needs to establish an adequate financial control environment by April 24, or have clear plan in place to address all outstanding issues | Agreed. A Financial Monitoring and Controls Framework has been designed for the implementation of a full suite of controls. Due to the extent of the work involved, this will be a phased approach and therefore there is a plan in place to capture all issues relating to the financial control environment. Critical controls are being focussed upon first (those highlighted by the external auditors) and for areas where it is known that it will not be possible or feasible to implement prior to April 2024, mitigating controls will be implemented in the short-term. |
| Issue/Backlog prioritisation | FinOp 5 S&C 1,8,11,15 | The programme need to review the process for management of new issues and ongoing prioritisation of Safe and Compliant issues, This should identify where tactical actions, in the short and medium term, are required to support Statutory and Regulatory obligations and  can be delivered in advance of the Future Optimisation programme | Agreed.  A process is in place for the management of new issues and ongoing prioritisation of Safe and Compliant issues (business critical defects, reports and changes).  New issues are identified by business and technical staff and investigated by a multidisciplinary team.  Findings and any subsequent request to add them to the programme are reviewed and where appropriate approved by the Design Authority, which also considers relevant tactical actions in the context of the wider programme.  The Oracle Programme Board oversees delivery of the Essential Fixes / Safe and Compliant Plan. |
| Programme Planning | S&C 2,3,4,12,14 | The Council need to complete an overarching plan for the Safe and Compliant phase and transition to Future Optimisation. This needs to establish detailed gateway review processes to support decision making, transparency and reporting of progress against milestones | Agreed.  A plan is in place to deliver the Essential Fixes / Safe and Compliant (business critical defects, reports and changes) and this is being monitored closely by the programme board.  Detailed plans are being developed for all other workstreams including the Income Management System, Oracle Re-Implementation as well as other operational changes, e.g. Oracle quarterly updates/upgrades.  There will an overarching Integrated Assurance and approvals plan across the programme which identifies key dependencies, assumptions and mitigates conflicts and shows progress against key milestones.  The Integrated Assurance and Approvals plan will define the gated stages of delivery including acceptance criteria and assurance ( internal and external) This will form a key part of  delivery governance. |
| Oracle Expertise | S&C 5,7,10 | The Council need to ensure Oracle expertise is engaged and developed to support the programme and embed capability into business as usual operations | Agreed.  The Council has recognised there are significant gaps in Oracle expertise within the organisation, to support Essential Fixes, Re-implementation and for ongoing business and usual support.  These gaps are in the process of being filled as part of a programme recruitment exercise, and this is being designed in a way to support ongoing Oracle skills building and retention within the organisation, e.g. through updating team structures, building in knowledge transfer to the programme, training, certifications and career paths. |
| Outcomes for Future Optimisation | Fu Op 1 | The Council needs to establish a clear vision for transformation and the outcomes delivered or enabled by the future optimisation of Oracle | Agreed.  The Re-implementation of Oracle will be closely tied into the transformation of the finance, HR and procurement functions and be defined, managed and assessed on a business outcomes basis. |
| Detailed Design/Optional Analysis | Fu Op3,5,6 | As an outcome from High Level Design and to inform detailed design the Council needs to undertake a full analysis of the options for future optimisation and related costs and benefits | Agreed.  The programme documentation being compiled and approved includes an options appraisal for how to best deliver optimisation, and the Council is currently in the processes of rebuilding an updated business case to re-confirm the costs, benefits and ongoing viability of the programme. |

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| Business Change | Fu Op 2,4,7,8 | The Council need to ensure adequate planning and management of business change is built into the future optimisation programme. Consideration needs to be given to the impact of change on all stakeholder groups and the communication and other interventions required to prepare the organisation | Agreed. Effectively managing business change is a key success factor for successful re-implementation, and the Council recognises business change was not optimally delivered in the first implementation. Business change will be a core activity stream in the re-implementation, led by experienced and ringfenced resources. This will include consideration of all stakeholder groups and the wider communication, engagement and change leadership activities required. |
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## Finance Operations

| Theme | Ref | Recommendations | Management response |
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| BRS | 1 | We note that the new short term finance processes that have been developed are highly reliant on the accumulates knowledge of key finance personnel, many of whom are interim/temporary appointments. The Council should prioritise and the codification and documentation of the new processes to mitigate the risk that key knowledge could be lost | The Cashbooks team have identified and developed a number of priority Standard Operating Procedures (SOPs) for the key interfaces with BRS. In addition there are a further list of processes that have been identified for documenting, of which a number have already been drafted. Work will continue, focussing on those deemed highest priority in order to document and embed.

