

Birmingham City Council

Value for Money report in relation to the
implementation of Oracle

Draft for discussion

December 2023



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Introduction

Context, Background and Scope

Background to this review

Following the identification of significant audit issues, our letter 9th May 2023, we have undertaken an additional Value for Money (VfM) review of your Oracle Fusion implementation, and the plans and further investment required for this programme's completion.

The decision to undertake this review was based upon the fact that the programme has experienced significant slippage, costs incurred are in excess of those envisaged in the initial business case and ongoing issues with Oracle are impacting delivery of your statutory and regulatory obligations. This means that there is a risk that weaknesses in the governance and management of the programme present significant risks to the effective use of resources.

The purpose of the review is to draw conclusions on the key lines of enquiry set out opposite, and if necessary, determine the extent to which further action is required by the Council, in order for us to reach a satisfactory conclusion of our audit on VfM and to fulfil our responsibilities as external auditor. Our work is undertaken in accordance with the Local Audit and Accountability Act 2014, sections 20 and 24 and may result in Statutory Recommendations or a Public Interest Report.

Our fieldwork was performed between 8th August and 4th October 2023, further documentation and Oracle update reports have been reviewed up until 15th December 2023. This report presents the findings and recommendations from our review.

Key Lines of Enquiry

Following an initial mobilisation meeting with Council Officers, 8th August 2023, the lines of enquiry for our additional work have focused on the current position of the Oracle programme and the plans for further investment, and are defined as follows:

- **Finance Operations:** The Council's process to close the 2022/23 Financial Year and produce an auditable set of accounts, and accounting and financial management for 23/24.
- **The Safe and Compliant Programme:** The processes and governance arrangements put in place to identify and manage issues arising from the Oracle implementation.
- **Future Optimisation:** The Council's plans to transition from the Safe and Compliant programme into optimisation of the Oracle solution.

Further details on our approach to the work carried out against the three KLOEs is set out on the following pages.

During the period of our review the programme was going through a process of re-planning and we have made observations and recommendations relating to this.

Our approach

Scope and Approach

Following the initial mobilisation meeting, we aligned our lines of enquiry to the focal points of the Council's current efforts in relation to Oracle, as follows:

- **Finance Operations:** Our work has looked in detail at the issues affecting Finance Operations; the Council's process for closing and reporting on Financial Year 2022/23 and approach to maintaining effective financial control in the period since Oracle go live, April 2022, and the present. This has been assessed against the fundamental requirements for effective financial control.
- **Safe and Compliant:** In April 2023 the Council established the Safe and Compliant (S&C) governance arrangements, implementing a crisis management approach in order to get a grip of the Oracle implementation issues. We have assessed how effective the S&C process has been in gaining control of the issues and delivering a plan to ensure that the Council is able to deliver its **statutory, legal, contractual and policy obligations** in the short-term.
- **Future Optimisation:** The Council has identified the need for additional investment to establish an Oracle solution which efficiently and effectively supports delivery of the Council's services in the medium and long term. Our work has sought to understand the Council's approach to delivery of an optimised solution and evaluated it against a framework of recognised good practice for the full lifecycle of a technology led transformation programme.

Workstreams (Cross cutting themes)

Our review considered each core element of the Safe and Compliant phase (KLOE 2), and the plans for future optimisation (KLOE 3), under four workstreams that cut across the different phases of programme implementation. These workstreams are clearly heavily dependent upon each other and the associated teams have worked closely together to integrate our understanding and subsequent findings. The workstreams are:

- Operating Model, i.e. Business Requirements (Operating Model changes to be enabled by Oracle, incl. structure and core processes; by function and departments within BCC)
- Governance and Risk Management (incl. Corporate and Programme governance, roles and responsibilities and effectiveness of management and decision-making processes)
- Technology implementation and Programme Management (Programme structure and resourcing, and the effectiveness the of programme management approach and tools incl. data cleansing, data migration, build, test, implement)
- Change management approach (incl. change readiness assessment, training, and change adoption)

Executive Summary

Executive Summary

Programme Overview

The Council went live with Oracle Cloud Fusion, a new Enterprise Resource Planning (ERP) solution, in April 2022.

The key components of the Oracle solution to be implemented are summarised below^[1]:

- Financial
- Human Capital Management (HCM)
- Procurement
- Payroll
- Supply Chain Management (SCM)
- Customer Relationship Management (CRM)

Key Implementation Issues

Customisation of standard Oracle

- Oracle replaced a SAP solution, which had been in place since 1997 and had been heavily customised to align to Council processes but was no longer considered able to meet the Council's requirements.
- Oracle Cloud Fusion is a Software as a Service (SaaS) solution, designed around standardised, recognised good practice processes. The original implementation of Oracle included a high level of customisation, moving away from standard Oracle functionality, to accommodate existing Council processes and ways of working. Some elements of customisation, including the Bank Reconciliation Solution (BRS) are recognised to have led to significant process failures and operational risks for the Council.

[1] Solution Architecture Design Final – V1.0

[2] IT Audit Background and Reporting Summary 2022 | Grant Thornton UK LLP | May 2023

Integration with feeder systems

- The programme's Solutions Architecture documentation identified more than 140 pre-existing interfaces or integrations, required to transfer data between Oracle and other Council systems, which would need to be replicated. However, it was anticipated many of these could be rationalised or consolidated and 83 interfaces were planned.
- At the time of going live, a number interfaces or integrations to enable transfer of data between the Council's feeder systems were either not completed or not tested. No alternative solutions, including manual processing, had been established. Consequently, data was not transferred to Oracle until the necessary interfaces were written, in some cases up to six months after go live. Work in the 12 months post go live has largely addressed this, those which remain unresolved are not considered part of the original programme deliverable.

Access Controls

- Segregation of Duties (SOD) had previously been noted as a weakness in SAP^[2]. The Oracle governance, risk and compliance module, Oracle Risk Management Cloud, (ORMC) which manages user access across Oracle was removed from the scope of the original implementation, **though no documentation of this decision has been provided.** With the ORMC not implemented the number of SOD risk events could not be actively monitored.

Testing and Change Readiness

- Interviewees have identified that limited testing or user training was carried out in advance of go live. Consequently, issues with the solution were not fully identified and users were not sufficiently familiar with the requirements of the new system and processes to be able to adequately adopt the new ways of working.

Executive Summary

Programme Overview

Post Go Live

The original implementation included a period of two months post implementation hyper care, during which the programme team and external partners were retained to provide close support to users. Following this period, it was planned that Oracle would be transitioned to business as usual (BAU) management and support.

Operational Challenges

- Immediately post go live users began to identify issues. At this point issues with Oracle were captured as service requests to the IT Service Desk as they arose. In the first six months post go live, April to September 2022, over 8,000 issues were recorded, see Appendix A.
- The hyper care period was extended with a phased transition to BAU support for HR (July 22) and Finance (November 22).
- The Council's contract with its Systems Integration partner (SI) Evosys, responsible for the technical build of the Oracle solution, was completed post an extended hyper care period. At this point ongoing support for the solution transferred to Version One Ltd, the Council's IT Managed Services provider.

Key Issues

In addition to the known issues with integration, issues identified post go live included:

- **Access Control:** The security model developed to manage user access across Oracle, was a 100% customised solution designed to mimic previous SAP functionality. The customisation was found to have a number of serious flaws enabling staff to access and potentially alter data outside their areas of responsibility. A basic ORMC went live in September 2023, but cannot operate across all of the customisation.

- **People Services Reporting:** In People Services the Oracle Human Capital Management (HCM) module supports reporting for operational and statutory purposes, including staff DBS checks, Right to Remain status and management of absence. Many of these reports were identified as not working or incomplete.
- **Payroll:** calculation of Gross to Net pay was seen as reasonably correct in application of the Council's rules. However, the capture of gross pay data e.g. Time and Attendance, Starters and Leavers was described as particularly challenging. Three parallel runs were performed before Oracle payroll went live.
- **Finance Operations:** Issues across transactional finance impacting the Council's ability to pay suppliers, chase debtors and effectively report on costs. The BRS solution, a 100% customised solution for cash allocation, was found to be misposting or failing to post a high proportion of transactions. This resulted in a significant and growing level of unallocated cash and materially affected the integrity of transactions posted to the General Ledger.
- **Financial Management:** As a consequence of issues in Finance Operations, the Council was unable to produce reliable reporting for financial management or statutory purposes.

Interviewees state that during this period the extent and significance of issues with the Oracle implementation were not understood or acknowledged by the Council Leadership Team (CLT) and remediation efforts were localised and inadequately resourced.

Executive Summary

Programme Overview

Oracle Recovery Programme

- In April 2023, in response to ongoing issues and the significant impact on Council operations, the Council established its Oracle Recovery Programme. The programme set out three phases, as below:
 - **Phase 1a: Safe and Compliant:** Fix 22/23, complete year-end activities and close financial accounts. Comply with legislative and statutory requirements.
 - **Phase 1b: Tactical Stabilisation:** Mitigate risks to 23/24 year end activities and the closure of financial accounts. Make targeted tactical changes to better manage services, finances, and statutory and legislative compliance while maintaining operational functionality.
 - **Phase 2: Reset and Optimise:** Deliver a long-term Strategic ERP solution based upon redesigned business processes and workflows that align with best practices when transitioning to a cloud implementation.
- The design and planning for Phase 2 was intended to run in parallel to Phase 1a and b activities.
- In July the Council began work on the High-Level Design (HLD) for the future optimisation of the Oracle solution. As at October, this work is on going and Oracle UK Ltd have been engaged to support a series of design workshops. The aims for and approach to HLD have been discussed with the Director of Transformation and other programme stakeholders, but no outputs from this activity have been available for review as part of our work.
 - In parallel to commencing HLD the Council are proposing to transition from the Safe and Compliant governance arrangements to a more traditional transformation programme governance model.

Executive Summary

Key Findings

Our key findings in relation to the overall Oracle Recovery Programme are summarised below.

Current State

The Council has taken a significant amount of time to recognise the scale of issues and take action to address the effects of a fundamentally flawed implementation. Consequently, at the time of our review, eighteen months after going live with Oracle, the Council:

1. is not able to fully meet its statutory and regulatory obligations, due to process failure and data integrity issues in Oracle,
2. does not have effective financial control or the ability to report on its financial performance for FY 22/23 or 23/24., is reliant upon a large number of interim resources and out of hours working to maintain day to day operations in finance,
3. has not yet established a cohesive plan to resolve these immediate challenges and deliver a sustainable solution in the medium to long term, and
4. is reliant upon external expertise and experience garnered from other local authorities to shape the recovery and optimisation programme.

These issues are reflected in the December Cabinet report on the Oracle programme an extract of which is included as Appendix D.

Oracle Recovery Programme summary

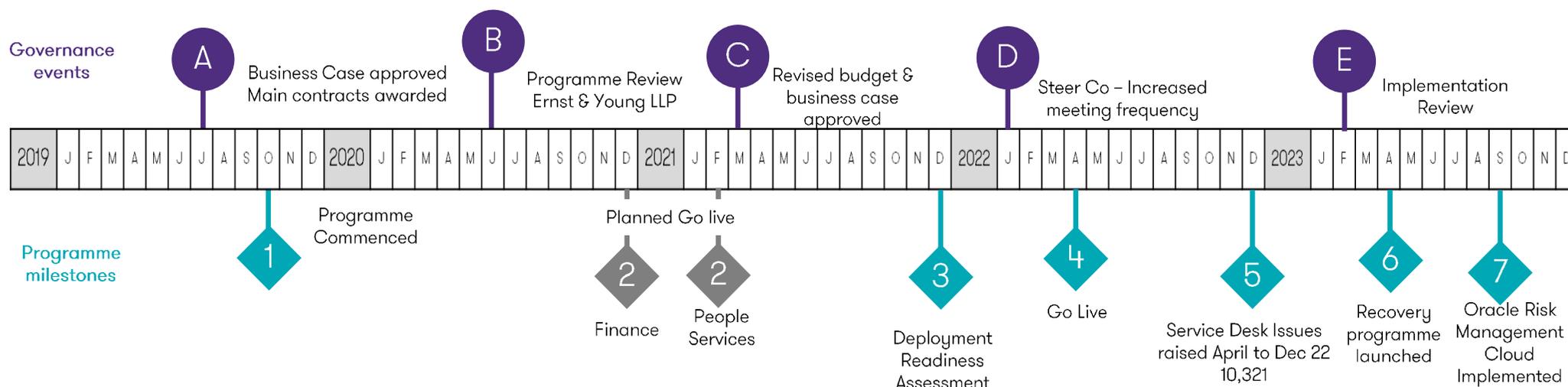
The recovery programme, as described on page 9, has brought greater transparency and senior oversight to the Oracle issues affecting Council operations and ability to deliver its statutory objective. However, we believe there are a number of issues preventing the Council from making adequate progress:

- The approach to recovery has been very reactive and operationally focused. As such material issues, e.g. BRS, are being addressed in an incremental and incomplete manner, contributing to a delay in identification of a robust medium to long term solution.
- The original three phase recovery has not been apparent in reality, with more complex Safe & Compliant issues being moved into future optimisation. This has resulted in the Tactical Stabilisation phase effectively being lost.
- The programme leadership, and wider Council Leadership Team (CLT) does not have significant experience of large ERP projects and specifically of Oracle implementation.
- The lack of Oracle knowledge across the Council has led to an over reliance on external support, leaving the Council without the capability and expertise to adequately challenge their delivery partners or define the solution to meet their requirements.
- Planning for the future optimisation is again reliant upon external expertise and is not based upon a clear definition of the Council's requirements.

