

# Oracle update

Report of the Chief Executive  
15 September 2023



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# Summary of previous meetings

## 16 May 2023:

- Findings of Discovery report, identified *“a significant number of issues which are now becoming business critical, impacting Finance, HR, and Schools”*
- Outlined the enhanced governance model – weekly Bronze, Silver, Gold and Member Oversight meetings.
- Explained plan to work on Safe & Compliant and Optimisation phases in parallel.

## 28 June 2023:

- Progressing work on Control, Capacity, Capability and Communication.
- Progress updates on Finance (backlog), People Services (data/reporting) and Schools (closure of accounts).
- Introduce the Design Authority – to lead the Optimisation / Solution Design work.
- Cabinet Report, approved in June 2023.

# Current state of play



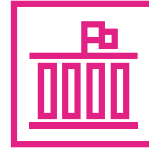
## Overall Progress

- The programme is stable, and we have a strong grip.
- Made good progress on safe & compliant issues in all areas.
- Have had to deal with new issues that have arisen.
- Continue to progress safe and compliant fixes, whilst working on the optimised solution design.



## Progress by Function

- Finance: Unallocated FY22/23 cash resolved, focus is the FY22/23 out-turn and the FY23/24 backlog.
- People Services: Enhancement reports completed, including Equal Pay, Gender Ethnicity Pay Gap, BCT, and DBS. Reduce risk.
- People Services: significant progress on DBS compliance.
- Internal Audit: Risk Management Cloud module went live 1st Sept 2023 (ahead of plan).



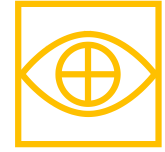
## Governance

- Crisis response governance (based on Gold & Silver Command structure) has worked well.
- Clear escalation routes and informed decision making as supported delivering at pace.
- Proposing to now transition to a standard Programme Board model, whilst maintaining Member and Scrutiny reporting. This will increase pace without compromising assurance.



## People Impact

- Have deployed support arrangements to help our team members who are under a lot of pressure.
- A weekly Programme Director's Blogs and dedicated programme SharePoint site help to keep teams informed.

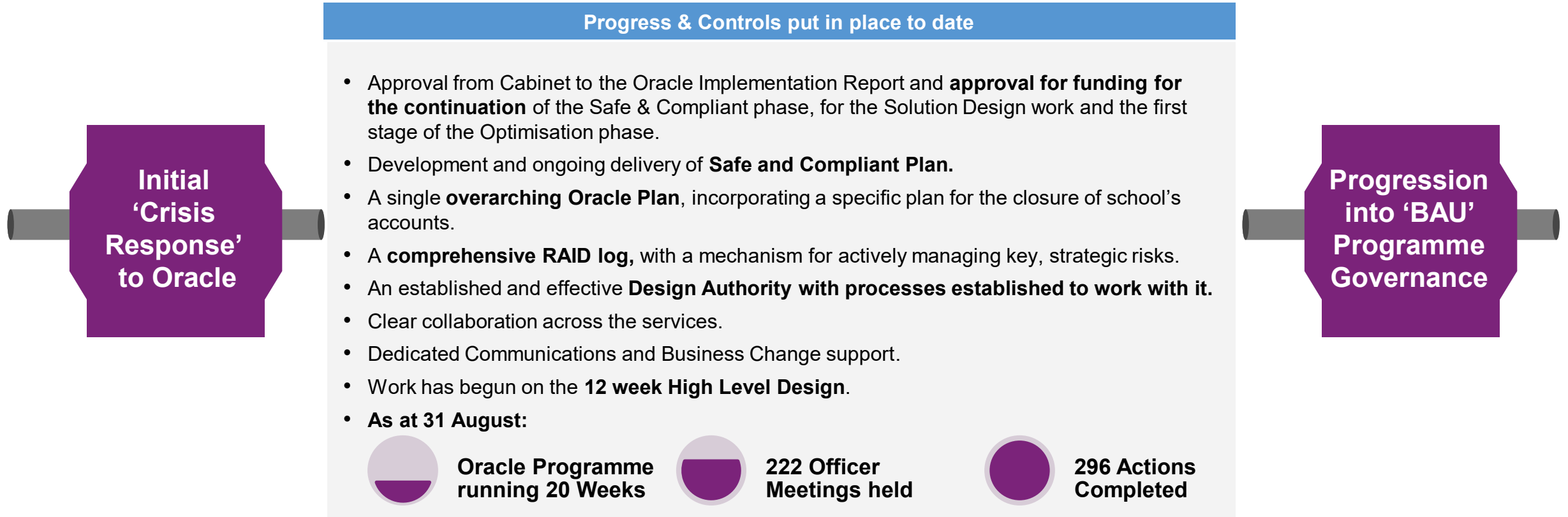


## Vision

- Have confirmed our vision & guiding principles for the future design.
- Work on the high level end-state design is progressing.
- Oracle Consulting engaged to ensure we deliver our 'out of the box' Oracle vision.
- The Design Authority is holding the team to account and ensuring we follow our agreed principles.