The team has also created a 'Glossary/Look-Up Code List' which is a live document capturing learning for ongoing reference to support daily processing, improvements and greater control.

Approval has now been obtained to commence recruitment to the current budgeted posts within the Cashbooks structure and this is underway. Ideally a number of these will be filled from current temporary resources to ensure the learning is retained. |
| BRS | 2 | Until such time as the issues with Oracle are resolved, the Council must ensure that the Finance team is provided with the ongoing financial support needed to maintain the labour-intensive manual processes which it is now dependent on, in the context of cost savings measures as a result of the S114 notice | The Cashbooks team consists entirely of temporary resources. Approval has been granted to retain these resources until the end of the 2023/24 financial year. A further paper is being drafted for approval to extend for the new financial year (April 2024).
Procurement of the new income system is progressing, with a view to going live in late 2024/25. The time limited resource requirement to deal with historic transactions in 2025/26 will be assessed as part of the programme.
The cost of the existing Cashbooks team has been built into the Council's 2024/25 budget process. |
| BRS | 3 | The Council need to ensure that an adequate control environment, including BRS and cash by 1 April 24, otherwise it will not have appropriate financial reports and its accounts may be qualified | Agreed. A Financial Monitoring and Controls Framework has been designed for the implementation of a full suite of controls. Due to the extent of the work involved, this will be a phased approach and therefore there is a plan in place to capture all issues relating to the financial control environment. Critical controls are being focussed upon first (those highlighted by the external auditors) and for areas where it is known that it will not be possible or feasible to implement prior to April 2024, mitigating controls will be implemented in the short-term. Control issues in relation to cash allocation and bank reconciliation will addressed by the implementation of a new Income system in 2024/25. Legacy controls issues leading up to the implementation will be dealt with by mitigating actions within the Cashbooks team. |
| Budget management and monitoring | | The Council should obtain independent confirmation over the forecasted financial outturns for 2022/23 and 2023/34. To obtain assurance over the reported balances | The Finance Team has engaged KPMG to support in the delivery of the final accounts process. This provides independent confirmation of the work of the Council's finance team and assurance that the proposed outturn positions are accurate. This assurance includes support to clean up issues in the finance system and delivering the final accounts. This arrangement is in place for the 2022/23 accounts and will be in place for the 2023/24 accounts. |
| Budget management and monitoring | | The Council should report its outturn for 2022/23 by January 2024 as per their plan. Given the delayed completion of the outturn position the Council should target to complete their 2022/23 financial statements by 31 March 2024 | The Council's outturn report has been delayed until March 2024 in recognition of the significant work required the finalise the budget for 2024/25 particularly the savings programme. Both tasks are important, but the Council would be in breach of it's legal duty to set a budget by 11th March 2024 if this had not been prioritised. |

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| Theme | Ref | Recommendations | Management response |
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| **Budget management and monitoring** | | The Council should provide an updated budget for 2023/24 that takes account for the 2022/23 outturn, its current financial position for 2023/24, its progress on delivering savings plans in 2023/24 and the other financial pressures impacting on the council | The Council will produce a period 9 monitoring report for the 2023/24 financial year. This will be alongside the 2022/23 outturn. |
| **Accounts Payable** | | To be updated on completion of audit team review | Not yet applicable - to be updated on completion of audit team review |
| **Accounts Receivable/Revenues and Benefits** | 4 | Credit control and debt management processes require increased development and prioritisation. Additional resources should be considered in this area to strengthen income collection. The longer-term income management solution will need to consider how it can be implemented consistently across the individual services and Revenues and Benefits, in addition to transaction services within Finance | There are currently a number of additional supernumerary resources deployed within the Accounts Receivable service and approval has been granted to retain these resources until the end of the financial year. A further paper is being drafted for approval to extend from the new financial year (April 2024). <br><br> The cost of these supernumerary resources has been built into the Council's 2024/25 budget process and the requirements will continue to be reviewed as we progress to ensure the level of resource meets these requirements and demonstrates value for money. <br><br> The procurement and implementation of the new income management solution will factor in linkages and interdependencies across all related service credit control and debt management activities as relevant. |
