

# THE UK PUBLIC SECTOR'S PATH TO ORACLE CLOUD: A STRATEGIC GUIDE TO ERP TRANSFORMATION



## Abstract

The UK public sector (UKPS) is undergoing a transformative shift from legacy enterprise resource planning (ERP) systems to modern, cloud-based solutions. This evolution is being driven by the need for enhanced operational efficiency, seamless data integration, and improved service delivery across departments.

A key objective is the **unification of ERP and human resources (HR) systems** across key councils in **London, Birmingham, Southern UK, and the Home Office**. The initiative supports a more consistent, collaborative, and future-ready operating model. Oracle Cloud has emerged as the **platform of choice**, offering **scalability, security, real-time analytics**, and a comprehensive suite of applications tailored to public sector requirements.

The transformation focusses on adopting a **Common Operating Model (COM)**, delivered through either a **big bang approach or phased implementation**, in close collaboration with leading technology partners. Despite challenges such as funding constraints and legacy system complexities, the move to Oracle Cloud is expected to deliver:

- Standardised business processes
- Significant cost efficiencies
- Greater agility
- A more **citizen-centric public service model**

Infosys solutions are designed to support councils in achieving digital maturity and strengthening service discipline by modernising back-office operations. This enables an effective transition towards a hyper-responsive 'council of the future', capable of building smarter communities. We work closely with change management teams across programmes to ensure that technology delivery is complemented by strong user adoption, stakeholder engagement, comprehensive training, and cultural alignment. This makes the transformation feasible, sustainable, and impactful.

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## Navigating the Challenges and Complexities in the UK Public Sector

Despite the benefits of modernising enterprise resource planning (ERP) and cloud solutions, public sector organisations face several challenges that can hamper transformation efforts. These obstacles could be technical, financial, political, or organisational. Some of the pressing issues include:

- 1. Budget overruns and financial exposure:** Budget overruns remain a significant issue in the public sector, often stemming from inadequate planning, late-stage customisation, and re-implementation requests. Expenses related to licensing, system enhancements, and consultancy frequently surpass initial projections.
- 2. Skill shortage and workforce challenges:** There is a persistent skill gap in digital and IT capabilities, with talent acquisition an uphill climb due to competition with the private sector. Reliance on subcontractors adds another layer of complexity.
- 3. Change management complexities and failure:** ERP implementations often underestimate the critical role of user training, stakeholder engagement, and process redesign. Delayed or ineffective change management efforts frequently result in poor system adoption and operational disruptions, risking project failure.
- 4. Public scrutiny and political pressure:** Public sector projects face intense scrutiny due to taxpayer funding, making failures highly visible and politically sensitive.

## Achieving Digital Transformation in the UK Public Sector

Digital transformation in the UK public sector (UKPS) requires a strategic, phased approach that combines technology, policy, and expertise. For ERP transformations in the public sector—given the complexity, compliance needs, as well as stakeholder involvement—success depends on balancing vision, stakeholder alignment, and execution readiness.

### Recommended ERP transformation roadmap

- 1. Strategic alignment and vision**
  - Define transformation goals aligned with public sector mandates
  - Secure executive sponsorship and stakeholder commitment
  - Establish governance structure and success metrics
- 2. Partnering with experts**
  - Engage consulting partners and domain experts early to:
    - ▶ Shape strategy and ensure compliance
    - ▶ Support requirements gathering and solution mapping
    - ▶ Ensure alignment with public sector standards
- 3. Product selection**
  - Evaluate and select ERP products based on:
    - ▶ Fit for public sector needs, including statutory reporting, audit trails, and compliance
    - ▶ Cloud-readiness and scalability
    - ▶ Integration capabilities and user experience
- 4. Systems integrator (SI) selection**
  - Choose an SI with:
    - ▶ Proven public sector experience
    - ▶ Strong methodology and delivery capability
    - ▶ Collaborative model to engage with both client and product vendor
- 5. Requirements gathering and process mapping**
  - Conduct workshops across functional areas such as finance, human capital management (HCM), procurement, and performance management
  - Document current-state and future-state processes
  - Identify gaps and redesign opportunities
- 6. Data strategy and preparation**
  - Define data governance and ownership
  - Cleanse, enrich, and migrate legacy data
  - Establish data quality and security protocols
- 7. Policy and procedure development**
  - Create policies aligned with new processes and systems
  - Ensure compliance with public sector regulations
  - Prepare documentation for audits and statutory purposes
- 8. System configuration and build**
  - Configure ERP modules based on finalised requirements
  - Develop integrations and customisations as required
  - Conduct unit and system testing
- 9. Change management and training**
  - Develop a change management strategy
  - Deliver guided learning and role-based training
  - Communicate benefits and changes clearly
- 10. Go-live and post-implementation support**
  - Execute cutover and deployment plans
  - Monitor user adoption and system performance
  - Provide hypercare support and define a continuous improvement roadmap



