

# Birmingham City Council

## Cabinet

12 December 2023



**Subject:** Oracle Programme Update

### Commissioner Review

This paper is written in the context of BCC's approach to resolve the issues with the Oracle Fusion implementation comprising of three distinct phases. The paper addresses achieving what is called "Safe and Compliant" by the delivery of business outcomes through implementing a series of "fixes" to the current Oracle Fusion system, which is an extension of the approach previously adopted but completes at the delivery of a series of business outcomes, that have been agreed by the respective business owners and accepting that sub optimal processes will continue until:

- a) The selection and implementation of a replacement Income Management System is completed.
- b) The re-implementation of Oracle Fusion where the council's priority will be to adopt the standard functionality of Oracle Fusion ERP.

The a) and b) points above create the context for the investment and workarounds for the "Safe and Compliant" work where further short-term fixes are probably not cost effective and will detract resources from the longer-term solution. Amongst the good practice needed to successfully deliver this work BCC must ensure:

- the right level of business and IT resources are assigned to the "Safe and Compliant" workstream.
- Business requirements must be clearly stated to avoid wasted effort/costly re-work.
- Very strong change and design control is implemented to avoid scope creep and the temptation for a fresh wave of changes not necessarily required to run the operation while the new IMS and Fusion re-implementation is developed and implemented.
- Tight commercial control of the spend and clear reporting of actuals and forecast.
- Effective management and closer team working to speed up delivery and improve quality.

This work is essential to deliver the Oracle system changes to create an operation that, though sub optimal, e.g. reliance on manual effort and workarounds, can deliver the business outcomes while both a new Income Management Solution and a re-implementation of Oracle Fusion is completed.

I support this Cabinet submission.

**Myron Hrycyk**

**Commissioner**