

**Resolution arising from
Organisation & Resources Select Committee meeting held on
18 November 2010**

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SAP Post Implementation Review

Resolved:

- (1) To acknowledge;
 - (i) the overall findings by KPMG that “Ultimately Wiltshire Council achieved a great deal in successfully implementing a major SAP system”;
 - (ii) the decision to go live on 1 April 2009 was bold but appeared to have been the right one; and
 - (iii) that project initiation and planning was well organised and co-ordinated, a good standard of project documentation existed and that the Council’s SAP trainers showed a great deal of dedication.
- (2) However, in acknowledging the above to particularly highlight the following points:
 - (i) that conflicting and competing priorities within the council at the time resulted in limiting capacity and resources for the project;
 - (ii) there were currently no plans to further invest in SAP so as to drive out further efficiencies in other areas of the business;
 - (iii) planned head-count reductions would mean that it was likely future projects would have to consider the use of contractors where internal capacity and/or skills were limited; and
 - (iv) some service areas felt uncomfortable with the pace of the project and struggled to provide sufficient resource to manage the necessary business change activities that were delegated to them.
- (3) To note the following points for further scrutiny at the appropriate time:
 - (i) Procurement and Commissioning Programme which commenced in July would address procurement issues including several new buyers appointed by the end of the year;

- (ii) A plan was being drawn up with a timeline for migrating significantly more financial processes and the associated staff into the Shared Services Team. This also included a development plan for procurement;
 - (iii) The SAP strategy scheduled for March 2011 would form an integral part of the overall ICT strategy which was currently being developed to align with the Council Business Plan; and
 - (iv) The Corporate Programme Office was being reviewed as part of the Council's business planning process and a benefits realisation plan was being developed to underpin the successful delivery of the business plan.
- (4) In addition to note the following general but important points:
- (i) Management should aim to use SAP functionality to the fullest extent possible appropriate to the organisation in order to avoid end-user developed applications;
 - (ii) Areas of the business should be identified that were not taking full advantage of SAP;
 - (iii) KPMG did not audit the financial savings reported;
 - (iv) KPMG identified that a key practice for getting value from a project was that it was driven by the executive (top management culture).
- (5) To formally advise the responsible Cabinet Member and Audit Committee of the Select Committee's consideration and highlighted views on the report, and to receive responses from them in respect of the actions recommended by KPMG and the lessons learnt by the Council (bearing in mind the management responses already in the report).

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