

Report of Director Resources & Housing**Report to Executive Board****Date: 24th September 2020****Subject: Core Business Transformation – Technology Refresh**

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary**1. Main issues**

- The Core Business Transformation Programme seeks to bring about fundamental changes in the way Finance, Procurement, Human Resource (HR) and Payroll activities are undertaken across the Council.
- Extensive colleague engagement paints a picture of a workforce that is frustrated, partly because of overly bureaucratic labour intensive processes combined with inflexible technology.
- Key business processes are hindered by technology which is unintuitive, labour intensive and difficult to extract data from whilst at the same time lacking key functionality.
- Strategic, operational and financial decision making is hampered and less effective because information is difficult to access, unavailable or incomplete. Decision making and performance management are prone to delay due to the time it takes to gather information from multiple sources.
- The technology is out of date and nearing 'end of life', presenting an increased risk to business continuity, to the Council's ability to pay its employees and suppliers correctly and the Council's ability to comply with legislation and standards.
- In support of the current process of service reviews, the transformation of service delivery and the securing of the long term viability of the Council's business information technology (IT) systems, the Council's Best Council Design Team

(BCDT) approved the Full Business Case for the replacement of existing Finance, HR and Payroll IT systems.

- BCDT recognised that procurement of a new solution for people and finance is critical in realising financial savings not only within central support services but also across the wider Council through the digitising of services and streamlining of processes.
- They recognised that strategic and operational decision making would be improved, ensuring financial decisions are informed by the most up to date information and that performance and savings can be accurately tracked which is not the case at the moment.
- BCDT acknowledged that systems were nearing end of life and that by 2025 a significant risk would exist in terms of the Council continuing to pay employees and suppliers on time and correctly. They also recognised the significant information security and information governance risks presented by operating unsupported systems and the implications this has not only for the Council's own internal sustainability but also its ability to work and share information with other partner services, such as the Department of Work and Pensions. These partnerships require the Council to meet a minimum standard in relation to information security and information governance.
- The new technology will enable services to standardise and simplify how they work, freeing up capacity by removing manual processes and 'off-line' manipulation and processing of data and providing decision-makers with timely, consistent and standard management information in relation to their people and finances, a core part of realising many of the savings identified in the current round of Service Reviews.
- Compared to doing nothing, which is not an option, the preferred technology solution will cost the Council an additional £11M over the lifetime of the solution, which is 13 years (1 year procurement, 2 years implementation, 10 years operation).
- The implementation of new technology will be a key 'enabler' and facilitate the delivery of an estimated £4.05M in annual budget savings through new ways of working and improved self-service in Finance and HR, improved order and invoice management in the Business Support Centre and new ways of working within Business Administration.
- It will also enable further opportunities for savings in terms of an increased P-Card rebate, early payment discounts, improved goods and service discounts, savings from better financial and people management through the use of enhanced information, and efficiencies from improved remote and mobile working technology. The full potential of these opportunities still needs to be quantified.
- The Chief Finance Officer has engaged the Chartered Institute of Public Finance and Accountancy (CIPFA), to support and challenge their own financial services review. CIPFA have endorsed the proposed approach to transformation and the critical role the new technology solution will have in delivering the long term financial sustainability of the Council.
- The progression to procurement of a Council-wide solution at this point in time, possibly ahead of other directorate based initiatives is an imperative. The Council requires new systems to be operational and embedded well ahead of the 2025 "end of life" deadline. Whilst this is just over four years in the future, experience from

other Councils and the Society of Innovation, Technology and Modernisation (Socitm), who are the public sector digital services professional body, indicates that procurement of a new solution will take one year and subsequent implementation will be a minimum of two years.

- Moving forward with procurement now will still mean that systems will only start to be embedded in 2024, just one year ahead of the deadline. This represents an extremely challenging timeline, which is even more challenging given the impact on working arrangements from the ongoing pandemic.

2. Best Council Plan Implications (see the [latest version of the Best Council Plan](#))

- Contributes to the delivery of the Best Council Plan and, in particular, the aim of being an “Efficient, Enterprising and Healthy Organisation”, supporting improved staff wellbeing, improved management of our finances, improved control of invoice payments and digitisation of services.

3. Resource Implications

- It is anticipated that procurement activity will take up to 1 year to complete and will cost £1.01M. This expenditure is predominantly made up of the direct cost of in-house staffing resources that will be deployed on the procurement phase of the project (i.e. staff that would otherwise be engaged in other Council ICT projects). Funding to cover this activity is included within the Capital Programme.

Recommendations

- a) The Executive Board of the Council approves that the Core Business Transformation programme proceed to the next stage, which is the procurement phase, and in doing so give authority to spend £1.01M on the required procurement activity.
- b) The Executive Board to note that the Chief Officer Financial Services is responsible for this matter (such as supporting the programme to the next stage and steering the £1.01m spend), together with any timescales involved.
- c) A report will be brought back to Executive Board in 12 months (September 2021), prior to awarding a contract to the successful bidder

1. Purpose of this report

- 1.1 The Executive Board of the Council is requested to approve that the Core Business Transformation programme proceed to the next stage, which is the procurement phase, and in doing so give authority to spend £1.01M on the required procurement activity.

