Report for:	**Cabinet – 14 July 2026**
Item number:	10
Title:	ERP Replacement Programme – Full Business Case and Approval to Procure
Report authorised by :	**Taryn Eves – Corporate Director of Finance & Resources**
Lead Officer:	**Kevin Bartle – Strategic Adviser and SRO – Haringey ERP Programme (SAP replacement programme)**
Ward(s) affected:	All
Report for Key/ Non Key Decision:	Key Decision

1. Describe the issue under consideration

1.1 This report seeks approval of the Full Business Case for the replacement of the Council's Enterprise Resource Planning (ERP) system, which supports Finance, Procurement, HR and Payroll.

1.2 The current SAP ECC platform (our current ERP system) was implemented in 2001 and is now approaching end of mainstream support in December 2027. The system is increasingly difficult to sustain, relies on manual workarounds, and creates growing operational, financial, compliance and audit risk.

1.3 The report also seeks approval to proceed to market for a modern, integrated, cloud-based ERP solution and associated implementation and business integration services, should they be required. It also seeks approval of the procurement strategy, the 10-year total contract value, and seeks approval of the budget required to deliver the full programme.

1.4 The Business Case has been developed through a structured and evidence-led process, including market engagement, options appraisal, financial modelling, risk assessment, governance design and review of delivery models. This provides the basis for Cabinet to approve the next stage of the programme.

2. Cabinet Member Introduction

2.1 Haringey's new leadership is dedicated to getting the basics right.

2.2 The Council is currently relying on manual intervention and offline spreadsheets for basic processes in finance, HR and procurement. This isn't right. If we are going to build first-rate local public services, we need to have the IT systems and infrastructure to support them.

2.3 The Council needs a fully functional and modern Enterprise Resource Planning platform. We take the risks of currently having a system that will be obsolete come next year incredibly seriously. Unlike in other local authorities, such as Waltham Forest, who have already implemented new solutions, Haringey has not and now we are behind the curve. The new administration is determined to remedy the situation and so we are today approving a route to market and a funding envelope, with final supplier recommendation and confirmed pricing returning to Cabinet at a later date.

2.4 In procuring the new system, we must use fair procurement processes and, above all, we must use Council funds responsibly. The reality of our financial position is such that we must scrutinise our spending closely and hold value for money at the forefront of our minds. But not choosing to update such critical infrastructure would be irresponsible. The decision is not just about internal Council processes, but it is fundamentally about our residents and staff. When our residents use local services, when they want to pay a bill, or make an application, we want the systems provided to be as easy and reliable to use as possible.

2.5 We have to do things differently so that we can get the best value for our local communities; centring the principle of public excellence, not inefficiency, in our procurement activities.

3. Recommendations

Cabinet is asked to:

3.1 Approve the Full Business Case for the replacement of the Council's Enterprise Resource Planning (ERP) system, including the procurement of an integrated ERP solution, the associated implementation, and potentially business integration and support services.

3.2 Approve the commencement of two linked procurement activities, in accordance with Contract Standing Order (CSO) 2.01(b), which requires Cabinet approval to commence procurement activity for contracts with an estimated value of £500,000 or above comprising of:

- the procurement of an ERP solution (software/platform), implementation and associated support services and;
- if deemed necessary, the progression of a procurement for Business Integration services, to support organisational change, adoption and transformation, the detailed route to market for which will be determined following selection of the technology, associated delivery model and sourcing options.

3.3 Delegate the decision to progress (or not) with the procurement of Business Integration services, to the Corporate Director of Finance and Resources, in consultation with the Cabinet Member for Finance and Corporate Services, following officer consideration of the options.

3.4 Pursuant to Contract Standing Order (CSO) 18.01.4 (a), approve the waiver of CSO 6.03 in respect of the minimum Social Value weighting requirement for this procurement and permit the procurement to proceed with a Social Value weighting of 5% for the reasons set out within the procurement strategy section below.

3.5 Approve the transformation element of the budget requested, covering implementation, stabilisation, licensing, support and associated costs - funded through Flexible use of Capital Receipts (FUCR), subject to full Council approval of the additional use of approved capital receipts allocation required to meet the budget envelope requested, as defined within Exempt Appendix A – Exempt Cabinet Report.

