

Committee(s)	Dated:
IT Sub Committee – For Information	15 November 2016
Subject: Agilisys Oracle Lessons Learned Report	Public
Report of: The Chamberlain	For Information
Report author: Simon Woods, IT Director	

Summary

The Oracle upgrade project at the City of London was challenging. During the closure phase of the works Members requested more information about the lessons learned from the project and the report in Appendix A has been provided by Agilisys in response to that request. The report highlights key areas that should be considered for any future initiatives of a similar type.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Core Objectives of the Oracle Programme

1. Upgrade from Oracle e-Business release 11.5.10 to release 12.1.3 of the Oracle e-Business suite of software (referred to as "Oracle e-Business R12"). This includes:
 - a. General Ledger;
 - b. Accounts Payable;
 - c. Accounts Receivable;
 - d. Cash Management;
 - e. Project Accounting – Foundation, Billing & Costing functionality only;
 - f. Internet Procurement;
 - g. Purchasing;
 - h. Inventory (sufficient to use Purchasing only); and
 - i. HR (sufficient to use Purchasing and Accounts Payable)

2. Implementation of additional Oracle data warehouse and software modules – OPN & OBIA.
 - a. Advanced Collections
 - b. Oracle Property Manager ("OPN") (in place of the application currently referred to by the Authority as "Manhattan"); and
 - c. Oracle Business Intelligence Application ("OBIA")
3. Business change across the Corporation
 - a. The adoption of standardised and consistent business processes, based on 'standard, best practice' configuration inherent within the Oracle Software.
4. Manhattan Decommission
 - a. Removing the application support costs and support risks currently in place.

Summary of Lessons Learned

5. The full Agilisys report can be seen in Appendix A. The section below contains a summary view of the key lessons learned contained within the report.
6. Contractual:
 - a. Need to clearly define roles, responsibilities and ownership at the start of future programmes.
 - b. Clear articulation of the risks is required (delivery assurance, quality, programme management ,accountability etc) associated with adjustments / resourcing / management of key programmes.
 - c. At project start up ensure that licence management and ownership is clearly defined.
7. Business Requirements and Functionality
 - a. Clear and shared objectives between both project and business stakeholders at all levels of the organisation need to be defined.
 - b. Deeper engagement and involvement of business stakeholders in all stages of future programmes - from early planning, through procurement and product selection to delivery.
8. Governance and Project Management
 - a. Full engagement with the governance process from day to day operational governance through to Steering Group.

- b. Appropriately empowered and experienced business project team members with the ability to challenge both Agilisys/PwC and COLC business.
- c. Application of more structured and disciplined reporting against project plan, timescales, costs; strengthen project management controls.
- d. Robust application of Change Control Procedures.
- e. Improved communication between COLC IS and the business.

9. Resources and Skills

- a. Project planning to properly reflect resource profiles (roles, level/seniority, type, experience) is required for complex IT and business change projects.

Appendices

- Appendix A – Agilisys Lessons Learned Report

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Appendix A

Oracle Programme

Lessons Learned

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Version: 0.2

1 Programme Objectives

<p>Upgrade from Oracle e-Business release 11.5.10 to release 12.1.3 of the Oracle e-Business suite of software (referred to as "Oracle e-Business R12")</p>	<p>General Ledger; Accounts Payable; Accounts Receivable; Cash Management; Project Accounting – Foundation, Billing & Costing functionality only; Internet Procurement; Purchasing; Inventory (sufficient to use Purchasing only); and HR (sufficient to use Purchasing and Accounts Payable)</p>
<p>Implementation of additional Oracle data warehouse and software modules – OPN & OBIA</p>	<p>Advanced Collections Oracle Property Manager ("OPN") (in place of the application currently referred to by the Authority as "Manhattan"); and Oracle Business Intelligence Application ("OBIA").</p>
<p>Business change across the Corporation</p>	<p>The adoption of standardised and consistent business processes, based on 'standard, best practice' configuration inherent within the Oracle Software</p>
<p>Manhattan Decommission</p>	<p>Removing the application support costs and support risks currently in place;</p>