| **Other areas - School Finance** | 5 | Issues with Schools payroll need to be added to the priority list and a solution reached | Agreed. Payroll issues related to both schools and BCC have been added to the list of Essential Fixes and will be delivered as a priority. In addition, an additional deep dive review of technical payroll configuration will be performed by an experienced Oracle payroll architect. |
| **Safe and Compliant Phase** | | | |
| **Theme** | **Ref** | **Recommendations** | **Management response** |
| **Define** | 1 | In advance of transition from current S&C governance arrangements the programme needs to agree with stakeholders, how ongoing or newly arising issues will be managed and reported. E.g. where previously untested transaction rules in BRS fail, or data integrity issues in HMC. | Agreed. As part of the current governance arrangements there is a defect or issue notification / triage system to record, investigate and resolve problems as they arise, including new matters which could be identified in the future. DTS operate a single point of tracking for all Oracle related problems through tickets raised in ServiceNow, and depending on the nature of the problems the matter could be escalated to third party technical support, programme management, service management or all of the above. There are programme management and service management meetings to support the resolution of any issues, and cross workstream business sponsor meetings to track, pick up and resolve outstanding problems which sit across multiple functions or teams. |
| **Define** | 2 | Decision gateways should be formalised for both the governance arrangements, and this phase of the programme. Decisions should be based upon objective assessment of progress against clearly defined exit criteria, which have specific and measurable targets. <br> - Roles and responsibilities in the decision gateways need to include all relevant stakeholders, Given the sensitivity around the programme independent evaluation should also be considered <br> - Decisions and their basis, against exit criteria, and any related actions should also be considered | Agreed. The Council is committed to agreeing to and delivering under an integrated programme assurance plan and approvals plan which covers all key stakeholders and both internal and external review processes. This will include the use of formal documented gateway reviews, with pre-agreed exit criteria and review by an independent third party. |

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| Define | 3 | As part of any transition from the S&C governance arrangements<br>- all implemented fixes should be documented<br>- all unresolved issues should be documented and prioritised, with clear ownership within the new governance model<br>- a plan and budget need to be agreed covering all manual interventions, required to fulfil an S&C requirement or maintain business as usual operations, until they can be fully resolved | | Agreed.  The Council has a tracking system in place for both all issues raised as well as for all potential fixes proposed, regardless of whether these fixes are resolved, approved as an Essential Fix / Safe & Compliant item, or unapproved and held on a backlog (if no longer required or where there is no sufficient business case to deliver the fix before re-implementation).  The tracking system logs ownership of each item.<br>A resource plan and budget is in place for each approved Essential Fix / Safe & Compliant item, and also for every known manual workaround which will require resources until delivery of the relevant fix or re-implementation. |
| Setup | 4 | An overarching plan for the S&C phase should be developed to support transparency and management of programme performance, providing greater visibility of<br>- progress in support of milestones for the Council's safe and compliant status, e.g. Close of FY 22/23<br>- dependencies between the multiple initiatives in flight<br>- planned deployment of fixes or improved functionality<br>- the demands being placed on Council staff in delivery of the programme and business as usual services | | Agreed.  A plan is in place to deliver the Essential Fixes / Safe and Compliant  workstream and this is being monitored closely by the programme board.  In time, detailed plans are being created for all other workstreams including the Income Management System, Oracle Re-Implementation as well as other operational changes, e.g. Oracle quarterly updates/upgrades.  There will an overarching plan which sits over all the individual workstream plans which identifies key dependencies and mitigates conflicts and shows progress against key milestones.  The Council will create an assurance plan which defines the detailed gateway review processes and internal and external assurance which will form a core part of delivery governance.<br>An overall table of future resource requirements is being produced across all aspects of the programme, including gaps which need to be filled for re-implementation as well as backfill and cover for manual workarounds.  Total resource and cost projections across all workstreams will be included for approval in the cabinet report. |