2. Background information

- 2.1 The Core Business Transformation Programme seeks to bring about a change in the way Finance, Procurement, HR and Payroll activities are undertaken across the Council. It seeks to review and, where appropriate challenge and change existing processes, systems and operations, improving them to optimise the use of modern digital technology and good practice processes whilst reducing effort and cost.
- 2.2 Whilst the programme is predominantly a business change programme it does contain a significant technology refresh element which is the subject of this report and is required not only to enable transformed ways of working but also to secure the future sustainability of the Council's core IT systems.
- 2.3 The Council's main IT systems for financial and people information are nearing end of life and by 2025 a significant risk will exist in terms of the Council continuing to pay employees and suppliers on time and correctly. Significant risks also exist in terms of the Council's continued compliance with information security and information governance standards should it continue to operate these systems beyond 2025. This presents a risk not only for the Council's own internal sustainability but also its ability to work and share information with other partner services, such as DWP. These partnerships require the Council to meet a minimum standard in relation to information security and information governance.
- 2.4 It is for the above reason that it is essential that this programme of work moves forward now and is not delayed. The Council requires new systems to be operational and embedded well ahead of the 2025 "end of life" deadline. Whilst this is just over four years in the future, experience from other Councils, supported by advice from Socitm, the digital services professional body, indicates that procurement of a new solution will take one year and subsequent implementation will be a minimum of two years. Moving forward with procurement now will still mean that systems will only start to be embedded in 2024, just one year ahead of the deadline.
- 2.5 New technology will enable Services to standardise and simplify how they work, freeing up capacity by removing manual processes and 'off-line' manipulation and processing of data and providing decision makers with timely, consistent and standard management information in relation to their people and finances. This is a core part of realising many of the savings identified in the current round of Service Reviews.
- 2.6 The new technology will support an improvement in strategic and operational decision making, ensuring financial decisions are informed by the most up to date information and that performance and savings can be accurately tracked. This is not the case at the moment and the gathering of this information is complex and time-consuming and hinders effective and timely decision-making.
- 2.7 The aims of the programme can be seen in Appendix B.

- 2.8 Extensive colleague engagement has been undertaken as part of recent Council initiatives such as 'Changing the Workplace', Staff Survey and the Finance Review. All of these paint a consistent picture of a workforce that is frustrated by overly labour intensive processes and inflexible technology. Ways of working are often bespoke to meet individual service need, leading to a wide variety of operational processes, duplicate processes and numerous technology solutions.
- 2.9 An opportunity exists to transform the way in which the Council undertakes its core business services through a programme of business change enabled by technology. The Programme will review and, where appropriate, change existing policies, process, technology solutions and operating models. This change will be driven by the need to create sustainable working processes and renew existing technology, in an environment of reducing budgets and resources, in order to secure and future proof the delivery of core service support to frontline services.
- 2.10 The transformation will be aligned to existing improvement programmes and the outcome of service reviews, allowing those reviews to maximise their service delivery improvements and financial savings.
- 2.11 The new technology solution will enable the Council to adopt modern, 'good practice' business processes which standardise and simplify how we work. Benefits already identified include:
- **Support Service Improvements** – Support services have delivered significant savings to date with ambitious plans to deliver more, however progress is severely hampered due to out of date, old-fashioned technology. Further savings can only be achieved through exploitation of modern integrated technology i.e. digital workflows across integrated modules, automation, self-service, dashboards and better business intelligence tools.
 - **Procure to Pay (P2P)** – The use of supplier catalogues and supplier self-service alongside modern P2P functionality that will enable the Council to exploit opportunities around rebates and discounts and leverage greater buying power to reduce prices.
 - **Finance** – system generated financial projections with functionality to apply different rules to different expenditure types, enabling budget managers to be less dependent on finance practitioners.
 - **Integrated dashboards and work-flow** – fundamentally change how Council employees interact with IT systems and the data held within them. The system will push relevant information to users so they can pick-up and complete work-flow tasks within their own role-based personalised dashboards rather than having to react to automated or manually produced e-mails, maintain their own independent databases and spreadsheets or take time interrogating systems to find the required data.
 - **Mobile working** - support new ways of working, enabling staff to work remotely through access from mobile devices. This will allow all staff to complete work-flow tasks 'on the go' regardless of location.

- **Reporting** – intuitive user-defined reports via dashboards that visually depict information using bar charts and graphs, improving the flow of information into the decision making process.
- **Compliance and information governance** - remove the need to hold and process large amounts of data on spreadsheets and databases which are outside of the core IT system.
- **Continuous Improvement** – Modern systems are regularly updated (usually quarterly) to take advantage of new innovations helping to drive continuous improvement in ways of working.

2.12 The Chief Finance Officer has engaged CIPFA, the professional institute for public finance, to support and challenge their own financial services review. CIPFA have endorsed the proposed approach to transformation and the critical role the new technology solution will have in delivering the long term financial sustainability of the Council.

3. Main issues

- 3.1 As a first step in transforming service delivery, in April 2020 the Council's Best Council Design Team approved the Full Business Case for the replacement of existing Finance, HR and Payroll IT systems, recommending that the Programme now moves to its next phase, which is procuring a new IT solution. This recommendation was made based on the need to maintain sustainable, fit for purpose, IT systems that enable the digitisation of services and the streamlining of processes and are capable of enabling the delivery of the strategic aims of the Council as well as savings already identified in the Medium Term Financial Strategy.
- 3.2 The Business Case concluded that the existing technology used for Finance, HR and Payroll is not flexible and was incapable of supporting the needs of an increasingly digitally competent workforce. Existing systems are not able to support effective financial planning, relying on out of date or incomplete information.
- 3.3 User feedback indicates that people are dis-satisfied with existing back-office systems. People find these systems unintuitive, labour intensive and difficult to extract data from whilst at the same time lacking key functionality such as financial planning, fixed asset reporting, procure to pay and enhanced employee self-service. (A sample of screens currently encountered by users of the finance system are included at Appendix E to this report)
- 3.4 The Full Business Case concluded that these systems are not capable of meeting the improvement aims of the Council and their continued use would severely impact the realisation of already agreed savings in relation to the digitisation of services and the streamlining of processes.
- 3.5 The existing IT systems are outdated and will reach end of life by 2025 at which point there is a significant risk that suppliers of the systems will withdraw support for their products.
- 3.6 Doing nothing is not an option. The Council's Finance Management System (FMS) will either need to be re-procured or significantly redeveloped in the coming years. Support for the current version of Oracle Fusion Middleware that the system is built

on ends in 2025 , a new version of the middleware product may become available but Oracle have not made firm commitments as of yet. Oracle Reports, which underpins FMS will be unsupported from 2025 meaning FMS will have to be redeveloped in some way in order to continue operating.

