

MINUTE EXTRACT
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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