| Setup | 5 | The programme must seek to strengthen the input of Oracle expertise at programme and functional level<br>- the lack of understanding by the current team  around the existing design and why it was configured this way makes resolution harder and higher risk<br>- control of configuration changes and deployment has been significantly improved during the S&C phase. However, the programme needs a true solution/enterprise architect and process champions to build corporate understanding and limit the risk of point solutions being deployed<br>- the demands being placed on Council staff in delivery of the programme and business as usual services | | Agreed.  The Council has recognised there are significant gaps in Oracle expertise within the organisation, to support Essential Fixes, Re-implementation and for ongoing business and usual support.  These gaps are in the process of being filled as part of a programme recruitment exercise, and this includes technical, programme and business functional roles.  Specifically the Council is recruiting two new solution architects, one for finance ERP and one for People Services HCM to support the existing enterprise architect to ensure we are designing and deploying corporate and consistent solutions across the organisation.<br>Staff workloads and wellbeing is a key imperative in the programme, these demands are being tracked through a programme wide resource tracker and additional staff support mechanisms are in place. |
| Setup | 6 | The level of additional resources, both the interim staff and excess hours needs to be identified to ensure programme costs are fully transparent | | Agreed.  A detailed resource tracker is being created which shows every resource required by individual role, percentage load and cost by each month of the programme over the next two years. |
| Setup | 7 | The Council need to develop routes to embed Oracle skills and expertise within its own resources, taking opportunities through knowledge sharing and training from third parties, focused development of existing staff and recruitment | | Agreed.  The Council has recognised there are significant gaps in Oracle expertise within the organisation, to support Essential Fixes, Re-implementation and for ongoing business and usual support.  These gaps are in the process of being filled as part of a programme recruitment exercise, and re-implementation will take place in a way to support ongoing Oracle skills building and retention within the organisation, e.g. through updating team structures, building in knowledge transfer to the programme, training, certifications and career paths.  Sustainable knowledge and capacity within the organisation around Oracle will be a key success criteria in re-implementation. |

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| Implementation | 8 | Given the significance of the issues caused by the failure of the BRS solution and the ongoing costs and risks of the current manual process, specific action should be taken to identify and implement a more robust and sustainable solution in the short to medium term | Agreed. The existing BRS customisation is considered the largest pain point with the current implementation and a major driver of manual workarounds and increased costs. As a consequence, the decision has been made to implement a new robust income management solution to replace BRS, and to do this in advance of the Oracle re-implementation by deploying it into the existing solution. This will be performed as soon as is practical, but also recognising that this element of the solution is business critical, and therefore will require the appropriate level of attention to design, build, testing and business change to ensure it is deployed successfully. |
| Implementation | 9 | The programme needs to catalogue any interim fixes which require extra personnel and or are supported by off system workarounds and establish plans to sustain these solutions beyond the immediate term | Agreed. Additional resources have been deployed in the areas impacted by manual workarounds, for example in cash receipting/posting and in payroll. These resources are included in the resourcing model and aligned with the project plan so that the additional resources will be available until the point that the related fix is deployed, including managing the transition. |
| Implementation | 10 | The underlying lack of understanding of how and why the original configuration was built and why the extensions or customisations were needed has not been mitigated. The reliance on Version one to fix issues and the lack of the BCC Oracle expertise is an ongoing concern. The unresolved issues around BRS need to be addressed and cannot wait for a re-implementation. | Agreed. These concerns are valid and will be addressed in re-implementation. We are already reviewing each extension / customisation in detail to make sure we understand any relevant business challenges which need to be met. We are recruiting to address the lack of Oracle expertise and planning to build a sustainable ongoing Oracle skills capability within the Council moving forward. This will reduce the reliance on Version One. We agree the unresolved issues around the BRS customisation are urgent and cannot wait for re-implementation, and therefore we will deploy a new off the shelf income management system into the existing solution as soon as is practical and safe to do so. |
