

Oracle Programme update

7 September 2023



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1. Summary of progress to-date & focus for next period



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Progress To Date

... Since the First Gold meeting on 19 April we have held 222 sessions (20 Gold, 19 Silver, 19 Bronze, 93 Daily Stand Up and 71 Daily Grip meetings) to resolve problems and drive progress.....



Overall Progress

The programme is stable, we have a strong grip and continued progress is being made on the journey to safe and compliant across all functional areas.

We have been able to deal effectively with problems as they have arisen, allowing us to shift our focus onto optimising our Oracle solution in the long term whilst still completing the remaining 'safe and compliant' activities.

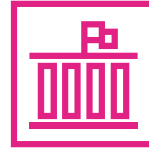


Progress by Function

Finance - unallocated cash for 22/23 is now resolved, with Finance teams working on the out-turn. Focus is now also on clearing the 23/24 cashbooks and steady progress is being made.

People Services - A number of people service enhancement reports have been completed including equal pay, Gender Ethnicity pay gap report, BCT, DBS etc. These improve delivery and reduce risk.

Internal Audit: Risk Management Cloud module went live 1st Sept 2023 (ahead of plan).



Governance

Our crisis response governance based on Gold and Silver Command have worked well and were good for escalating and making decisions, delivering at pace and moving us to a more stable position.

We are currently discussing a transition to a programme board structure to accelerate progress whilst still maintaining the current member reporting and scrutiny arrangements.

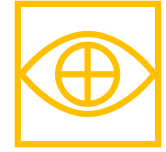
This will help accelerate progress.



People Impact

We have deployed support arrangements to help our teams cope with the work being performed, and have established regular Programme Director's blogs to keep our teams informed.

We have developed a SharePoint site as one of our ways to offer more effective ways of communicating with all our staff to ensure we all feel confident in what we are delivering.



Vision

We have confirmed our vision and guiding principles for future design.

The high level design for our end state is well under way.

Oracle Consulting are working with us to make the most of 'out of the box' Oracle avoiding costly customisations.

We've put in place mechanisms for holding us strictly to account in following our principles.

Focus for the next period

01

Production of our first draft of the High-Level Design for the future of the Oracle solution.

02

Continued progress against plan for reaching 'Safe and Compliant', for example by automating DBS and Right to Remain checks.

03

Continued work on the outturn for October Cabinet and to hand over the 22/23 accounts for external audit and publishing.

04

Supporting Schools looking in their first financial close supported by Oracle by finalising reconciliations and out-turn in October 23.

05

Making short term improvements to BRS where this offers value for money and speeding the transition to an optimised replacement.

06

Transition out of 'crisis mode' into a more stable programme position to achieve the objectives we set out for our staff and citizens.

2. Proposed governance change



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Reviewing the Governance Arrangements of the Oracle Programme

- The Oracle Programme introduced significant governance arrangements in April 2023 to:
 - 1) Give CLT and Members **confidence and assurance** that the Oracle issues are being taken seriously and being managed effectively.
 - 2) Develop and deliver a plan to ensure that the council is able to deliver its **statutory, legal, contractual and policy obligations** in the short-term.
 - 3) Develop and deliver **a plan to 'fix' Oracle** in the medium to long-term and mitigate risks.
- Prior to the Programme being established, there was **no real acknowledgement** that there were **major issues with Oracle** and remedial work was being done in siloes. The focus was on short-term fixes to address the immediate issues with no work being done on the longer-term solution. The “May stocktake” resulted in some lower-level improvements but no major changes.

A summary of the programme activities from its inception are illustrated below:

April 2023 - Governance Established



The Oracle programme introduced the existing governance arrangements in April 2023 to give confidence to CLT and members that the issues being uncovered through the Oracle system were being managed in a centralised manner.

May & June 2023 - Running the governance & Stocktake



The Council committed to running a monthly stocktake process as an opportunity each month for stakeholders to feedback on programme governance arrangement and ensure arrangement remain appropriate and proportionate for the programme.