Executive Summary

Programme Timeline

A high level of governance events and programme milestones over the life of the programme.



Ref	Governance events	
A	Cabinet approved programme business case (FBC) - Budget £19m - Net Savings £26.9m Award of main contracts approved	July 2019
B	Ernst & Young Independent review of ERP Programme	June 2020
C	Cabinet approve revised Go Live date and budget - Budget £39m - Net Savings £10.92m	March 2021
D	Programme Steer Co increase frequency to bi weekly	January 2022
E	Independent Post Implementation Review	February 2023

Ref	Programme Milestones	
1	Oracle Programme (1B) launched	October 2020
2	Original planned Go Live dates - Finance - People Services	December 2020 February 2021
3	Deployment readiness assessment completed <i>Appendix B</i>	December 2022
4	Go live - all functions	April 2022
5	At end December 2022 over 10,000 Oracle related service issues had been raised <i>Appendix A</i>	December 2022
6	Oracle Recovery Programme launched	April 2023
7	Oracle Risk Management Cloud implemented	September 2023

Executive Summary

Key Findings

Our findings against our key lines of enquiry are summarised below. These findings and conclusions are based upon our interviews with key stakeholders and review of documents provided by the Council or in the public domain. Further details of our findings and recommendations are included in later sections of the report.

Finance Operations

The Council does not have effective financial control and is dependent upon interim resources to deliver manual processes in order to maintain its core finance operations.

- The Council is not yet in position to report full year outturn for Financial Year (FY) 2022/23 and is several months from having an auditable set of accounts for FY22/23.
- The Council has been operating during FY22/23 and 23/24 without an effective budgetary control mechanism in place. No budget monitoring reports have been provided to Directorates or Schools during this period. There is no reliable forecast outturn for FY 23/24, or a reliable baseline cost position against which to set the 24/25 budget.
- Finance Operations is reliant upon high levels of manual processing and additional resource to maintain basic day to day transaction processing, while in parallel working to resolve post go live backlog issues.
- Finance will remain dependent upon high levels of additional resource to support manual processes and controls until critical issues with the Oracle solution are resolved. At the time of our review options were being investigated to replace the BRS solution with a combination of standard Oracle functionality supported by bolt on Income Management software. While these options were being actively evaluated no decisions had been reached.

Safe and Compliant

The Safe and Compliant (S&C) governance arrangements have brought necessary focus to the issues arising from the Oracle implementation and provided the resources to address a significant backlog of post go live issues. However, at this time, the Council cannot be described as Safe and Compliant in key areas because of ongoing issues with Oracle.

- Critical issues with the Oracle implementation have not been fully resolved, leading to a failure of financial management and control, and an ongoing reliance upon interim resources to maintain basic financial processes.
- People Services has the largest number of open items classified under Safe & Compliant, principally issues affecting the Council's ability to report against its statutory obligations, or because they form part of essential requirements for schools.
- There is limited documentation of the operating procedures the Council is reliant upon to maintain basic operations. Combined with the high level of interim resource required, this represents a significant risk to resilience.
- There is a gap between finance operations and the programme team in terms of how issues are being prioritised and the extent of progress against key issues.

Executive summary

Key Findings

Safe and Compliant (Cont.)

- Exit criteria have been identified for S&C but we have seen no evidence that they have been objectively tested, or how a decision to exit the governance arrangements for this phase of the programme will be made.

Future Optimisation

The Council does not currently have a developed strategy and business case for the optimisation of the Oracle solution.

- The Council is currently undertaking a twelve-week high level design activity supported by Oracle.
- Efforts are being made to ensure Oracle expertise and the experience of other Local Authorities and their Oracle implementations, is brought into the high-level design and planning process at an early stage.
- We understand the approach to high level design is based upon adopting standard Oracle functionality across its principal business processes, e.g. Procure to Pay, adapting the Council's ways of working. This is an appropriate approach to process design but wider consideration needs to be given to future resourcing and organisation, i.e. the target operating model for corporate functions, in order to design a complete and efficient solution.
- The Programme team recognise that significant business change will be required. However, at the time of our review, plans for resourcing the future optimisation phase and supporting change management had not been developed. These critical elements of the programme need to be developed before moving into detailed design.
- There are potentially a number of different approaches which could be used to achieve optimisation. From our interviews it appears that the primary focus is on establishing a new "clean" Oracle instance, with a phased transfer from the current version. There are significant technical considerations and financial implications to this approach. Other options may offer a more practical and value for money solution.
- Options need to be fully evaluated and a business case established, to enable informed decision making as to the right approach to optimisation. The latest Oracle update report that went to the Cabinet in December 2023, reported that a separate report that sets out the recommended approach and timeline towards delivering an optimised solution will be presented in January 2024.
- The Director of Transformation's view is that all likely costs are covered by the £100M estimate already stated in the public domain and they are trying to stay within this cost envelope.
- This assumption in relation to costs is based upon: The cost of the original implementation of approximately £40M, an additional £26m to deliver the Safe & Compliant phase of the programme and a further £18m for completion of the future optimised solution, keeping them within the £100m envelope. Further evaluation of the cost of optimisation will be required following the high-level design activity, to better understand the cost of future optimisation.

Executive summary

Principal recommendations

The table groups our main recommendations, across all three key lines of enquiry, in themes. Further consideration of the issues and purpose of each recommendation is provided in the following pages.

Theme	Recommendation	KLOE Reference
Interim Resilience	The Council need to put in place arrangements to secure resources and improve resilience in the delivery of business as usual services and ongoing work to manage the manual remediation of implementation issues.	Finance Operation Ref: 1,2,3 Safe & Compliant Ref: 6,9
Statutory Recommendations	The Council and the programme need to agree a plan to complete actions required to enable the fulfilment of Statutory Recommendations.	Finance Operation Ref: 3
Finance Operations	The Council needs to establish an adequate financial control environment by 1 April 24, or have clear plan in place to address all outstanding issues.	Finance Operation Ref: 3
Issue / Backlog Prioritisation	The programme need to review the process for management of new issues and ongoing prioritisation of Safe & 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.	Finance Operation Ref: 5 Safe & Compliant Ref: 1,8,11,15
Programme Planning	The Council need to complete an overarching plan for the Safe & 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.	Safe & Compliant Ref: 2,3,4,12,14
Oracle Expertise	The Council need to ensure Oracle expertise is engaged and developed to support the programme and embed capability into business as usual operations.	Safe & Compliant Ref: 5,7,10
Outcomes for Future Optimisation	The Council needs to establish a clear vision for transformation and the outcomes delivered or enabled by the future optimisation of Oracle.	Future Optimisation Ref: 1
Detailed Design / Options Analysis	As an outcome from High Level Design and to inform detailed design the Council need to undertake a full analysis of the options for future optimisation and related costs and benefits.	Future Optimisation: 3,5,6
Business Change	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.	Future Optimisation Ref: 2,4,7,8

Key Lines of Enquiry



Finance Operations

Finance Operations

The objective of this line of enquiry is to understand the Council's process to close the 2022/23 Financial Year and produce an auditable set of accounts, and accounting and financial management for 2023/24, in order to assess the level of assurance that can be placed on the Council's financial control environment.

Summary

We note that it took significant time after the implementation of the Oracle system on 1st April 2022 for the organisation to appreciate the extent of the problem with the integrity of the underlying financial records. The ongoing lack of financial reporting at cost centre level effectively blinded the organisation to the full extent of the problems.

Some issues with the more visible aspects of finance processing, such as payroll and accounts payable, were more quickly identified often through notification from employees and suppliers and were able to be mitigated through system fixes to the relevant Oracle modules.

Some other subsidiary processes such as Treasury and Asset management had been much less reliant on the previous SAP ledger and subsequently, the Oracle implementation. While some problems remain in these areas, these are of a lesser magnitude.

The key problem areas relate to the Bank Reconciliation System (BRS) and Accounts Receivable. These systems ensure that the very high volume of payments and receipts transacting through Council bank accounts on a daily basis are posted to the correct accounts in the General Financial Ledger, enabling the Council to maintain an accurate record of payments and receipts within each cost centre, department and service directorate. In the absence of an effective system to facilitate this, the Council has not been able to track the accumulation of cost and the collection of money owed, against its service areas within an acceptable degree of accuracy.

It should be pointed out that post Oracle implementation, the majority of transactions have continued to be posted correctly by the system. However, throughout 2022/23 and into 2023/24 a materially significant volume of transactions have been either posted to the wrong accounts or were not able to be posted, accumulating in a holding account. The significant undermining of the financial record this created only began to emerge in the second half of the financial year as the year end close process for 2022/23 was started.

Since this time we found that the Council has undertaken significant remediation work to restore a credible financial outturn position for 2022/23. This work has primarily been led by the finance team with the short-term objective of establishing new temporary processes and we have been advised that they have been able to:

- Clear the very large backlog of mis-posted and unposted transactions to the correct accounts in the general ledger. This process is being reported as substantially complete.
- Reduce the level of system generated errors from the routine processing of transactions through Oracle system fixes, where this is possible. This has been substantially completed to the extent possible under the limitations of the current system.

Finance Operations

Summary

- Identify where and when errors are being generated day by day and categorising these. We note that with of backlog now cleared, the number of errors has continued to reduce.
- Implement a labour-intensive set of new short-term measures to correct errors as they accumulate, increasingly on a BAU basis.

Despite these achievements, the Council has significant further work to complete before the 2022/23 outturn position can be fully assured. The quality and availability of an audit trail that can be effectively interrogated remains a significant concern.

Regarding 2023/24, the Council is facing similar problems to 2022/23 which is inhibiting their ability to accurately report their financial position. This includes a significant backlog in cash postings and continuing control weaknesses across its financial systems. The Council is focusing on working up and documenting the new temporary financial processing arrangements that will serve to keep the ongoing level of error to a minimum and enable a systematic approach to clearing manual processing backlogs as they accumulate on a daily, weekly and monthly basis. New financial control arrangements will also need to be built around these short-term processes in order to achieve a minimum level of assurance over the robustness of the financial record for 2023/24. The re-establishment of robust budget monitoring arrangements will be a key part of this process.

Our general recommendation is as follows:

- The Council need to prioritise on delivering an out-turn position for both the 2022/23 and 2023/24 financial years. Although the accuracy of this position may be challenging due to the control environment present in both financial years, it is essential that they close out both financial years for them to be able to concentrate on ensuring an adequate control environment for their 2024/25 financial year.
- The Council should ensure that the support and further development of the new temporary finance processes are managed as a core part of the ongoing Oracle recovery programme. This is especially important, as the implementation of a longer-term solution is expected to take at least 1 year.
- The short-term financial arrangements that have been developed are largely tactical rather than strategic and have mainly been directed from within the finance team. There is a danger that this important area becomes detached and overshadowed by the increasing focus of the programme on the longer-term solution. The Council should consider how the short to medium term solution could be further supported by the wider Oracle programme and how lessons learned could contribute to the design of the longer-term solution.

Finance Operations

Basis of evaluation

It should be noted that the stage of completion of the remedial action to restore basic financial business as usual functionality is progressing at speed. The focus of the finance team has been on short term solutions to achieve the restoration of materially correct financial records, basic financial reporting and the re-establishment of high-level financial controls. Our fieldwork was primarily completed between August and October 2023 and our findings reflect a point in time.

Progress on 2022/23 and 2023/24 backlogs

At the time of writing of this report the backlog of transactions needing to be processed on BRS had been reduced from c. 70,000 to 8,000. The majority of the outstanding items related to 2023/24 and only a few hundred remained to post for 2022/23.