| Implementation | 11 | ORMC has been implemented to test a range of basic controls. The impact of not being able to analyse transactions through customisation/PAAS extensions needs to be understood and a rectification plan put in place, as BCC expect this to mitigate additional audit concerns moving forward | Agreed. The Oracle Risk Management Cloud product is designed to test a range of basic controls in 'standard' Oracle, and cannot analyse the impact of customisations/PaaS extensions. We expect to be retiring these customisations and PaaS extensions as part of re-implementation, but we do acknowledge that we will need to understand the audit impact of these limitations in the intervening period. We are setting up a security workstream within the project to rectify and resolve the outputs of the ORMC review, particularly focussing on segregation of duties and key control reports. It may not be possible to rectify all ORMC findings without re-implementation, in this case the work will consider the alternative or mitigating actions which can be put in place in the meantime. |
| Implementation | 12 | An overarching plan for the S&C phase, with actions aligned to specific objectives/S&C goals, should be prepared and used to support more transparent reporting and management of the programme | Agreed. The delivery approach for Safe & Compliant / Essential Fixes has been revised to provide a wider set of information on progress to key stakeholders. The delivery team maintain a detailed tracker of the 65 fixes, which includes background, history, timescale, status of the fix, relevant Business Owner, approach to fix, cost to fix etc. This list is reviewed on a regular basis and any blockers are identified and discussed with the relevant Business area. In addition standard reporting metrics now include reports showing fixes in each delivery stage and a 'burndown' chart which compares the number of fixes delivered with the planned schedule. Progress is informally reviewed at the Weekly Workstream meeting and formally managed through the Programme Board. |
| Implementation | 13 | A gateway review process, with agreed criteria and mechanisms for decisions related to the governance and ultimately exit from this phase of the programme needs to be documented and approved | Agreed. The Council is committed to agreeing to and delivering under a programme assurance plan which covers all key stakeholders and both internal and external review processes. This will include the use of formal documented gateway reviews, with pre-agreed exit criteria and review by an independent third party. |
| Implementation | 14 | A robust review of the extensions/customisations and if they can be replaced or reworked needs to be actions as a key input into the decision on how to resolve the issues | Agreed. We are already reviewing each extension / customisation in detail to make sure we understand any relevant business challenges which need to be met, and this will be a key input into the detailed design process which forms part of re-implementation. |
| **Future Optimisation** | | | |

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| Theme | Ref | Recommendations | Management response |
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| Define | 1 | A vision for the Council's future state and supporting target operating model should be created<br>- the operating model review should be approached holistically. This should involve assessing all elements of the operating model from capability and processes through to management information and organisational structures alongside the systems review to avoid siloed decisions being made<br>- the outputs of the operating model review should be stress tested with the relevant areas to ensure that those closest to the work are engaged and non-documented practices can be flagged to inform the next steps<br> - a detailed gap analysis should be performed to identify the level of change required to move from the current operating model to the target To Be state<br>- a transition road map, from As Is to To Be, with any interim states should be prepared | Agreed.  Aligning and integrating the required business changes as part of the technical re-implementation will be a critical success factor.  A new target operating model (team structure, ways of working, key handover points etc) will be agreed across all impacted services (Finance, HR and Commercial/Procurement) prior to the detailed design phase of technical re-implementation.  Business process owners and subject matter experts from each service will be heavily involved in developing and stress testing the new target operating model.<br>Business change activities will include gap analysis as part of change impact assessments, as well as transition planning including any interim states which are required.  At a more detailed level, we recognise that current procedures may not be sufficiently documented and team members may not have the right skills and we will plan the change activities (and the roles of the change leads and service based change champions) to reflect this. |
| Define | 2 | It has been referenced that Process Owners will be put in place for the end-to-end processes. Process Owners should be identified and involved in the design processes to create ownership and accountability up front<br> - From our understanding from interviewees, moving to Process Ownership will be a significant shift to how the processes are managed today and so this should form part of the change impact assessment<br>- appropriate upskilling for the process owners on their accountabilities should be provided, as well as clear communication to the organisation on what these changes mean for how people work and the governance processes. The embedding of the Process Owner model should be closely monitored to ensure this new approach is embedded and supported to be sustainable. | Agreed.  Process owners are in the process of being identified & recruited (where not already in post) and this includes a detailed definition and communication of their roles.  We recognise that this represents a significant jump in process maturity for our current organisation.  As a result we will carefully monitor the approach as recommended, and if necessary consider interim states, i.e. allowing the organisation additional time to understand new roles before making changes. |
