

SURREY COUNTY COUNCIL**CABINET****DATE: 21 JULY 2020****REPORT OF: DR ZULLY GRANT-DUFF, CABINET MEMBER FOR CORPORATE SUPPORT AND MEL FEW, CABINET MEMBER FOR RESOURCES****LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR FOR RESOURCES****SUBJECT: DIGITAL BUSINESS & INSIGHTS PROGRAMME FULL BUSINESS CASE****SUMMARY OF ISSUE:**

This report presents the full business case for awarding a contract to the preferred supplier and progressing an implementation project to replace the council's existing corporate (enterprise resource planning or ERP) system. This is the system used to manage the organisation's business critical Finance, HR, Payroll and Procurement processes.

Full financial implications are included in Part 2 of this report.

RECOMMENDATIONS:

It is recommended that, subject to the agreement of the detailed financial information for the project as set out in Part 2 of this agenda, Cabinet approves the full business case for the implementation of the new corporate system and the award of the contract to the preferred bidder.

REASON FOR RECOMMENDATIONS:

The recommendation to award the contract to the preferred supplier and deliver the project will enable the council to implement a modern Software-as-a-Service (SaaS) solution, which will address urgent technical drivers for change, while also enabling the council to achieve its ambitions to transform services, drive efficiencies, improve management decision making and to fully enable a flexible and mobile workforce.

DETAILS:**Purpose & Background**

1. The purpose of this report is to inform a decision based on confirmed costs following the successful completion of a procurement process, to award a contract to the selected implementation partner, sign the Software-as-a-Service (SaaS) software subscription agreement and start an implementation project to deliver go-live by 1 December 2021.
2. The procurement process was commenced following Cabinet approval of the Digital Business & Insights (DB&I) outline business case in October 2019, which was based on the indicative costs and benefits of upgrading or replacing the council's existing corporate system.

3. The DB&I Outline Business Case Cabinet report of October 2019 describes the strategic drivers for this change in full. In summary, the drivers for change relate to the following three areas:
 - Technical imperative – the council’s existing server hardware has reached end-of-life and is on expensive extended support, with costs increasing every year. The current system was implemented in 2004, is out-of-date and on an old technology roadmap which will no longer be supported by the vendor, SAP PLC, beyond 2030. This deadline was extended by SAP from 2025 during the procurement process.
 - Transformation agenda – the current system will not enable the council to achieve its transformational ambitions to drive service transformation, improve management decision making through easily accessible data and insight, and to fully enable a flexible and mobile workforce.
 - Business Operations external customers (e.g. schools) – for the council to retain existing customers of its payroll service and attract new business, smoother back-office processes with improved digital self-service and user experience are required.
4. The outline business case recommended the implementation of a modern SaaS corporate system to provide an enabler, as part of the council’s overall framework of processes and tools, to address these drivers and provide an important catalyst for the organisation to streamline processes, remove inefficiencies wherever possible and drive more effective working practices.
5. Five options for the procurement were evaluated in the outline business case and the recommendation was to conduct a vendor neutral procurement of a SaaS corporate system and implementation partner services. This option was recommended to enable the council to fully evaluate its solution options and to drive best value for money through market competition. The proposal to let a framework contract that both East Sussex County Council and Brighton and Hove City Council could call-off from, was later discounted due to the consequent impact on the programme’s timelines and costs.
6. The agreed procurement strategy, which was informed by external advice from Eversheds Sutherland LLP, was to conduct a single restricted OJEU tender process to let one contract to a lead supplier, whether an implementation partner or a SaaS corporate system vendor providing implementation services. The single contract will ensure that the supplier has overall delivery responsibility for the core contract, with the council signing a direct subscription or licence agreement with the third-party SaaS corporate system vendor for software subscription purposes only. This route to market has enabled the council to specify a contract duration with sufficient longevity, of up to 15 years, which was not possible by procuring via any available procurement frameworks.
7. The DB&I outline business case also included the requirement for a separate solution for archiving historic data currently held in the existing SAP system, which must be retained but not be migrated to the new SaaS corporate system. Indicative costs for this solution have been included within this full business case for completeness, but the decision to procure has not been included as its value falls below that required for a Cabinet decision and the tool will not form part of the new corporate system. A

separate delegated officer decision for this procurement will need to be made by the Executive Director of Resources, in consultation with the Cabinet Member for Corporate Support and Cabinet Member for Resources, and this is programmed for September 2020.