Lessons Learned

Contractual arrangements

- The City of London Corporation (COLC) Invitation to Tender ("ITT") was made available to potential suppliers (including Agilisys) in 2013
- Following the evaluation of potential suppliers' (including Agilisys) responses to the ITT, COLC decided it had complied with its obligations in relation to obtaining best value for its supply chain and selected Agilisys as 'prime contractor'
- COLC agreed that Agilisys' sub-contractor, Mokum Change Management Ltd (subsequently PwC) was responsible for the upgrade to Oracle Software R12, and implementation of the Oracle Software
- Agilisys was responsible for providing the technical structure and architecture for the hosting and support (including development, configuration, implementation and testing) of the Oracle Software and ongoing DBA support
- COLC was responsible for all business change activities
- The clarity and understanding of Agilisys' role became unclear during the programme. Agilisys programme assurance & programme oversight costs were removed at COLC's request placing Agilisys in a 'thin client' role. COLC project resources engaged with PwC directly outside the established project governance. This caused some ambiguity with respect to roles and responsibilities and to some extent unnecessary escalations
- COLC contracted with Agilisys but did not want Agilisys to resource and manage the overall project delivery; as the project progressed Agilisys were held accountable as prime for the overall project delivery without having the ability to influence the strategic direction and delivery of the programme
- COLC had a lack of clarity on Oracle licence ownership.

Lessons learned:

- Need to clearly define roles, responsibilities and ownership at the start of future programmes
- Clear articulation of the risks is required (delivery assurance, quality, programme management ,accountability etc) associated with adjustments / resourcing / management of key programmes
- At project start up ensure that licence management and ownership is clearly defined.

Business Requirements vs Functionality

- Whilst COLC had undertaken pre-tender planning activities/proof of concept work, it became apparent there was a mismatch between business expectations and Oracle functionality e.g. Manhattan
- At the outset COLC identified a desire to reduce customised business processes with the intention of implementing the standard best practice configuration of the Oracle Software. The iterative design process failed to achieve this with a significant number of CEMLI's (Customisation, Extension, Modification, Localization, and Interfaces) incorporated into the solution design by COLC.

Lessons Learned:

- Clear and shared objectives between both project and business stakeholders at all levels of the organisation need to be defined
- Deeper engagement and involvement of business stakeholders in all stages of future programmes - from early planning, through procurement and product selection to delivery.

Governance & Project Management

- Business sponsorship and ownership through governance arrangements was slow to get off the ground; it improved significantly when senior business stakeholders championed each of the core business areas
- Governance processes were not always adhered to, for example – key meetings direct with PwC with no Agilisys representation; inconsistencies in applying the agreed escalation process.

Lessons Learned:

- Full engagement with the governance process from day to day operational governance through to Steering Group
- Appropriately empowered and experienced business project team members with the ability to challenge both Agilisys/PwC and COLC business
- Application of more structured and disciplined reporting against project plan, timescales, costs; strengthen project management controls
- Robust application of Change Control Procedures
- Improved communication between COLC IS and the business.

Suitably resourced & skilled team

- Agilisys and COLC programme management saw several changes of personnel
- PwC project management did not challenge the business sufficiently and accommodated multiple deviations from plan
- COLC project management was weak in early stages; COLC subsequently invested in contract resource (Programme Lead, Change Lead, and Test Manager) and seconded CPDU senior resource to support the programme. COLC project business representatives were not always empowered / sufficiently experienced.

Lessons Learned:

- Project planning to properly reflect resource profiles (roles, level/seniority, type, experience) is required for complex IT and business change projects

Business ability to accept and absorb change

- Engagement, sponsorship and communication by senior operational management across the various departments was slow to get off the ground until departmental heads took over responsibility for delivery of specific work streams
- Operational business representatives assigned to the project were reluctant to change known and customised processes
- There was significant resistance from COLC departments to accepting new ways of working and to implement the change necessary to deploy the agreed solution, resulting in challenges from the business and constant comparisons to “how we used to do things”.

Service Stability & Service Assurance

Post Go-Live COLC experienced a number of service issues in relation to the OBI and ETL interfaces.

Agilisys conducted a review covering:

- Root cause analysis of recent R12 upgrade and IaaS performance issues
- Production control of the Oracle R12 and peripheral tools
- Completion of outstanding project tasks to provide a fit for purpose and supportable suite of Oracle services

Key findings implemented through a Service Improvement Plan:

- Monitoring of System Resources, scripts and jobs - Improvements were made to the monitoring of system resources, processes and jobs. These improvements include daily checks, automated checks and clarity on responsibilities and support processes
- Project Handover and knowledge transfer completed
- Release & Change Management - Production transitions are now managed via change management and CAB.
- Support role responsibilities. - Improved understanding of the responsibilities of the COLC and Agilisys support teams was required. Agilisys has recommended a Oracle Business Intelligence role be filled by either Agilisys or COLC. As a result of not having this role COLC had to utilise the PwC enhancement budget for BAU support for ETL processing.
- OBI infrastructure improvements. - Storage capacity and improved backup regimes implemented to provide additional responsiveness and to address issues identified
- A dedicated Agilisys Oracle DBA is in place.