

AGENDA SUPPLEMENT (1)

Meeting: Overview & Scrutiny Organisation and Resources Select Committee
Place: Committee Room III, County Hall, Trowbridge
Date: Thursday 20 January 2011
Time: 10.30 am

The Agenda for the above meeting was published on Tuesday 11 January 2011 and indicated that the reports detailed below would follow. These are now available and are attached to this Agenda Supplement.

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This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

11. **SAP Post Implementation Review** (Pages 1 - 2)

At the last meeting the Select Committee received a report on the post implementation review of the SAP system by KPMG. It was resolved to advise the Cabinet Member and Audit Committee of the Select Committee's views of the report. The extract of the minutes from the Audit Committee was omitted from the agenda and is now attached for noting.

14. **Scrutiny Representation on Project Boards** (Pages 3 - 4)

This item has been included in the agenda to allow members, who act as Scrutiny Representatives on Project Boards, to provide the Committee with updates where appropriate.

The update for the Revenue and Benefits Project Board was indicated to follow and is now attached for consideration.

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ARISING FROM

AUDIT COMMITTEE

HELD ON

15 DECEMBER 2010

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104. SAP Post Implementation Review

Following instruction from the Audit Committee at its meeting in June 2010, KPMG undertook an independent post implementation review of SAP. The report was taken to the Organisation and Resources Select Committee in November 2010. The Chairman welcomed the Chairman of the Organisation and Resources Select Committee to summarise their findings to the Audit Committee as detailed in the Agenda pages 78-80.

Stuart Payne, KPMG, delivered the key points from the report.

- Wiltshire Council successfully went 'live' with SAP on 1 April 2009 – the system delivered finance, procurement, HR (encompassing 5,500 staff) and payroll. At the same time the Council introduced a Shared Services Team with a view to providing a single focus point for transactional, finance and HR across the Council eliminating duplication.
- LGR meant that SAP operational structures were not known until a short time before the go-live date which left limited time for configuration of the systems processes and controls.
- LGR faced resistance in some areas knowledge of existing processes and data were not clear to staff until after the go-live date.
- There was insufficient time to do robust acceptance testing, glitches were highlighted whilst operational not in testing.
- In some cases appropriate staff were not available.
- The original BMP project plan allowed for 15 month SAP procurement and a further 15 month implementing it, this was refined to 12 months. The LGR caused a number of internal delays; procurement took 18 months leaving a shorter timeframe for implementation.

Cllr Scott reiterated that the bidding process for SAP for the County Council was almost halfway through when LGR came in. The scope of the project dramatically changed and was dealt with. Implementation of another system would have to face these challenges.

A number of Councillors expressed concern over a lack of a Council wide SAP development plan and that this would lead to the creation of fragmented systems being developed. This issue was noted and would be discussed within the SAP seminar.

Councillors highlighted issues surrounding Carefirst and SAP. Cllr Scott explained to the Committee that the issues with Carefirst were not specific to Wiltshire and that this was a nationally recognised problem. She admitted that it had taken longer to 'fix' than was anticipated but it was being addressed.

Members asked that an update, on the 13 point action plan which summarises issues from the main body of the report, be brought to the next Committee and thereafter on a periodic basis.

The Chairman informed Committee members that a SAP seminar for all members was being organised for the New Year.

Resolved:

To note the report.

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Wiltshire Council

Organisation and Resources Select Committee

20th January 2011

Scrutiny Representative on Project Boards Update

Name of Board: Revenue and Benefits Project Board

Reported by Scrutiny Representative: Cllr Pip Ridout

Summary of the Boards work:

The Project Board is responsible for procuring and implementing one IT system for the revenue and benefits service in Wiltshire.

Significant achievements or progress of the Board since the last update:

At the inaugural meeting of the board, 11th January 2011, Michael Hudson (Interim Chief Finance Officer) set out the way forward for how the project team is to be run, what further documents are required and allocated specific tasks.

Dermot Tully presented a progress report, a project issues log, a project decision log and risk register. It was requested that for future meetings reports would be based on exceptions only and what decisions must come to the board to make sure the project is on time and to target.

Current significant risks to the Council or issues/delays for the Board to resolve:

It has been resolved that the project was due for completion on the 17th November 2011, but this has been extended to the 25th November 2011 to allow for holidays.

One of the current issues under discussion is the location of the joint Northgate and Wiltshire Council project team.

In addition, the project Team is made up of staff with day job responsibilities. This may have an impact on their availability for project work depending on the individuals day job workload. A resource schedule based on planned activities is to be agreed and monitored by the Project Team.

Milestones for the short-term future:

A PID needs to be produced and signed off and it was commented a GANT chart would be of benefit.

Remote access through GCSx, to allow secure IT connection for Northgate, is not currently in place and is expected to be completed by the next meeting.

Date of the next meeting: 09/02/11 Page 3

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