

**HAMPSHIRE COUNTY COUNCIL****Decision Report**

<b>Decision Maker:</b>	Audit Committee
<b>Date:</b>	5 February 2015
<b>Title:</b>	Update on the IBC
<b>Reference:</b>	6416
<b>Report From:</b>	Corporate Services – Director of Corporate Resources

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## **1. Executive summary**

- 1.1. The purpose of this paper is to inform the Audit Committee of the progress being made regarding the implementation of the IBC nine months after the first Go Live in April 2014.
- 1.2. This has been the County Council's largest business and IT change programme in a decade, since the introduction of Hantsdirect. The programme is now complete with all original partners now live and attention focussed upon the on-boarding of the first new partner, Oxfordshire County Council. Undoubtedly the staff involved in this programme have benefitted significantly from the knowledge transfer achieved resulting in a significant increase in the experience and competence of staff working in the new operating model.
- 1.3. This paper seeks to identify the Strategic Achievement made, the aspects of the programme of change which have gone well, the challenges which have been faced, and the programme of enhancements to be made over the coming months.

## **2. Hampshire's Integrated Business Centre (IBC) context**

- 2.1. We have implemented a very large-scale necessary change, driven by the need to reduce costs, to move away from a system that was reaching obsolescence and to move swiftly towards being in a strong position to provide shared and sold Corporate Services. This has been the County Council's largest business and IT change programme in a decade, since the introduction of Hantsdirect.
- 2.2. In developing the new operating model, we benefitted significantly from the input from Deloitte regarding 'leading practice' as we needed to position ourselves alongside the best performing and lowest cost operations in the

market. The key financial driver was to make efficiency savings in Corporate Services in order to protect front line service delivery; the new model delivers circa 20% savings to each on-boarding organisation.

- 2.3. The changes to process and practice in any large scale system upgrade lead to inevitable teething issues but we need to recognise that the 'scale' of the business we are here to support is an important factor. We have the scale of Hampshire County Council which includes the size of the overall business and the individual complexities due to the variation across our areas of service delivery. Add to that the scale related to our schools, around 500 autonomous businesses, which could be simply identified across the educational segments : primary /junior /secondary /special but in reality each school is a unique business unit, they share many similarities but also have unique and sometimes fundamental differences for example federated schools. Now add to that the Fire & Rescue Service and the Police Service (Constabulary and Police & Crime Commissioner) which further compounds the scale factor and also brings unique additional challenges regarding the links to 'real-time' duty management of 24/7 'Blue Light Services' . This is a unique new business without comparator in the market and the table below highlights key volumetrics for the 9 months between Go Live on 1<sup>st</sup> April 2014 and 30<sup>th</sup> December 2014:-

<b>Title</b>	<b>Volume</b>
Number of shopping carts	123,000
Number of invoices processed	433,583
% of invoices paid within 30 days (Vim / MIRO / Care)	85%
% of invoices paid within 30 days (VIM and MIRO)	68%
% of invoices paid within 30 days (VIM only)	64%
HCC only	70%
Schools only	59%
Number of leave requests	107,600
Number of sickness absence entries	10,700
Number of payments made through payroll	434,113
Number of recruitment requests	2,665
Number of expenses paid	59,947
ESS Lite	64%
School AO entered	13%
Paper claim to IBC	23%
ESS Lite Registration	26,140

- 2.4. The new operating model has the ability to operate at 3 levels, the ultimate being Level 3 in order to drive out the maximum efficiencies through empowerment and self service and also achieving full compliance with the organisations internal financial controls and proper procurement practice. The attached appendix presents the following in diagram form. There is now a discussion regarding a fourth potential level for schools – Level 0, which would in essence return schools to the previous operating model,

therefore limiting the automated internal control assurance and efficiencies for schools to achieve:

- **Level 3 HCC, HFRS & PCC** full self-service for all staff and managers. Full on-line contract compliant ordering, goods receipting and invoice settlement process.
- **Level 2 Police** - Full self-service for all staff, managers' self-service for HR, Purchasing and other finance processed by Finance staff with authorisation and control also undertaken by Finance staff only. Full on-line contract compliant ordering, goods receipting and invoice settlement process.
- **Level 1 Schools** - Self Service to staff for payslip and personal details only – no transactional self-service access for staff with paper documents keyed in by admin officers in schools , Managers Self Service limited to a small core of around 5 staff per schools – Admin Officers, Bursars, Head Teacher no self-service ordering and very limited authorisation and control. Full on-line contract compliant ordering, goods receipting and invoice settlement process plus freedoms to purchase from any supplier irrespective of contracts in place with paper orders provided by school staff to admin officers to process on line.
- **Level 0 Potential for Schools-** Self Service to staff for payslip and personal details only – no transactional self-service access for staff with paper documents keyed in by admin officers in schools , Managers Self Service limited to a small core of around 5 staff per schools – Admin Officers, Bursars, Head Teacher no self-service ordering and very limited authorisation and control. Freedoms to purchase from any supplier irrespective of contracts in place with paper orders provided by school staff to admin officers to process on line. Schools admin staff to receive and process invoices directly onto the system based upon two way rather than three way matching with no goods receipting stage.

### **3. Strategic achievements**

- 3.1. The IBC Operating model is successfully working across a complex governance and joint working arrangements with three Public Sector partners which will be expanded to include a fourth partners , Oxfordshire County Council, from July 2015. For Hampshire County Council, this also include a significant customer base related to around 500 schools, for Oxfordshire County Council, this includes a Department dealing with the Fire Service as well as around 200 schools.
- 3.2. The IBC 'joint entity' was successfully created and rolled out to existing partners on time and within budget, all achieved within a 9 month period encompassing:
  - 250 staff who work in the IBC operation

- from 3 distinct organisations who all had different cultures, now all working for Hampshire County Council
  - operating from one single location where new teams are integrated and working across customer groups.
- 3.3. This has delivered a platform where the IBC is one of the largest public sector shared service centres in the UK attracting national interest.
- 3.4. The operating model encompasses strong governance and internal control features and has successfully enabled significant savings from central support services therefore reducing the savings required from front line service delivery whilst strengthening the internal control and compliance across the organisations.

#### **4. What has gone well?**

- 4.1. The following provides the highlights regarding the many aspects of the implementation of the new operating model which have gone well:

##### **Cultural shift**

- 4.2. Enabled a real shift towards trust and empowerment of staff and managers which HCC has strived to achieve for many years:
- expenses self certified
  - absence recording self entered
  - new position creation and vacancy approval self service.
- 4.3. A shift away from 'Admin' completing actions on behalf of Managers:
- only 22 formal 'shop on behalf' roles across HCC
  - easy to use forms for managers on key transactions (leavers, additional payments) now completed at source rather than through admin staff (primarily).

##### **ESS Lite**

- 4.4. A major culture shift to employee self service across all staff groups (including those traditionally seen as 'hard to reach' or 'would never move on-line').
- 4.5. Demonstrated that all staff will engage with technology if intuitive and user friendly, and accessible from all devices (work or personal).
- 4.6. 94% of staff across HCC have registered.

##### **HR transactions**

- 4.7. Core HR transactions (leavers, additional payment, OM creation).

##### **Finance transactions**

- 4.8. Petty cash and journal transfers.

### **Payroll & expenses**

- 4.9. Accurate payroll, expenses processing (incl. self certification) and process for compliance checking in place.

### **Shopping**

- 4.10. System designed to make purchasing from contracted suppliers (catalogue) easy and intuitive from non contracted suppliers more involved (resulting in increase time) to promote on contract buying and hence ensuring value for money purchasing, currently:
- 56% purchased through catalogue / free text and 44% through can't find (excl County Supplies)
  - 80% purchased through catalogue / free text and 20% through can't find (incl County Supplies).

### **Invoice processing**

- 4.11. The overall invoice processing within 30 days stands at 85% although the following refers for VIM processing only:
- 68% paid within 30 days of receipt by the IBC (HCC 70% & Schools 59%)
  - invoices in process within VIM currently at 2,000 (the IBC receives c.1200-1500 per day) which has decreased from over 28,000 at the start of November 14.