August / September 2023 (Now)

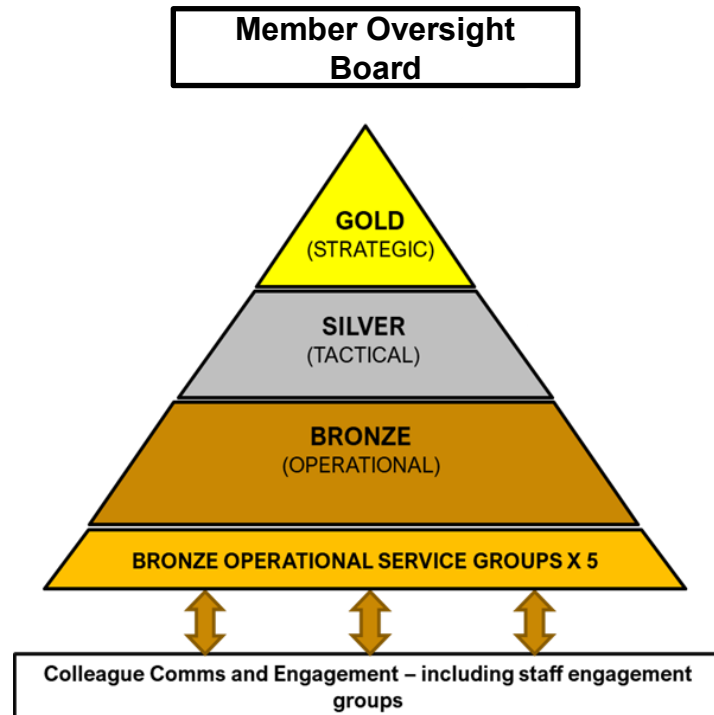


Review of the existing governance arrangements against key indicators to determine whether the crisis management response can be stood down to allow the programme to adopt a more sustainable BAU approach to programme delivery.

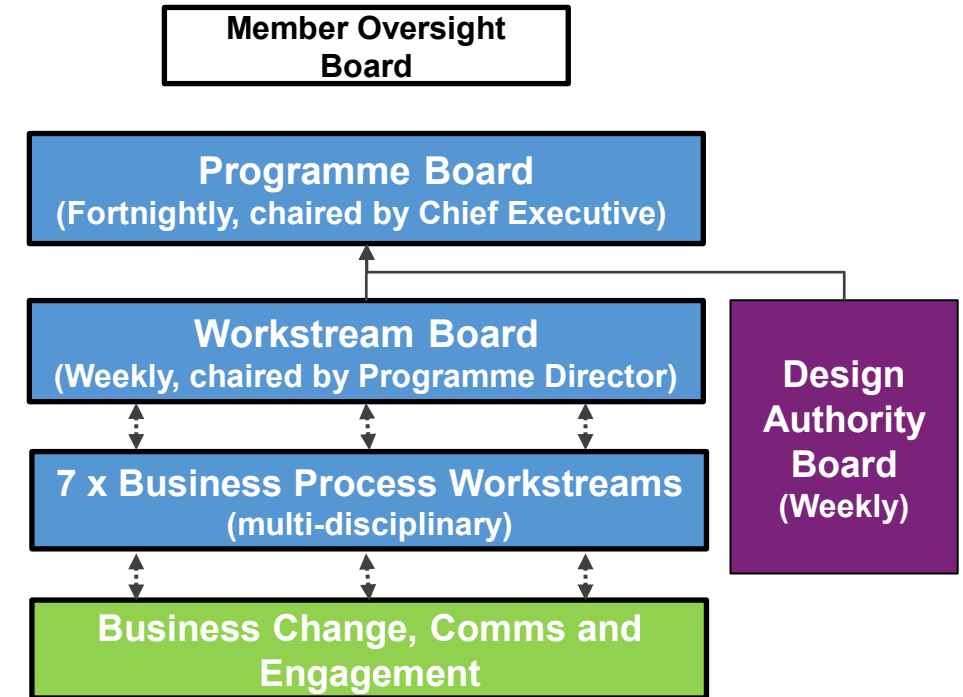
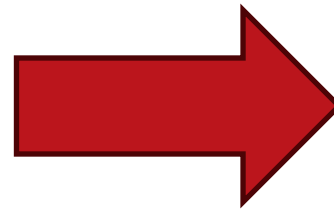
Current vs Proposed programme governance arrangements

Proposed transition from the initial 'crisis response' to a standard programme governance arrangement.