In order to process the volume of corrections needed the finance team has been augmented by additional temporary staff, resource allocated through the Oracle recovery programme. The initial focus for this additional resource has been to rectify the financial records for financial year 2022/23 and to establish a reliable outturn position.

Finance believe, that having almost completed 2022/23, they can now switch focus and resources to 2023/24, and will benefit from having developed a much clearer idea of how and where the errors are occurring. Rectification of these issues requires a significant level of ongoing manual effort, investigating each transaction to identify and correct postings to the General Ledger and this needs to be done in the context of the Council needing to minimise costs due to the requirements of the S114 notice.

Production of a 2022/23 financial outturn

The Council are some months from having an auditable set of accounts for 2022/23. The finance team have provided some assurance that the level of manual corrections to the ledger that have now been processed for 2022/23 means that the draft Q4 outturn report is expected to be produced in January 2024. The delivery timeline for this process has not been formerly defined.

We note the heavy reliance on a high volume of correcting journal entries, some of which have been posted on the basis of limited information and in some cases 'best fit'.

We have general concerns about the lack of reliable financial controls within Oracle and a lack of reliable financial reports to enable effective monitoring of budgets which mean that the financial record for 2022/23 is likely to be vulnerable to error. Therefore, the Council is likely to require significant further time to obtain robust internal assurance over the accuracy of the Quarter 4 figures, before these will be ready for external audit.

The Council needs to establish an adequate financial control environment by 1 April 2024, if managed consider this is not possible a detailed analysis of outstanding issues needs to be produced supported by a robust plan for resolution.

Overall, the Council are speaking positively about remediation in regard to the financial records for 2022/23 but we have not yet been able to see sufficient evidence to provide assurance that the Q4 position is materially correct. The first stage should be an internal assurance process carried out by the Finance team and this should be able to begin once the full draft Q4 position is available for review by budget holders and senior corporate finance managers.

Finance Operations

Production of a 2022/23 financial outturn

At this stage, there seems to have been little provision made to independently check controls over the manual processes being followed or to test the financial record for 2022/23 using internal audit or other 3rd party. Some form of independent assurance process would be advisable prior to any attempt to present 2022/23 outturn as accurate.

The November 2023 Finance Position paper reported that the forecasted out-turn position for 2022/23 is an estimated £78.2m overspend. With a forecasted use of £336.2m reserves in 2022/23, which has depleted the reserves balance from an opening position of £596.8m to £260.6m in 2022/23.

The finance team have an expectation that 2023/24 will have at least a similar forecast overspend to 2022/23, with the high level quarter 1 report forecasting an overspend position of £87.1m. The November 2023 finance paper has forecasted that when the use of reserves in 2023/24 and additional drawdowns are taken into consideration then the Council is currently at a negative reserves position of (£677.9m). Please see Appendix E for a full breakdown.

Retention of finance staff

The high level of turnover of middle and senior finance staff has resulted in a fundamental loss of corporate memory which is relevant to the production of the accounts following such a period of delay. The Deputy S151 Officer had been leading the BRS work and had been using a dashboard to monitor the gradual reduction in the level of backlog errors (volume and value). We note that this individual has now left the Council and the role has been filled by an experienced internal promotion.

There is acknowledgment of a high level of fatigue within the Finance team. A number of senior finance officers communicated deep dissatisfaction with the senior management culture and lack of receptiveness to finance expressing concerns, perceptions of poor treatment by colleagues outside of the finance team and the lack of engagement particularly with the design aspect of the revised Oracle implementation plan.

They also raised concerns about the lack of sufficient engagement from the Oracle Programme team on supporting shorter term systems fixes within the existing Oracle modules, that could help reduce the reliance on labour intensive and costly manual workarounds that they have had to deploy to address the immediate remedial requirements and maintain basic business as usual finance functions. This issue is seen as important given the significant time period that will elapse before a longer-term solution can be implemented.

Finance Operations

System created challenges

Remediation of 2022/23 and ongoing processes for 2023/24 require significant manual intervention and are reliant upon additional temporary resource. It is likely that the additional costs being incurred will therefore continue to accumulate until a solution which resolves the BRS issues is fully implemented.

There is a reliance on material levels of interim resource, including middle to senior management levels both in terms of business as usual financial management and Oracle remediation. A large team of additional temporary finance staff had been brought in to clear the backlog, this team was now being reduced but still c. 20 are needed to complete the backlog work and continue making corrections to support BAU in 2023/24, in the absence of an interim systems based solution. The current manual workarounds in place are costing the Council £500k per month.

Other sources of assurance on the system of financial control

To date, Internal Audit have not done and are not planning any assurance work around the measures taken to correct the ledger. We understand that plans are being put in place to commission an external party to carry independent assurance work.

Finance operations

Bank reconciliation system

Current State

We have established that the main source of error in the financial processing has been the Bank Reconciliation Solution (BRS) a bespoke add on to Oracle, which has resulted in transactions either not being posted to the ledger or posted incorrectly. This appears to be a result of attempts prior to implementation to customise the module to mirror existing allocation rules under the previous SAP ledger system, but which had not been successfully implemented. As a result, throughout 2022/23 a very large backlog of posting errors had accumulated. This has resulted in the need for a very large volume of correcting journals to be processed manually in order to correct the financial records on the general ledger.

We note that the finance team assert that the same BRS system issues have continued to apply to transactions day by day in 2023/24, with errors occurring in approximately 40% of transactions. As at 25th September there were 9,057 unallocated transactions with a net value of £74.43 million, a Debit balance of £118.12 million and Credit balance of £43.69 million.

Evaluation / Assessment

We note that the finance team is confident that basic bank reconciliation processes can be restored, but that further work is required to restore this to a daily BAU process. The current issues are primarily around the ongoing difficulty with allocating income receipts. This is the focus of much of the manual processing that continues to be required.

There appears to be limited system-based fixes that can be applied to BRS in the short term, and therefore the finance team will continue to be reliant upon an ongoing process of retrospective transaction analysis and manual journal adjustments until BRS is replaced. A specification process has been started for the replacement of BRS with standard Oracle functionality supported by specialist income management software. From procurement to implementation, it is estimated replacement of BRS will take up to twelve months once approved. It is likely that there will be no fully working cash system until early 2025. During this procurement manual workarounds will still need to be in operation.

Recommendations

- (1) We note that the new short term finance processes that have been developed are highly reliant on the accumulated knowledge of key finance personnel, many of whom are interim/temporary appointments. The Council should prioritise the codification and documentation of the new processes to mitigate the risk that key knowledge could be lost.
 - (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.
 - (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.
- If this is not possible, a list outstanding issues with finance op's issues need to be produced with a clear plan to resolve each one**

Finance operations

Budget management and monitoring

Current State

The Council has been operating during 2022/23 and 2023/24 without effective budgetary control mechanisms in place. Due to the complexity of manual processes, the significant volumes of manual postings and the number of error corrections required due to BRS, it has been a challenge for the Council to produce accurate monthly monitoring on a timely basis during 2022/23 or 2023/24. Directorates do have information around several key areas such as payroll and accounts payable but the issues within the BRS system have directly impacted the production of monthly budget monitoring.

Localised efforts to manage budgets within the services using historic performance as a benchmark appear to have been taking place, but this has not been adequate to provide a reliable measure of performance against budget or the delivery of savings to the corporate management team or to members.

Overall, the Council does not have a reliable forecast outturn figure for 2023/24 or a reliable baseline cost position on which to set the 2024/25 budget. The baseline budget position on which the 2023/24 budget was set must also be in significant doubt.

A full breakdown of the current situation of budget management and monitoring is available in Appendix D.

Evaluation / Assessment

There is acknowledgement from the finance team that that budgetary control and the monitoring savings had not been functioning effectively in 2022/23 or 2023/24. While the Council is nearing a position where the overspend for 2022/23 can be calculated within a degree of accuracy, very little reliance can be placed on the financial information available on the forecast financial outturn for 2022/23 or 2023/24. This is likely to result in a qualification of the accounts for these financial years.

Recommendations

- The Council should obtain independent confirmation over the forecasted financial outturns for 2022/23 and 2023/24. To obtain assurance over the reported balances.
- 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 should provide an updated budget for 2023/24 that takes account of 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.

Finance operations

Accounts payable

Current State

We note that unlike other Oracle Modules, the Accounts payable module had not been subject to major customisation, which had been the driver of many of the issues with BRS. As a result, the reported issues were fewer and the additional manual input required to run business as usual appears to have been less. Some initial issues with payments to suppliers were able to be dealt with largely through systems fixes during the first part of 2022. There remain some issues around scanning of invoices and some reporting and raising of invoices still has to be done manually.

Onetime payment requests is an area of high risk. Internal Audit (IA) found that the workflow process for these payments was not operating correctly so the required compliance checks were not being completed. The workflow has now been rectified. Any payments with no supporting attachments will now be rejected. IA are in the process of completing a follow up.

It should also be noted that the matching of payments made to the appropriate accounts has been affected by issues with the BRS system.

The audit team is awaiting a full update on the operation of controls over this system so this assessment is subject to change.

Evaluation / Assessment

The finance team are relatively comfortable with the performance of Accounts Payable Processes. While there are some inefficiencies, the process appears to be functioning to a reasonable standard. Sources of independent assurance on this process are limited at this point.

The audit teams view is pending completion of the controls systems review.

Recommendations

To be updated on completion of audit team review.

Finance operations

Accounts receivable/ Revenues and Benefits

Current State

The Accounts Receivable module has been identified as an area of risk, current issues with cash allocation and reporting of debtors, which relies to a high degree on information from the BRS system, is affecting the Council's ability to operate effective credit control processes.

For much of 2022/23, direct debits and other types of payment were not being effectively collected. In addition, we note that Revenue and Benefits are managed in a separate team within Finance and there were also issues with the interface of BRS with this process which affected Council Tax and to a lesser extent, Business Rates collection. Significant work has been done to match income received to debtor accounts to understand the debtor position. This is not yet resolved and there is a lack of assurance around the calculation of bad debt provisions, which are by necessity, significantly greater than was the case pre-Oracle implementation. One of the key issues has been that debt collection was largely done by individual services, but this has been severely hampered by the lack of information that can be drawn from the system.

The finance team indicate that income collection generally has suffered from the prioritisation process under Safe and Compliant programme and had not initially had the resources it needed. Credit Control and debt collection remain under resourced.

Evaluation / Assessment

Standard reports such as aged debtor reports have had to be produced manually and this has only been undertaken since the latter half of 2022/23. The finance team continues to struggle with effective debtor management and credit control.

Work is currently being undertaken to find an automated solution to the Dunning process which allows the automated generation of debt recovery letters. It was commented by finance that debt collection had been problematic under the previous SAP system.

Cashflows are monitored on a daily basis and a higher level of free cash is being held to manage short term volatility. Officers also recognise the impact upon collection rates and the risks around debt recoverability, and plans are being put in place with Directorates to manage long-term collection. However, there are indications of a significant problem with the recoverability of accumulated debt.

Recommendations

(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.

Finance operations

Payroll

Current State

Payroll processing is considered to have been stabilised and we note that this module was not subject to significant customisation under the new Oracle implementation and that workflows had not been required to change significantly.

We have established that the new Oracle module relating to payroll, has experienced issues particularly immediately post implementation in April 2022. For example:

- due to the security model Corporate Payroll were unable to process the backdated pay awards for November 2022 (NJC) and December 2022 (JNC/teachers) for some employees. The allocation of the award failed for anyone who had received an in-year contract change, for example, acting up, honoraria etc. For the errors to be cleared and ensure everyone received payment, there was a need for payroll to make the adjustments.
- Shortly after the system went live a large salary overpayment occurred due to an employee being paid their annual net salary in a single payment. This occurred due to numerous control failures.

Management consider that these have now been resolved and the level of adverse feedback from employees is at pre-Oracle levels. However, there remain a number of issues around the interface between payroll and changes to employee status and details driven from the HR module that require additional manual checks. There have been other issues around holiday pay.

While some issues are related to training on the system, the lack of automated reporting and system controls is a key driver of the additional workload. In addition, there remain some unresolved issues around the schools' payroll process.

There continue to be significant manual work arounds which are adding to the levels of overtime within the team. These include the manual input of overtime hours by the payroll team.