3.6 Note that a revenue budget increase will be required, at the estimated sum set out in Exempt Appendix A – Exempt Cabinet Report of this report from when the new system goes live in July 2028. This will be a bid for additional budget as part of the preparation of the 2028/29 budget and Medium Term Financial Strategy (MTFS).

3.7 Note that:

- The cost estimates are indicative at this stage and have been developed using market engagement, benchmarking, risk allowances and a contingency;
- Final contract values and the recommended supplier(s) will be subject to a future Cabinet decision at contract award;
- No cashable savings are assumed at this stage, with benefits to be further developed and quantified during procurement and implementation.

4. Reasons for decision

4.1 The current SAP ECC platform (our current ERP system) is approaching end of mainstream support in December 2027. Beyond that point, the Council will become increasingly reliant on ad-hoc third-party support arrangements and will face growing risks around security, payroll operations, legislative updates, system resilience and audit assurance.

4.2 The current system is already constraining effective operations. Core Finance, Procurement, HR and Payroll processes currently rely on manual workarounds, offline spreadsheets, re-keying of data and fragmented processes. This increases the risk of error, weakens control, reduces productivity and limits the Council’s ability to access timely, reliable management information.

4.3 The recommended decision is supported by a robust due diligence process. The Council has undertaken structured market engagement, considered five options and assessed those options against weighted evaluation criteria.

Delivery models have been evidenced and tested through a Request for Information (RFI), and a 10-year Total Cost of Ownership model to assess affordability and value for money has been assessed.

4.4 The Council is required to procure the technology, implementation, support and associated services in accordance with the Procurement Act 2023, the Council's Contract Standing Orders and other applicable procurement legislation. The proposed route to market for the ERP procurement is via a further competition under the Crown Commercial Service (CCS) Back Office Software 2 (BOS2) framework. The BOS2 framework was established in accordance with the Public Contracts Regulations 2015 and remains an accessible and compliant route to market for the Council. The Council will undertake any call-off arrangements in accordance with the provisions of the framework and applicable procurement legislation.

4.5 The Council has confirmed that it is an eligible contracting authority under the framework and that its requirements fall within the scope of the framework agreement.

4.6 The Council intends to undertake one, but potentially two separate but linked procurements in order to:

- Secure a single, integrated ERP technology solution with clear supplier accountability for implementation and ongoing support; and
- Procure specialist Business Integration (BI) capability (if required) focused on organisational change, adoption, process alignment and benefits realisation, ensuring that transformation activity is not subsumed within a technology-led delivery model. This approach reflects the Council's assessment, supported by market engagement, that effective ERP delivery requires both robust technology implementation and dedicated organisational transformation capability. The Council's officer ERP Programme Board has resolved to consider whether the Business Integration activities could be undertaken in-house, mindful of cost, and if felt feasible, this would progress.

4.7 Should it be necessary to run two separate (but linked procurements) this would enable the Council to identify the technology and to subsequently determine the most appropriate Business Integration delivery model and partner aligned to the selected ERP solution.

4.8 The financial model has been developed prudently. It recognises different levels of cost certainty, applies high and low ranges where appropriate, includes specific risk allowances, applies contingency and does not assume potential unverified cashable savings.

4.9 The decision is required now to ensure the Council has sufficient time to procure, design, implement, test and stabilise a replacement ERP solution before the risk profile of the current platform becomes unacceptable.

5. Alternative options considered

5.1 Five options were considered by the Council's officer ERP Programme Board as part of the production of the Business Case.

5.2 Option 1: Do nothing / sustain SAP ECC

This option would maintain the current system and rely on extended support arrangements. It has been rejected because it does not provide a sustainable 10-year solution, does not address existing operational issues and exposes the Council to increasing support, security, compliance and service continuity risks.

5.3 Option 2: Direct award to existing supplier

This option would involve progressing via a direct award approach to the existing supplier. Whilst this is technically and legally feasible, subject to complying with the Procurement Act, it has not been identified as the preferred route as it would reduce competitive tension, limit pricing and commercial leverage, and make it more difficult to demonstrate best value where alternative suppliers within the market have evidenced capability to meet the Council's requirements.

5.4 Option 3: Competitive ERP procurement [preferred option]

This option involves undertaking a competitive procurement process to identify the most suitable ERP solution and delivery model. Following further development of the procurement strategy and market engagement, it is proposed that this competition is delivered via a further competition under an established public sector framework (CCS Back Office Software 2 (BOS2)).