Procurement Process

8. Following Cabinet approval in October, preparation activities for the DB&I procurement started, including the development of the council's detailed business, technical and project delivery approach requirements to inform the invitation to tender. It also included development of the required tender instruction documentation and draft legal terms and conditions, which were also required for the publication of the OJEU Notice on 17 January.
9. The DB&I procurement process was formally communicated to suppliers in advance of the publication of the OJEU Notice, via a Supplier Briefing Event held on 4th December. The event was well attended with a mix of 25 implementation partners and corporate system vendors. The council used this event as an opportunity to communicate the strategic ambition of the programme, the high-level business, technical and social value requirements and the plan for the procurement stage.
10. The procurement process included an initial bidder shortlisting stage, where suppliers were invited to respond to a selection questionnaire to assess their previous experience, suitability and financial standing to deliver the required services. The six highest scoring bidders at the shortlisting stage were then invited to submit full tender responses for scoring by the council's evaluation panel, which comprised 43 subject matter experts from across the in-scope business areas and IT & Digital. Prior to tender submission, one supplier withdrew from the process leaving five bidders submitting responses by the deadline of 1 May.
11. The council's evaluation panel reviewed and scored the bidders' responses and attended online (due to the Covid 19 pandemic) supplier presentations, which included demonstrations of the software and overviews of each supplier's delivery approach. The presentations enabled the evaluation panel to validate and if appropriate update their initial scores, which were based on the suppliers' written responses. Following the presentations, moderation sessions were held to discuss any responses where the scores differed significantly between evaluators to develop consensus and finalise the scores.
12. Each bidders' pricing information was fully evaluated to ensure prices submitted included the full total cost of ownership for the life of the contract and that they reflected the full scope of required services as proposed in the suppliers' tender submissions. Bidder terms and conditions for SaaS corporate system subscription licences were also reviewed by Eversheds Sutherland LLP in conjunction with the council's programme team to ensure that they were acceptable.
13. Following completion of all tender evaluation activities, the bidders were ranked based on the criteria and weightings as described in Part 2 of this report. The highest scoring supplier has been identified as the preferred bidder and the business case updated to reflect this supplier's costs. The full business case included in Part 2 of this report reflects the full future cost of the solution, including updated council implementation team costs following further detailed project planning.

Vision & Benefits

14. Digital Business & Insights is a transformation programme and will include the end-to-end review of the finance, procurement and HR & payroll processes that are in-scope for the new SaaS corporate system. The programme aims to deliver the following high-level business outcomes through the transformation:
- Intuitive digital self-service processes.
 - Increased automation of transactional processes
 - Single trusted source of accurate and timely data.
 - Improved evidence-based decision making through the ability to slice, dice and analyse data.
 - Increased process efficiencies in back-office professional and administrative support functions.
15. Delivering these outcomes will mean a step change in the user experience for stakeholders. For example.
- Employees - will have simple and easy access via appropriate devices to self-serve, managing their payslips, inputting leave, sickness and expenses and managing their performance and development and progress information. Through improved system functionality and accessibility, employees will be able to access an enhanced benefits & rewards experience online, which will provide the council with better insights about the uptake of different benefits to inform improvements, leading to better candidate attraction and employee retention. This functionality will support agile and flexible ways of working.
 - Line Managers – will be able to self-serve, accessing improved processes to approve and manage leave requests and viewing real-time information and analytics about their team via dashboards and reports. This might include for example an analysis of their team’s performance information or their skills and capacity to inform workforce planning and progression, particularly with regards to succession planning. Time spent on workforce administrative activities, for example timesheet logging and approval, will be reduced through streamlined processes and completing more tasks online within the system.
 - Budget Managers – will be able to self-serve and have access to intuitive reports and dashboards with real-time information that will enable them to make decisions more effectively, forecasting and monitoring their spend and budgets in the system rather than using spreadsheets. Reports will enable budget holders to easily drill down into transactions and budgets, slice and dice and combine financial and non-financial information to improve financial forecasting and also undertake scenario planning. Budget managers will have access to a single source of accurate and timely data, improving management decision making and increasing efficiency through the reduced use of manual spreadsheets for budget monitoring purposes.
 - Members – will benefit from the improved insights enabled by this enhanced reporting and analytics capability, which will provide better quality evidence to facilitate the decision making process.
 - Business Operations External Customers (e.g. Schools) - will be able to self-serve and directly view and manage their information in the system, for example payslips, absence data and personal details without having to contact the council to update this information on their behalf. This will enable Helpdesk requests to be re-directed to provide HR support, rather than functional support.