Evaluation / Assessment

Although payroll appears to be functioning to a reasonable level of accuracy. There is an ongoing requirement for manual intervention and additional resource in Payroll. An estimated additional 60 to 100 hours per month are currently required to manage the monthly payroll process, some of which is being absorbed by overtime. In the absence of system-based controls, the process remains very reliant on manual checks to prevent errors such as overpayments and the calculation of overtime. In addition, there are some specific areas, such as processing payroll adjustments for schools that continue to be worked on, as this is generating a lot of queries each month that the new Schools team is having to work through.

Recommendations

See recommendation (1) , Page 21, on the documentation of controls and controls assurance processes.

Finance operations

Treasury management and Fixed Assets

Current State

The Council's key Treasury Management and Asset Management processes continue to use a separate system that is independent from Oracle.

[Note: this assessment has not looked at the effectiveness of the process outside of the context of the Oracle implementation].

Evaluation / Assessment

Other than in regard to the posting of entries into the General Ledger, there has been minimal impact in these areas.

Recommendations

NA

Other areas – Schools Finance

Current State

We note that in addition to its core finance processes, the Council is also responsible for finance processing and payroll at a large number of schools. The issues closely mirror those of the core council finance functions. However, it is noted that schools have a range of specific income sources that have to be managed under their own sub-processes.

Our discussions with the finance team indicate that this is an area that had a number of unresolved challenges, and the potential for further financial control risks.

Evaluation / Assessment

We note that in March 2023 a dedicated team was set up to deal with the heightened level of financial queries coming in from schools. The work in this area is ongoing.

Because schools are effectively paying customers purchasing services from the Council, there is a risk that continuing limited service will result in schools finding other providers.

Recommendations

(5) Issues with Schools payroll need to be added to the priority list and a solution reached.

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Safe and Compliant phase

Safe and Compliant phase

The objective of this line of enquiry is to understand the processes and governance arrangements put in place to identify and manage issues arising from the Oracle implementation. In order to evaluate how effective these arrangements have been in gaining control of the issues and delivering a plan to ensure that the council is able to deliver its **statutory, legal, contractual and policy obligations** in the short-term.

Basis of evaluation

The Safe and Compliant (S&C) phase was established in April 2023, in response to the volume of issues arising out of the Oracle implementation and the impact these issues were having on the Council's ability to deliver basic business processes.

S&C was established based upon a crisis response model, introducing significant new governance arrangements intended to:

- Give CLT and Members **confidence and assurance** that the Oracle issues are being taken seriously and being managed effectively.
- 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.
- Develop and deliver **a plan to 'fix' Oracle** in the medium to long-term and mitigate risks.

To evaluate the effectiveness of this phase of the programme we have considered these arrangements against:

- A framework of best practice for the full lifecycle of a transformation programme, summarised in Table One opposite.
- Evidence of progress against its stated objectives.

Table One : Programme best practice principles

Phase	Description
Define	The programme has a clear purpose, which is bought into by key stakeholders. It has defined objectives aligned to that purpose and specific measurable targets.
Setup	The programme has a structured approach and plan and is organised and resourced to deliver that plan efficiently and effectively.
Implementation	The approach to delivery is aligned to the programmes purpose and objectives and is underpinned by effective governance and change management.
Measurement	Performance against plan can be measured and appropriate reporting and gateway processes are in place to enable effective management and decision making.

Safe and Compliant phase

Summary of our recommendations

The following table sets out a summary of recommendations made in response to our review of the Safe and Compliant (S&C) phase.

Safe and compliant Phase	Summary of recommendations
<p>Define</p> <p>The programme has a clear purpose, which is bought into by key stakeholders. It has defined objectives aligned to that purpose and specific measurable targets.</p>	<ol style="list-style-type: none"> (1) In advance of transition from the 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. (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. <ul style="list-style-type: none"> • 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. • Decisions and their basis, against exit criteria, and any related actions need to be documented. (3) As part of any transition from the S&C governance arrangements: <ul style="list-style-type: none"> • all implemented fixes should be documented • all unresolved issues should be documented and prioritised, with clear ownership within the new governance model. • 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.

Safe and Compliant phase

Summary of our recommendations continued

Safe and compliant Phase	Summary of recommendations
<p>Setup</p> <p>The programme has a structured approach and plan and is organised and resourced to deliver that plan efficiently and effectively.</p>	<p>(4) An overarching plan for the S&C phase should be developed to support transparency and management of programme performance., providing greater visibility of:</p> <ul style="list-style-type: none"> • progress in support of milestones for the Council’s safe and compliant status, e.g. Close of FY 22/23, • dependencies between the multiple initiatives in flight, • planned deployment of fixes or improved functionality, and • the demands being placed on Council staff in delivery of the programme and business as usual services. <p>(5) The programme must seek to strengthen the input of Oracle expertise at programme and functional level.</p> <ul style="list-style-type: none"> • 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. • 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. • the demands being placed on Council staff in delivery of the programme and business as usual services. <p>(6) The level of additional resources, both interim staff and excess hours needs to be identified to ensure programme costs are fully transparent.</p> <p>(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.</p>

Safe and Compliant phase

Summary of our recommendations continued

Safe and compliant Phase	Summary of recommendations
<p>Implementation</p> <p>The approach to delivery is aligned to the programmes purpose and objectives and is underpinned by effective governance and change management.</p>	<ul style="list-style-type: none"> (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. (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. (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 BCC Oracle expertise is an ongoing concern. The unresolved issues around BRS need to be addressed and cannot wait for a re-implementation. (11) The impact of the issues with the ORMC implementation needs to be understood and a rectification plan put in place, as BCC expect this to mitigate additional audit concerns moving forward. (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. (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. (14) A robust review of the extensions / customisations and if they can be replaced or reworked needs to be actioned as a key input into the decision on how to resolve the issues.

Safe and Compliant : Define phase

In this section we have assessed how effectively the purpose and objectives for the Safe and Compliant phase of the programme are defined, the level of consensus amongst stakeholders and the extent to which measurable targets have been established for this phase of the programme.

Current State	Evaluation / Assessment	Recommendations
<ul style="list-style-type: none"> The Safe and Compliant phase was established with a clearly defined purpose and objectives, being to⁽³⁾: <ul style="list-style-type: none"> Give the Council Leadership Team (CLT) and Members confidence and assurance that the Oracle issues are being taken seriously and being managed effectively. 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. Develop and deliver a plan to 'fix' Oracle in the medium to long-term and mitigate risks. It has been organised based upon a crisis response governance model, acknowledging the scale and materiality of issues arising from the Oracle implementation. The timeline for this phase of the programme has been described as between 6 and 12 months. At the time of our review there was a desire to move away from the S&C governance arrangements, to a more traditional transformation programme model. This is based upon the view that the progress made by the existing structure has enabled the programme to establish effective ways of working underpinned by detailed plans, RAID logs and collaboration across workstreams. 	<p>Against its stated objectives:</p> <ul style="list-style-type: none"> The S&C phase has given greater visibility to issues within the Oracle implementation, with detailed analysis of issues, functions affected and implications for the Council. Providing greater transparency for the CLT and Members. A significant volume of issues have been documented and addressed through this phase, though the programme acknowledges many of the fixes put in place may be temporary, subject to a long-term solution being established. At the time of our review there were still issues categorised as Safe and Compliant which had not been resolved, and interviewees confirmed some of the most significant issues were being managed via manual intervention. For example: <ul style="list-style-type: none"> The Outturn and Financial Statements for FY 22/23 had not been completed. Monthly reporting to budget holders was not in place. Staff DBS clearance checks and Right to Remain reporting. 	<ol style="list-style-type: none"> In advance of transition from the 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. 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. <ul style="list-style-type: none"> 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. Decisions and their basis, against exit criteria, and any related actions need to be documented. As part of any transition from the S&C governance arrangements: <ul style="list-style-type: none"> all implemented fixes should be documented all unresolved issues should be documented and prioritised, with clear ownership within the new governance model. 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.

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Safe and Compliant : Setup phase

Evaluation of the Setup considers the scope of the S&C phase and its approach to the delivery of its objectives. It then goes on to consider the structure and organisation of this phase and how it is organised and resourced in order to efficiently and effectively fulfil its objectives.

Current State	Evaluation / Assessment	Recommendations
<p>Scope & Approach</p> <ul style="list-style-type: none"> The S&C phase was established, applying a crisis management governance model, to provide the necessary governance and oversight to address the ongoing issues following the Oracle Implementation. Interviewees describe a consistent approach and direction for the S&C phase and an estimated duration of 6 to 12 months. However, at the time of our review, there was no overarching project plan against which progress can be evaluated. 	<ul style="list-style-type: none"> These arrangements were put in place April 2023, a full year after go live, following an independent review of issues arising from the implementation. In the 12 months between go live and setup of the S&C governance arrangements, issues were being managed at a local / functional level and via the IT Service Desk. Interviewees identified that significant concerns about Oracle's performance were raised regularly with senior officers following go live but a lack of recognition of the scale of the problem contributed to a slow response. While the programme is operating in an agile manner, based upon the prioritised backlog, an overarching project plan incorporating the phased Sprints and other key activities e.g. implementation of the Risk Management Cloud, with alignment to corporate milestone targets e.g. completion of FY22/23 Financial Accounts would provide a greater level of transparency. 	<p>(4) An overarching plan for the S&C phase should be developed to support transparency and management of programme performance, providing greater visibility of:</p> <ul style="list-style-type: none"> progress in support of milestones for the Council's safe and compliant status, e.g. Close of FY 22/23, dependencies between the multiple initiatives in flight, planned deployment of fixes or improved functionality, and the demands being placed on Council staff in delivery of the programme and business as usual services.

Safe and Compliant : Setup phase

Current State	Evaluation / Assessment	Recommendations
<p>Organisation & Structure</p>	<ul style="list-style-type: none"> The structure of the S&C phase, terms of reference for its various forums and make up of attendees including Members, Officers and external third-party support indicates an appropriate level of: <ul style="list-style-type: none"> ownership from the CLT, opportunity for functions to engage with and influence the process, and transparency and visibility to allow effective decision making and Member oversight. 	<p>NA</p>
<p>Resource</p>	<ul style="list-style-type: none"> The level of resource and seniority of participants indicates the priority and focus now being given to the Oracle issues. From interviews CLT members and other officers acknowledge the importance of this phase of the programme. But in some cases, they have confirmed that they have limited capacity or relevant technical knowledge and need to rely upon the expertise available within the wider programme team in order to fulfil their role. 	<p>(5) The programme must seek to strengthen the input of Oracle expertise at programme and functional level.</p> <ul style="list-style-type: none"> 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. 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.

Safe and Compliant : Setup phase

Current State	Evaluation / Assessment	Recommendations
<p>Resource</p> <ul style="list-style-type: none"> Project Management Office (PMO) services are provided by PWC. There is an agreed budget of £26.5m for this phase of the programme. 	<ul style="list-style-type: none"> Budget is being used to fund interim resources including the PMO function and critical delivery resources in Finance Operations. These additional staff are primarily involved in reduction of transactions backlogs, caused by the lack of interfaces with feeder systems at go live, and identification and correction of posting errors from the BRS solution. Some additional resource has also been required to support processes which are now considered stable in Oracle (e.g. Accounts Payable and Payroll) due a perceived reduction in operational efficiency caused by the complexity of the Oracle solution. 	<p>(6) The level of additional resources, both interim staff and excess hours needs to be identified to ensure programme costs are fully transparent.</p>

Safe and Compliant : Setup phase

Current State	Evaluation / Assessment	Recommendations
<p>Resource</p> <ul style="list-style-type: none"> Members of the CLT chair the Gold and Silver Taskforce groups and the Design Authority and a seconded Programme Director from PWC chairs the Bronze Taskforce group. Each of these groups meeting weekly. Daily stand up and Grip meetings are led by the Interim Director of Transformation (DoT) and attended by senior officers including the Director of Finance and S151 and the Monitoring Officer. Bronze Operational Groups are led by the relevant senior Officer for each function and supported by senior team members and PMO resource. The Digital Technology Services workstream also includes service provider Version One. Member oversight boards (Finance Board and Oracle Programme Board) are chaired by the Council leader and attended by relevant portfolio holders, Cabinet Member for Finance and Resources and the Chair of the Audit Committee. Additionally, each board is supported by an independent external consultant. These weekly meetings are also attended by senior officers including the Chief Executive, DoF & S151 and Monitoring Officers. 	<ul style="list-style-type: none"> There appears to have been limited Oracle expertise in the programme, despite certain roles being badged as such. Where the expertise is present it is typically interim staff with Oracle experience engaged by the functions or Version One in their role as the Council's IT Support service provider. The lack of BCC personnel and any 3rd party who designed the original deployment results in a lack of understanding around how the process was designed and why. This makes resolution very difficult. For areas such as Finance the operational issues following the implementation have created additional workload pressure and contributed to increased levels of staff turnover. Alongside this, wider issues within the Council mean Officers have not been able to provide the level of dedicated input the programme requires. 	<p>(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.</p>

Safe and Compliant : Implementation phase

Implementation: Assessment of the Implementation considers the programmes approach to delivery of the S&C phase, how well delivery aligns to its purpose and objectives the effectiveness of governance and change management arrangements.

