

<b>Committee(s):</b>	<b>Date(s):</b>
Risk Committee of the Barbican Centre Board	9 June 2015
<b>Subject:</b> Oracle Update	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b><u>Summary</u></b>	
<p>Following the Finance Committee of the Barbican Centre Board meeting on the 21 May 2015, Members raised two questions about the Oracle Upgrade. These were:</p> <ol style="list-style-type: none"> <li>1) Why was the Oracle upgrade scheduled for the end of February?</li> <li>2) Why was the meeting of the Finance Committee of the Barbican Centre Board delayed because of it?</li> </ol> <p>This report explains the scheduling and the reasons for the delay.</p> <p><b>Recommendation:</b> Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note this report.</li> </ul>	

### **Why was the Oracle upgrade scheduled for the end of February?**

1. The original go-live date for Oracle (which is the City Corporation's finance system) was December 2014.
2. From May 2014 through to September 2014, the Oracle Project went through a series of reviews and workshop processes, the main conclusions are given below:
  - The business requirements were checked against the specification and verified as being within the original scope.
  - A small number of changes were identified to provide additional benefits and ensure the Corporation is closely aligned to industry best practice for budget management and procurement. These also broadened the integration to two other property systems, securing a reduction in manual input and duplication of data.
  - During the original scoping sessions over two hundred customisations were removed to bring the City closer to the standard out of the box functionality.
3. The additional business change workshops ensured non-technical business issues and decisions were consistent across the Corporation. These also greatly enhanced business ownership, buy-in and identified the higher level of business commitment required to ensure that new processes were well defined and consistently implemented, such that the Corporation should gain the greatest possible business benefit from this programme.

4. The impact of these workshops and newly identified business activities meant that the original baseline delivery date of December 2014 was no longer achievable and a re-planning exercise was conducted. Having regard to the City Corporation's closure of accounts process, the two possible revised go-live dates were by the end of February 2015 or July 2015. The revised date of February was therefore agreed by the Project Steering Group and this was reported to Finance Committee in October 2014.

### **Why was the Barbican Centre Finance Committee delayed because of it?**

5. The original time table for the May Barbican Finance Committee was:
  - *29 April*: Papers to Chairman. A slightly later date than the normal cycle was agreed at agenda planning due to year-end
  - *1 May*: Paper date
  - *14 May*: Committee
6. The City's original final input date was 1 May.
7. Each year the Barbican work to a shorter deadline in order to prepare a draft outturn position for its own Board.
8. Inevitably there were teething problems with some of the functionality of the upgraded system and there were also associated performance issues with the infrastructure. Consequently, the main City Corporation deadline was extended to 8 May 2015 which had an impact on the achievement of the Barbican Centre's deadlines above. For example, additional hours which are usually carried out at year end were restricted to core times on a number of occasions, entries were taking longer to post, and time was required to further refine reports to user requirements.
9. The teething problems have now been largely resolved and the upgraded Oracle system is reliable. Attention is now being given to ensuring that the full benefits of the system are realised.
10. On 29 April 2015, the position was explained to the Chairman and it was agreed that the Committee would be delayed till the 21 May.
11. The final paper was sent over to the Chairman on 14 May and sent to print.

#### **Background Papers:**

- Oracle Programme Update , Finance-21/10/14, PSC-5/11/14, RASC-11/12/14
- Risk Management – Monthly report, Finance – 12/5/15

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