This approach enables the Council to maintain competitive tension, compare credible ERP solutions and assess different delivery models whilst benefiting from a compliant, efficient and controlled route to market. It provides the strongest balance of value for money, implementation assurance, delivery confidence and risk management and has therefore been identified as the preferred option.

5.5 Option 4: Dual vendor / individual service specific solutions

This option would involve procuring separate systems for different functional areas, such as Finance/Procurement and HR/Payroll. It has been rejected because it introduces significant integration complexity, fragmented accountability, greater data synchronisation risk and higher long-term support overheads. However, the procurement may allow limited partner components where objectively justified and tightly controlled.

5.6 Option 5: Shared service

This option has been rejected because market engagement did not identify a viable shared service route capable of meeting the Council's timescales, governance requirements and implementation needs. Existing shared service providers are either not onboarding new councils, are not aligned to the required timetable, or would introduce significant contractual and delivery uncertainty.

More detail on the options analysis can be found in Exempt Appendix B to this report.

6. Background information

6.1 The Council's ERP system is a core enabling platform. It supports financial management, budget monitoring, procurement, HR, payroll and workforce administration. It affects everyone from staff booking annual leave or accessing their payslip to every manager who relies on accurate financial, staffing and supplier information.

6.2 The current SAP ECC platform was implemented in 2001. Although it has been upgraded over time, the underlying technology and process model are now outdated. It no longer reflects the way the Council needs to operate and is increasingly difficult to maintain.

6.3 The key issues are:

- the system is approaching end of mainstream support in December 2027;
- the Council relies on manual workarounds and spreadsheet-based controls;
- there is no single, fully reliable source of finance, workforce and supplier data;
- processes are fragmented and inconsistent;
- highly skilled staff spend time on correction, reconciliation and chasing activity;
- system limitations create payroll, compliance, procurement transparency and audit risk;
- the user experience for managers, staff, suppliers and candidates is poor.

6.4 The Council has undertaken structured due diligence to develop the Business Case. This has included:

- engagement with Finance, HR, Procurement, Digital and service stakeholders;
- market engagement through an RFI process;
- testing of supplier capability and delivery models;
- consideration of shared service options;
- assessment of direct award feasibility;
- comparison of options against weighted criteria;
- development of a 10-year Total Cost of Ownership model;
- identification of key delivery risks and mitigations;
- development of a governance and delivery model.

6.5 The options appraisal concluded that a competitive procurement of a single integrated ERP solution is the strongest overall route. It provides the Council with the best opportunity to secure value for money, reduce risk and select a solution that meets its functional, technical, operational and financial requirements.

6.6 The procurement will be structured to preserve competitive tension and allow the Council to evaluate the balance between cost, quality, delivery confidence, risk transfer, platform capability and supplier experience. The approach will support selection of the Most Economically Advantageous Tender, rather than the lowest-cost solution alone.

6.7 The financial case has been developed using a 10-year Total Cost of Ownership (TCO) model, assessing the full projected cost of the ERP solution over its lifecycle, including software, implementation, support, licensing, hosting, maintenance, and associated delivery costs.

6.8 The model has deliberately avoided over-claiming benefits. No potential unverified cashable savings are assumed at this stage. Benefits will be further baselined and quantified as the programme moves through procurement, mobilisation and delivery.

6.9 The programme will be business-led, with Finance, HR and Procurement owning the outcomes and Digital providing technical assurance. Delivery will be supported by a clear governance model including Programme Board, delivery groups, business and technical design authorities, change governance, commercial governance and readiness oversight.

Procurement Strategy

6.10 The Council intends to undertake two linked procurements:

- Procurement 1: ERP software licences, implementation and support services through the CCS Back Office Software 2 (BOS2) framework
- Procurement 2 (if required): Business Integration (BI) services to support organisational change, adoption and transformation activity associated with the ERP implementation.

6.11 The Council expects to receive bids from a range of traditional ERP providers operating different delivery models, including provider-led and partner-supported implementation approaches.

6.12 The route to market for the Business Integration (BI) procurement (if required) will be determined separately following further consideration of the most appropriate procurement vehicle and market approach, when we have an indication of the likely ERP solution.