- 3.7 Supplier support for the on-premise SAP (HR and Payroll) system ends on or around in 2025. At this point the only SAP offering available will be a cloud based service. As a minimum the Council will need to undertake a complex and significant migration to the new solution but, in all likelihood, will also need to undertake a competitive procurement exercise to ensure ongoing value for money.
- 3.8 The option of replacing the existing three individual systems (FMS for Finance, SAP for HR/Payroll and Cornerstone PAL for Learning, Development & eRecruitment), on a case by case basis, aligned to contract end dates has been considered but it was concluded that this approach would not deliver many of the improvement aims of the Council whilst representing the highest overall cost of procurement and implementation.
- 3.9 The option of procuring an integrated single solution was identified as the cheapest, most cost effective and preferred way of achieving the improvement aims of the Council whilst giving the best possible opportunity of realising savings in terms of digitising services and streamlining processes.
- 3.10 Appendix A shows a summary of the options considered within the Full Business Case.
- 3.11 The Full Business Case estimates that the procurement of the required system would take 1 year to conclude and the in-house expertise required to complete the procurement exercise would cost in the region of £1.01M. Funding to cover this activity has already been included in the Capital Programme.
- 3.12 The Business Case estimates a potential cost of £9.27M for subsequent solution implementation which is expected to take 2 years. This will be further addressed as part of the forthcoming budget setting process.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Best Council Design Team, which comprises of senior representation from across the Council, has undertaken the role of Programme Board. Updates are provided to Best Council Design Team every month, giving design team member's regular opportunities to comment on progress and steer the direction of travel of the Programme.
- 4.1.2 Trade Unions have been consulted via the Corporate Joint Consultation Committee and HR Matters meetings. This consultation will be ongoing throughout the duration of the programme.
- 4.1.3 Staff groups are being consulted through a combination of local team meetings and requirements development workshops on an ongoing basis.
- 4.1.4 Procurement activity will include participation from a wide range of staff groups and, where appropriate, representatives from schools and external partner organisations.
- 4.1.5 External consultants from the Society of Innovation, Technology and Modernisation (SOCITM) have been engaged to provide advice and challenge during the development of the Full Business Case. Socitm is the professional network for

leaders engaged in the innovation and modernisation of public services. They are an independent body that has provided access to other Councils who are ahead of Leeds on the journey, access to information regarding potential supplier solutions in an independent and neutral manner, and access to individuals who have experience of delivering the change envisaged at Leeds.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 An Equality Impact Screening Assessment has been completed and accompanies this report. Due consideration and regard to equality will be embedded throughout each stage phase and individual project. Supplementary governance requirements will also include relevant Equality Impact Assessments.

4.3 Council policies and the Best Council Plan

- 4.3.1 The proposal will contribute to the delivery of the Best Council Plan and, in particular, the aim of being an “Efficient, Enterprising and Healthy Organisation”.
 - 4.3.1.1 Ensuring the systems for managing the people and financial information of the Council remain fit-for-purpose and are capable of supporting the daily operation of the entire Council;
 - 4.3.1.2 Contributing towards improved staff wellbeing through the provision of modern employee and manager self-service functionality that will improve communication and coordination between managers and staff, supporting the ambition of ‘Best Place to Work’;
 - 4.3.1.3 Contributing towards improving the management of our finances through the provision of real-time financial information that is easy to access and easy to interpret. Removing the need to duplicate and manipulate financial information through numerous spreadsheets, ensuring budget managers have the most up to date information at their fingertips;
 - 4.3.1.4 Contributing towards the improved control of invoice payment, helping to ensure invoices are paid on-time;
 - 4.3.1.5 Delivering a fully digital solution, allowing people and financial information to be accessed regardless of location through mobile devices using a “real-time” system.

Climate Emergency

- 4.3.2 It is envisaged that any new information technology solution will be Cloud based, where the solution is hosted in a supplier’s datacentre on servers shared by many customers, the Council will therefore see a reduction in the server capacity required within its own operational and backup datacentres.
- 4.3.3 The proposed solution will be available online via multiple types of devices, from mobile phones, to tablets and laptops, increasing flexibility in work arrangements whilst reducing the need for people to be office based.
- 4.3.4 Information will be available through pre-configured dashboards and flexible online reporting tools, reducing the need for paper reports.

4.4 Resources, procurement and value for money

- 4.4.1 It is anticipated that procurement activity will take up to 1 year to complete and in-house expertise required to complete the exercise will cost £1.01M. Funding to cover this activity is included within the Capital Programme.
- 4.4.2 The Business Case estimates a potential cost of £9.27M for subsequent system implementation. This will be further addressed as part of the forthcoming budget setting process.
- 4.4.3 Over the lifetime of the solution (estimated as 13 years, 1 year procurement, 2 years implementation, 10 years operation) it is estimated that the new technology solution would costs in total an additional £11M when compared to doing nothing.
- 4.4.4 As stated previously doing nothing is not an option, the next best option considered in the business case was linking together best of breed solutions. This was identified as being more expensive and less flexible. A third option of replacing systems as and when they reach end of life is the most expensive option, delivers the least business benefit and has the highest risk to business continuity. The table below summarises the estimated costs of each option considered in the business case.