Current State	Evaluation / Assessment	Recommendations
<p>Analysis & Prioritisation</p> <ul style="list-style-type: none"> The programme has been able to get a grip of a substantial backlog of issues. As at June 2023 it had identified and categorised 522 product backlog defects requiring action, of which 170 were classified as Safe and Compliant issues. There are defined criteria for the assessment of backlog items, which are used by the Design Authority to inform prioritisation, these are summarised in Appendix C. The programme has also undertaken a review of the impact on frontline services, reporting back to the Members Oversight Board on: <ul style="list-style-type: none"> Place, Prosperity & Sustainability Housing, and City Operations These reviews identified a range of impacts for frontline services, some of which have an impact upon the delivery of statutory obligations, Key issues included: <ul style="list-style-type: none"> manual processes in supplier invoicing and payments, now resolved delays in recruitment and limited reporting through People Services availability of budget and expenditure reports from Finance visibility of payments from debtors 	<ul style="list-style-type: none"> The programme's aim, to complete year-end activities and close financial accounts for FY22/23, has not yet been achieved, and there is an absolute reliance on manual processing to complete FY22/23 and FY23/24. The reporting of progress on S&C issues and the KPI's do show a reduction in the list of issues / errors. This does give a level of confidence but there is no robust internal audit / review to prove this is the case. Interviews with functional teams also confirm progress has been made, but highlight significant on-going issues. Interviewees raised concerns about the prioritisation process highlighting ongoing issues with Debtor Reporting and Cash Collection and the BRS module as not being given sufficient priority. The issues with the BRS module are central to the breakdown in Finance Operations and in the Councils Financial Management. Ongoing rectification of posting errors from BRS requires 21 FTE delivering highly manual processes. Fixes for BRS are incremental and reactive, addressing categories of transactions, when errors are found. 	<p>(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.</p>

Safe and Compliant : Implementation phase

Current State	Evaluation / Assessment	Recommendations
<p>Delivery</p> <ul style="list-style-type: none"> • There is a current working assumption that most of the issues are caused by the modifications / PaaS extensions to Oracle, and all of these were built to accommodate the finance team making Oracle work like SAP. • The programme acknowledge that fixes are focused on addressing the immediate problem not necessarily resolving the underlying issues, and that many of the fixes being implemented are not aligned to the long-term vision for Oracle and are thus considered temporary. • ORMC has now been implemented and is currently deployed in the live environment tracking and monitoring risk events. Though we have been informed by the Programme team, that the version implemented cannot operate across a number of the PaaS extensions or customisations that have been made. • In Finance a significant part of the short-term response has been to mobilise additional resources, upto 65 FTE alongside resource from KPMG and PWC supporting transaction processing and manual correction of postings from BRS in Finance Operations. 	<ul style="list-style-type: none"> • The controls put in place to test and deploy the fixes appear robust, but they are clearly been in a firefighting mode. • There remains a large backlog of issues, some of which are categorised as Safe and Compliant, that are planned to be addressed in a future phase. • Where reduction in backlog issues is reported we have not seen evidence to show if these are interim fixes or a full resolution, or any assessment of the on-going / additional cost to the council. • The output from the ORMC will provide details of Risk Events, that is activities within Oracle which impact risk the Council have defined in the module. The events will need to be analysed to understand the extent and materiality of risks the Council is exposed to in the operation of Oracle. • With work on Segregation of Duties at an early stage, and with the gaps in what ORMC can interrogate and a high volume of Risk Events being reported in areas that it can interrogate, the Council cannot currently provide assurance around the risk of fraud. 	<p>(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.</p>

Safe and Compliant : Implementation phase

Current State	Evaluation / Assessment	Recommendations
<p>Delivery (Cont.)</p> <ul style="list-style-type: none"> • Work on Segregation of Duties (SOD), previously a significant issue in SAP, is ongoing but at an early stage. • ORMC went live W/e 29 September 2023, initially identifying over 344,000 access control incidents. Each incident represents a potential Segregation of Duties or Sensitive Access issue to be investigated. • At W/e 08 December 23, following investigation of incidents by a trained analyst, this has reduced to around 184,000 outstanding issues. This has primarily been achieved by removing Super User access which allowed staff to access all parts of the system irrespective of role. • Further work on improving Folder Security, Access Rights is ongoing. Role based Access Rights will need to be established as part of redesign. 	<ul style="list-style-type: none"> • We have a real concern that BCC have not addressed or understood fully the root causes of the functional issues and why more tactical and sustainable solutions have not been addressed in this phase. The priority appears to have been to focus on safe and compliant issues with discrete fixes and defer all other issues to the optimisation phase based on a general assumption that a re-implementation solves them. • If as believed the cause of many issues is the bespoke extensions or customisations it is not clear why these have these not been targeted for replacement or improvement. For example, <ul style="list-style-type: none"> • work on a sustainable replacement for BRS is only happening now • the ORMC implementation, in September 2023, not being able to cater for the level of customisation. • In Oracle cloud you cannot modify the core code only extend around this. This means core Oracle does and will work today. 	<p>(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 BCC Oracle expertise is an ongoing concern. The unresolved issues around BRS need to be addressed and cannot wait for a re-implementation.</p> <p>(11) ORMC has been implemented to test a range of basic controls. The impact of not being able to analyse transactions through the 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.</p>

Safe and Compliant : Measure phase

In this phase we consider how effectively performance against plan can be measured the extent to which management information and project gateway processes support effective management and decision making

Current State	Evaluation / Assessment	Recommendations
<ul style="list-style-type: none"> The programme has a number of trackers, reporting progress on completion of integrations and completion of fixes. We have not however, seen an overarching plan for delivery against the objectives of the S&C phase, or programme risk register. There is stated aim to transition from the Safe and Compliant governance arrangements to a more traditional model of transformation programme governance. Again, high level criteria for exit have been documented. 	<ul style="list-style-type: none"> The programme can demonstrate progress, based upon the reduction in volume of backlog items and fixes implemented, but this does not provide a clear sense of progress against objectives, or the expected lifespan of this phase. A level of manual intervention and effort is still required to: <ul style="list-style-type: none"> manage broken processes within BRS, compensate for the lack of financial management reports and manage less efficient processes, in areas such as Payroll <p>Issues of this nature are somewhat masked by the reporting processes and focus on transaction volumes and values.</p> <p>The exit criteria for the S&C governance process do not provide specific targets or a mechanism which will enable management to make an informed decision and provide a transparent process for all stakeholders.</p>	<p>[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.</p> <p>[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.</p> <p>[14] A robust review of the extensions / customisations and if they can be replaced or reworked needs to be actioned as a key input into the decision on how to resolve the issues.</p>



Future Optimisation phase

Future optimisation

The objective of this line of enquiry is to understand the Council's plans for the Reset and Optimise phase of the programme and assess these plans against recognised best practice for the delivery of technology led transformation.

Basis of evaluation

Reset and Optimisation is the phase of the programmes through which the Council aims to deliver the strategic ERP solution to support its future requirements.

A level of planning and design activity has been carried out in parallel to the S&C phase. This has included:

- knowledge sharing with other Local Authorities who have completed Oracle implementations,
- Internal workshops to define the aspirations for this phase and target state for the solution, and
- High Level Design workshops, supported by Oracle UK.

We recognise that this phase of the programme is still in its early stages. Therefore, to evaluate the effectiveness of this phase we have considered the Council's plans against the Define and Setup phases of the best practice framework in Table One, opposite.

As the programme does not yet have detailed plans for implementation, we have included key considerations and potential areas of risk, for management to take into account, based upon our experience of similar programmes.

Table One : Programme best practice principles

Phase	Description
Define	The programme has a clear purpose, which is bought into by key stakeholders. It has defined objectives aligned to that purpose and specific measurable targets.
Setup	The programme has a structured approach and plan and is organised and resourced to deliver that plan efficiently and effectively.
Implementation	The approach to delivery is aligned to the programmes purpose and objectives and is underpinned by effective governance and change management.
Measurement	Performance against plan can be measured and appropriate reporting and gateway processes are in place to enable effective management and decision making.

Future optimisation

Summary of our recommendations

The following table sets out a summary of recommendations made in response to our review of future optimisation.

Future Optimisation Phase	Summary of recommendations
<p>Define</p> <p>The programme has a clear purpose, which is bought into by key stakeholders. It has defined objectives aligned to that purpose and specific measurable targets.</p>	<p>(1) A vision for the Council's future state and supporting target operating model should be created</p> <ul style="list-style-type: none"> • 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. • 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 next steps. • 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. • A transition roadmap, from As Is to To Be, with any interim state(s) should be prepared. <p>(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 process to create ownership and accountability up front</p> <ul style="list-style-type: none"> • 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. • 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 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.

Future optimisation

Summary of our recommendations

Future Optimisation Phase	Summary of recommendations
<p>Define</p>	<p>(3) In advance of moving into detailed design a detailed review of options e.g. Re Implementation or retention of modules (e.g. Payroll), adopt or adapt processes & use of supporting best of breed tools needs to be undertaken, taking full account of the costs and benefits.</p> <p>(4) The Council need to understand all inflight programmes and identify dependencies and any common resources, e.g. Oracle and the middleware programme.</p>
<p>Setup</p> <p>The programme has a structured approach and plan and is organised and resourced to deliver that plan efficiently and effectively.</p>	<p>(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 areas that overran on cost time and money first time should be the focus as a minimum in addition to a new functional design.</p> <ul style="list-style-type: none"> BCC also need to challenge all of the areas where PaaS extensions were built and understand if this was to make it work like SAP or was it 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 a business case as a pre-requisite for a design phase <p>(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.</p>

Future optimisation

Summary of our recommendations

Future Optimisation Phase	Summary of recommendations
Setup	<p>(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.</p> <p>(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.</p> <ul style="list-style-type: none"> • 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. • 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. • The change management approach and plan should be aligned to the communications plan to ensure these are cohesive.

Future optimisation : Define phase

In this section we have assessed how effectively the purpose and objectives for the Future optimisation phase of the programme are defined, the level of consensus amongst stakeholders and the extent to which measurable targets have been established for this phase of the programme.

Current State	Evaluation / Assessment	Recommendations
<p>Target Operating Model</p> <p>Vision</p> <ul style="list-style-type: none"> The Council intends to have an overarching vision after the high-level design phase. The Council's vision for the programme is to implement and adopt standard Oracle modules wherever possible and simplify processes accordingly. There is a desire to move to focussing on processes end to end to create a more joined up approach across the Council. <p>Design Principles</p> <ul style="list-style-type: none"> The design principles that were agreed for the initial Oracle implementation have been revisited and refreshed with the SRO and other key senior leaders from each directorate. There has not been any wholesale change to the design principles as there is agreement that they are broadly still relevant to the future design, but some of the language has been changed to reflect the focus on system adoption over system adaption which is key to the Council's go forward approach. <p>Design</p> <ul style="list-style-type: none"> HLD only at this stage - the Council has been doing high-level value chain mapping activity as part of the scope of the workshops being carried out in September and October 2023. The intention is for processes to be assessed end to end to reduce the risk of solutions being developed and decisions being made in siloes. 	<ul style="list-style-type: none"> A clearly defined vision for their target operating model has not been articulated or shared. Moving into high-level design without this is a risk to the Council as they are relying on the design to inform the vision, rather than the vision to inform the design. Carrying out value chain mapping in both the high-level design and building this out in the detailed design phase will help to drive the approach the Council wish to take in this next phase of work, ensuring that processes are changed to adopt the new system in a cohesive way. Mapping the gaps between the 'As Is' and 'To Be' states will allow the Council to establish what needs to be addressed to move to the future state. It will also allow them to highlight whether an interim state is required and allow them to create a roadmap to move to the interim and 'To Be' state. The steps to do this after the initial workshops does not appear to have been outlined or planned. 	<p>(1) A vision for the Council's future state and supporting target operating model should be created</p> <ul style="list-style-type: none"> 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. 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 next steps. 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. A transition roadmap, from As Is to To Be, with any interim state(s) should be prepared

Future optimisation : Define phase

Current State	Evaluation / Assessment	Recommendations
<p>Target Operating Model</p> <ul style="list-style-type: none"> • Design (Cont.) 	<ul style="list-style-type: none"> • The Council are planning to introduce process owners who have accountability and oversight of the end-to-end process. This will further support the approach and avoid leaders only taking responsibility for their piece of the process. Moving to this approach will require a cultural shift and this does not appear to be being addressed yet as there are no change management plans in place. 	<p>(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 process to create ownership and accountability up front</p> <ul style="list-style-type: none"> • 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. • 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 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.