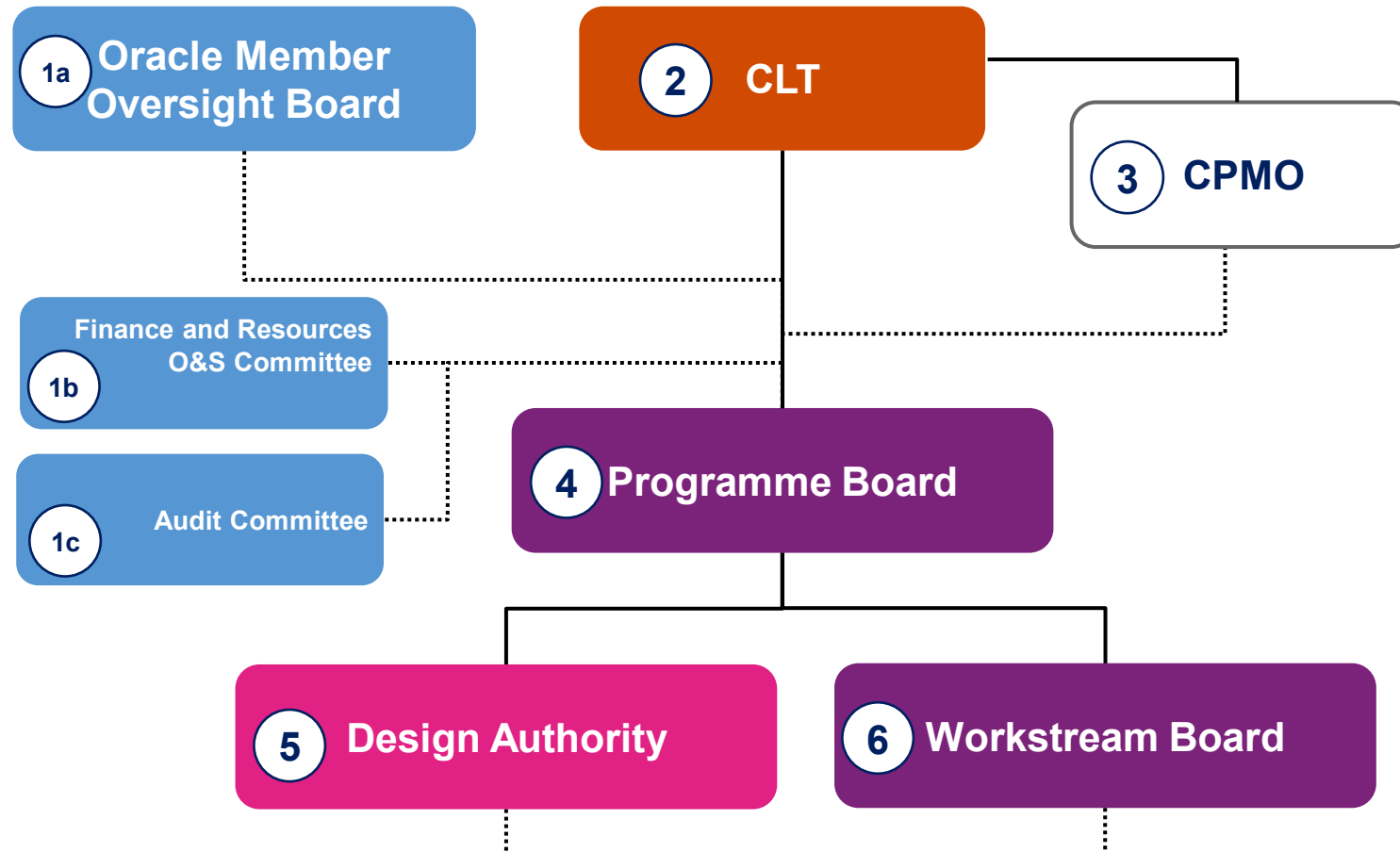
Current Governance arrangements



Proposed Governance arrangements



Governance: proposed structure



3: Optimisation



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Oracle Programme

Vision Statement

Enabling the delivery of great, user-focused and innovative services that make a positive difference to people's lives

Mission Statement

We will make full use of Oracle and our digital capabilities to simplify our processes in people, finance, purchasing and payments

HLD Outputs: House Analogy



SAP - at the start

SAP was a bespoke dream house built to our specifications.



SAP - in the end

Over time, the house started to show its age, we could not afford the upkeep as things started to break.



Oracle - what we bought

We decided to move into a pair of off-plan semi-detached houses..