# Moving from 'Critical Response' to BAU

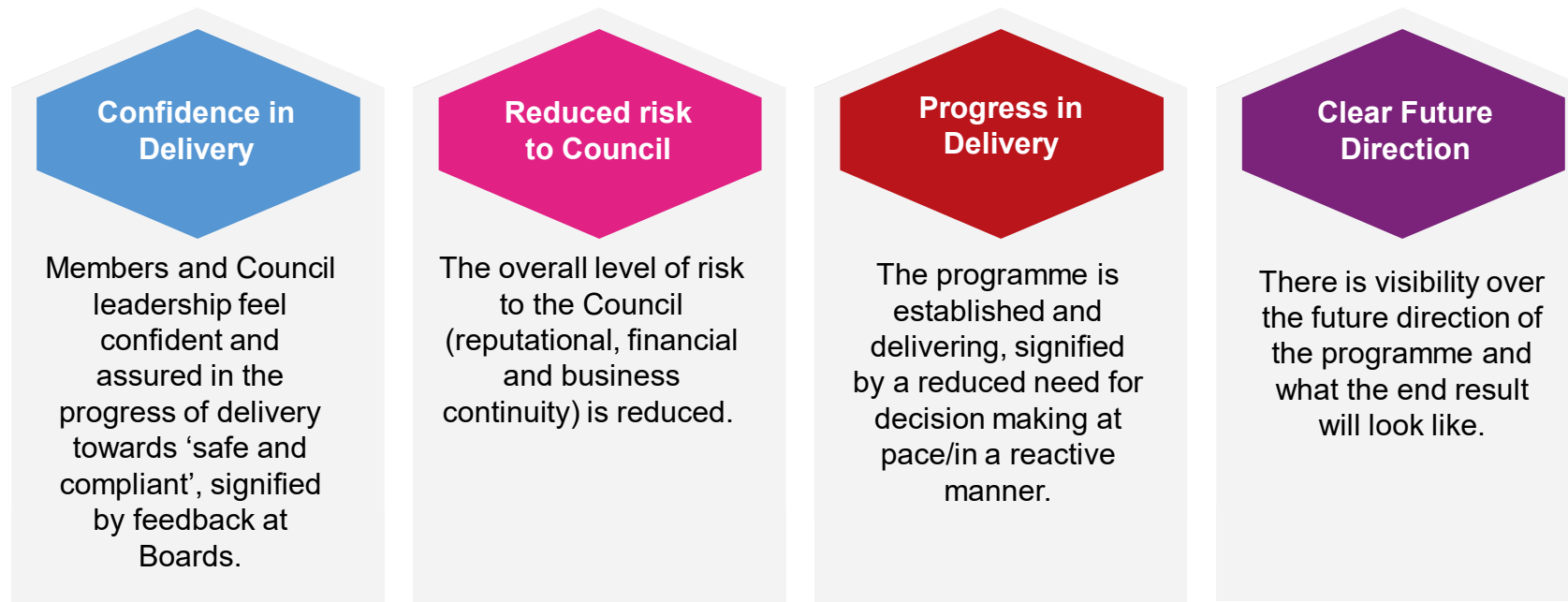
The progress made by the existing structure has enabled the programme to establish effective 'ways of working' underpinned by detailed plans, RAID logs and collaboration across workstreams. This will enable the programme to progress to a 'BAU' state allowing workstreams to focus more time on delivering against the plan in a manner which reduces the 'crisis-response' styled governance approach.



# Key Indicators to Standing Down a Crisis Response

The current governance arrangements, (Gold, Silver, Bronze) are commonly associated with crisis management and were set up in response to the significant level of reputational, financial and business continuity risk to the Council.