Future optimisation : Define phase

Current State	Evaluation / Assessment	Recommendations
<p>Target Operating Model</p> <ul style="list-style-type: none"> • Strategy: We could not evidence a definition of what success looks like or any success criteria identified for the optimisation / re-implementation. • We understand the approach going into HLD is to adopt standard Oracle functionality and let this dictate processes and design. As opposed to a business led approach in which business requirements are defined, based upon the target operating model. 	<ul style="list-style-type: none"> • The BCC strategy appears to be founded on a working assumption that Oracle out of the box best practise will address all of the issues and this is the only viable option. • Despite senior stakeholders stating a decision has not been made to re-implement Oracle. Feedback from attendees at the HLD workshops for payroll suggested this was the approach being proposed, despite it being considered unnecessary in their area. • Due to the size, complexity and volumes at BCC this assumption needs challenging. Whilst we agree many of the processes could be adopted, the cost to BCC of adopting these needs to be fully understood and evaluated against other suitable options. We would want these areas identified and considered as part of defining success for the programme. For example, If adopting standard Oracle increases costs the relative benefits against other options need to be fully understood. • It is unclear how these areas are planned to be addressed, but it was acknowledged they needed to be done. • In addition to an Oracle re-design we were also informed a major middleware programme was being started in parallel. This raises questions about how these two major programs be delivered at the same time from the same team. 	<p>(3) In advance of moving into detailed design a detailed review of options e.g. Re Implementation or retention of modules (e.g. Payroll), adopt or adapt processes & use of supporting best of breed tools needs to be undertaken, taking full account of the costs and benefits.</p> <p>(4) The Council need to understand all inflight programmes and identify dependencies and any common resources, e.g. Oracle and the middleware programme.</p>

Future optimisation : Setup phase

Evaluation of the Setup considers the scope of the future optimisation phase and its approach to the delivery of its objectives. It then goes on to consider the structure and organisation of this phase and how it is organised and resourced in order to efficiently and effectively fulfil its objectives.

Current State	Evaluation / Assessment	Recommendations
<p>Scope & Approach</p> <ul style="list-style-type: none"> • Planning for future optimisation is at a very early stage and a clear end state for the Council's functions and the approach to Oracle optimisation have yet to be defined. • Work is underway by the Transformation programme team to identify the relevant SMEs across the Council to be involved in workshops with Oracle to review end-to-end processes through a series of workshops. • The intended output of these workshops is to identify what will change across each process at a high level which will inform the change management approach and the detailed design. Key members of senior leadership are also being engaged but it is expected that they will not be required in all workshops and that SME involvement is more important. • BCC has commenced a £500k piece of work with Oracle to produce a high-level design based on work they did at Norfolk council. There is no clear business outcomes or requirements to design against. and many areas of substantial cost to BCC in a re-implementation are not covered or we could not evidence this. • There is a view to move to an end to end process ownership model which will address the original siloed approach. 	<ul style="list-style-type: none"> • Functional design is only one aspect of establishing a successful programme and the critical areas of strategy and approach we would expect to be agreed and in place, to make this effective, were not available at the time of our review. • In any re-implementation we would expect a clear well-defined strategy around integrations, data migration and reporting to establish costs and resources. These are not currently in place. • As a general observation Oracle consulting have less experience in Local government than Mastek. The reliance on a different SI and the working assumption because its Oracle consulting the design will be right is high risk. This is no different to the first design approach, which used the same principles. • Before BCC commenced a new high-level Oracle design, we would expect a clear understanding of the People (resources needed), the process complexities (BCC specific) and a plan for the programme to be in pace with clear costs and strategies in place. 	<p>(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 areas that overran on cost time and money first time should be the focus as a minimum in addition to a new functional design.</p> <ul style="list-style-type: none"> • BCC also need to challenge all of the areas where PaaS extensions were built and understand if this was to make it work like SAP or was it 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 a business case as a pre-requisite for a design phase <p>(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.</p>

Future optimisation : Setup phase

Current State	Evaluation / Assessment	Recommendations
<p>Organisation & Change management</p> <ul style="list-style-type: none"> • There is a member of the Programme team whose BAU role is the Portfolio Lead for the Fit for Future portfolio. They are leading on the target operating model plan for the Optimisation phase of the programme as this aligns with their portfolio, which encompasses a large number of operating model programmes for the Council's corporate functions. As many of these programmes have been paused, due to the interdependency with Oracle, their involvement aims to reduce duplication and tie in other strategic aims into the Target Operating Model work. • While the Council acknowledges that insufficient change management was a key area of failure in the initial Oracle programme, no dedicated change management resource is in place at a programme level and no detailed planning has commenced yet. • No change champion network has been created across the directorates. There is an existing employee voice group that the Oracle Communications Lead is starting to revive to bring the employee voice into the Oracle programme. 	<ul style="list-style-type: none"> • Having a member of the programme team specifically focusing on the operating model review and providing more holistic perspective in terms of the interlinks with other operating model programmes will provide better join up across the Council's Transformation portfolio. • From our understanding all change management activity will be picked up after high level design from change impact assessments through to training plans. No accountability for change management at a programme level means that, while the Council are acknowledging it is important and the 'lessons learnt' from last time point towards this being a critical enabler for success going forward, nothing is underway yet. • We would have expected to see a holistic approach to change management being taken across the programme with a case for change being articulated and up-front effort being invested in setting up the foundations (e.g., building a change champion network, stakeholder mapping and creating personas). There are only siloed efforts where Directorates are choosing to drive this themselves underway currently. 	<p>(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.</p> <p>(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.</p> <ul style="list-style-type: none"> • 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. • 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. • The change management approach and plan should be aligned to the communications plan to ensure these are cohesive.

Future optimisation

Setting up for success

The Council's planning for future optimisation is at a very early stage. While there is a need to move quickly the programme also needs to manage the ongoing issues affecting the Council's ability to deliver day to day operations and fulfil its statutory and regulatory obligations.

Given the Council's plans are not at a point where they can be assessed as part of this review, the following pages include details of key activities we believe the programme needs to consider which we have not commented on elsewhere.

Resilience in business operations: Securing the Council's ability to support business operations and progression of Safe and Compliant activities in parallel to the optimisation programme.

Issues

- The Council recognises low morale and increased staff turnover in functions significantly affected by issues with Oracle. This has contributed to a loss of corporate knowledge which is critical during design and implementation of a future solution.
- The Council is reliant upon interim resource and out of hours working to deliver business as usual processes and to maintain the level of manual intervention required to mitigate on going Oracle issues.
- Any reduction, or significant turnover, in current interim resource will put at risk the Council's ability to deliver core finance processes and progress the remediation of issues.

Recommendations

- 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:
- A resource strategy should be developed, identifying staff key to Council operations and the future optimisation, and identifying options to secure those staff or plan for succession / build resilience where there are ongoing risks.
- A specific plan is required to ensure adequate resources are maintained within finance operations until issues are fully resolved.
- 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.

Future optimisation

Setting up for success

Design for future optimisation: Design of the Oracle solution needs to be based upon a clear view of what a successful outcome for the Council looks like. A solution which is aligned to and supports achievement of the strategic outcomes described in the Council's Corporate Plan.

Issues

- The operational imperative, to fix Oracle, creates the potential for the programme to design a solution based purely on what standard functionality can deliver, as opposed to one which optimises the efficiency and effectiveness of the Council's end to end processes.
- Decisions made during the design phase for optimisation will embed processes and ways of working into the Council, with associated costs and impact for service delivery, which will be difficult and costly to change later.

Recommendations

- The Council should agree a TOM for support functions which supports delivery of their Corporate Plan and for which Oracle is a key enabler.
 - 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.
 - Design options need to be fully evaluated based upon a set of agreed criteria. These criteria may include, though not exclusively:
 - alignment to business functional and non-functional requirements,
 - security and compliance, aligned the Councils obligations,
 - scalability and performance, the solutions ability to support current and forecast future demand,
 - integration with existing systems and data sources, internal and external,
 - costs and benefits, total cost of ownership and related benefits against alternatives.

Future optimisation

Setting up for success

Programme Leadership: This phase of the programme aims to deliver a long-term Strategic solution for the Council, as such the solution must be owned and advocated by the senior leadership of the Council.

Issues

- The programme is one of many priorities for the Council and there is a risk that focus on the future solution may be diminished.
- Transition from the S&C governance process may create an impression that the risks in the programme have been addressed, though many of the current fixes are known to be temporary.
- Delivery of a robust long-term solution will require significant investment of resources and a willingness to drive change in the Council's ways of working and its culture. Visible ownership and advocacy from the senior leadership will be essential to that.

Recommendations

- 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.
 - The Council's senior leaders must take a role in the governance process which enables them to adequately own the solution delivered.
 - 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.

Programme Planning: Governance arrangements need to ensure appropriate levels of input and oversight from senior officers and members and ensure they are supported in their decision making by Oracle expertise which is independent of their chosen delivery partners.

Issues

- As the programme moves from its S&C governance arrangements to a more traditional programme governance model the visibility and senior oversight of the programme should not be lost.
- The Council does not have a depth of Oracle experience to draw upon and senior officers, with service delivery responsibilities, have limited capacity to address the technical requirements of the programme.

Recommendations

- Governance arrangements must include appropriate input and oversight from senior officer and members , as well as functional and technical leads.
 - The Council should seek to strengthen its inhouse Oracle capabilities across all grades.
 - This may include independent Oracle expertise in a strategic advisor / critical friend capacity.

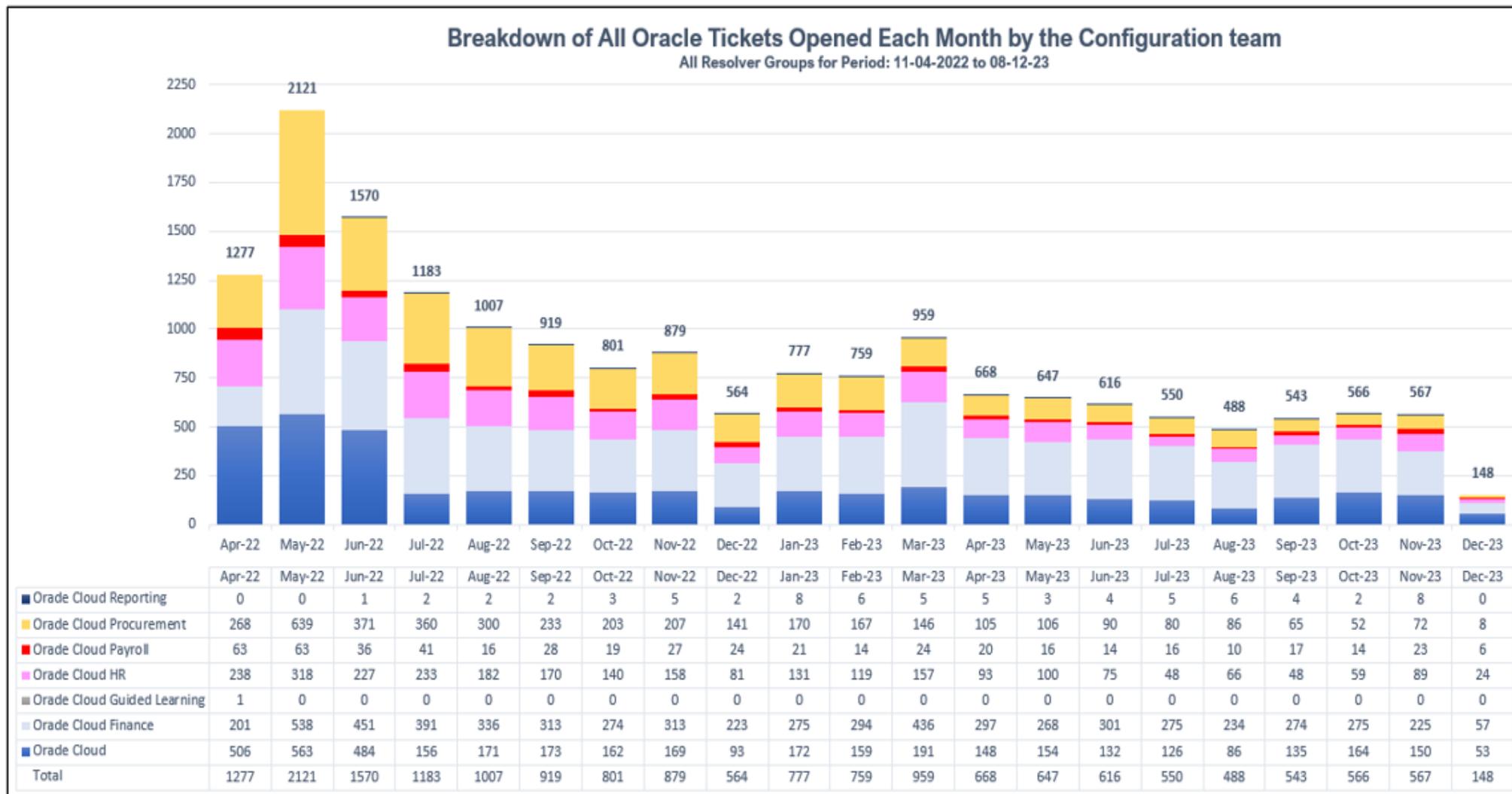
Appendices

- **A : Breakdown of service issues by month and type**
- **B : Programme Deployment Readiness Assessment**
- **C : Safe and Compliant Backlog Assessment Criteria**
- **D : Schedule of stakeholder interviews**