6.13 The recommended route to market for the ERP Procurement is the Crown Commercial Services (CCS) Back Office Software 2 (BOS2) framework through a further competition process.

6.14 This approach is intended to provide access to an established and relevant ERP supplier market whilst supporting a more efficient and controlled procurement process. It also allows the Council to undertake structured competition without the time and complexity associated with undertaking a fully open procurement procedure.

6.15 A key advantage of the BOS2 framework is that suppliers have already accepted the framework's underlying contractual structure and core terms and conditions. This is intended to reduce the extent of prolonged post-award contractual negotiation and support a more efficient mobilisation process following supplier selection.

6.16 The ERP procurement will include an Expression of Interest (EoI) stage as part of the further competition process under the BOS2 framework. This will enable the Council to assess supplier capability against its requirements and ensure that only those suppliers able to meet the Council's needs are invited to participate in the subsequent tender stages, in accordance with the provisions of the framework.

6.17 The Council will ensure that this process is conducted in a transparent and proportionate manner consistent with procurement legislation and the terms of the framework.

6.18 The procurement strategy explicitly recognises that different supplier delivery models can materially affect the level of dependency placed on Council resources, governance capacity and programme support requirements.

6.19 Separating Business Integration services into a dedicated procurement (if required) is intended to strengthen the Council's ability to secure specialist organisational change capability aligned to the chosen technology and that remains focused on business transformation, adoption and benefits realisation rather than solely technology delivery.

6.20 If deemed necessary to appoint a Business Integration company, procurement is expected to follow a different approach reflecting the nature of the services being procured. This may include supplier interviews or validation sessions to assess delivery methodology, organisational change capability and cultural alignment rather than a formal consultation phase.

6.21 The Council's Procurement and Social Value policies ordinarily require a minimum weighting of 10% to be applied to Social Value within tender evaluations. However, for this procurement the Council is proposing an alternative approach that places greater emphasis on securing the delivery of defined Social Value outcomes as contractual obligations rather than relying primarily on competitive commitments made during the evaluation process.

6.22 The ERP market differs from many traditional service and construction sectors in that suppliers are typically specialist software providers, implementation partners and technology consultancies. Whilst these organisations are well placed to deliver targeted employment, skills, apprenticeships, mentoring and digital inclusion initiatives, they are generally less able to provide the broader range of community-based Social Value activities often associated with large-scale construction, regeneration or place-based contracts. The Council therefore considers that a more targeted approach focused on employment, skills and digital inclusion outcomes is likely to deliver greater certainty and more meaningful benefits for residents.

6.23 Under the proposed approach, the Council would specify a number of mandatory Social Value commitments that would form contractual obligations for the successful supplier. These commitments would be monitored throughout the contract term and supported by appropriate contractual remedies in the event of non-delivery. The evaluation would then focus on assessing the credibility, governance and deliverability of the supplier's proposed approach to achieving those commitments, together with any additional Social Value benefits offered.

6.24 The proposed reduction in weighting from 10% to 5% would enable a greater proportion of the evaluation to focus on those factors most likely to determine the success of the ERP programme, including solution capability, implementation approach, supplier accountability, support arrangements and long-term value for money. The Council considers that this approach provides a more proportionate balance between securing meaningful Social Value outcomes and ensuring robust assessment of the critical factors that will influence the successful delivery of a major corporate transformation programme.

6.25 The proposal does not reduce the Council's expectations in relation to Social Value delivery; rather it seeks to secure defined Social Value outcomes through contractual commitments.

6.26 Overall, the proposed procurement strategy is intended to balance pace, competition, commercial control, implementation assurance and organisational transformation support in a way that is proportionate to the scale and strategic importance of the ERP programme.

7. Contribution to the Corporate Delivery Plan 2024-2026

7.1 The ERP Replacement Programme supports the Council’s strategic priorities by strengthening the core systems and processes that enable effective, reliable and accountable service delivery.

7.2 It contributes to **Getting the Basics Right** by supporting accurate and timely payment of staff and suppliers, strengthening financial controls, reducing reliance on manual workarounds and providing managers and staff with simpler, more reliable tools to carry out their responsibilities effectively.

