

Appendix 1: Business Case for varying and extending Leed City Council's contract with Cornerstone for online performance and learning systems	
Area	Reason to stay with Cornerstone
High levels of organisation change	<p>We are currently experiencing unprecedented levels of change. Major Service Reviews are currently taking place which will fundamentally affect the services the council delivers. In addition, Support Service Reviews around OD and Workforce Development will change our requirements and approach.</p> <p>We do not want to scope out and procure a new system until requirements are clearer</p>
Core business system review	<p>A council wide Core Business Systems Review (CBSR) is taking place around how we manage our colleagues, money and assets. A review of business capability will be followed by a reshape of our systems and software needs.</p> <p>Moving to a new system (cornerstone alternative) would not be advisable until we fully understand the wider implications/recommendations from the CBSR</p>
Resourcing a system change	<p>The level of resource for procuring and implementing an alternative system would be significant – both in terms of set up costs and staffing resource. Closing down our Cornerstone operation would also be resource intensive.</p> <p>Costs and resources to manage a transition are too great, at a time when Support Services capacity is reducing</p>
Maximising our investment to date	<p>Our investment in Cornerstone has supported a major successful culture change and efficiency programme over the last 5 years. There is clear opportunity to further develop our current system to deliver more for the business. This can be achieved through reconfiguration of the existing functionality we have.</p> <p>We can develop our use of Cornerstone further to improve business value and use-ability.</p>
Stability around key people systems	<p>We are confident that we can improve the user experience and value from Cornerstone in a short period of time, and that this is a better proposition than whole sale system changes at a time when staff and</p>

	<p>managers are working hard to deliver services in a tough climate.</p> <p>Whole scale system changes at this point in time is an unnecessary risk, especially when we can improve what we have</p>
Access to information at a critical time	<p>Appraisals, development and people management remain top priorities for the business – the organisation needs to have and use this information to drive further business change.</p> <p>Possible disruptions around access to our key people data, linked to a system change, is a risk</p>
Provision of services to external organisations	<p>The Cornerstone system is used to provide training services to partners outside Leeds City Council, so there are wider implications of changing the system, beyond our organisation.</p> <p>Reputational risks exist around an carefully considered exit from Cornerstone</p>