Appendix A

Breakdown of services issues raised by month and type

Source: Oracle Cloud Issues and Remediations by month since April 2022 – 08 December 2023



Appendix B

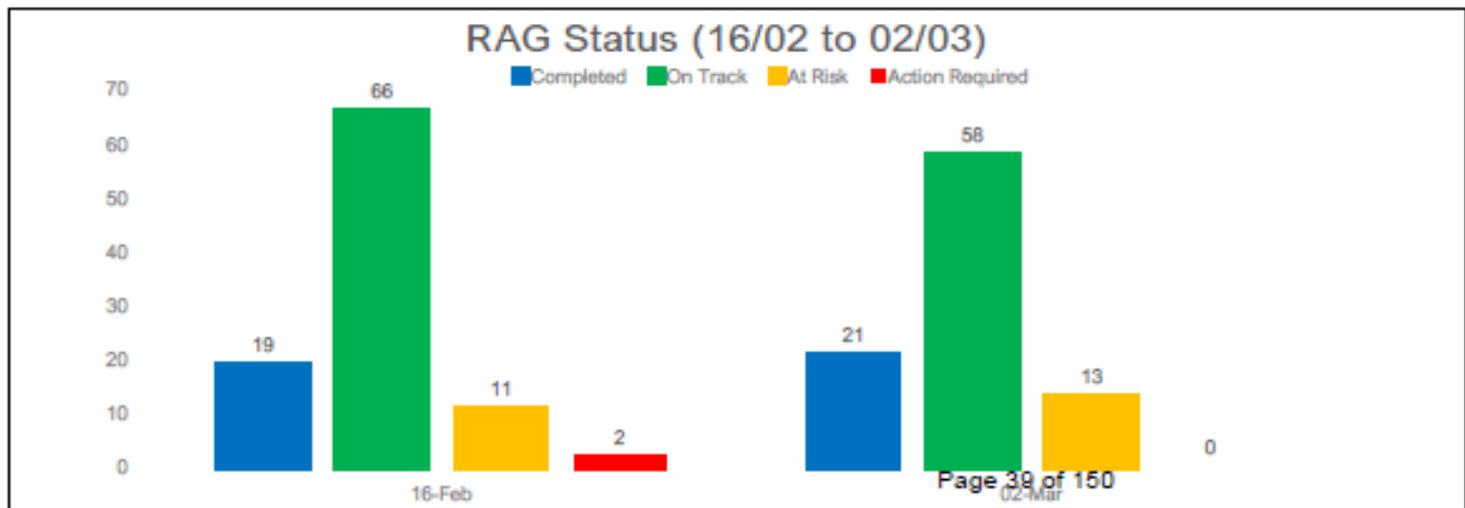
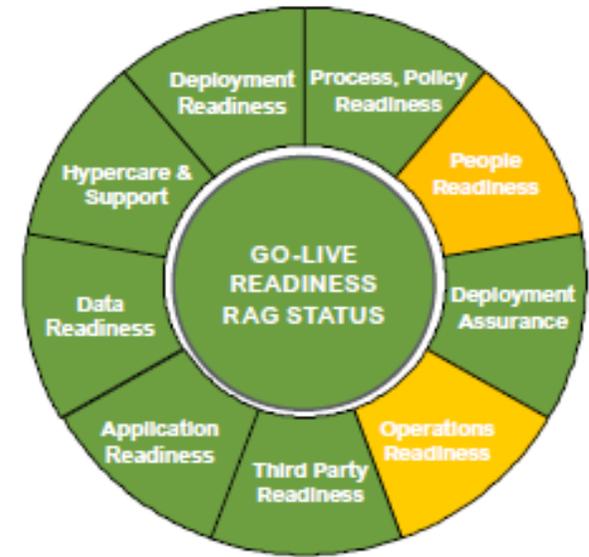
Programme Deployment Readiness Assessment

Source: Resources review and oversight committee March 2023

1B Deployment Readiness Assessment

Summary

- Overall, a Green status is being reported. There are 13 criteria currently with an Amber Status however none of these are considered sufficient to impact Go-Live as plans and mitigations are in place.
- There are 2 Readiness Dimensions driving an Amber Status: People and Operations Readiness. Operations Readiness actions relate to preparedness of the support organisation and the support team who will take ownership of the Oracle Cloud solution. As part of mitigating this area, a review is taking place of the readiness of this team and a possible mitigation is to increase the scope of the procurement of the Managed Service Partner.
- People Readiness is driving an amber status principally due to the tight timeline for completing user training because of time constraints of resources and final elements of the solution where defects are being resolved and re-tested. To mitigate this, regular engagement with the Business coupled with a revised approach to training based on priority processes has been but in place.



Green	Majority green and on-track with max 2 amber
Amber	More than 3 Amber
Red	More than 2 red

For the full list of criteria and links to the dashboards from the February assessment click [here](#)

Appendix C

Safe and Compliant Backlog Assessment Criteria

Source: Oracle Design Authority Backlog Assessment June 2023

Criteria	Definition	How applied
Safe and Compliant	Criteria: <ul style="list-style-type: none"> Places people (staff, customers, suppliers) at risk of harm Breach of statutory requirement Breach of regulatory requirement Risk of reputational damage 	Yes or No
Simplicity	Range from simple (L) to (H)	H/M/L
Alignment with Oracle Vision	Impact on future strategy for Oracle (e.g. the move to less customisations)	H/M/L
Effort / Cost	Amount of technical and business effort required to both fix and deploy	Effort in days converted to £ impact (simplified to H/M/L)
Business Case / Cost of other options	Savings or benefits acceptable relating to costs, no lower cost temporary solution identified	True / False
Business Change	Business change required is understood and accepted.	True / False

Appendix D

Updated safe & compliant scope: essential fixes.

Source: Oracle Programme Update December 2023 – Finance safe & compliant key areas of focus

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
Collecting debt. Essential business requirement achieved, with some technology enabled improvement needed.	Interim solution target for traded debt outstanding over 90 days at 65%	Performance is now stabilising but can improve. The functionality for collecting debt needs improvement. We need to implement Dunning Letters (debt chasing letters) and improve debtor reporting in Oracle	There are 12 technical fixes required to support the delivery of this outcome. These include implementing Dunning (debt recovery letters), more effective Accounts Receivable reporting to improve our abilities to monitor and collect debt, and automated Direct Debit receipting to reduce manual effort.	Accounts receivable activity is impacted by BRS posting issues and the high volumes of unallocated cash preventing accurate debtor reporting to chase for debts. We have a team of temporary resources needed for manual workarounds to allocate cash and that will need to remain in place until the solution is optimised. We will not be fully safe and compliant in this area until the Income Management system to replace BRS is live and the optimisation phase is complete.

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
<p>Ensuring we pay our suppliers accurately and on time, and provide any associated statutory reporting accurately and to deadlines (e.g. VAT reporting) Essential business requirement achieved, subject to remaining backlog fixes.</p>	<p>Interim solution target for percentage of supplier invoices paid on time 60%</p>	<p>Our performance in paying suppliers on time has stabilised at improved levels over SAP. The functionality needs improvement for certain payment types.</p>	<p>There are 3 technical fixes required to support the delivery of this outcome. These changes will:</p> <ul style="list-style-type: none"> • Help resolution of issues with one time supplier payment approvals • Create a supplier interface feeder file • Deliver a report to enable reconciliation of supplier balances 	<p>Manual work arounds are in place and a team of temporary transaction processors has been in place since Sept 22. These resources will be needed until the system optimisation phase is completed.</p>
<p>Paying our people and maintaining a statutorily compliant payroll system Essential business requirement achieved, subject to remaining backlog fixes</p>	<p>Resolve known payroll errors and statutory reporting issues caused by system</p>	<p>The majority of payroll issues are resolved. Some issues remain to correct errors in statutory reporting. Some payroll accuracy issues are outstanding.</p>	<p>There are 10 technical fixes required to support the delivery of this outcome. Key technical fixes outstanding relate to.</p> <ul style="list-style-type: none"> • Issues producing P45 • Resolving specific payroll accuracy issues • Improved recording of some key data fields <ul style="list-style-type: none"> • Improved reporting • Holiday pay calculation 	<p>Additional resources have been required and high levels of overtime have been worked in this area to maintain a reasonable service. This will need to continue until the solution is optimised.</p>

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
<p>Produce FY22/23 outturn. Essential business requirement achieved, with inherent risks remaining until optimisation delivered.</p>	<p>Produce a financial position for FY22/23</p>	<p>A draft provisional outturn has been produced and is now being reviewed</p>	<p>No further technical fixes proposed ahead of optimisation.</p>	<p>Inherent risks remain to the quality of the outturn due to.</p> <ul style="list-style-type: none"> • The volume of manual processes cleared in short timescales. • The number of errors made by BRS that have needed identifying and correcting manually. • Poor quality system and manual controls in place during the year • Challenges with the performance of the financial reporting solutions available in Oracle • The s151 officer will need to form an opinion on the assurances that can be given on the accuracy of outturn

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
<p>Producing a monthly budget monitor. Essential business requirement not currently being achieved.</p>	<p>To implement a reasonable interim solution to provide a budget monitor. This will be very challenging due to systems issues; a significant manual solution and compromised output is likely to be needed until the technology optimisation phase is delivered.</p>	<p>Currently no monthly budget monitor has been produced since go live. An Oracle Actuals to Budget report has been produced. The volumes of manual postings and error correction needed, and caused by BRS will make it challenging to produce a budget monitor to a reasonable monthly timetable. The bank reconciliation for FY22/23 has been performed manually. We do not have a viable solution for producing a monthly bank reconciliation due to the very high levels of postings that need to be reconciled.</p>	<p>Some fixes are needed to improve the ledger accuracy. There are 14 technical fixes required to support the delivery of this outcome. The main technology issues include:</p> <ul style="list-style-type: none"> • Fixing remaining interface issues • Outstanding reporting needs 	<p>Our ability to produce a timely and accurate budget monitor is severely impacted by the BRS solution and the very high level of manual postings and corrections that need to be made. This will not be resolved until the system is reimplemented. Producing a monthly budget monitor is a key control that our auditors will look for provide assurance in the accuracy of the yearly outturn figures presented to them. The Oracle bank reconciliation is failing and due to the volume of transactions flowing through the general ledger, it will be very challenging to produce a timely monthly bank reconciliation, until an optimised Income Management solution is delivered. The volume of manual postings also presents an inherent risk of manual error and backlogs accumulating, which will remain until BRS is replaced with an Income Management solution. During FY23/24 backlogs in suspense and control accounts have accumulated that now need to be reviewed and cleared before a budget monitor can be produced. Operational resourcing needs and timescales to clear FY23/24 backlogs and produce a budget monitor for P9 are being assessed.</p>

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
<p>Managing risk of theft and Fraud High inherent risks will remain until we deliver an optimised technology solution</p>	<p>Develop a controls framework to mitigate the risk of theft and fraud</p>	<p>There are risks of theft and fraud in the current solution environment due to:</p> <ul style="list-style-type: none"> • User access rights, and segregation of duties issues in Oracle • Poor design of journal approval workflows in the system • The level of manual postings that need to be made in the system 	<p>There is 1 technical fix outstanding for this this outcome to improve timesheet approvals for project resources.</p>	<p>We will not be safe and complaint in this area until an optimised technology solution that addresses inherent systems controls issues in the current solution is delivered. The interim objective will be to mitigate the risks through the following measures that need to be implemented:</p> <ul style="list-style-type: none"> • Additional manual controls and checks will need to be implemented to provide assurance that risk of theft and fraud is reduced. • An assurance and control framework has been developed and processes and manual controls, will now need to be assessed against this framework. • A process lead has been appointed to deploy the controls framework. • Processes and procedures will be implemented in priority areas of risk identified as the controls framework is deployed. • Contingency technology funding should be set aside for any improvements that can be made to the current system controls where there is a reasonable business case. • Additional resources may be required to implement additional controls and checks where risks are identified.