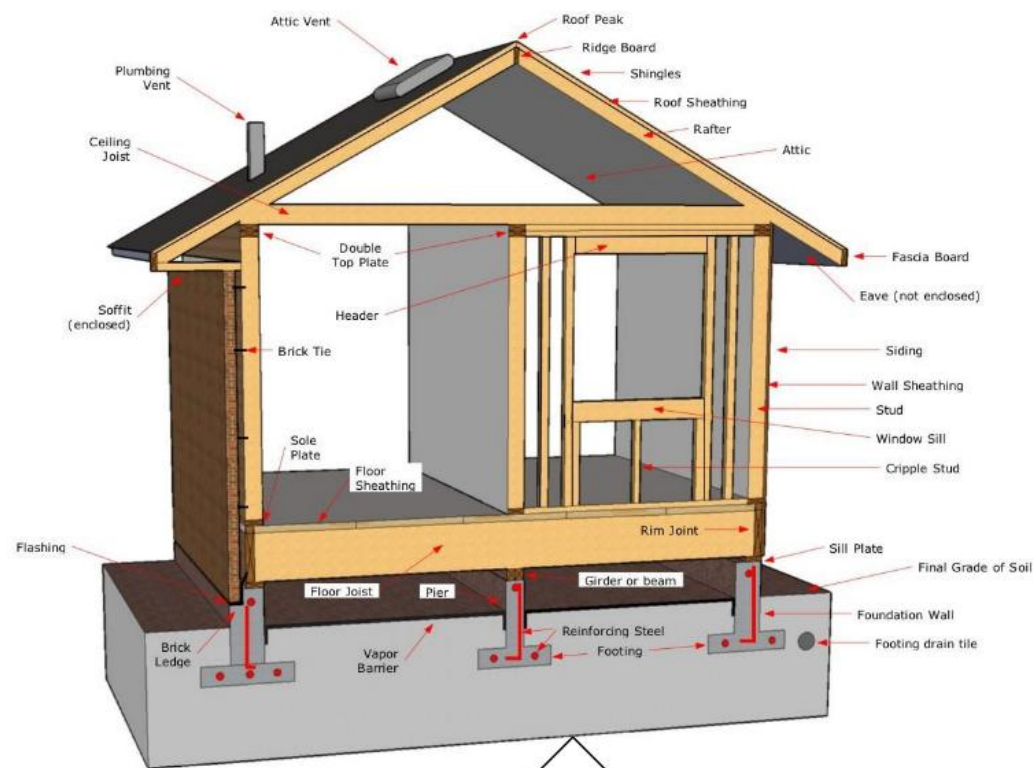


Oracle - what we did

We tried to change the layout to resemble our old house which has major impacts on living in it.

Building 'the house'

- When we set off to build Oracle last time, some of the fundamental decisions we made on the foundations, design and extensions of the house were not the right ones for our organisation.
- The safe and compliant / stabilisation work is trying to make essential repairs so we can continue to live in the house.
- However, the structure of the house (Oracle) needs some fundamental attention in order to rectify things, we require a solid foundation to ensure stability, longevity and a basis to improve and innovate our services.
- During the 12-week high level design phase we will be designing these secure foundations and structure.
- We need to make sure that the approach is right – e.g. adding more rooms to our unstable house may make things worse.



**Enterprise Structure
Chart of Accounts
Security**

High Level Design: Decisions and Guiding Principles

We will:

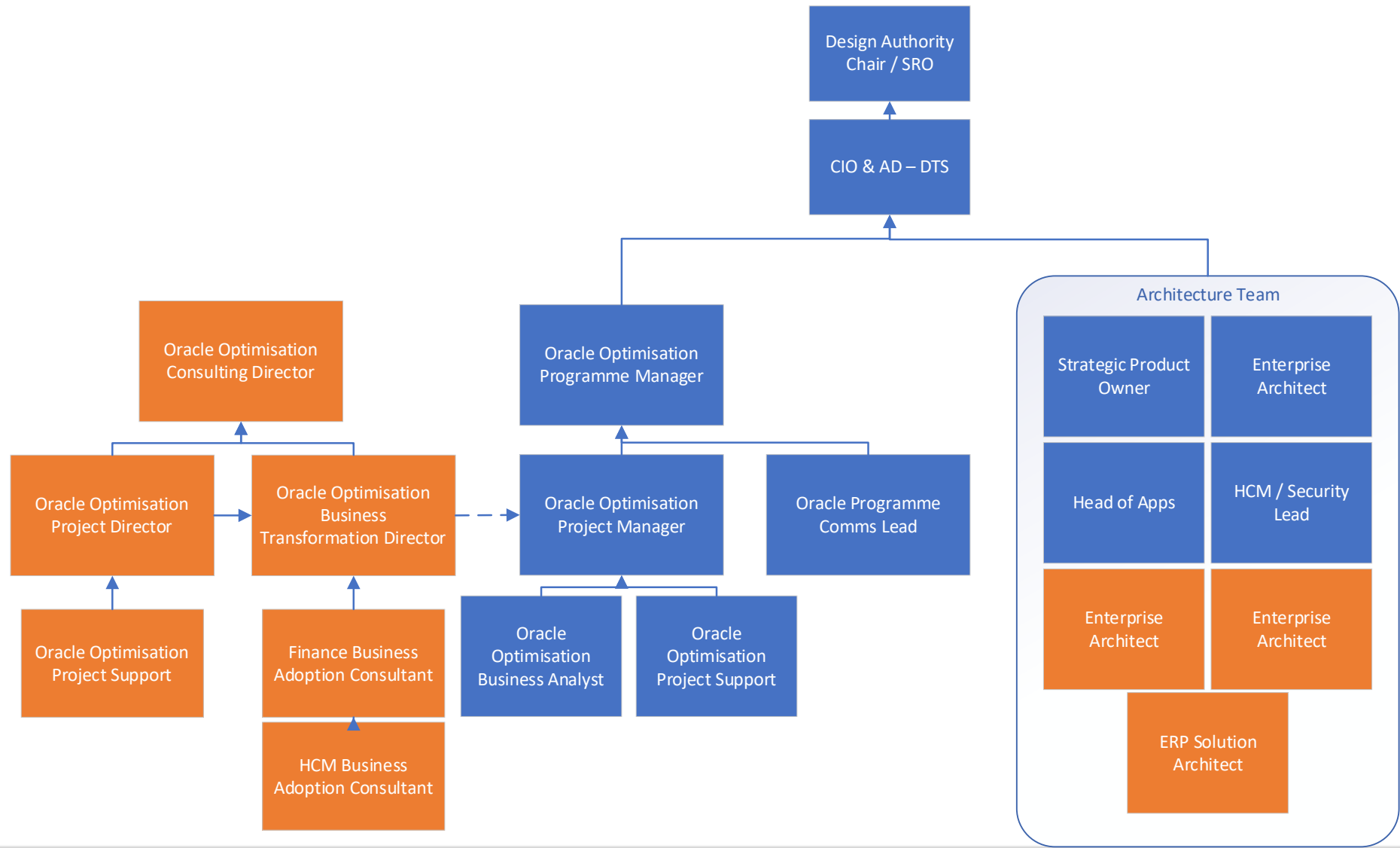
1. adopt rather than adapt the Oracle solution, with the appropriate configuration of product, process and workflows to align with our needs.
2. change and align our business processes with the capabilities of current and future Oracle functionality.
3. ensure the current environment is in an acceptable state to enable the Council to fulfil its existing short and medium-term compliance and regulatory requirements.
4. understand current processes and needs to provide insight for informing our business change gap and defining implementation priorities.
5. plan technical change carefully to minimise impact on users of the system, making use of separate environments where it makes sense to do so.

High Level Design - Key Deliverables

Strategic objectives and mission Vision and mission statements	Principles Set of guidelines that shape and support decision-making	Programme success criteria 'SMART' outcomes, outputs and workflows	Programme scope definition In-scope processes, change and implementation activities
Programme Approach Alignment, methodology, coordination and collaboration	Change Management Strategy Definition of High-level Approach and Change Framework	Organisational Readiness criteria Checklist of essential prerequisites and conditions	Enterprise Structure incl COA Definition of foundational organisational structure
Security and Access Control Definition of High-level Approach and Strategic Direction	Data Migration and Integration Definition of High-level Approach and Strategic Direction	Reporting and Analytics Definition of High-level Approach and Strategic Direction	Governance and Oversight Definition of High-level Governance Framework

TIMELINE AND NEXT STEPS: During the high level design phase (completion end of September) – the team works through the key deliverables above. The work provides the detail required to pull together a costed proposal for low level design and implementation which will go through the Council's governance during October and November.