### **Purchasing (P-cards)**

- 4.12. The introduction of the IBC provided the platform for accessing the most efficient way for customers to purchase goods when the end to end process costs is considered.
- 4.13. A study in April 2010 measured the time taken to purchase goods by the traditional purchase order/invoice route using SAP at approximately £10 per transaction against the time by a MasterCard P-Card as £2.75. Therefore in terms of end to end processing costs the use of P-Cards reduces the administrative costs of purchasing by up to 75% (£7.50 per transaction).
- 4.14. Across Hampshire County Council and Schools 86,078 orders per annum (14% of all orders) are for less than £150. Although P-Cards are used across all customer groups the scope of their use is not as broad as it should be.
- 4.15. As part of the IBC a programme is in place to change the behaviours of customers in relation to P-Cards and increase their use significantly, with a target that all transactions undertaken for less than £150 should be through a P-Card. This would ultimately deliver financial savings throughout the process as there is no need to raise an order through the eStore, and no invoice to process within the IBC.

### **Customer Journey**

- 4.16. 91,000 customer contacts since April 14 (45,000 calls and 46,000 online cases).

**Recruitment**

- 4.17. 2,665 vacancies managed since April 14 (annualised figure of c.3,700), an increase of c.35% activity on previous 12 months.

**Business change**

- 4.18. Many areas of the business have successfully transitioned , some pockets left.

**Reporting**

- 4.19. Portal provides full reporting requirements.

**5. The challenges which have been faced**

- 5.1. The following provides the highlights regarding the aspects of the implementation of the new operating model which have created challenges. The challenges related to the adoption of the new operating model were coming from a combination of system problems and the implementation of new business processes (particularly around buying and invoicing) that require both staff and suppliers to work in different ways.

**Shopping**

- 5.2. The development of the eStore has enabled HCC to provide customers with a leading edge system to search for and purchase contract compliant goods and services. With this system comes the ability to have much greater granularity of data on the purchasing decisions of staff to enable more strategic decisions to be taken – this may lead to new contracts aimed at reducing costs through aggregated spend or movement away from non contracted suppliers where value for money may not be achieved.
- 5.3. The aim of the system is to ensure that the purchasing of goods and services is compliant with the financial regulations and purchasing requirements of each organisation which ensures both compliance and value for money.
- 5.4. This area has seen a significant requirement regarding business change as previously it is understood that in many instances orders were created on the system once the invoice arrived locally, and that no system controls were in place to ensure the use of contracted suppliers. Therefore, the ability existed to operating outside of financial regulations and proper procurement practice.
- 5.5. IBC customers purchase from over 10,000 suppliers many of which have very few orders per annum and as such cataloguing all suppliers would not seem practical, and so the initial focus has been on cataloguing the top 100 suppliers which account for 40% of the total annual orders by volume (excluding orders placed with County Supplies). Currently 37 of the top 100 suppliers have now been catalogued, and these 37 vendors account for 20% of the orders placed per annum by volume across all customer

groups. We are experiencing issues with suppliers not responding to requests to provide electronic catalogues; this is having a negative impact on the work to increase the use of purchasing through the catalogue.

- 5.6. The eStore has enabled HCC to provide visibility and the granularity of data so that the organisation can really start to understand and develop long term strategies to effect behaviour change across the organisation. Ultimately this should lead to almost all products bought from contracted suppliers ensuring maximum value for money.
- 5.7. The main challenges experienced were:
- catalogues not containing all contracted suppliers and not all legitimate suppliers are contracted
  - increased use of Can't Find
  - off contract spend remains high
  - can't find needs to be more intuitive due to high level of use
  - procurement approval steps add little value and increase delays
  - process not being adopted (i.e. PO, central invoicing etc), workarounds.

### **Invoicing**

- 5.8. The approach for invoicing has required a fundamental change with the introduction of the IBC, with:
- a requirement for managers to raise a PO's prior to an order being placed
  - managers using the system to goods receipt and track progress
  - invoices being sent and processed centrally
  - invoices going through an automated payment system (where possible) using a sophisticated three-way matching process
  - payments made based upon contract payment terms as determined by Departments and Procurement.
- 5.9. The IBC receives between 1,200 and 1,500 invoices per day that are processed through VIM (approx. 24,000 per month). Since go live the IBC has paid 85% of **all** invoices within 30 days of receipt, the VIM related payments can be broken down as follows::
- 70% of invoices for HCC within contractual payment terms
  - 59% of invoices for Hampshire Schools within contractual payment terms
- 5.10. This area has provided significant challenge for managers, suppliers and the IBC in terms of overall processing; however significant effort has been made in this area due to its critical importance.
- 5.11. Issues have arisen for a number of primary reasons:

- Po's not being raised and invoices received without a PO being returned unpaid to the supplier
  - PO's not being raised prior to an order which has led to a high percentage of PO's being written on invoices – the system is unable to read hand written PO's and as such this increases the error rate and time to pay (this is being achieved by 'off-line' orders being placed with suppliers who are told to send the invoice directly to the person ordering the goods, that person then creates the order on the system to match the invoice and hand writes the computer generated order number onto the invoice, they then send the invoice to the central team for processing)
  - PO's raised incorrectly and as such when the invoice is received the two do not match and as such the invoice blocks and requires the initiator or budget holder to release for payment
  - suppliers not sending invoices centrally with a significant percentage being sent to local managers – dependent on the time taken for the invoice to be forwarded on centrally this increases the time for the invoice to be paid
  - managers historically paying invoices quicker than the agreed contractual payment terms. With the introduction of the IBC, all invoices are paid by contractual payment terms and as such many suppliers who have historically received payment quicker than their agreed payment terms have seen a change – although payments are now paid in the correct timescale this change has led to a high volume of calls due to a perception of un-timely payment
  - school customers returned from the summer recess in September and sent in 12,000 invoices in one week for June, July & August (over and above normal expected levels) that related to goods ordered both before and during the summer recess. This provided a large 'spike' in workload, and also a very high number of invoices that were already overdue for payment by the time they were received in the IBC
  - the backlog of invoices overall has resulted in a high volume of calls from suppliers and managers into the IBC – this has resulted in less available resources to process and pay invoices.
- 5.12. As a result of the issues significant effort has already been put in this area:
- system enhancements have been regularly implemented to improve processing efficiency, and reporting capability to focus actions
  - IBC resources have been increased to respond to increased demand
  - a dedicated team was set up to focus on clearing the backlog – with all (known) invoices up to the 30th June having been
  - a dedicated team was set up to focus on 'complex' vendors.
- 5.13. The IBC increased the size of the dedicated team focussed on clearing the backlog with the addition of 12 FTE from 20<sup>th</sup> October, with a target of

clearing all outstanding invoices by the end of November. There were 17,696 invoices with a value of around £16.8 million which will be cleared for payment at the end of October, actions followed over the next 5 weeks in order to ensure the backlog was efficiently cleared through the system. A new special telephone number was provided in the letters to suppliers regarding the backlog clearance process as it was anticipated that this would generate a high level of calls.

- 5.14. This was unique action taken and the process was directly controlled and authorised by the S151 officer who also requested that Internal Audit undertake a robust review and reported that to External Audit in order to ensure that the internal control framework remained appropriate throughout the period. The internal Audit review is presented elsewhere on the agenda and concluded with a 'substantial assurance' opinion.
- 5.15. The main challenges experienced were therefore:
- automated matching significantly lower than anticipated due to:
    - 3 way matching for all purchasing very sophisticated and requires accuracy (price, quantity and supplier)
    - processes not being followed (i.e. PO, central invoicing etc), workarounds
  - a complex organisation where original operating model was to create / provide standardisation rather than HCC's historical flexing (this provided more challenges in reality)
  - unexpectedly high volume of invoices needing central touch point
  - backlog issues on Go Live, particularly across schools.

### **Customer journey**

- 5.16. The customer interaction centre (CIC) is the single point of customer contact (phone / on-line enquiry) for the IBC. As part of the CIC model there is a significant on-line resource to support managers and employees in the form of user guides for each transactional area, and this is supported by 32 step by step video guides.
- 5.17. The shift from high touch / personal contact (face to face or email) to central contact point to support self service has not been as smooth a transition as planned:
- self service support tools were not 100% 'accurate and ready' on day 1
  - training of the CIC agents and some of the essential tools required have proved insufficient to support the change
  - the introduction of on-line forms increased significantly the volumes of contacts and use was often 'immature'
  - initial operational issues resulted in significantly higher contact to CIC and IBC.

### **Recruitment**

5.18. Recruitment is delivered through a 3<sup>rd</sup> party system which is embedded within the Portal. The implementation of the IBC resulted in a significant shift in this area for customers towards a full self service approach. When the IBC went live recruitment was moved to a wholly self service model for managers and applicants as with the principles of the IBC. The high volumes, shift to self service, along with the fact that the system being less intuitive for infrequent users has resulted in turnaround times being less than expected for customers.