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
<p>Achieving an unqualified audit High inherent risk until the optimised technology solution is delivered</p>	<p>Meeting External Auditor deadlines to publish accounts that will meet audit requirements for satisfactory controls and assurance</p>	<p>Technology issues have been resolved to provide the reporting needs to produce an outturn. However, issues with system controls (particularly fundamental issues with the system access and security) will create risks of audit qualification until the optimisation phase is delivered. The volume of manual postings and corrections required due to BRS issues also present significant risk until BRS is replaced with an Income Management System</p>	<p>The technical fixes required to reduce the risks of failure in this area will not be delivered until the system is optimised to address the following:</p> <ul style="list-style-type: none"> • Replacement of BRS with an Income Management Solution. • Restructuring of the chart of accounts and enterprise structures. • Rebuilding of the user access rights and security model. 	<p>There will be residual risk of audit qualification until the system is optimised / reimplemented. During the interim period, whilst we await a new solution, we will need to mitigate these risks with:</p> <ul style="list-style-type: none"> • Additional manual workarounds and controls • Potential further technology fixes as yet not identified that will reduce the level of manual activity and process risk. • Other controls such as monthly budget monitor, managing systems access controls and a more robust controls framework over the manual controls, described in the sections above are needed to support further mitigation of this risk. <p>There will be a risk of audit qualification for both FY 22/23 and FY23/24 accounts due to the inherent risks that we will not be able to fully mitigate until the solution is optimised.</p> <p>The auditors are currently reviewing the control environment and are yet to decide their approach to the FY22/23. To fully mitigate the risk of audit qualification until the optimised solution is delivered, we will need a large manual work around solution to be developed and implemented. This will take time and cost to implement. This needs to be balanced against acceptable risk, cost and time that the manual solution will be required.</p>

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
<p>All employees are paid on time and correctly. HCM Framework model: Compensation</p>	<p>Holiday pay is calculated correctly for employees on Term Time Only contracts who have Worked overtime or are in receipt of any other contractual allowances.</p>	<p>Any Term Time Only employees who have worked overtime or been in receipt of allowances have not currently had their holiday pay paid accurately. There could therefore potentially be a further budget pressure and we are also in breach of contract and unlawful deduction of wages status. Grievances have started to be received so we have employee relations issues.</p>	<p>A technical fix is proposed that will automate the process of applying the BCC School Term Dates to all relevant staff records in Oracle. This automated process can then be run annually once the new term dates have been agreed.</p>	<p>No manual workarounds currently in place. Any potential mitigation would require the development of reports to identify people who have received allowances or overtime followed by a very complex calculation as to what holiday pay, they should receive. This would be more complex/costly than implementing the identified solution.</p>
<p>All employees are paid on time and correctly. HCM Framework model: Compensation</p>	<p>Ensure allowances are reviewed and updated when employees move between roles.</p>	<p>Currently, there is no automatic process to flag to the new Manager that an employee who is moving to a new role has allowances that need to be reviewed to ensure they are applicable to the employee's new role. We are reliant on the employee to notify us if they are in receipt of any allowances, they are not eligible for. If the allowances aren't correct this can lead to staff being overpaid.</p>	<p>A technical fix is proposed that will automatically flag to manager and / or People Services where allowances are applicable so they can be stopped at source when an employee moves from one role to another.</p>	<p>People Services staff are responsible for validating allowances, however only Payroll team can view employee allowances in Oracle.</p>

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
<p>Compliance with managing absence policy and statutory absence legislation. All employees are paid on time and correctly. HCM Framework model: Managing Absence</p>	<p>Accurately report all instances of sickness absence for BCC, BCT and Schools. Compliance with the managing absence policy and statutory absence and paying employees in line with their contractual sickness entitlement.</p>	<p>A decision was taken during the original Oracle implementation for the Oracle Absence module not to be used for sickness absence recording and for absence to be recorded in Payroll. It is not currently possible for People Services staff to accurately review and analyse absence data held in Oracle, to ensure as an organisation we are managing staff absence correctly and in line with policy and supporting employees. Currently, we are reliant on individual Line Managers managing absence in line with policy. The risk is that Line Managers are not managing absence in line with policy, which could lead to staff not being supported correctly and associated employee relations issues. Where staff are absent for longer, due a lack of appropriate absence management, the Council will incur increased costs for interim resources to cover the absentee employee.</p>	<p>A technical fix is proposed that will provide a series of reports that can then be used by People Services staff to review and analyse absence information to ensure compliance with policy and legislation and to ensure the right support is being provided to staff and Line Managers.</p>	<p>The Employee Relations team are doing what they can currently, but the data / reports are not accurate.</p>

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
Provide HR Services to Schools, including Multi Academy Trusts (MAT) or a Multi Academy Companies (MAC) HCM Framework model: N/A	Support the Academy Conversion process to move employee data to the new MAT or MAC employer.	Where Schools that purchase HR Services from the Council join a Multi Academy Trust (MAT) or a Multi Academy Company (MAC) on either a voluntary or forced (e.g., inadequate Ofsted outcome) basis the Council is contractually required to provide a conversion process to move data within the Oracle solution from the main Council entity to the relevant MAT or MAC entity. This is because the MAT / MAC become the new employer / HR Provider. The key risks to the Council are: 1. Breach of existing service level agreements and contracts if the Service is unable to deliver a conversion process. This could lead to legal challenge, additional, associated financial cost and reputational damage. 2. Potential loss of income of up to £400,000 per annum in recurrent income, which is based on the loss of specific conversation income (about £55k) and also the loss existing and future School's HR income from existing MAT / MAC customers that would have to take their business elsewhere if the Council is unable to convert schools for them.	The proposed technical fix will develop a process to convert existing school customers to an existing MAT/MAC and to onboard a new school to an existing MAC/MAT that is already a Schools HR customer, so supported by the Council.	A potential manual workaround has been considered but had GDPR implications so was not considered viable.

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
Compliant employment contracts HCM Framework model: Core HR	School Manager are giving notice in line with employee contract terms.	Currently there are instances where Schools Managers are not giving sufficient notice to employees in line with the employee's contract. The impact is that contracts have to be temporarily extended to ensure the notice period is sufficient, which creates a financial pressure BCC, BCT and Schools.	A technical fix is proposed that will generate notifications to Schools Managers to highlight contractual actions they need to take, e.g, end of a Fixed Term Contract , Acting Up, sickness triggers, Right To Remain.	Currently manual records are being maintained by each of the 270 Schools we support.
All employees are paid on time and correctly. HCM Framework model: Compensation	Contractual annual leave increases after 5 and 10 years of service are applied for employees on Term Time Only contracts to ensure payment calculations are correct.	There is no mechanism to automatically apply the 5 and 10 annual leave increases to employees on Term Time Only contracts. Where increases are not applied then pay will not be calculated correctly for these employees and they may be paid too little. This impacts the affected staff, has a negative impact on employee relations and puts the Council at risk of legal action, for breach of contract and unlawful deduction of wages. Grievances are now starting to come in.	A technical fix is proposed that will ensure the term time working weeks calculation is accurate in Oracle and reflects the employees correct annual leave entitlement.	There are no manual workarounds in place.

Appendix D continued

High level outcome	Key output	Current situation / limitations	Technical fixes to be delivered by the programme	Residual risk mitigation
Diversity in the workforce. HCM Framework model: Recruiting	Monitor the diversity of shortlisted candidates.	To ensure we are complying with the Council's Everyone's Battle, Everyone's Business (EBEB) strategy, it is important that we can correctly report on the diversity of the candidates that are shortlisted for interview. It has been identified that the report used to monitor data is including all applicants for each role and not those that were shortlisted. The impact is that a key EBEB statistic is not being calculated correctly.	The proposed fix will correct the report so it performs the correct calculation, using only the shortlisted candidates and not all applicants.	There is no manual workaround because they are all pending workers in Oracle Cloud and we have no access to their diversity characteristics as they are not employees
Pay Equity across the organisation. HCM Framework model: Compensation	Annual review of turnover levels to reduce equal pay risk.	Turnover levels need to be reviewed annually by post by service area to ensure both the Council and BCT do not create any Equal Pay risks for itself i.e., paying a market supplement when there are higher levels of turnover elsewhere not receiving such supplements. Payments like these need to be kept under review to ensure the underlying business reason which justifies them continues to exist. The moment that reason disappears, we are at risk of incurring an equal pay liability. Currently there is no report or mechanism to extract information to support this annual review.	A technical fix is proposed to develop a report that will used to monitor pay equity across the organisation.	Given the volume of employee records and data that would need to be reviewed and checked it is not possible to do this manually. The proposed report would be used in conjunction with other intelligence, such as market data and exit interviews so it is not a standalone fix.

Appendix E

Forecasted reserves position

Source: S151 Officer Update November 2023

1. Negative Reserves of -£680 million

Useable Reserves	Value (£m)
Balance at 31 st March 2022	£596.8m
Reserves used in 2022/23	(£336.2m)
Latest forecast 31 st March 2023	£260.6m
Estimated reserves usage in 2023/24	(£25.6m)
Latest forecast 31 st March 2024	£235.0m

Of the £235.02m, £172.2m is available for use.

*There are **additional draw-downs** which need to be addressed.*

Reserves available for Overspend and Other Items	£172.2m
Overspend for 2023/24	(£87.4m)
Oracle Costs (multi-year)	(£46.5m)
Extra Pay Award Costs 23/24 (assuming 6.5%)	(£11.2m)
Equal Pay Liability, midpoint £650m-£760m future yr	(£705.0m)
Negative Reserves	(£677.9m)

- Useable reserves is currently defined as the sum of the Delivery Plan Reserves, Financial Resilience Reserve, Other Corporate Reserves, and Earmarked Reserves;
- Our expected 2023/24 reserves position forecasts that we could have up to £172.2m of usable reserves to address the challenges above;
- *This is before the impact of Equal Pay, and the costs of borrowing to fund Equal Pay;*
- There are also other risks such as Highways PFI.
- As such, from an accounting perspective we are in a **negative general fund position**.

Appendix F

Schedule of stakeholder interviews

Name	Role
Cheryl Doran	Assistant Director and CIO
Richard Lloyd - Bithell	Asst Director Finance Strategy & Deputy Section 151 Officer
Craig Buckley	Oracle Programme Director (PWC)
Richard Brooks	Head of Design Authority
Meena Kishinani	Director of Transformation
Graeme Betts	Director of Adult Social Care
Sarah Dunlavey	Assistant Director Audit and Risk Management
Sean Thain	PMO lead
Rob Musekiwa	Lead Enterprise Architect
Steve Sandercock	Assistant Director of Procurement
Jonathan House	PWC Partner
Simon Ansell	Head of Transaction Services
Rupert Barlow	Head of Finance Operations and Process
Paul Chinn	Finance Consultant
Chris Holt	Head of Technical Practice
Ian Badger	Application and ERP Consultant

Name	Role
Fiona Greenway	Director of Finance & Section 151 Officer
Ghazala Begum	Oracle Programme Comms Lead
Amanda Mays	Interim Transformation Programme Director
Ian Badger	IT contact - name provided by Rebecca Hemsley
Rebecca Hemsley	Interim Director of People Services
Jamila Mensah	Target Operating Model Lead
Mohammed Sajid	Head of Finance Strategy
Tim Bell	Finance Advisory (\$151 Chief of Staff)
Nic Fell	Transformation Programme Resourcing Lead
Mahboob Ahmed	Finance Contractor
Mukhtar Mirani	Finance Seconded (KPMG)
Lee Bickerton	Finance Manager