| Define | 3 | In advance of moving into detailed design a detailed review of options e.g. Reimplementation or retention of modules (e.g. Payroll), adopt or adapt processes and use of supporting best of breed told needs to be undertaken, taking full account of the costs and benefits | Agreed.  This work has already been completed, and has been used to guide the approach being taken by the programme, i.e. fix the broken essentials, replace BRS with a new off the shelf income management system and then transition to an optimised Oracle Cloud re-implementation. |
| Define | 4 | The Council need to understand all inflight programmes and identify dependencies and any common resources, e.g. Oracle and the middleware programme | Agreed.  The Oracle Programme Management Office (PMO) has developed a Dependency matrix and log, which includes dependencies between elements of the programme and is working closely with the CPMO to understand the inflight programmes outside of the Oracle programme and any dependencies.  This dependency log is regularly monitored and the process includes triggers to flag when a dependency is impacted and the subsequent impact. This is picked up by the PMO and escalated to programme board where appropriate. |

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| Setup | 5 | The high-level design scope appears to focus on the functional design. We would expect to see a clear strategy and costing in addition for integrations, extensions, data migration, reporting, testing, training, cutover and support beyond go-live. The key area that overran on cost time and money first time time should be the focus as a minimum in addition to a new functional design.<br>- BCC also needs to challenge all of the areas where PaaS extensions were built and understand if this was to make it work like SAP or was needed to deliver an effective and efficient solution for BCC. BRS is a case in point. We would also see all of the areas listed above including as a pre-requisite for a design phase | Agreed.  The high level design focuses on the functional scope, but other documentation will be developed covering integrations, extensions, data migration, reporting, testing, training, cutover and support prior to initiating re-implementation.   We are also reviewing each extension / customisation in detail to make sure we understand any relevant business challenges which need to be met.  At this point we believe the vast majority of customisations can be retired without the requirement to build a new equivalent customisation, instead replacing the extensions with core functionality from either Oracle or the new off the shelf Income Management System.  We agree the areas listed are a pre-requisite for the design phase of re-implementation. | |
| Setup | 6 | Our current understanding is the focus is on a new Oracle high level design but we are not clear on how, when and by whom the other areas are being considered before the sign off for a low level design. The key risk is BCC cannot afford to adopt Oracle processes out of the box | Agreed.  We recognise that the definition of the required journey to re-implementation has not been as clear as it needs to be, so we are performing additional activities to clarify the design and approval processes - so these can be agreed before the Council commits to moving into re-implementation. | |
| Setup | 7 | Resource should be introduced at programme level that is accountable for end to end change management across the Oracle programme for the optimisation as soon as possible | Agreed.  These key roles have been identified in the resource matrix and will be recruited as soon as possible. | |
| Setup | 8 | A change management approach for the programme should be established and agreement on what will be led at programme level and what will be led at work stream/Directorate level set out<br>- A full change management plan should be created and implemented covering the case for change, change impact assessments by stakeholder group, employee engagement approach, user testing, back office and end user training plans and metrics to measure adoption<br>- within the training elements, a full skills gap analysis should be carried out by area to ensure the required skill level to implement successfully is outlined and an understanding of the current skill level is obtained to inform the training approach<br>- the change management approach and plan should be aligned to the communications plan to ensure these are cohesive | Agreed.  We understand effective change management will be essential for success and a full change management approach and plan will be produced. | |