## AI chatbot

New chat

Sure, here's a data analytics

code

```
// Define data sources
const dataSources = [
  { name: 'Sales', uri: 'ht' },
  { name: 'Expenses', ur' },
  { name: 'Profit', uri: 'ht' }
];
```

Settings

Type your message.....

## Infosys Solution for Streamlining Compliance with Oracle Cloud

Leveraging our experience of delivering multiple successful ERP-led cloud transformations across UK councils, Infosys offers a robust, comprehensive compliance solution powered by Oracle Fusion and enhanced by Infosys' proprietary assets. Designed to support digital transformation initiatives, our solution enables councils to achieve operational efficiency, regulatory alignment, and seamless integration across systems. Figure 1 shows the frameworks and tools of our end-to-end PS DigiCon solution.

### Infosys Digital Council (DigiCon) – Proprietary frameworks and tools



#### Core technology stack

- **Oracle SaaS Applications:** ERP, Project Portfolio Management (PPM), Procurement, HCM, and Enterprise Performance Management (EPM)
- **Oracle PaaS Services:** Oracle Integration Cloud (OIC) (including Integration Cloud Service – ICS, Visual Builder Cloud Service – VBCS, and Process Cloud Service – PCS), Oracle Autonomous Transaction Processing (ATP), and Identity and Access Management (IAM)
- **Infosys IP Extensions:** Built on Oracle Cloud (software as a service – SaaS, platform as a service – PaaS, and infrastructure as a service – IaaS) to extend functionality and improve user experience



#### Key compliance solutions and value propositions

- **Making Tax Digital (MTD):** A comprehensive reporting solution aligned with digital tax return requirements in the UK
- **Construction Industry Scheme (CIS):** A tailored CIS reporting solution, compliant with UK regulations, with optional automation approved by His Majesty's Revenue and Customs (HMRC) for direct integration with Oracle Fusion
- **Direct Punchout catalogue:** A catalogue that enables seamless supplier connectivity and streamlines procurement processes
- **Expense payment via payroll:** Custom functionality enabling expense reimbursements through payroll instead of payables—addressing a common UK council requirement
- **Self-service PaaS extension:** A scalable self-service portal for customers, suppliers, and financial transactions (including accounts receivable/accounts payable – AR/AP and audit trails), reducing licensing costs and improving autonomy



#### Integration accelerators

- **Pre-built integrations:** Over 40 upstream/downstream third-party systems commonly used by councils
- **Validated mappings:** Source-to-target mappings for rapid deployment
- **Platform flexibility:** Compatible with OIC and Boomi, with extensibility to other platforms
- **ERP interoperability:** Ready-to-use mappings for mainstream ERP systems like Oracle E-Business Suite (EBS) and SAP



#### Pre-configured business assets

- **Process libraries:** More than 200 assets across ERP, Procurement, and HCM Cloud
- **Deployment-ready documentation:** Configuration Documents (BR100s), Business Specification Documents and strategy documents for data migration, integration, testing, training, reporting, and environment setup
- **Role-based access control:** SOD-aligned configurations tailored for council-specific roles and duties
- **Discovery and CRP decks:** Ready-to-use materials and templates for workshops and requirements gathering



# Infosys PS DigiCon (Public Sector Digital Council) Solution

## Digital Levers for Accelerated Digitization of Modern Council Operations



Fig 1: Proprietary frameworks and tools of Infosys PS DigiCon

## Case Study: Oracle Cloud Transformation for a Greater London Council

A prominent council in Greater London, UK, serves a population of more than 300,000 residents. The council has an extensive stakeholder community that includes a workforce of over 9,800 employees in addition to pensioners and trading partners, as well as school and college staff.

