



Report of the Interim Director of Corporate Services

Governance & Audit Committee – 8 March 2023

Progress on the Upgrade of Oracle

Purpose:	To provide assurance on progress of the upgrade to the Oracle system.
Policy Framework:	Digital Strategy 2022-23 Corporate Plan Transformation and Future Council Wellbeing Objective
Consultation:	Finance, Legal.
Report Author:	Sarah Lackenby
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
For Information	

1. Introduction

- 1.1 The Oracle upgrade will go-live in April 2023, after which there will be five to six weeks of support whilst the system stabilises into the day-to-day business of the Council.
- 1.2 The project will then move towards an orderly close down until the end of June, after which an internal audit of the project will be undertaken in July.
- 1.3 This report provides the Governance & Audit Committee with an interim update and assurance on progress of the project.

2. Background and Context

- 2.1 In September 2019, Cabinet approved the upgrade of the council's Enterprise Resource Planning (ERP) System¹ because the current system was becoming end of life and would no longer be supported.
- 2.2 The initial agreed go-live date for the new system was November 2020 but delivery was delayed by the onset of the pandemic at the end of March 2020 when the council went into business continuity mode. The pandemic and its aftereffects continued to impact the project as the council prioritised support for residents and businesses. In October 2022 Cabinet agreed a revised go-live deadline of April 2023.
- 2.3 The high-level project plan (Appendix A) includes milestones. Each of the milestones has defined entry and exit criteria. These must be met before moving forward, or in a small number of cases, plans are put in place if any activities are carried forward into future phases, e.g., where Oracle may be working on change requests to the system.

3. Current Status

- 3.1 Good progress has been made since the completion of the testing phase (User Acceptance Testing) in October 2022. In addition, the governance of the project has been strengthened, with the Interim Director of Corporate Services, as project sponsor, assuming chair of the project board. The membership of the board has also been strengthened with the addition of two Heads of Service from the business side.
- 3.2 Since October the project board has met every fortnight, receiving highlight and risk monitoring reports as well as regular budget updates. Now the project is moving towards go-live we have introduced additional light touch board meetings in between the full board meetings to ensure there is a weekly opportunity to review progress, the action log, risks and issues. The Board also keeps the corporate risk continually under review.
- 3.3 The project is currently in the payroll parallel run (PPR) phase. This is where payrolls are run simultaneously between the old and the new system to compare details and ensure they are correct. The threshold for passing the PPR is that 99% of records on the old and new system match.
- 3.4 Swansea has three payrolls; Teachers', Pensions' and the monthly payrolls and all three have now reached the 99% target. The PPR phase is scheduled to end by 3rd March 2023.
- 3.5 Report testing is ongoing and has been run in parallel to all the milestones. The teams are making progress in the build and testing of priority one

¹ The ERP system provides the following council back-office functions: finance, payroll, HR and capital project management

reports (i.e., reports that must be ready on go-live), with a plan to deliver lower priority reports due after go live.

3.6 The table below shows the progress on each milestone:

Ref	Milestone Summary	Due date	Forecast date (if different)	Overall Status (RAGC)	Notes
01	Cabinet approval & plan baselining complete	30/10/22	Complete	C	Cabinet approval 20/10/22. Plan agreed by Board.
02	Business resourcing approach agreed and initiated to support April Go- Live	30/10/22	Complete	C	Board agreed 21st Nov business side resource plans in place that mitigate the risk around business resourcing
03	Design signed off post User Acceptance Testing	30/10/22	Complete	C	Phased review commenced
04	Cut over plan – 1st iteration prepared	30/10/22	Complete	C	First approach prepared, shared with teams, Senior Responsible Owner (SRO) & Sponsor
05	Data migration 4 load (technical activity) complete	24/10/22	Complete	C	All data loading complete. Final business reconciliation in progress. No impact of minor slip.
06	Key user training material for Parallel Payroll Runs complete	29/11/22	Complete	G	All complete except for Universal Timesheet which is awaiting confirmation of user base
07	Data migration 5 load (technical activity) complete	02/12/22	Complete	C	Re-forecast as a result of accommodating the Teachers' Pay Award and revised PPR plan. No impact on project plan / critical path.
08	Parallel Payroll Run commences	02/12/22	Complete	C	PPR1 Started 28th November 2022
09	Parallel Payroll Run completes	02/03/23	02/03/23	G	Reached 99% with some final follow-on activity to complete
10	Priority one reports tested and signed off	20/12/22	31/03/23	A	Milestone re-profiled to 'By Go-Live'
11	General Ledger reports tested and signed off	15/03/23	15/03/23	A	Keeping under review
12	Priority 2 reports tested and signed off	30/06/23	30/06/23	A	Post Go –Live delivery model of priority two and priority three reports in progress
13	Change Network in place	01/11/22	Complete	C	Up and running
14	Oracle Cloud licence review complete	20/12/22	31/03/23	G	Infosys analysis complete and issued to Oracle Licencing for assessment. Follow up calls scheduled.
15	Key user training complete for all other areas (non-Payroll)	30/03/23	30/03/23	G	Final materials under review and roll out plan in development
16	End user training complete	30/03/23	30/02/23	G	Final material review and video creation near complete. Roll out plan in development for early Feb communication
17	Dry Run complete	15/03/23	15/03/23	G	Plan developed and shared with business teams
18	Cut over commences	17/03/23	17/03/23	G	Static load starts 02/03/23. HCM and Payroll cut over commences 17/03/23
19	Go-live	01/04/23	01/04/23	G	
20	Hypercare complete	12/05/23	12/05/23	G	

3.7 With regard to the areas in the table that are showing as Amber:

- Ref 10 & 11: Priority one reports are scheduled to be delivered by go-live but these are marked as amber due to the importance of the activity and relative pressure on the Finance team at year end
- Ref 12: The plan for priority two and three reports is in progress but not yet delivered and is therefore amber.

4. Financial Implications

4.1 The project expenditure to date and forecast is within the budget approved by Cabinet in October 2022. There are no financial implications from this information report.

5. Legal Implications

5.1 There are no specific legal implications arising from this report.

Background Papers: None.

Appendices: Appendix A – High-level Plan.