

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE

Decision Notice – Hybrid Meeting, 17th April, 2024.

The Committee agenda is available [here](#).

The recording of the meeting is available [here](#).

Present: Councillor J. Protheroe (Chair); Councillor E. Goodjohn (Vice-Chair); Councillors G.D.D. Carroll, P. Drake, C.P. Franks, S.J. Haines, Dr. I.J. Johnson, B. Loveluck-Edwards and N.J. Wood.

Also present: Councillor L. Burnett (Executive Leader and Cabinet Member for Performance and Resources).

AGENDA ITEM 1. APOLOGIES FOR ABSENCE –

These were received from Councillors H.C. Hamilton and S.M. Hanks.

AGENDA ITEM 2. DECLARATIONS OF INTEREST –

No declarations of interest were received.

AGENDA ITEM 3. ORACLE FUSION IMPLEMENTATION (DCR) –

RECOMMENDED –

(1) T H A T the report (and related Action Plan) be referred to the Governance and Audit Committee and then on to Cabinet, including, if possible, any minutes from meetings of the Strategic Leadership Team (SLT) connected to the decision-making process for the implementation of Oracle.

(2) T H A T the following comments from the Corporate Performance and Resources Scrutiny Committee also be considered by the Governance and Audit Committee and Cabinet:

- The Committee, whilst welcoming the report and the lessons learned as part of this, raised their concerns on the costs and issues that had emerged from the implementation of Oracle Fusion;
- It was important that the Council take on board the lessons learned as part of this report, and that the issues raised by this report concerning procurement practices, the necessary preparation and specialist support at the start of major projects, etc. were fully addressed in order to prevent a repetition of these issues for other major projects undertaken by the Council in future;
- Consideration should be given to liaising with the Committee's Task and Finish Group on Procurement in relation to the issues raised within

the report and to share the report with Ardal, who were supporting the Council's procurement services;

- Going forward, better and earlier communication to Elected Members and the relevant Committees concerning the progress of such major projects was essential in order to increase transparency, and to ensure Elected Members were kept informed of any issues and decisions made in a timely manner;
- The Council needed to improve its skills base and IT literacy of its staff, in order to upskill its workforce by developing in-house skills and technical capacity to undertake major projects, including greater expertise with procurement, as well as utilising its existing skills and technical, specialist, base, such as staff based in ICT, to assist with such projects;
- The Council needed to look at building teams focused on project management, where required, as well as employing a project manager. It was important to have a team structure in place by drafting staff from across the Council with the requisite skills to help in implementing the relevant project;
- The need for the Council to look at its organisational capacity for new projects, i.e. to review the use of the Capability Maturity Model against other alternatives, such as the Quality Management System (QMS).

Reasons for recommendations

(1) In order for both the Governance and Audit Committee and Cabinet to consider the report, the lessons learnt and the recommended actions as part of this review.

(2) For Governance and Audit Committee and Cabinet to consider the comments made by the Committee in relation to the report and its findings, as well as the suggestions and concerns raised by Members of the Committee, following their scrutiny of this report.

EXCLUSION OF PRESS AND PUBLIC –

RESOLVED – T H A T under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 4 of Schedule 12A (as amended) of the Act, the relevant paragraphs of the Schedule being referred to in brackets after the minute heading.

AGENDA ITEM 5. ORACLE FUSION IMPLEMENTATION (DCR) (EXEMPT INFORMATION – PARAGRAPH 14) –

RECOMMENDED – T H A T the report be referred to the Governance and Audit Committee and then on to Cabinet to consider the further comment made in relation to the Part II report, concerning the need for a more regional approach in recruiting

and utilising technical specialists in project management and related areas, i.e. financial technology (“fintech”).

Reason for recommendation

For Governance and Audit Committee and Cabinet to consider the comments made by the Committee in relation to the Part I and II reports and their findings, as well as the suggestions and concerns raised by Members of the Committee, following their scrutiny of these reports.