5.19. The main challenges experienced were:

- the on-line recruitment system is not as intuitive as it needs to be in order to support the intermittent use
- high volumes (30-35% higher activity than in the previous 12 months) compounded the issues as turnaround times increased
- the operating model shifts towards 2-tier recruitment support (high volume repetitive recruitment v's lower volume professional recruitment) this is taking longer to transition towards than anticipated.

#### **Business change**

5.20. The level and scale of business change required both at an IBC and organisationally level was heavily emphasised pre-Go Live, the organisation strongly believed it was ready. It is probably true to say that no organisation could ever be completely ready for such a complex and large scale change its ways of working.

5.21. The main challenges experienced were:

- not being aware of existing pockets of poor practice outside of the core IBC model (i.e. a move to contractual payment terms where 'custom and practice' locally was very different, creating orders once invoices received)
- many of the underlying requirements across the wider organisation for efficient IBC operation were not in place as expected (i.e. contracts and catalogues in place for all products regularly bought - this was not the case and as a result a higher use of 'can't find')
- resistance to change – examples where some staff have created 'work arounds' rather than use the process and in turn creating many of the issues – resolution of which takes IBC staff away from transactional processing (i.e. raising a PO before an order placed, asking suppliers to send invoices locally)
- contextual understanding rather than 'how to' was far lower across the business than expected which resulted in higher support needs (i.e. understanding what a purchase order is ... let alone raising one)
- the IBC often became 'responsible' (due to centralisation) for resolving issues linked to business models, business change, lack of knowledge

- the business regularly checking worklists in order to progress necessary actions urgently – slow to goods receipt, slow to authorise orders.

## **6. A programme of enhancements**

- 6.1. There is a need to take a conscious shift away from the challenges and stabilisation into a continual programme of enhancements, driven by:
- customer feedback
  - new customer on-boarding
  - general improvements
  - continue to create the platforms for smarter ways of working
- 6.2. The following outlines the key enhancements/improvement plan that is in place.

### **Shopping**

- 6.3. Removal of can't find approval step.
- 6.4. Goods receipting e-mail reminders.
- 6.5. Cant find replaced with 'quick shop'.
- 6.6. Enhanced ways for shopping including:
- payment plans
  - EDI

### **Catalogue**

- 6.7. Catalogue those products and vendors where purchases are through freetext.
- 6.8. Procurement to identify key contracts to move onto a contracted basis and hence able to move into the catalogue.

### **Invoicing**

- 6.9. The introduction of the shopping enhancements will deliver more efficient invoice processing including:
- a move from 3 to 2 way matching – price and supplier for defined purchases
  - payment plans (work much like standing orders)
  - EDI (automate the link for (some) large volume suppliers)
  - 'quick shop' could be used to create 'simpler' purchase orders which are likely to have a higher automatic match rate.

- 6.10. Ability for complex invoices to be released to the business for actioning locally through a simple invoice payment screen.

**P cards**

- 6.11. Embed the culture of P-Card use for low value purchases.

**Customer journey**

- 6.12. Creation of a single CIC team (rather than embedded across HanstDirect) to enable increased knowledge.
- 6.13. Intensive training programme for CIC agents (6 week).
- 6.14. Shift towards coaching customers 'how to' rather than purely 're-direct to self help'.
- 6.15. User guides updated.
- 6.16. Demo system provided to CIC to see what the customer sees.

**HR Transactions**

- 6.17. Introduction of shift creation tool (replacing work schedules) to speed up HR processes and simplify claiming shift / variable pay.
- 6.18. Release of a corporate flexi time facility on the Portal to implement the corporate policy, simplify recording and localised spreadsheets.
- 6.19. Re-development of HR eForms into the standard IBC Portal format (WebDynPro).

**Financial transactions**

- 6.20. Enhancement of Finance transactions to enable operation across multiple company codes.

**Recruitment**

- 6.21. Review of current system and processes to inform enhancements.
- 6.22. Develop proposals for different ways of working, particularly related to 'internal recruitment' which will in turn deliver organisational efficiencies, increased local control and increased transactional efficiency within the IBC:
- internal transfers / moves (within span of control and outside span of control)
  - contractual documentation.

**Reporting**

- 6.23. Enhancement of HR, Finance and Procurement Reporting.