Option	Estimated Total Cost Over Lifetime of Solution (13 Years)
Integrated Single Solution (Preferred Option)	£34.1M
Best of Breed	£36.5M
Replace at end of life	£44.1M

- 4.4.5 New technology will enable services to standardise and simplify how they work, freeing capacity by removing manual processes. This is a core part of realising many of the savings identified in the current round of Service Reviews. The new technology solution will be a key 'enabler' and facilitate the delivery of £4.05M annual budget savings within the Resourcing & Housing Directorate.

Service	Description	Annual Saving
Finance	Review of New ways of working	£1M (2020/21 onwards) +£0.5M 2023/24 onwards)
HR	New ways of working and Self-Service	£240K
Business Support Centre	Improved order and invoice management	£310K
Business Administration	Review of Central Administration functions	£2M
		£4.05M

4.4.6 In addition to the above savings, further savings opportunities exist, enabled through the additional functionality and easier access to information offered by the new technology solution. These savings have yet to be fully quantified but some examples include the following:

- Increase in P-card rebate enabled through new purchasing solution;
- Increase in the use of the early payment discount scheme through better management of orders and invoices;
- Greater buying power leading to increased discounts through integrated procurement technology, better supplier management and improved information relating to the supply of goods and services;
- Improved financial and people management and decision making, enabled through easier access to up to date financial information;
- Efficiencies from improved remote and mobile working technology.

4.4.7 The new technology solution presents the opportunity to consolidate and streamline support of the core systems by the Council's Digital and Information Service. This would allow a wider range of business outcomes to be delivered without the need for additional resource, doing more with the same.

4.5 Legal implications, access to information, and call-in

4.5.1 This is a key decision which is subject to call-in

4.6 Risk management

4.6.1 The current systems are approaching end of life which means the option of doing nothing is unsustainable and would present a significant and increasing risk to business continuity, financial and people management and compliance.

4.6.2 The continued operation of the current systems beyond 2025 would present a risk not only for the Council's own internal sustainability but also its ability to work and share information with other partner services, such as DWP. These partnerships require the Council to meet a minimum standard in relation to information security and information governance.

4.6.3 The new technology solution would help mitigate the corporate risk of information management and governance.

4.6.4 The Council currently operates three core systems to support Finance (FMS), HR and Payroll (SAP and Cornerstone PAL). These systems lack key functionality such as financial planning, fixed asset reporting, procure to pay and enhanced employee self-service, whilst being unintuitive, labour intensive and difficult to extract data from. These systems are not capable of meeting the improvement aims of the Council and will reduce the potential for transformation.

4.6.5 Use of an integrated single solution, commonly known as an Enterprise Resource Planning system or ERP, is commonplace amongst Councils, being the most popular type of solution for managing financial and people information. This tried and tested technology is now delivered as a Cloud based service, meaning that the Council will not need to invest in additional hardware within its own datacentre but rather use a solution that is located within a suppliers own datacentre and accessed via the internet. The use of Cloud rather than on-premise hardware is now the preferred route for the majority of Councils.

- 4.6.6 Procurement of an ERP is complex. To mitigate risk it is recommended that procurement should be undertaken using a Competitive Dialogue process. A Competitive Dialogue is allowed under Public Contract Regulations (Regulation 26) and allows areas of complex requirement to be explored and clarified during the procurement process, therefore reducing risk to the Council. A Competitive Dialogue is commonly used by the Council when procuring complex IT solutions.
- 4.6.7 A DPIA accompanies this report.

5. Conclusions

- 5.1 Procurement of a single integrated Finance, HR and Payroll solution is the most appropriate way of meeting the aims of the Council, whilst ensuring ongoing sustainability of the Council's core systems at the lowest procurement and implementation cost.
- 5.2 It supports the aims of the Council's digital strategy in terms of rationalising the number of IT systems and future proofing systems through the use of Cloud technology.

6. Recommendations

- 6.1 The Executive Board of the Council approves that the Core Business Transformation programme proceed to the next stage, which is the procurement phase, and in doing so give authority to spend £1.01M on the required procurement activity.
- 6.2 The Executive Board note that the Chief Officer Financial Services is responsible for this matter (such as supporting the programme to the next stage and steering the £1.01m spend), together with any timescales involved.
- 6.3 A report will be brought back to Executive Board in 12 months (September 2021), prior to awarding a contract to the successful bidder.

7. Background documents¹

- 7.1 None

8. Appendices

- 8.1 Appendix A – Full Business Case Options Appraisal Summary
- 8.2 Appendix B – Aims of the Core Business Transformation Programme
- 8.3 Appendix C – Equality, diversity, cohesion and integration screening – organisational change impacting on the workforce
- 8.4 Appendix D – Data Protection Impact Assessment
- 8.5 Appendix E – FMS Screenshots
- 8.6 Appendix F – Modern Dashboard Screenshots

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Appendix A – Full Business Case Options Appraisal Summary

Options Appraisal Summary				
	1 Do Nothing	2 Replace individual systems aligned to contract end dates	3 ERP Solution ²	4 Integrated Best of Breed solutions ³
Strategic Case	Does not support the aims of the Council	Supports very few of the aims of the Council	Fully supports the aims of the Council; It is an operationally viable route	Meets most of the aims of the Council to a certain extent
Commercial Case	Suppliers cannot meet the requirement to continue operation and support of the current system for the period of the business case, up until 2034	Suppliers cannot fully meet our needs (aims of the programme) but a value for money deal could be secured	Suppliers exist that can meet our needs, confident of achieving a value for money deal based on experience of other Councils	Suppliers exist to meet our needs, possible to achieve a value for money deal
Economic Case	Not modelled. None of the aims of the programme would be delivered	Highest overall cost	Lowest overall cost	Median overall cost
Financial Case	Not modelled. None of the aims of the programme would be delivered	Highest additional revenue pressure in relation to implementation No change to ongoing licence and support costs	Lowest additional revenue pressure in relation to implementation Slight increase to ongoing licence and support costs	Median additional revenue pressure in relation to implementation Slight decrease to ongoing licence and support costs
Management Case	Highly unlikely to be a sustainable option	Procurement and implementation requires the greatest amount of resource over the longest period of time Median expensive support option	Procurement and implementation requires the lowest amount of resource over the shortest period of time Least expensive support option	Procurement and implementation requires the median amount of resource over the shortest period of time Most expensive support option
			Preferred Option	






² Enterprise Resource Management Solution - a single solution that brings together money and people information.