16. In order to deliver these outcomes efficiently, SaaS solutions are based on the key principle of their customer organisations adopting the standard best practice SaaS processes and configuring them to meet their business requirements, rather than customising or changing the SaaS solution to replicate the organisation’s existing processes. The ethos of a SaaS ERP implementation is therefore to change the business, not the SaaS solution, and this increases the importance of effective business change management to ensure the organisation’s leadership fully sponsors this principle and the programme team has a clear mandate to drive and support the organisation through the change.
17. To provide this mandate and to ensure the programme team feels empowered by the organisation’s leadership to make decisions, a vision and set of design principles have been developed to inform the implementation stage of the programme. The vision of delivering **“A step change in the user experience, empowering people with accurate and insightful data for enhanced, intelligent decision making.”** and the following design principles have been approved by the DB&I Strategic Programme Board following engagement with the programme’s business stakeholders:
- Maximise self-service for both staff and customers through intuitive and accessible processes.
 - One source of data to inform effective decision making.
 - Ease of access and security through single sign-on.
 - Adoption of SaaS standard best practice processes.
 - Minimum customisation.
 - Opportunities for process automation are maximised.
 - Review complete/end-to-end processes to ensure maximised efficiencies.
 - Fully exploit opportunities to combine and analyse financial and non-financial data to inform decision making.
 - Continuous improvement is embraced - enabled through on-going planned SaaS upgrades – and thus future-proofing our workforce.
 - Strengthen our commercial activity and provide flexibility to scale as appropriate.
18. Delivery of this transformational vision and design principles, will realise the following benefits.

Type of Benefit	Detail
Financial Benefit (Enabling potential savings)	<ul style="list-style-type: none"> • Avoided £4m capital cost of upgrading the existing SAP hardware, which would be required for an in-house hosted solution. • Improved processes through automation and self-service, and changes to ways of working will create efficiencies and potentially enable a reduction in back office staff costs in the future within these areas: <ul style="list-style-type: none"> ○ Professional corporate functions: Finance, HR & OD, Shared Services Procurement. ○ Business Operations administrative staff. ○ Business support teams within directorates. • Improved technologies may potentially reduce the number of IT support staff required to support the SaaS-based technology in the future. • Increased income from new and retained customers of Business Operations due to an improved SaaS ERP user experience.
Non-Financial Benefit	<ul style="list-style-type: none"> • In addition to the areas above, there will be efficiencies for council managers and staff through the implementation of intuitive digital manager and employee self-service processes.

	<ul style="list-style-type: none"> • More time for staff in support services to focus on higher value activities, adding insight and expertise rather than navigating inefficient processes. • Improved management decision making through reporting and analytics capabilities available through a SaaS solution, including integration and analysis of financial and non-financial data. • Increased flexibility of SaaS subscription licences, enabling improved scalability (ability to flex to accommodate changes in requirements) • Continuous improvement and future proofing of the solution through planned SaaS ongoing upgrades. • Improved agile / flexible working through improved access to the corporate system remotely via appropriate devices.
--	---

19. The programme will measure efficiency improvements following transition to the new system using metrics that are available as standard within the new corporate system. These metrics measure the items produced or processed, the time taken to complete workflow tasks and to complete whole processes. The metrics to be used to measure efficiency and a plan for baselining them and monitoring improvements will be agreed following completion of the Design stage.
20. This investment and associated metrics will be used to capture and drive benefits alongside wider agile and digital transformation across the County Council. Collectively these programmes will generate significant efficiencies which will translate into cashable efficiencies. The Corporate Leadership Team will agree and drive a methodology/way of working, which is currently being developed by the Transformation Support Unit, by the end of July 2020 that will ensure that these efficiencies are delivered and tracked.
21. As well as providing an effective catalyst for transformational improvements, the adoption of standard good practice processes reduces the implementation project time which is required for high levels of customisation. This expedites delivery timescales for SaaS solution implementations compared to traditional on-premise corporate system implementations.
22. The council is part way through a transformation journey which started in 2018 and has already delivered significant service improvements. Whether these improvements are sustained will depend on developing the right organisational culture. The culture change work delivered in 2018 identified complex processes, duplication and manual work arounds as being strong characteristics of the culture that the council needs to move away from. This programme will make a significant contribution to this transformation and associated culture change, helping to “attack the plaque”, which is one of the council’s new key working principles.

