

5. Kenneth Gomez:

Yarra's 2025 Budget appears to allocate \$6.5M to hire External Consultants to deploy the Technology One ERP software and currently has a tender in market to choose these consultants.

Using this software can bring large benefits to Council but is also a risky project because it touches so many existing work practices and existing systems.

Brisbane City Council, Wellington City Council and Cairns Regional Council have reported multi-million dollar cost over-runs when they ran into problems deploying the same Technology One ERP software.

How does Council intend to avoid these risks?

The Acting General Manager Corporate Services provided the following response:

Thank you for your question, Kenneth. City of Yarra is indeed investing in upgrading the systems that allow us to support our Council.

We'll manage these risks by maintaining tight control of the project scope and avoiding complexities of design and minimising if not avoiding customisations. Our biggest challenge is to improve and streamline our business processes, technology after all is an enabler and not the end goal in itself.

Managing projects of this size is indeed challenging, however we have been preparing for this for over 12 months by running detailed workshops and by understanding our business requirements and keeping the scope tightly controlled.

We have also certainly learned from others' experience, City of Brisbane for example in retrospect has identified that they had processes poorly defined and their service catalogue was deficient. In our case, we have been updating our processes and have recently completed a review of our Service Catalogue as part of our service planning process.

We have also established a number of Project Control Groups from project level groups to governance steering committees. In addition, we have engaged an external probity advisor across the entire lifecycle of the project. And we also report regularly into the Audit and Risk Committee.

We have also established an IT Architecture Review Board. An IT Architecture Review Board (ARB) plays a critical role in governing the architecture and design of our IT systems. The ARB ensures that IT projects align with the enterprise's architectural standards and strategic goals, fostering consistency, interoperability, and compliance across the technology landscape. It reviews project designs, assesses technical risks, and provides guidance on architectural best practices, thereby helping to optimise our solutions.