³ Best of Breed – a solution that links two or more systems, typically from different suppliers, to give one holistic view of money and people information

Appendix B – Aims of the Core Business Transformation Programme

Agreed by Best Council Design Team January 2020

Core Business Transformation Programme - Aims

					
	Our People	Our Money	Our Digital Future	Our Work	Our Insights
WHAT	<ul style="list-style-type: none">✓ We have the right tools to do our jobs✓ Our roles are more valuable and rewarding✓ We have the right skills and knowledge for the future.	<ul style="list-style-type: none">✓ We have ownership of our budgets and a view of the wider council position✓ We have simple, modern, accessible ordering & payment processes✓ We have the support of practitioners when required	<ul style="list-style-type: none">✓ We can be self-sufficient✓ Our technology has a common look and feel✓ It is easier to work with partners and suppliers	<ul style="list-style-type: none">✓ We have flexibility in our work location✓ The place we work will be more accessible and inclusive✓ Reducing carbon footprint	<ul style="list-style-type: none">✓ Decisions are well-informed✓ The pace of decision making is increased✓ We are better able to analyse and draw comparison✓ We manage risk better by being assured and compliant
HOW	<ul style="list-style-type: none">• Innovating and collaborating• Automating routine processes and activities• Providing digital, analytic and commercial learning and development	<ul style="list-style-type: none">• Simplifying our processes and IT landscape• Standardising the way we work• Sharing good practice	<ul style="list-style-type: none">• Modernising technology offer• Rationalising the number of applications• Adopting technology – not adapting technology	<ul style="list-style-type: none">• Through CtW programme• Providing a mobile-enabled offer• Reducing travel – maximising benefits of mobile, remote and collaborative working	<ul style="list-style-type: none">• Making information easily accessible• Improving the timeliness of information• Making deep insights visible and accurate – a single version of the truth

Working as a team for Leeds | Being open, honest and trusted | Working with communities
Treating people fairly | Spending money wisely

Appendix C – Equality, diversity, cohesion and integration screening – organisational change impacting on the workforce

Core Business Transformation – Technology Refresh

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration.

Equality and diversity will always have relevancy to organisational changes which impact on a diverse workforce. If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration then you have already carried out an impact assessment.

A **screening** process is a short, sharp exercise, which completed at the earliest opportunity will help to determine:

- whether or not equality, diversity, cohesion and integration is being or has already been considered, and therefore
- whether or not it is necessary to carry out an impact assessment.

Directorate: Resources and Housing	Service area: Resources
Lead person: Carol Gill	Contact number: 07891 279340

1. Please provide a brief description of the organisational change arrangements that you are screening

The Core Business Transformation Programme seeks to bring about a change in the way Finance, Procurement, HR and Payroll activities are undertaken across the Council. It seeks to review and, where appropriate challenge and change existing processes, systems and operating models, roles and responsibilities, improving them to optimise the use of modern digital technology and good practice processes.

The Programme is predominantly a business transformation programme but also contains a significant technology element which will act as an enabler to the delivery of a much wider Council wide business transformation.

The Transformation Programme supports and enables the delivery of the Best Council Plan, together with the People Plan, Finance Strategy, News Ways of Working and DIS Strategy.

2. Consideration of equality, diversity, cohesion and integration checklist		
Questions	Yes	No
Have you already considered equality and diversity within your current and future planning?	X	
Where you have made consideration does this relate to the range of equality characteristics	X	
Have you considered positive and negative impacts for different equality characteristics		X – to be incorporated within the programme
Have you considered any potential barriers for different groups		X – to be incorporated within the programme
Have you used equality information and consultation where appropriate to develop your proposals	X – initially, more to be used	
Is there a clear plan of how equality areas identified for improvement will be addressed		X – to be incorporated within the programme

If you've answered **no** to the questions above, there may be gaps in your equality and diversity considerations and you should complete an equality and diversity, cohesion and integration impact assessment (organisational change). Please go to **section 4**.

If you've answered **yes** to the questions above and believe you've already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 3**.

<p>3. Considering the impact on equality, diversity, cohesion and integration</p>
<p>If you can demonstrate that you've considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.</p> <p>Please provide specific details for all three areas below (use the prompts for guidance).</p>
<p>How have you considered equality, diversity, cohesion and integration? (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).</p> <p>The Programme will be managed through structured project methodology and governance including the procurement of the technology component, the business process reviews and any subsequent changes to roles and organisational structures. Each element will reflect consideration of and due regard to equality and diversity in terms of impact on individual employees and stakeholders undertaking or affected by tasks within scope of the programme. The programme documentation and reporting arrangements will reflect detail and evidence this on an on-going basis. This will take into account all equality characteristics and will include:</p> <ul style="list-style-type: none"> - identified potential positive impacts and opportunities to promote these; - identified potential negative impact and actions to address these; - any parts of the programme that will promote strong and positive relationships between groups or communities identified and/or bring groups or communities into increased contact with each other; - any parts of the programme that could be perceived as benefitting one group at the expense of another, and any appropriate action relating to this. <p>In addition to equality considerations, the introduction of new technology could affect different employees in different occupational groups differently for example employees whose daily roles and tasks do not involve the use of council devices and accessibility.</p> <p>...things that have already been considered:</p> <ul style="list-style-type: none"> - current business arrangements and technological capability - equality profile (where available) of employees within the organisation - previous staff engagement survey findings - workshops to inform the specification for technology - other equality impact assessments that have been undertaken on similar programmes of work including the recent implementation of an E-Recruitment Solution <p>The emergency response to COVID-19 has broken the norms and stimulated new ways of working that are in harmony with the transformation aims.</p>
<p>Key findings (think about any potential positive and negative impact on different equality characteristics,</p>

potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another).