Business Preparation

23. To ensure delivery of this transformation and a smooth implementation, it is critical that required business preparations are made by the council in advance of contract award and mobilisation. The programme has established the required governance framework, including a Strategic Programme Board with senior representation from across the organisation to ensure strong sponsorship for the change. The required council implementation team resource model has also been agreed and recruitment progressed to ensure the team is in place and ready to go right from the start. The

programme governance framework and the council team resource model are described in Part 2 of this report.

24. Communication and engagement have been started early to raise awareness and a Business Process & Change Team formed with subject matter experts from across the organisation to ensure appropriate engagement in the change and to build support during implementation. Other business change preparation has been commenced to gather existing process documentation and to engage stakeholders to confirm the current issues and pain points with existing processes that need to be addressed in the design and configuration of the new system.
25. A Data Cleansing work stream has been commenced to review the quality of data held in the current SAP system and to plan an approach to cleanse data in advance of migration to the new SaaS corporate system. A Data Archival work stream is also in progress, capturing business requirements and developing the business case to procure a solution for archiving existing historic SAP data to enable the decommissioning of the existing system. All this preparation is required to smooth the council's journey from the existing SAP system to the new SaaS corporate system.

Scope

26. The programme includes the end-to-end review of the council's Finance, Procurement, HR and Payroll processes, which are in-scope for the new SaaS corporate system. As described in paragraph 16, this will include the adoption of the SaaS solution's best practice processes to maximise benefits for the organisation. In summary, the scope includes the following.
- Users - The full scope of users of the existing corporate system, including council users and external customers that use the same system, e.g. schools including academies.
 - Functionality - Replacing the currently implemented functional footprint of SAP licenced corporate processes at the council including their required integration. In addition, contract management has been confirmed as in-scope and e-invoicing may optionally be implemented should the council decide to do so following the end of the existing Taulia system contract in 2021. The table below shows the full scope of top-level business processes for implementation.

Finance	HR & Payroll	Procurement
<ul style="list-style-type: none"> • Accounts Payable • Accounts Receivable • Fixed Assets • Projects • Cash and Bank (including Treasury) • General Ledger • Taxation • Reporting & Planning • Travel & Subsistence • Business Intelligence / Analytics 	<ul style="list-style-type: none"> • Planning • Develop • Reward • Retire • Employee Information • Payroll • Business Intelligence / Analytics 	<ul style="list-style-type: none"> • Contract Management • Order & Receipt • Business Intelligence / Analytics <p>Optional for implementation:</p> <ul style="list-style-type: none"> • E-invoicing (currently Taulia system)

- Reporting – The system will provide a single source of accurate and timely data via intuitive reports and dashboards, with the ability to drill down at the transactional level, slice and dice data and derive insights to enable improved management decision making.
- Interfaces – The required interfaces between the new corporate system and line-of-business systems will be implemented, including the recently procured Learning Management (SAP Success Factors) and Recruitment (Tribepad) systems.
- Hardware – The existing server hardware has reached end-of-life and is on expensive extended support, with costs increasing every year. The hosting provided by the implemented SaaS solution will replace this hardware.
- Support – The council's existing in-house SAP Support team will be fully trained in the new system as part of the project and will support the solution following completion of the implementation. 3rd line support, for resolving more complex issues, and maintenance will be provided by the SaaS system vendor as part of the SaaS solution subscription licence.
- Data archiving – A solution for archiving historic data that must be retained but not migrated to the new SaaS system is required to enable the decommissioning of the existing SAP system. Indicative costs for this solution have been included in this business case but a standalone outline business case has been developed to address this requirement as described in paragraph 7.

27. The following systems are out-of-scope for the programme with the exception of their integration with the new SaaS system: Learning Management and Recruitment, which are managed by the SAP Success Factors system and Tribepad system respectively.

