Enterprise Resource Planning - Replacement Programme – Update noted.

4 With reference to the minutes of 22nd October 2025 (Print 5, page 193) noting an update on the Enterprise Resource Planning (ERP) replacement programme, there was submitted and noted a progress report by the Director of Financial and Business Services, advising that

(1) the 2-wave implementation approach with Finance and HR modules going live in April 2027 and Payroll transition in June 2027 had been agreed and baselined before the implementation date for the new equal pay related pay and grading structure (PGS) was agreed and communicated and that the project risk register had identified a risk to the Oracle implementation timetable should any agreed PGS date coincide with planned Oracle activities;

(2) on the 28th November 2025 the Chief Executive issued a communication to staff intimating that the introduction of a new PGS was planned for April 2027 and recognising the implications for the HR and payroll elements of the Oracle implementation from the agreed PGS delivery date, a planning review was undertaken to ensure the risk to both programmes was effectively mitigated and following input from the Council's Client-Side Advisor and System Implementation partner, the ERP Replacement Steering Group had agreed a plan to deliver a single wave live date for all Oracle solution functionality of April 2028;

(3) the amended plan would still be delivered in the 5 overlapping phases previously reported which where advisory, design, orchestrate, prepare and transition and these phases incorporated 7 key stage gates, as detailed in Appendix 1 of the report;

(4) through each phase data migration tests would take place to ensure the required data was transferred from SAP to the new solution to allow successful live running with 2 tests having been completed to date with higher than anticipated success rates for this stage in the process and a further 5 were planned throughout the programme; and

(5) delivery quality would be monitored by achievement of a series of milestones and readiness to progress through the process was controlled by an assessment of readiness at each of the 7 stage gates with each stage gate having a pre-defined success criteria and pre-defined exit and entry criteria to ensure the Council was ready to move from one stage to the next, with the ERP Replacement Steering Group reviewing progress and confirming readiness to progress, or delay exit from one stage gate and entry to the next until the necessary criteria were met.