

Report to Budget and Corporate Scrutiny Management Board

24 April 2025

Subject:	Orace Fusion Programme Completion Report
Director:	Alex Thompson, Executive Director of Finance and Transformation
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1 Recommendations

- 1.1 That the Budget and Corporate Scrutiny Management Board considers and comments upon the Oracle Fusion Programme Completion Report.
- 1.2 That the Budget and Corporate Scrutiny Management Board notes and endorses completion of the Oracle Fusion Programme and the integration of strategic and operational learning into future strategic programmes.

2 Reasons for Recommendations

- 2.1 The Oracle Fusion system is now live and in use across the Council and Sandwell Children's Trust, following the successful implementation of the system and the completion of the 'hypercare' period.
- 2.2 The Programme Completion Report sets out the deliverables of the programme and draws together the lessons learned, to be built into future strategic programmes. Completion of the Programme Completion Report marks the end of the programme and, therefore, the Budget and Corporate Scrutiny Management Board is asked to acknowledge and formally endorse the programme's completion.

3 How does this deliver objectives of the Council Plan?

The vision for the Oracle Fusion Programme is:

“One Council One System. Simpler, quicker, and better Finance, HR and purchasing systems that help us make better-informed decisions and deliver excellent outcomes for residents.”

The strategic priorities of the Oracle Fusion Programme are:

- Best Practice Processes
- Continuous Improvement
- Financial Effectiveness
- Organisational Governance & Controls
- Service Effectiveness
- Social Value
- User Experience
- Informed Decision Making

These strategic priorities were identified at the outset of the programme by the Programme’s leadership team, to align with the priorities for the Council.

The benefits to the council, that have been achieved through the programme, evidence the delivery of the above priorities.

Growing Up in Sandwell	The collective delivery of the above priorities helps to underpin the Council’s Corporate Plan and associated aspirations.
Living in Sandwell	
Thriving Economy in Sandwell	
Healthy in Sandwell	
One Council One Team	The vision and priorities of the programme are clearly aligned with the ‘One Council, One Team’ approach

4 Context and Key Issues

- 4.1 In 2019, the Council agreed to replace the current Oracle E-Business Suite on premise system with the modern 'Cloud based' Oracle Fusion system. However, in December 2021, it was formally agreed that the project would be paused.
- 4.2 In 2022, a 'health check' was completed which provided recommendations to ensure that the Oracle Fusion Project to follow was set up for a successful implementation. In September 2022, a new 'system integrator' was appointed, and the Oracle Fusion Programme commenced with a fresh implementation in October 2022.
- 4.3 The Oracle Fusion Programme achieved a successful 'Go-Live' of the new system in October 2024, following a 2-year implementation process. In December 2024, following a 3-month aftercare phase (known as 'hypercare'), the Programme Board approved the closure of the project, after demonstrating successful completion of the 'hypercare exit criteria'.
- 4.4 The Programme followed a structured methodology and acted on lessons learned and the recommendations provided in the 2022 health check. The Programme Completion Report provides a summary of the Programme's objectives, deliverables, and lessons learned for future strategic programmes.

5 Implications

Resources:	The report makes reference to the range of resources, financial and otherwise, and third parties, that ensured the successful delivery of the Oracle Fusion system.
Legal and Governance:	The report contains details of the governance structures that provided essential decision making throughout the programme.
Risk:	Risks were managed at workstream level and programme level during the programme. The report provides further details.
Equality:	No direct implications arising from the recommendations. However, the Oracle Fusion

	system will provide improved management information in relation to this topic.
Health and Wellbeing:	No direct implications arising from the recommendations. However, the Oracle Fusion system will provide improved management information in relation to this topic.
Social Value:	Strategic priorities and programme benefits have been identified that positively impact social value.
Climate Change:	Strategic priorities and programme benefits have been identified that positively impact climate change.
Corporate Parenting:	No direct implications arising for the recommendations.

6 Appendices

Oracle Fusion Programme Completion Report

7. Background Papers

Budget and Corporate Scrutiny Management Board Report – 29th June 2023: Oracle Fusion Implementation Progress