We know that in particular the implementation of a new HR solution has the potential to affect

- all employees, so all equality characteristics will be relevant to greater/lesser degree.....
- employment changes creating further flexibility for undertaking work.

The covid-19 pandemic required a fast response to both help keep people well and safe and keep essential services running. Anecdotal examples of both opportunities this has provided and some of the challenges are already emerging. For example:

Opportunities include: prioritising essential work and postponing other areas; staff redeployed across the organisation to meet emergency need; technological capability increased to help increased numbers of people to work from home.

Challenges include: maintaining positive mental health and wellbeing; not everyone has the equipment or space to work from home safely and comfortably; potential increase of domestic violence.

Actions

(think about how you'll promote positive impact and remove or reduce negative impact)

Examples include:-

- ensure all aspects of the programme continue to give due regard to equality to inform decision making and appropriate records are maintained
- ensure consultation and engagement activities continue throughout the design and delivery of the programme ensuring equality is considered both in relation to representation of and access to any such activities
- incorporate 'lessons learned' from the response to the pandemic and other similar initiatives
- develop and implement a communication plan to support timely messages
- consider undertaking equality monitoring when delivering the programme and implement appropriately
- follow existing policy that has had equality impact assessed previously
- where identified other governance processes may require specific EIA's.

4. If you're *not* already considering the impact on equality, diversity, cohesion and integration *you'll need to carry out an impact assessment*

Date to scope and plan your impact assessment:	On-going throughout the programme
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	Heads of Business Change

5. Governance, ownership and approval		
Please state here who approved the actions and outcomes of the screening		
Name	Job title	Date
Date screening completed		

6. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to executive board, full council, key delegated decisions or a significant operational decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • governance services will publish those relating to executive board and full council • the appropriate directorate will publish those relating to delegated decisions and significant operational decisions • a copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record <p>Complete the appropriate section below with the date the report and attached screening was sent</p>	
For executive board or full council – sent to governance services	Date sent: 26 th June 2020
For delegated decisions or significant operational decisions – sent to appropriate directorate	Date sent:
All other decisions – sent to the equality team	Date sent:

Appendix D – Data Protection Impact Assessment

Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Background:		
<p>As detailed in both the Business Case and the Executive Report, the Core Business Transformation – Technology Refresh seeks to bring about fundamental changes in the way that Finance, Procurement, HR and Payroll activities are undertaken across the Council. It is a mandatory requirement for all new projects to include a Data Protection Impact Assessment (DPIA). A working-draft of the DPIA is available for discussion, and identified risks will be managed through the CBT programme’s risk log and wider Council assurance and governance processes.</p> <p>Privacy by design addresses legislative obligations to integrate – where possible - data processing procedures, protective measures and data subject rights into the technology, and within the scope of transformation work. Consideration is being given to these criteria and balanced with the various probability of occurrence and the severity of the impact. Appropriate technical and organisational measures will be addressed during the procurement, testing and implementation phases.</p> <p>The purpose of a DPIA is to help identify data protection risks and – where possible – minimise the likelihood of the risk ever occurring. The DPIA documents the requirements and balances them against any considerations relating to data subjects’ privacy, industry best practice, and within legal constraints. The outcome of the DPIA will provide a full risk position for the consideration of the information asset owners, decision makers and the Best Council Design Team, throughout the programme’s lifecycle.</p>		
Key risks	Key mitigations	
<p>Legal basis for processing data – The processing of personal and special category data requires a clear basis in law. The programme is gathering and analysing requirements from core business areas which have identified current processing activities, for which the Council has various powers and general duties under several UK enactments. Furthermore, there are services & goods contracts with suppliers, and employment contracts with employees, both of which provide the legal basis for essential processing activities. Processing data unlawfully will result in sanctions from the regulator, and potentially damage relationships with staff, customers and organisational partners.</p>	<p>New requirements, along with new business processes associated with a cloud-based Enterprise Resource Planning (ERP) system, will be identified through further business change analysis, data migration and data quality phases during the programme. The Information Management & Governance (IM&G) team will continue to support the programme to provide guidance to ensure new areas of processing are also legally compliant.</p>	
<p>Consent – There is a risk that legacy business processes and systems have used consent as a legal basis for processing, where a stronger legal gateway is available to the Council. Where the Council has duties to provide services to its employees, customers or citizens, then consent is difficult to manage. If not handled correctly, processing activities reliant on consent can change from lawful to unlawful without the business area’s knowledge, and lead to potential litigation and/or reputational damage to the Council.</p>	<p>The programme and business change leads are reviewing business processes and policies in relation to the purpose. Where it is identified that there is a reliance on data subject consent for processing, a new approach will be recommended, based on the legal basis analysis summarised above. In instances where consent is necessary, it will be managed effectively, allowing for the consent status to change over time. Consent processes will be included in the design and configuration of software, as well as through training and business process change.</p>	
<p>Individual rights – There is a risk that the new ERP solution does not meet the principles of data protection legislation, with regards to the rights of</p>	<p>Requirements gathered from business area subject matter experts will inform the design and configuration of software. Where appropriate, the ERP solution will integrate with</p>	