7.3 It contributes to **Financial Sustainability** by improving financial management, strengthening budgetary control, increasing transparency over spend and procurement activity, reducing manual processing and creating stronger foundations for future efficiency and responsible stewardship of public resources.

7.4 It contributes to **Service Modernisation** by enabling automation, self-service, mobile access, standardised workflows and improved management information where appropriate.

7.5 It contributes to **Knowing Our Communities** by improving the quality, consistency and reliability of financial, workforce and supplier data, supporting better planning, evidence-based decision-making and stronger organisational insight.

7.6 The ERP platform is a foundational enabler for the Council’s future ambitions. Without replacement, key services and corporate functions will continue to rely on manual workarounds rather than modern, system-enabled processes.

8. Carbon and Climate Change

8.1 The ERP Replacement Programme is expected to support the Council’s environmental objectives through migration to a modern cloud-based platform and the reduction of reliance on legacy infrastructure.

8.2 The programme will support:

- reduced dependence on ageing hosted infrastructure;
- reduced paper-based processing through digitised workflows;
- improved procurement data to support sustainable procurement decisions;
- better reporting and management information to support organisational efficiency.

8.3 The programme is primarily about replacing critical end-of-life systems safely and responsibly. As part of the procurement, the Council will also ensure suppliers demonstrate strong commitments to sustainability, social value, ethical supply chains and reducing environmental impact where possible.

9. Statutory Officers comments (Director of Finance (incl. procurement), Director of Legal and Governance, Equalities)

9.1 Finance

9.1.1 The proposal to seek to replace the existing obsolete ERP system will require non-recurring investment to support the implementation of the new ERP solution and increased annual revenue budget to cover the on-going licensing and support costs from 2028.

9.1.2 Extensive modelling of costs has been completed to determine the overall financial envelope for both non-recurring and recurring costs. Costs included in the business case and this report incorporate risk in delivering a replacement ERP system. Cost assumptions have been developed based on soft market testing and informed by industry knowledge of costs and confidence in the level of costs.

9.1.3 Based on current procurement to implementation timescales, it is expected that subject to approval by Cabinet and mandatory procurement standstill period that implementation will commence from January 2027. Costs included in the model account for keeping the existing SAP solution running until such time as the replacement system is fully implemented and readiness work completed in preparation for a system implementation in Spring 2027.

9.1.4 Details of the cost modelling are set out in the exempt report, however it should be noted that although the entirety of the transformation (one-off) costs are planned to be funded from the Flexible Use of Capital Receipts allocation, should disposals not fully materialise as expected, the Council would have no alternative but to utilise its General Fund (GF) balance (reserve) to fund any shortfall for this essential programme. In the event that this becomes necessary, the Council would plan to replenish the GF balance over as short a period as possible, but no longer than three years.

9.2 Procurement

9.2.1 The Chief Procurement Officer has been consulted in the preparation of this report and provides the following observations:

- Early market engagement (soft market testing) has been undertaken to assess the capability of the supplier market to deliver the Council's high-level requirements and to inform indicative cost assumptions.
- In accordance with Contract Standing Order (CSO) 2.01(b), Cabinet approval is required to commence procurement activity for contracts with an estimated value of £500,000 or above.
- The proposed procurement approach comprises of two separate but linked procurements:
  - **Procurement 1:** Procurement of the ERP technology/platform, implementation and ongoing support services; and,
  - **Procurement 2 (if required):** Procurement of business integration services.

9.2.2 This sequencing is intended to ensure appropriate alignment between the selected technology and delivery partner, whilst maintaining flexibility and competitive tension.

- It is proposed that Procurement 1 is procured via further competition under the Crown Commercial Service (CCS) Back Office Software 2 (BOS2) Framework, in compliance with CSO 7.02.
- The BOS2 framework was established in accordance with the Public Contracts Regulations 2015 and remains an accessible and compliant

route to market for the Council. Strategic Procurement has confirmed that the Council is an eligible user of this framework and that it provides an appropriate route to market for the Council's requirements.

