

South Ayrshire Council

**Report by Head of Finance, ICT and Procurement
to Cabinet
of 29 August 2023**

**Subject: Efficiency and Improvement Fund – Temporary Oracle
Fusion Development Posts**

1. Purpose

- 1.1 The purpose of this report is to seek funding for two temporary posts from the Efficiency and Improvement fund for a period of 12 months, to support the embedding and further development of the newly implemented Oracle Fusion Enterprise Resource Planning (ERP) cloud solution.

2. Recommendation

- 2.1 **It is recommended that the Cabinet agrees to the creation of two temporary post for a period of 12 months, at an estimated cost of £0.130m, to be funded from the Efficiency and Improvement fund.**

3. Background

- 3.1 The Council recently implemented the Oracle Fusion ERP cloud solution within the Finance, Human Resources, Payroll and Procurement spheres of activity, with a successful go live in April 2023, following a two-year implementation period.
- 3.2 The Oracle Fusion ERP cloud solution replaced the previous on-premises Oracle Enterprise Business Suite (EBS) that had been in operation since 2005 and had reached its end of life.
- 3.3 The Efficiency and Improvement fund is an established reserve held by the Council which can be used to provide short-term enabling funding to promote and support service redesign and development.

4. Proposals

- 4.1 Following the successful implementations of Oracle Fusion in April 2023, the Council is now moving through the 'Embedding' and the 'Scale, Improve and Refocus' stage of the project, which encompasses:

(1) Embedding

- ensuring the adoption of the new system and new processes;
- reviewing and optimising the operating model; and

- realising benefits

(2) Scale, Improve and Refocus

- measuring outcomes delivered and identifying gaps;
- defining a roadmap for future functionality; and
- agreeing the next areas of focus for development.

4.2 In order to facilitate and oversee work in this area a Fusion Strategic Board (FSB) is being established. The FSB will be chaired by the Head of Finance, ICT and Procurement and will have representation from Finance, HR, Payroll and Procurement, as well as vendor representation from Oracle and the Council's support partner, Mastek.

4.3 It is anticipated that a substantial amount of work will flow from this group as we embed and drive further improvements from the new system. To ensure that the ensuing workstreams are progressed in the short term, two Fusion support post are required to provide the necessary capacity needed for the next 12 months. The two posts are:

- Post 1 – Finance –Oracle Fusion Development Officer
- Post 2 – HR/Payroll – Oracle Fusion Development Officer

4.4 Details of the proposed work activity for both posts are provided in [Appendix 1](#). Both posts will have broadly similar responsibilities with some activities specific to the requirements of each functional area. When developing the Job Descriptions an initial assessment suggests the positions will potentially evaluate at Grade 4 Level 12. Confirmation of the appropriate grades will follow the conclusion of the Job Evaluation process. These initial suggested grades have been used for costing purposes in the Financial Implications section, 6.1 below.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 The estimated twelve-month cost for both posts, inclusive of the currently assumed 2022/23 pay uplift plus on-costs, is £0.130m and will be met from the Efficiency and Improvement Fund.

6.2 The Efficiency and Improvement fund currently has £0.876m of uncommitted reserves available for disbursement.

7. Human Resources Implications

7.1 The job descriptions for both temporary posts are currently being finalised and once completed will be processed through the Councils Job Evaluation scheme to establish an appropriate grade.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There is a risk that opportunities for benefits realisation and system development will be lost if the recommendation is rejected.

9. Equalities

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as [Appendix 2](#).

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 4 of the Council Plan: Efficient and effective enabling services.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Head of Finance, ICT and Procurement will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

Implementation	Due date	Managed by
Initiate recruitment of the two temporary posts on conclusion of the Job Evaluation process	30 September 2023	Head of Finance, ICT and Procurement

Background Papers **None**

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Date: **18 August 2023**

Post 1 – Finance - Oracle Fusion Development Officer

Proposed activity:

- * Payroll
In conjunction with Payroll and all Service Areas we require to look at and streamlining of the employee types that are used by SAC.
- * Reporting
Produce specific financial reports that are required.
- * Working Groups

Lead on a working group to review the new functionality of Fusion and how best to utilise within the Service
- * Admin of PBCS
- * Quarterly Updates, decision making and testing.
- * Secondary Ledger
Complete transfers as required and upload and maintain the SL COA
- * Procedures and Guidelines
Create and maintain procedures and guidelines for GL, CM, COA, MTD and PBCS
- * Purchasing
Set-up working group with Procurement colleagues to identify and streamline categories which are required to allow the lock down of account codes and identify areas where smart forms may be required.

Post 2 – HR/Payroll – Oracle Fusion Development Officer

Proposed activity:

- * Lead on Oracle Fusion Quarterly Updates, decision making, testing and implementation.
- * First point of contact for system enquiries with responsibility for the co-ordination and resolution of Level 1 enquiries and escalate unresolved enquiries to Level 2.
- * Development of comprehensive policies and processes including the ongoing development and maintenance of Quick Reference Guides (QRG).
- * Lead on cross-functional working groups to review the new functionality of Fusion to support the scoping, planning and execution of future projects.
- * Monitor and evaluate working practices recommend service improvements.
- * Support the development and delivery of payroll activities including processing payroll activities.

**South Ayrshire Council
Equality Impact Assessment
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

1. Policy details

Policy Title	Efficiency and Improvement Fund - temporary Oracle Fusion support posts
Lead Officer (Name/Position/Email)	Tim Baulk, Head of Finance, ICT and Procurement – tim.baulk@south-ayrshire.gov.uk

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts.

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-

Community or Groups of People	Negative Impacts	Positive impacts
Sexual Orientation – person’s sexual orientation i.e., LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children’s Rights	-	-

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	-	-
Material Deprivation – being unable to access basic goods and services i.e., financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	-	-
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	-	-
Socio-economic Background – social class i.e., parent’s education, employment and income	-	-

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation.	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not.	Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups.	Low
Promote the human rights of particular communities or groups.	Low
Tackle deprivation faced by particular communities or groups.	Low

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	YES NO
Rationale for decision: This report advises the Panel of the requirement to create two temporary Fusion support posts to support the embedding and further development of the newly implemented Oracle Fusion Enterprise Resource Planning (ERP) cloud solution. Members' decision on this has no specific equality implications.	
Signed: Tim Baulk Date: 2 August 2023	Head of Service