<p>individuals (data subjects). Recent changes to data protection legislation obligates the Council to make individuals aware of their rights and ensure mechanisms are in place to act on any requests. Failing to manage this important area of legislation can lead to litigation and/or reputational damage to the Council.</p>	<p>systems and applications outside of the scope of this solution. Furthermore, the already established DIS IM&G Requests Team must be engaged as a key stakeholder through the DPIA, as well as the design and implementation phases. This will prevent any interruption to the Council's statutory duties in this area.</p>
Key risks	Key mitigations
<p>Records management - There are risks associated with the management of personal, special category and business critical data and associated information. This includes activities around the storage, retention and deletion of data. Most, if not all areas of the Council are dependent on accurate and timely access to data, to ensure business continuity, compliant management of public funds, and the effective delivery of services. Data and information are business critical Council assets.</p> <p>There are wide ranging and interconnected impacts associated with any dysfunctional records management framework. The ERP solution must enable the Council to ensure that all data is kept securely and in a form which maintains confidentiality, integrity and availability.</p>	<p>The programme team has made significant efforts to engage with core business areas to gather records management requirements which will steer the design, procurement, testing and implementation processes.</p> <p>It is essential that CBT records management aligns with the Council's wider information management and governance framework. Policies, business processes and training will be developed to maximise the controls offered by the preferred solution.</p>
<p>Data linkage – Many of the benefits of this programme will be realised as a result of moving from disparate and varied technologies, to one ERP environment. There are risks associated with the integration and interfaces that are essential to the success of this solution, however these integrations and interfaces will also result in the potential for easier and more powerful data linkage i.e. datasets which are currently held on servers and with limited association to end-user systems, becoming a new 'centralised' information asset. Risks around business intelligence and the secondary use of data must be controlled, to prevent any impact on individual data subjects, customers and organisational partners.</p>	<p>The preferred solution must enable the Council to implement appropriate technical and organisational measures to ensure, and to be able to demonstrate, that processing is performed in accordance with data protection legislation.</p> <p>The design and configuration of the preferred solution will ensure appropriate access control, permissions, segregation of data, separation of duties dovetail with the Council's information management and governance framework. This will include new ways of working to be established, with regards to a new information asset which will have multiple Information Asset Owners.</p>
<p>Data migration – Data migration is an essential activity to a programme of this nature, moving from on-premise to Cloud storage. These activities – if not sufficiently planned and controlled – pose multiple risks to the confidentiality, integrity and availability of business critical data. There will be residual risk associated with the additional (necessary). The programme, implementation partner and preferred supplier must ensure that robust data migration strategies are developed and agreed for each legacy system, before data is moved.</p>	<p>Non Functional Requirements analysis is being undertaken by the programme's Solution Architect along with DIS security specialists, subject matter experts and industry consultants.</p> <p>Mitigations to the risks associated with the migration of data will be provided by the non-functional requirements central to the procurement process. The NFRs cover matters of security and organisational control. Configuration and ongoing management of security functionality will provide assurances around the security of data in transit and at rest; migration activities; authentication / authorised access & use of both test and live environments.</p>

<p>The data migration strategies will also need to consider any data that will not be migrated from legacy systems to the new solution.</p>	<p>The need for an archive solution has been identified and requirements are being developed.</p>
<p>Next Steps/Recommendations:</p>	
<p>The Executive Board are asked to consider the risks documented in this summary alongside the recommendations of the Executive Board Report. A full DPIA will be completed and the Information Asset Owners will be asked to consider the privacy risks of this programme of work, and for core business activities moving forward.</p>	

Appendix E – FMS Screenshots

Please note any personal details contained in these screenshots are fictitious.

OPPAY0020 - Pre Payment Report

Date Authorisation Group

The report will be produced in excel and will not have column headings

The columns are :-

- Column A - Creditor Reference
- Column B - Supplier Name
- Column C - Method
- Column D - OPD
- Column E - Date Authorised
- Column F - Authorised By
- Column G - Invoice Status
- Column H - Invoice Reference
- Column I - Invoice Date
- Column J - Gross Value
- Column K - Created By
- Column L - Creator ID
- Column M - Order Number

File Edit Query Block Record Field Favourites Window Help

EPENQ0010 - Payment/Invoice Enquiry

Supplier Invoice Reference

Invoice Dates between and Payment Dates between and

Creation Dates Between and BACS/Cheque Number

Payment Type Barcode

Invoice Type Total Value £ (0.00)

Order Number ☒ Incomplete ☒ Unauthorised ☒ Authorised ☒ Paid ☐ Archived

Record: 1/1 ... <OSC>

EPINV0030 - View Invoice

Internal Comments

Year: 2010

Barcode: DSC0002776847

Invoice Number: 6900244278

Tax Point/Invoice Date: 21/05/2010

Date Invoice Received: 26/05/2010

Optimum Payment Date: 04/06/2010

Supplier: LY2649
LYRECO UK LIMITED
Deer Park Court
Donnington Wood
TELFORD SHRO TF2 7NB
VAT No: 927265703

Gross: 19.96 Vat: 2.97 Net: 16.99

Order No	Narrative
Z269501	6900244278/Stationary for Bradford Team
Z269501	6900244278/Stationary for HQ

R/C	Account Code	C	Net Value
R	4663000000 210 00		7.09
R	4663000000 210 00		9.90
Total			16.99

Input By: Angela Howie Date: 01/06/2010

Authorised By: Sophia Ghafter Date: 01/06/2010

Authorisation Code: CH005 Scanned On: 01/06/2010 Late Reason:

Invoice Image

Invoice Data Payment Info Diary Info

BBEST0020 - Adjustment Types

Estimate Adjustment Type	Category	Report Order	Balance	Maximum Value	Estimate Hierarchy	>=Estimate Hierarchy Level	Estimate Vote Group	Estimate Control Level
01 OPENING ESTIMATE	B							01
02 RESTRUCTURING OF OPENING ESTIMATE	B		Y					01
03 OTHER ADJUSTMENTS	B		Y					01
09 SUPERANNUATION	D							03
10 INFLATION (EXCL PAY)	D	1						03
11 PAY AWARD - TEACHERS	D							03
12 PAY AWARD - STAFF	D	2						03
13 PAY AWARD - SOULBURY	D							03
14 INCREMENTS	D							03
15 STRUCTURE CHANGES	D							03
16 VACANCY / TURNOVER FACTOR	D	3						03
17 APPROVED RELEASES/VIREMENTS	D							03
18 ACTUAL TRENDS	D							03
19 FULL YEAR EFFECTS	D	4						03