**7. Next steps**

- 7.1. Initial communication events scheduled to outline the enhancements including practical changes and benefits to customers:

- 16 January - event completed to cover HCC / HC / HFRS (open invite and targeted attendees via the Change Champions)
  - 27 & 28 January – event scheduled for Schools inviting Head Teacher, Governor, Admin Officer (650 attendees confirmed), providing choice between Level 1 (current model with enhancements) or a new level 0 (now developed for schools around purchasing and invoicing, weaker automatic financial controls, no goods receipting, no automatic controls around value of money purchasing).
- 7.2. There will also be a programme to support the connected corporate challenges required to maximise the efficiencies which can be achieved from this new operating model, including procurement, contract management and changes to people policies. This will see an increased focus on working with customers to support the changes necessary across the business areas and indeed externally, for example with suppliers.
- 7.3. Continuing to work towards the Go Live date for Oxfordshire County Council of July 2015 whilst also working with potential future partners (e.g. Thames Valley Police) where there are joint benefits in them joining the partnership.
- 7.4. The Director of Corporate Resources will also provide a full presentation to an all Members briefing on 27th February at 10.45am, following the Audit Committee considering the report.

## **8. Conclusion**

- 8.1. The implementation of the IBC was always recognised as being a significant challenge in its own right which was then accepted as being exacerbated by the timescales required in order to deliver savings, on-board other partners and attract increased business through new partners.
- 8.2. There was an expectation that change of this magnitude would result in the system having some gremlins and a need for some fine tuning of the engine post Go Live. The extent of the business change impact was not underestimated, significant effort was expended by the programme team and business team representatives in preparing for this. It was also accepted that some individuals would not adapt quickly nor easily to the completely new ways of working. All of this, which we expected and anticipated, has been the reality and has caused therefore the expected turbulence in the organisation.
- 8.3. The IBC has been designed to ensure compliance with the internal control framework which is principally the business of the Section 151 officer, it also aims to achieve value for money which is more important now in 'back office and purchasing functions' in order to protect front-line services. The intensive review and development of enhancements is designed to ensure that no inefficiencies are enshrined and that any further behavioural changes necessary are appropriately addressed.

8.4. The programme is now complete with all original partners now live and attention focussed upon the on-boarding of the first new partner, Oxfordshire County Council. Undoubtedly the staff involved in this programme have benefitted significantly from the knowledge transfer achieved resulting in a significant increase in the experience and competence of staff working in the new operating model.

## **9. Recommendations**

9.1. It is recommended that the Audit Committee discusses this report, in particular noting the progress and success of the IBC, recognising the challenges experienced and the further enhancements being made.

**CORPORATE OR LEGAL INFORMATION:****Links to the Corporate Strategy**

Hampshire safer and more secure for all:	no
Maximising well-being:	no
Enhancing our quality of place:	no
<b>OR</b>	
This proposal does not link to the Corporate Strategy but, nevertheless, the Audit Committee need to consider this report as part of the Internal Control Framework and good governance	

*NB: If the 'Other significant links' section below is not applicable, please delete it.*

**Other Significant Links**

<b>Links to previous Member decisions:</b>		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
<b>Direct links to specific legislation or Government Directives</b>		
<u>Title</u>	<u>Date</u>	

**Section 100 D - Local Government Act 1972 - background documents**

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

## **IMPACT ASSESSMENTS:**

### **1. Equality Duty**

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

**Due regard in this context involves having due regard in particular to:**

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

#### **1.2. Equalities Impact Assessment:**

An equality Impact assessment was undertaken as part of the programme management related to the IBC.

### **2. Impact on Crime and Disorder:**

2.1. No impact on the prevention of crime

### **3. Climate Change:**

a) How does what is being proposed impact on our carbon footprint / energy consumption?

No specific impact

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

No specific impact

	Employee Self Service		Manager Self Service			Centrally actioned (IBC)
	Payslip & Personal Details	Expenses & Leave	HR	Finance	estore	Invoicing
Level 3						
Level 2						
Level 1						
Level 0						

**Key**

- Transactions executed by individual employee
  - Transactions executed by Finance/Admin Officer centrally on behalf of the employee
  - Transactions executed centrally by the IBC
  - Level
- Various levels of IBC service delivery between self service at the point of activity (ie employee) and centralised self service on behalf of the employee/line manager