### Challenges faced

- Legacy system built on Oracle R12 EBS
- Fragmented architecture with over 50 tightly coupled external systems
- Use of third-party applications for AP and AR transactions
- Lack of disaster recovery (DR) capabilities
- High dependency on manual interventions and workarounds

### Infosys engagement and solution

- Infosys partnered with the council to drive a comprehensive Oracle Cloud transformation, focussing on:
  - ▶ Process standardisation across HR, finance, EPM, and procurement
  - ▶ Automation of integrations with all third-party systems
  - ▶ Reduction of manual workarounds through streamlined workflows
  - ▶ Accelerated delivery using Infosys Accelerated Cloud Transformation methodology

### Key outcomes

- Standardised business processes across all departments
- About 20% reduction in time required for financial book closure
- Approximately 10% reduction in effort per payroll cycle
- 20% faster time-to-market for new initiatives and system changes

## The Infosys Advantage in Oracle Cloud Transformation

Oracle Fusion provides a powerful foundation for digital transformation. Infosys builds on this with deep domain expertise, proprietary tools, and sector-specific accelerators. This positions us as the ideal systems implementation and integration partner for the UKPS councils.

### Key differentiators

1. Sector-specific solution: Infosys DigiCon is tailored for UK councils
2. Seamless data migration: Powered by Infosys Data Services Suite
3. Reusable asset library: Standardised processes and accelerators
4. Advanced reporting and analytics: Insights beyond compliance
5. Secure access and governance: Single sign-on (SSO), multi-factor authentication (MFA), and IP/geo-based access controls

## Conclusion

The UK public sector is undergoing a significant digital transformation. Oracle Cloud offers a powerful, future-ready platform to drive operational excellence and ensure regulatory compliance. For UK councils, this presents a unique opportunity to modernise legacy systems, enhance reporting capabilities, and automate core business processes through Oracle ERP Cloud.

By combining the capabilities of **Oracle Fusion with Infosys' deep public sector expertise**, councils benefit from:

- Sector-specific solutions like **MTD, CIS, and Punchout Catalogues**
- Seamless data migration with **Infosys Data Services Suite**
- A rich library of **reusable assets and standardised processes**
- Advanced **reporting and analytics** capabilities
- Secure, scalable, and compliant technology environments as well as operations
- Proven governance framework, understanding of council operations, and a robust technology stack

A strategic partnership with Infosys ensures not just a successful cloud transformation, but also unlocks deeper insights, long-term operational efficiencies, and sustainable value for UKPS organisations.



## About the Authors

### Shiv Singhal

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*Shiv is an ERP Consultant with over 11 years of experience across the UK public sector (UKPS) and IT consulting domains. He has led multiple end-to-end implementations, upgrades, and support engagements spanning the public sector, manufacturing, and financial services industries. His expertise covers core financial modules such as general ledger, accounts payable, accounts receivable, fixed assets, and cash management. He also has deep knowledge of Oracle Cloud configurations, reporting tools, and compliance frameworks.*

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*Tarun is an ERP specialist with more than 18 years of experience in banking, financial services, and insurance (BFSI) and IT consulting. He specialises in leading finance transformation programmes and designing cloud roadmaps that align with clients' strategic goals. Tarun has successfully delivered innovative digital transformation initiatives by optimising processes, strengthening financial systems, and enabling measurable business value.*

### Sanjay Pinto

AVP – Senior Delivery Manager, Infosys

*Sanjay has extensive experience in managing large-scale IT implementations in the financial services and public sector domains. He oversees strategic programmes within the Oracle Practice, ensuring seamless execution and governance of complex engagements. Sanjay is known for his ability to align delivery excellence with client objectives, fostering innovation and operational efficiency. Based in Mumbai, he collaborates with cross-functional teams and stakeholders globally to deliver measurable outcomes and maintain high standards of client satisfaction.*

**Infosys Cobalt** is a set of services, solutions and platforms for enterprises to accelerate their cloud journey. It offers over 14,000 cloud assets, over 200 industry cloud solution blueprints and a thriving community of cloud business and technology practitioners to drive increased business value. With **Infosys Cobalt**, regulatory and security compliance, along with technical and financial governance comes baked into every solution delivered.

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