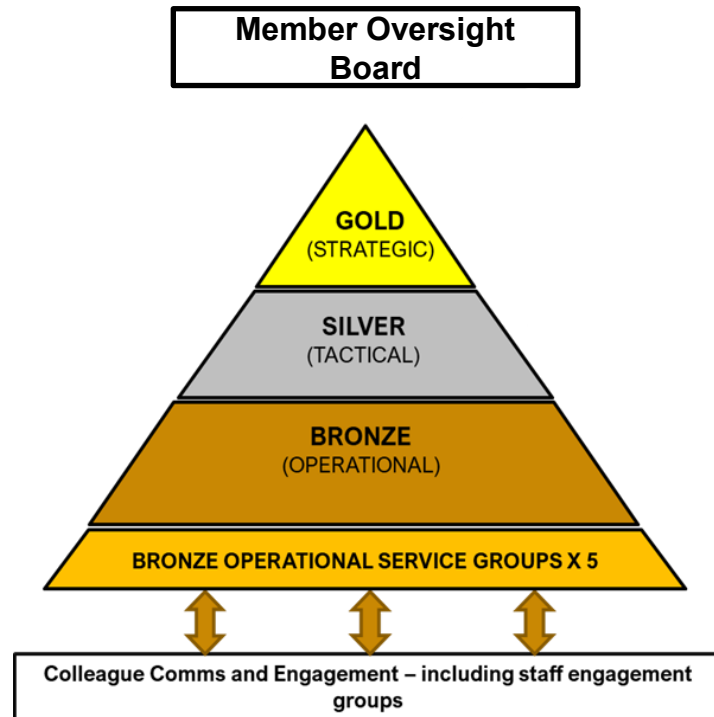
The expectation was that the command structures were a temporary measure and would be replaced with a more traditional programme structure once the following indicators have been met.



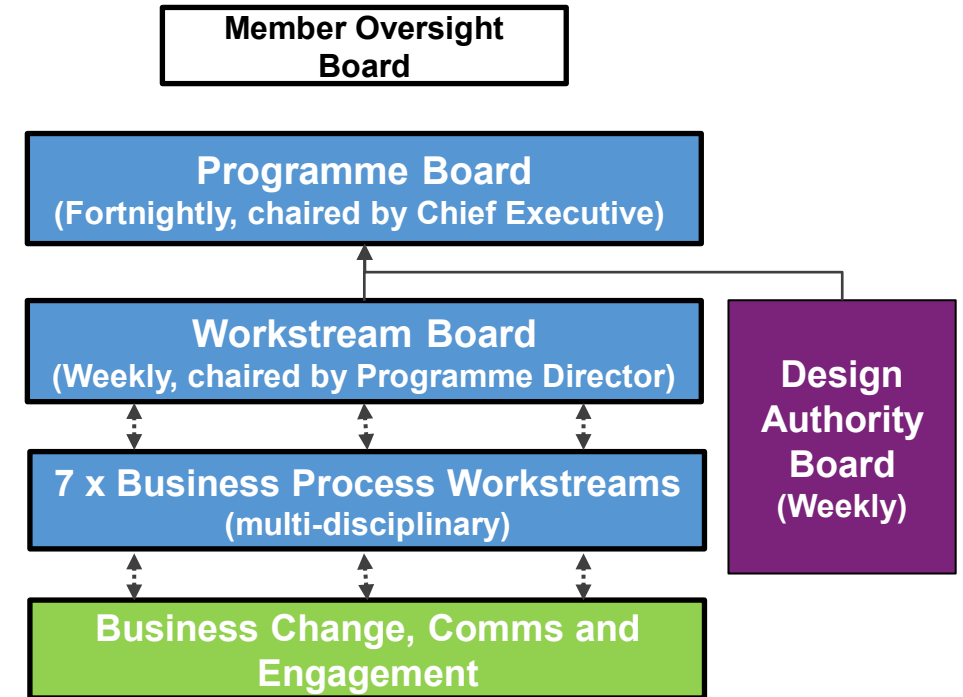
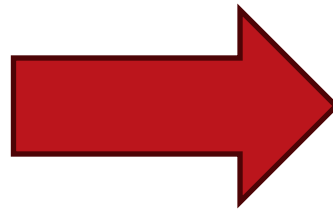
# Current vs Proposed programme governance arrangements

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

## Current Governance arrangements



## Proposed Governance arrangements



# Future actions

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

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

Continued work on the outturn for October Cabinet approval, and to hand over the FY22/23 accounts for external audit and publishing.

Supporting Schools in their first financial close supported by Oracle, by finalising reconciliations and outturn in October 23.

Making targeted improvements to BRS where this offers value for money, and speeding up the transition to an optimised replacement.

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



# Key strategic risks

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



# Questions



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