Oracle Optimisation High Level Design – Programme Team



4: Finances



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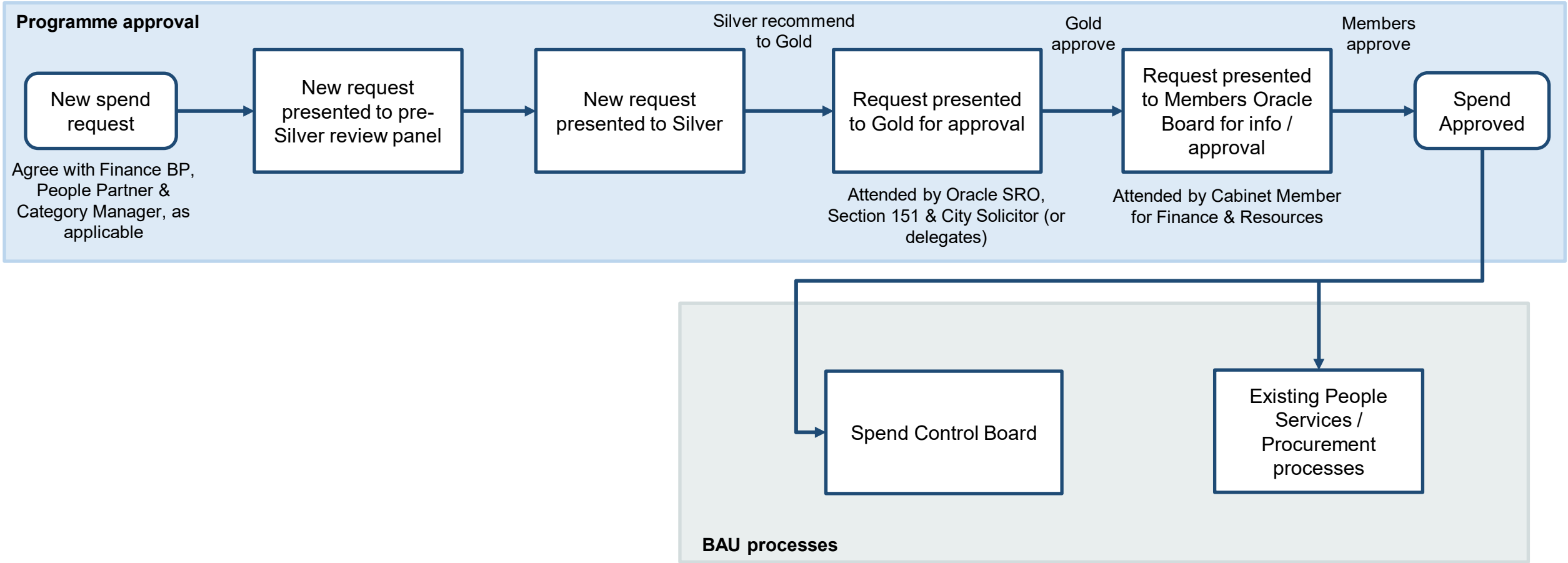
Programme funding – approved by Cabinet, June 2023

Description	Cost (£m)		
	Pre-23/24	23/24	TOTAL
Previously approved budget (March 21)	£39.97		£39.97
Forecast spend (s&c + solution design)	£11.44	£29.24	£40.68
Contingency (@20% of 23/24)		£5.85	£5.85
TOTAL	£51.41	£35.08	£86.49

New funding for which approval is sought (row 2 + 3)		£46.53
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Source: Cabinet Report Oracle Implementation, June 2023, Section 8.5 Financial Implications

Oracle FY2324 programme spend approval process



5. Key Strategic Risks & Issues



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Key strategic risks

1. Risk that the (new) Oracle programme will not deliver the 'vanilla' Oracle vision.
2. Risk that the programme does not get sufficient senior Finance input, given the Assistant Director, Financial Strategy is leaving in September.
3. Risk that due to the current FY23/24 backlog, there is a risk to the FY23/24 outturn position being finalise by the statutory deadline of 30 June 2024.
4. Risk that the School Workforce Census report cannot be produced in time for the statutory deadlines (snapshot by 03/11/23, for upload to DfE before 25/12/23).

Questions?



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