

Oracle ERP Implementation Programme

East Sussex County Council

November 2023

DRAFT FOR DISCUSSION

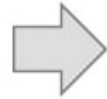
We have provided two indicative views of the programme and both are consistent in their view that the programme needs to be reset.



Officers and other stakeholders have been very forthcoming in our discussions with them, and from our review of the programme artefacts provided, there is a clear rationale across governance, plan, resources and ways of working to refresh and reset programme delivery.

1

“Root Cause Analysis”:
To understand where and how to focus future activity to bring the programme back on track.



Looking forward:

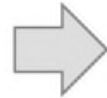
Oracle solution: The platform is one of a number of finance, HR, payroll and procurement solutions which can meet the business needs of a large local authority, and it is used successfully in many councils.

Tangible delivery: There will be many elements of the solution that can continue to be used, but some due diligence and triage will be required to assess this fully, and a co-ordinated release plan developed.

Going live: This will require further detailed planning to assess and sequence the “critical path” over coming months and the Council will need to develop the programme delivery model further.

2

Delivery excellence:
A thematic assessment against the leading practice we would expect to see used on a programme of this scope and scale.

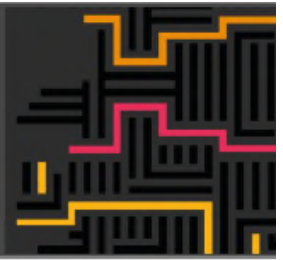


Root Causes: Through 18+ interviews and review of documentation, we have considered a range of issues that have arisen on the programme to date



	Analysis
<p>Symptoms</p> <p>The issues that your teams raise and the specific problems that you observe</p>	<ul style="list-style-type: none"> ● Feedback: “I don’t recognise the business processes” , “This won’t work for us”, “we’re recreating SAP in Oracle” ● Timetable: April and November go live dates have been missed and there is no clear path to green. ● Delivery process not observed: Key stage gateways not followed through, for example exiting test phases without issues resolved; data cleanse and migration well behind programme plan. ● Programme artefacts: No clear, recognised programme plan to get to go live or clearly documented design. ● Solution design and approval: For example, reliance on a single, complex spreadsheet to run schools payroll may present an unacceptable level of risk and technical debt to the Council, and is not consistent with a modern SaaS platform. ● Relationships: Silo working is prevalent in many areas of the programme with business stakeholders feeling “done to” and not “with”.
<p>Ways of working</p> <p>The programme delivery structure, processes, culture and behaviours that lead to the symptoms</p>	<ul style="list-style-type: none"> ● Reporting and programme management: No clear design authority and decision-making supported by clear client-side advice; programme leadership not making decisions with full information; and, key issues not discussed and resolved. ● Leading practice approach: “Adopt not adapt” is not being driven through the programme, leading to customisations of the solution. ● Resourcing: Functional advice has been bought in rather than using expert business process owners through the business. ● Technology implementation: Solution design process is reflecting build rather than business design informing build solution. ● Controls: Controls not visible as to how the programme team and SI are managed from a commercial standpoint.
<p>Root causes</p> <p>Early decisions or context that created the current ways of working</p>	<ul style="list-style-type: none"> ● Programme strategy and vision: Programme set up as a technical implementation rather than taking the opportunity to rethink business processes. ● Resourcing: Council process and service expertise not prioritised into the programme from the outset. ● Delivery model: Key partners not aligned commercially to delivery of hitting programme milestones. ● Business engagement: Clear plan to sequence business engagement early not established.

There are a number of things for the Council to do now in order to optimise the investment being made in both the programme and in Oracle Fusion.

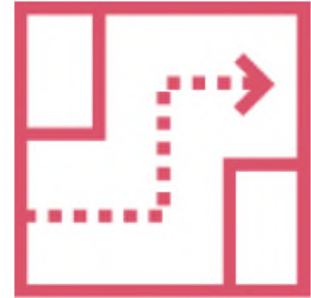


Next Steps

Technical assessment: Focused deep dives into key solution areas to assess completeness; alignment to best practice (“adopt not adapt”) and any remedial actions required.

Detailed identification of the critical path to go live: Based on the technical assessment outputs, a detailed “path to green” plan will need to be developed with clear activities and resource requirements which provide a credible and trusted plan to go live.

Programme delivery model: The programme approach and delivery model will need to be refreshed following a review of organisational readiness. Programme delivery will need to be brought closer to Council officers with clear client side advisory resource in place.



Impact and implication

Programme Budget: The current “burn rate” of the programme is very high. Reprofile requirements and resourcing to focus effort on the technical assessment required and detailed programme planning on a clear, achievable go live date which could include appropriate phasing of the solution release.

Output of technical review: The output of the technical assessment is critical to understanding how much work there is to do and how best to use the work that is already complete. This may take 8-10 weeks to provide a fully informed opinion on the “path to green”. Documentation, completeness/understanding of JIRA and knowledge transfer from the Programme Team would also be required during this timeframe.

Parallel activities: This provides some time to refresh the programme delivery approach and resourcing etc., and because there is no hard deadline to meet to go live (systems out of support etc.) there are options that can be thought through, for example the timing of a phased release. This will also allow resources to be allocated to rectify the known risk with SAP around disk failure.