- The further competition process will include an Expression of Interest stage undertaken in accordance with the provisions of the framework. This will enable the Council to assess supplier capability against its requirements and ensure that only suppliers able to meet the Council's requirements are invited to participate in the subsequent tender stage. This approach supports a focused and proportionate competition whilst maintaining compliance with the framework and procurement legislation.
- Procurement 2 - Business Integration services (if required) will be undertaken through a compliant procurement route to be determined, following selection of the ERP technology and associated delivery model and sourcing options.
- At this stage, it is not possible to disaggregate precise values between Phase 1 and Phase 2 contracts. This reflects differing commercial models within the market, where some suppliers provide bundled solutions (licence, implementation and support), while others price these elements separately. Accordingly, an aggregated contract value has been presented. Detailed contract values will be confirmed and reported to Cabinet at the point of contract award.

9.2.3 Contract Standing Order 6.03 ordinarily requires a Social Value weighting of 10-25% within procurement evaluations. However, it is recommended that Cabinet approves a waiver to allow a reduced weighting of 5% for the ERP procurement. The procurement will require bidders to be assessed against a broad range of complex technical, functional, implementation, commercial and delivery criteria. In this context, the Council's primary objective is to secure the most suitable technology platform and delivery approach whilst maintaining an appropriate focus on affordability, implementation risk and long-term operational resilience.

9.2.4 Benchmarking of recent local authority ERP procurements indicates that a 5% Social Value weighting is frequently adopted within the sector, with the majority of evaluation weighting allocated to quality, implementation capability and commercial considerations. The proposed approach therefore remains proportionate and consistent with market practice and maintains social value as a meaningful evaluation component whilst ensuring that the procurement outcome is principally determined by the factors most critical to successful ERP delivery.

9.2.5 Strategic Procurement confirm pursuant to CSO 18.01.4 (a) Cabinet approval is required to waive CSO 6.03 (social value evaluation criteria) where the contract value is £500,000 or more.

9.2.6 Strategic Procurement confirms that there are no procurement-related issues preventing Cabinet from approving the recommendations set out in this report.

9.3 Legal

9.3.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.3.2 Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b) and Section 1 of the Localism Act 2011, Cabinet has authority to approve the full Business Case for the replacement of the Council's Enterprise Resource Planning (ERP) system and the commencement of a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3 of the report is in line with the Council's CSO and also in line with law.

9.3.3 The report indicates and Strategic Procurement has confirmed that the ERP implementation and support contracts are to be procured via a framework and the indication is that the Crown Commercial Service (CCS) Back Office Software 2 (BOS2) Framework is to be used. This is a compliant route to procure such contracts in line with the Council's CSO 7.02.

9.3.4 The Business Integration procurement (if required) is to be undertaken through a compliant procurement route to be determined at a later stage

9.3.5 The report also seeks approval for a waiver of Contract Standing Order 6.03 in respect of Social Value weighting. In accordance with CSO 18.01.4(a), Cabinet has authority to approve such a waiver for contracts with an estimated value of £500,000 or more, and the proposal set out in the report is consistent with these provisions.

9.3.6 The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

9.4 **Equality**

9.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and those who do not
- Foster good relations between people who share those characteristics and those who do not

9.4.2 These duties apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. In addition, Haringey Council recognises socioeconomic status as a local protected characteristic.

9.4.3 The implementation of a modern ERP solution will support the Council in meeting these duties by improving the way it captures, manages and uses data and by enabling more consistent and inclusive processes across the organisation.

9.4.4 A new system will provide enhanced reporting and analytics, allowing the Council to better understand workforce demographics, identify disparities, and monitor outcomes across protected characteristics. This will strengthen the Council's ability to evidence compliance with the Public Sector Equality Duty and take informed action where inequalities are identified.

9.4.5 Standardised and more transparent processes, particularly across recruitment, workforce management and decision-making will help reduce the risk of bias and ensure greater consistency and fairness in how decisions are made. Improved data quality and audit trails will also support accountability and oversight.

9.4.6 The system will also enable better support for employees through improved tracking of reasonable adjustments, flexible working arrangements and access to training and development opportunities, helping to ensure these are managed fairly and consistently.

9.4.7 Overall, the new ERP solution will provide a stronger foundation for inclusive, evidence-based decision-making, supporting the Council not only to meet its statutory duties but also to embed equality, diversity and inclusion more effectively across its operations.

10. Use of Appendices

- EXEMPT Appendix A – Exempt Cabinet Report
- EXEMPT Appendix B: Options Paper
- Appendix C: ERP Replacement FAQs

11. Background papers

No background papers.