CONSULTATION:

28. Representatives from the business and IT & Digital including team managers and subject matter experts were consulted in the development of the functional and technical requirements specifications for the procurement. Those stakeholders from the in-scope corporate functions including IT & Digital were also directly involved as evaluators during the procurement process, which involved scoring bidder responses, attending supplier presentations and procurement moderation sessions.
29. Senior stakeholder representatives from across the organisation have been engaged via the DB&I Strategic Programme Board, including providing their approval for this full business case. The Corporate Leadership Team and Directorate Leadership Teams are in the process of being engaged to provide an update on progress and the plan for the implementation stage.
30. In preparation for the implementation stage, subject matter experts have been engaged from across the organisation as part of the formation of a DB&I Business Process & Change Team, which will play a key role in planning, supporting and driving the delivery of the required changes to ways of working across the organisation.

RISK MANAGEMENT AND IMPLICATIONS:

31. The following risks have been identified including planned mitigating activities. Programme management will ensure that risks are owned and managed effectively on an ongoing basis by the DB&I Strategic Programme Board and other senior stakeholders as appropriate to ensure continued focus on their status and their effective mitigation.

Category	Risk Description	Mitigation Activity
Strategic	There is a risk that that Covid-19 significantly impacts implementation team productivity due to constraints on face-to-face working	Continued use of MS Teams with video function for key governance meetings and workshops as required. The supplier has confirmed that the project will be able to progress if remote working is required.
	There is a risk that there is resistance to change including adoption of the standard best practice SaaS processes	Development of a Vision and Design Principles, clarifying the strategic ambition, with strong sponsorship from Strategic Programme Board. Empowerment of the programme's Business Leads to make design decisions. Effective governance to control decisions on any customisation requirements.
	There is a risk that there is a capacity issue in the corporate business, IT & Digital and directorates to be able to meet their required time commitment to deliver the programme.	The business case is based on a dedicated and fully resourced core council project team. Other required resources have and will be requested early from relevant services as part of business as usual support for transformation initiatives.
	There is a risk that dependencies on integration with directorate systems are not effectively identified and implemented, impacting the delivery of end-to-end processes with directorates and benefits realisation.	Focus on ensuring all integration requirements are identified & included. Directorate representatives are engaged in the programme to ensure dependencies are effectively managed.
	There is a risk that dependencies between DB&I and other wider Corporate Transformation initiatives are not managed effectively, impacting delivery & causing confusion.	Alignment in communication and engagement and business change management approach between DB&I and wider corporate transformation initiatives.
Operational / Service Delivery	There is a risk of the existing server hardware failing, increasing the risk of system failure with serious consequences for the council.	Implementation of a SaaS solution removes this risk for the council. Mitigation during implementation period of new system to be managed by IT&D as part of business as usual.
	There is a risk that there will be a drop in the level of service from Business Operations for the council and other customers during the implementation and early life of the new system	Effective business change management and communication with customers to manage expectations throughout delivery of the programme

Financial	There is a risk that the completion of the implementation phase slips into Q4 2021/22, which will result in the council incurring the full cost of SAP support & maintenance for 2022 (£700k), which becomes due in January 2022.	Provide notice to SAP by September 2021 to end support & maintenance contract by January 2022. If go-live is delayed, short-term support options will be explored with alternative providers.
-----------	---	---

See Part 2 of this report for two additional risks.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

32. See Part 2 of this report.

SECTION 151 OFFICER COMMENTARY

33. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook is uncertain. The public health crisis has resulted in increased costs which are not fully funded in the current year. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected from next year onward, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
34. The benefits realised by this project will enable the Council's ambitions of transforming services, improving management decision making and enabling a flexible and mobile workforce. Financial efficiencies are realised in relation to the ongoing running costs of the solution, when compared to the revenue costs of the existing system, after the implementation stage. In addition, potential future efficiency opportunities are anticipated through productivity gains through automation, improved self-service and changes to ways of working. These are not currently factored into the financial appraisal, but a new transformation project on more efficient ways of working will be put in place to translate the potential for efficiency savings into cashable savings. The investment here will enable the delivery of efficiencies across a range of services within the medium term financial planning period.
35. The revenue costs for 2020/21 can be contained within existing budgets and a draw down from the DB&I reserve, which was set up for this purpose as part of the 2019/20 outturn recommendations. New efficiencies realised from a reduction in annual running costs of £77k in 2022/23 and rising to £327k in 2023/24 will be built into the Medium-Term Financial Strategy as part of the financial planning process.
36. The capital costs will be added to the capital programme as the project moves from 'pipeline' into the approved budget, and will be funded through borrowing, the revenue cost of this borrowing is factored into the Medium-Term Financial Strategy.
37. Full financial appraisals were completed at the selection stage in March 2020 against an estimated contract value of £30m over the lifetime of the contract. The right to re-appraise and/or carry out further checks was written into the Invitation to Tender and

would be required if the preferred bidder submitted a contract price greater than the estimation used for the initial assessment.