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| **Setting up for success** | | A strategy should be developed to build resilience into support functions delivering day to day business services and ongoing activities required to meet the Council's statutory and regulatory obligations<br>- a resource strategy should be developed, identifying staff key to Council operations and the future optimisation, and identifying options to secure those staff to plan for succession/build resilience where there are ongoing risks<br>- a specific plan is required to ensure adequate resources are maintained within finance operations until issues are fully resolved<br>- action is being taken to document Standard Operating Procedures (SOPs) in finance operations. Resource should be made available to accelerate this activity and improve resilience | Agreed. An overall table of future resource requirements is being produced across all aspects of the programme, including gaps which need to be filled for re-implementation as well as backfill and cover for manual workarounds. Total resource and cost projections across all workstreams will be included for approval in the cabinet report.<br>We recognise that succession planning and resilience planning will be essential to safe delivery of the required outcomes of the programme, and hence will be considered in resource planning and also in internal capacity building.<br>We recognise that not all processes are adequately documented in the current solution and we will build resource support into the programme to help support this rectification activity. |
| **Setting up for success** | | The Council should agree a TOM for support functions which supports the delivery of their Corporate Plan and for which Oracle is a key enabler | Agreed.  Agreement of a new target operating model for support functions, which aligns with both transformation and Oracle re-implementation is a required activity. |
| **Setting up for success** | | Design principles should be based upon optimal use of Oracle functionality in the delivery of business processes which are optimised for the Council's requirements | Agreed.  This is one of the programme's agreed design principles. |
| **Setting up for success** | | Design options need to be fully evaluated based on a set of agreed criteria, These criteria may include, though not exclusively<br>- alignment to business functional and non-functional requirements<br>- security and compliance, aligned the Councils obligations<br>- scalability and performance, the solutions ability to support current and forecast future demand<br>- integration with existing systems and data sources, internal and external<br>- costs and benefits, total cost of ownership and related benefits against alternatives | Agreed.  The programme has a set of design principles which cover the items suggested, and these are used at a number of different levels from technical design authority decisions through to strategic decisions taken at the Business Transformation Board. |
| **Setting up for success** | | The Council's senior leaders, Leader of the Council and Chief Executive, need to own and be accountable for the solution delivered through this phase of the programme | Agreed.  This has been reflected in the programme governance structure.  The Section 151 Officer is the programme SRO; key governance boards are chaired by the Chief Executive, and there is regular liaison with the Leader of the Council, the Lead Cabinet Members for DTS and Finance & Resources, and the Corporate Leadership Team. |
| **Setting up for success** | | The Council's senior leaders must take a role in the governance process which enables them to adequately own the solution delivered | Agreed.  The revised governance framework has 4 levels, which include the Chief Executive, Finance Director / S151 Officer and the Oracle Commissioner. |
| **Setting up for success** | | A Senior responsible Officer (SRO) for the delivery of the programme needs to be appointed. Particular consideration needs to be given to the capability and experience of the SRO in terms of the scale, complexity and profile of the programme | Agreed.  In addition to a Senior Responsible Officer (SRO) being appointed, Business Sponsors for each of the services have also been identified.  The Programme Director will work closely with the SRO and the Business Sponsors and there will be a monthly governance meeting to review progress |
| **Setting up for success** | | Governance arrangements must include appropriate input and oversight from senior officer and members, as well as functional and technical leads | Agreed.  The revised governance framework has 4 levels, which include the Chief Executive, Finance Director / S151 Officer and the Oracle Commissioner, followed by Business Sponsors, Product Owners and Technical SMEs at the subsequent levels, which provide functional and technical oversight.  There is also regular liaison with the Leader of the Council and Members' Oversight Board. |

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| Setting up for success | | The Council should seek to strengthen its in house Oracle capabilities across all grades<br>- This may include independent Oracle expertise in a strategic advisor/critical friend capacity | Agreed. The Council has recognised there are significant gaps in Oracle expertise within the organisation, to support Essential Fixes, Re-implementation and for ongoing business and usual support.  These gaps are in the process of being filled as part of a programme recruitment exercise, and this is being designed in a way to support ongoing Oracle skills building and retention within the organisation, e.g. through updating team structures, building in knowledge transfer to the programme, training, certifications and career paths.<br>It is intended to utilise independent Oracle expertise in a strategic advisor/critical friend capacity into our gateway review process. |
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