RHMNT0080 - Costcentre Maintenance

Costcentre Type ☐ Active Indicator

Budget Monitoring and Projection - Reporting Officers

Create Linked Costcentres Linked to Costcentre

Budget Monitoring Officer (1) Budget Monitoring Officer (2)

Budget Holder Finance Officer

☐ Monitor Subcostcentres at parent level ☐ Include votes managed outside service in projections

☐ Budget Action Plan Costcentre ☐ Head of Finance Opinion

No. Of Order Copies

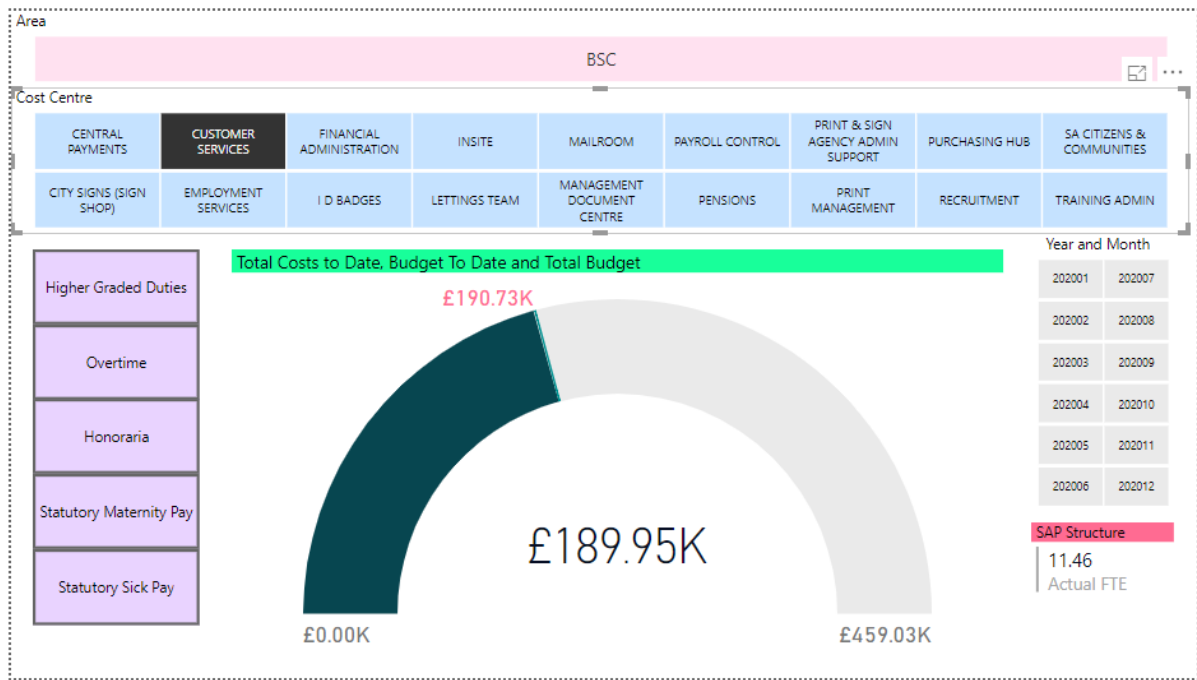
Supplier ☐ Estimate Check ☐ Allow Overspend ☐ Allow Manual Signature ☐ Preauthorise ☐ Require Recharges By Invoice ?

Goods Received

File Authorisation Code Admin User

Petty Cash/Imprest Invoice Address Delivery Address

Appendix F – Modern Dashboard Screenshots



Area

BSC

Mail

Print

Cost Centre

CENTRAL PAYMENTS	CUSTOMER SERVICES	FINANCIAL ADMINISTRATION	INSITE	MAILROOM	PAYROLL CONTROL	PRINT & SIGN AGENCY ADMIN S...	PURCHASING HUB	SA CITIZENS & COMMUNITIES
CITY SIGNS (SIGN SHOP)	EMPLOYMENT SERVICES	ID BADGES	LETTINGS TEAM	MANAGEMENT DOCUMENT CENT...	PENSIONS	PRINT MANAGEMENT	RECRUITMENT	TRAINING ADMIN

£2,543,355.96

Budget To Date

Year and Month

202001	202005	202009
202002	202006	202010
202003	202007	202011
202004	202008	202012

SAP Structure

202.17

Actual FTE

Payments per Employee

Cost Centre	Personnel Number	Forename	Surname	Total Costs
39308	0000001	Amelia	Jones	£ 19,933.61
27173	0000002	Ava	Brown	£ 10,229.97
19703	0000003	Charlie	Taylor	£ 24,133.05
55666	0000004	Ella	Wilson	£ 14,002.82
53338	0000005	Emily	Davies	£ 14,231.46
81504	0000006	George	Evans	£ 12,376.30
74257	0000007	Harry	Johnson	£ 9,855.25
46002	0000008	Isabella	Thomas	£ 11,152.40
22394	0000009	Isla	Roberts	£ 9,509.12
24844	0000010	Jack	Walker	£ 12,376.30
30073	0000011	Jacob	Wright	£ 19,949.15
66250	0000012	Jessica	Thompson	£ 12,376.30
14652	0000013	Lily	Lee	£ 5,768.19
73693	0000014	Mia	Kim	£ 10,989.60
98585	0000015	Muhammad	Patel	£ 18,351.15