38. The costs relating to the new system implementation are a fixed price as provided by the preferred bidder. In addition, a gateway process is in place which will control progression between each stage of the programme, including when milestone payments will be made.
39. The Section 151 Officer supports the proposal to award the contract to the identified preferred supplier and commence the implementation of the new SaaS corporate system.

LEGAL IMPLICATIONS – MONITORING OFFICER

40. Cabinet is being asked to give approval to award the Enterprise Resources Planning (ERP) Contract to the preferred supplier who shall be responsible for updating the Council's existing corporate systems.
41. The value of this contract over the term is above the current EU financial threshold, therefore, tendering and award of the contract is governed in full by the Public Contracts Regulations 2015 ("PCR").
42. Eversheds was appointed as the Council's external Legal Advisors and have been involved in the project. They have advised on the choice of procurement strategy, the procurement documentation, and the contractual documentation. Based on the information provided, the procurement process run by the Council has been in accordance with the letter and spirit of the PCR.
43. The award of the contract is also subject to the Council's Contract Procedure Rules and Financial Regulations. As a result, Cabinet approval is required for the award of the contract.
44. As the procurement is governed in full by the PCR, following Cabinet approval the Council must observe a mandatory minimum 10 day standstill period before signing the contract. Additionally, contract finalisation arrangements will also need to be made before the contract can be signed.

EQUALITIES AND DIVERSITY

45. The council is mindful of its equalities duties under the Equality Act 2010 in carrying out the tender process and in letting the contract with due regard to the need to eliminate discrimination in age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
46. Surrey County Council is committed to providing its services in a way that promotes equality of opportunity at every possibility. The requirements specification developed for the procurement and the contract document stipulate that the supplier will comply with the relevant Equality and Diversity legislation. It is expected that the selected supplier will be fully committed to equality and diversity in their service provision and will ensure compliance with all anti-discrimination legislation.
47. This programme includes the replacement of the existing corporate system at the council. The Equalities Impact Assessment included in Annex A has identified potential impacts from implementing a new system for staff with disabilities. The

procurement specification included specific business requirements to ensure the new system complies with the council's minimum standards for accessibility, as stipulated by the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.

WHAT HAPPENS NEXT:

48. Following Cabinet approval and contract award the council's programme team will work with the selected supplier to develop a detailed plan based around the agreed high-level milestones during the mobilisation phase of the project. See Part 2 of this report for a table showing the proposed outline milestone plan for the implementation project.

Contact Officer:

Andrew Richards, Digital Business & Insights Programme Director, Contact Number: 07918 168968

Consulted:

Corporate Leadership Team

Digital Business & Insights Programme Board:

- Director of Corporate Finance
- Director of Procurement
- Director of HR & Organisation Development
- Assistant Director of Business Operations
- Chief Information Officer
- Assistant Director Systems & Transformation (Children, Families & Learning)
- Assistant Director Quality Relationships (Children, Families & Learning)
- Head of Resources & Caldicott Guardian (Health, Wellbeing & Adult Social Care)
- Business Improvement & Consultancy Team Manager (Highways, Environment, Transport & Infrastructure)
- Enterprise Applications & Portfolio Manager (Transformation, Partnerships & Prosperity)

Capital Programme Panel

IT Governance Board

Team Managers and subject matter experts from relevant impacted services including Corporate Finance, HR, Procurement and Business Operations (transactional Finance, HR, Payroll and Purchasing).

Team Managers and specialists from IT & Digital.

Annexes:

- Annex A – Digital Business & Insights Programme Equalities Impact Assessment.
- Part 2 report

Sources/background papers:

- Digital Business & Insights Outline Business Case Cabinet Report (October 2019)

- Digital Business & Insights Outline Business Case
 - Strategic Options Appraisal
-

This page is intentionally left blank