ERP Replacement Programme

Frequently Asked Questions

June 2026

ERP Programme – Frequently Asked Questions

Why are we doing this and what decision is being made?

Q1. Why is the Council doing this now?
The Council's ERP system supports day-to-day services including finance, HR, payroll and procurement. The current system is ageing and becoming harder and more expensive to support. Doing nothing would increase risk to key services and make it harder for the Council to run efficiently and meet its responsibilities. This programme is about replacing and improving a critical part of the Council's core infrastructure in a planned and controlled way.

Q2. Is this a transformation programme or a system replacement?
It is both. The programme replaces ageing systems, but it is also a wider transformation programme. Alongside new technology, the Council will improve processes, management information, ways of working and the experience for staff and managers over time. The aim is not change for change's sake, but to modernise how core corporate services work.

Q3. What is Cabinet being asked to approve?
Cabinet is being asked to approve the business case, the route to market and the funding required to allow the Council to proceed into procurement and implementation mobilisation. Cabinet is not being asked to appoint a supplier at this stage. Final supplier recommendation, contract pricing and implementation proposals will return to Cabinet following procurement before any award decision is made.

Q4. What is the timeline?
Subject to approval, the Council is targeting procurement launch in Summer 2026, contract award in early 2027, with implementation following supplier appointment and go-live in mid-2028. This reflects the scale and complexity of replacing the Council's core ERP estate while maintaining operational continuity.

Q5. Why not stay on SAP?
The issue is not SAP itself, but the Council's current SAP system is over 25 years old and no longer provides a sustainable long-term solution. The procurement process will assess a range of options and suppliers. No decision has been made on the future technology platform, and SAP may still form part of the solution selected through procurement.

Q6. We have seen ERP failures in local councils and elsewhere. What makes this different?
The Council is very aware that some ERP programmes in local government have struggled. Common reasons include trying to do too much at once, weak governance and leadership, poor data quality or unrealistic plans. Lessons from other councils have been built into this programme, including stronger governance, phased delivery, clearer controls and a focus on readiness.

Q7. What does this mean for staff day to day?
Over time staff should experience simpler processes, better systems, fewer workarounds and improved information. Changes will be phased and supported through training and engagement.

Q8. How will this improve things for residents?
While residents will not directly use the ERP system, better finance, HR and procurement systems help the Council run more efficiently, pay suppliers on time, manage resources better and support frontline services. Modern platforms can also create opportunities for future improvements in digital services, making it easier for residents to access information and interact with the Council, where appropriate.

Q9. What happens if this decision is delayed?
Delaying the decision increases reliance on an ageing system and creates greater service, resilience and delivery risks. It could also delay implementation and increase cost pressure over time.

Q10. How are we ensuring the Council does not take on too much change?
One of the key lessons from ERP failures is that organisations often try to transform too much in a single programme. The Council is reviewing requirements carefully to distinguish between essential day-one requirements and areas that could be phased later, helping reduce delivery risk and organisational burden.

Q11. How are risks being managed going forward?
Risks will continue to be managed through programme governance, regular reporting, escalation routes, and Programme Board oversight and monitored throughout procurement and implementation.

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Costs, affordability, and procurement

Q12. What was the previously agreed £1.9m funding used for?
The March funding request of £1.9m through to 2027 is to support the Council in completing the critical pre-market and mobilisation activities required to run a credible procurement and prepare for implementation. This included governance, planning, market testing, requirements work, data readiness, financial modelling, procurement preparation and business change activity.

Q13. Is this the total cost of the programme?
No. This funding being requested now supports the next phase of procurement and mobilisation activity. The wider programme costs are set out in the business case and financial model, which provide a 10-year Total Cost of Ownership estimate. Final costs will only be confirmed following procurement and supplier competition. Cabinet will see updated costs and recommendations before any contract is awarded.

Q14. How are we protecting against cost escalation?
The financial model includes contingency and risk allowances for areas of uncertainty. Cabinet is approving a route to market and funding envelope, not a final supplier cost. Competition through procurement will test pricing before any final decision is made.

Q15. What if supplier bids come in higher than expected?
The Council has developed market-informed cost assumptions and a prudent affordability model. If bids materially exceed expectations, there will be decision points before contract award where the Council can consider options including scope, phasing or affordability decisions. Cabinet will retain oversight at that stage.

Q16. How confident are we in the financial model?
The financial model is based on market testing, benchmark data, supplier responses and internal assumptions. It includes prudent ranges and contingency provisions. However, like any pre-procurement model, it remains indicative and will be refined through live market competition.

Q17. Are we relying on savings to justify the programme?
No. The business case is not dependent on speculative savings. The main case for change is service resilience, modernisation, replacing ageing systems and reducing operational risk. Potential savings may arise over time but are not assumed as a core funding justification.

Q18. How are we making sure suppliers do not underbid and create problems later?
The procurement approach is designed to look at quality, delivery credibility, implementation approach and experience; not price alone. Supplier track record, references and delivery assumptions will all form part of the assessment.

Q19. Why are we confident in the procurement route?
The Council has undertaken market testing, procurement design work and external challenge to ensure the route to market is credible and competitive. Legal, procurement and commercial advice are supporting the final design, and Cabinet is being asked to approve the route to market rather than a supplier appointment.

Q20. Why is the proposed Social Value weighting 5% and not higher?
Social Value is an important part of the procurement and will be considered alongside quality, cost and delivery capability. The proposed 5% weighting strikes a balance between securing social value benefits for Haringey and ensuring the Council selects the solution and delivery partner best placed to support critical services and deliver the programme successfully.

Q21. What happens after procurement?
Cabinet will receive a recommended supplier, updated costs and an implementation proposal before any contract award. Following approval, implementation will move into design, build, testing, training, business readiness and go-live preparation.