

## REQUEST FOR DIRECTOR DECISION – DD2510

### Title: Digitisation of GLA staff paper files

#### Executive Summary:

The purpose of the project is to digitise the personal files of the existing members of GLA staff, together with MOPAC and OPDC staff with whom we have a shared services agreement to provide HR support.

This totals approximately 1,500 files, which are currently held in paper format in filing cabinets. Each file contains up to 200 pages.

The main benefits of carrying out this digitisation are that, Human Resources & Organisational Development staff will be able to access personal files remotely and there will be a significant saving of space due to no longer requiring hard copies stored in filing cabinets.

#### Decision:

That the Chief Officer approves:

1. expenditure of up to £82,000 in respect of a contract with MHR for the project to carry out the digitisation of the existing GLA, MOPAC and OPDC staff records, and;
2. an exemption from the requirements of the Contracts and Funding Code to allow for the direct award of the contract to MHR.

#### AUTHORISING DIRECTOR

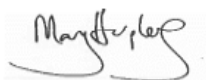
I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

**Name:** Mary Harpley

**Position:** Chief Officer

**Signature:**



**Date:**

28 January 2021

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE**

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1 The GLA (together with MOPAC and the OPDC, with whom the GLA has a shared service to provide HR support) have just under 1500 staff and each member of staff has a paper-based file of up to 200 pages.
- 1.2 These files are stored in approximately 30 lockable three-drawer filing cabinets within the space in City Hall allocated to Human Resources & Organisational Development
- 1.3 The files contain personal information about members of staff and their employment record. HR & OD staff working mainly in the Business Partner Teams have to access these records for a number of reasons including, if there are any cases or hearings relating to staff, when staff change roles, or if staff leave the organisation.
- 1.4 However, these files are currently only accessible by attending City Hall, and with the current need to work remotely due to COVID-19 and with increased use of remote working planned going forward, this situation is not sustainable.
- 1.5 Therefore, the proposal is to digitise all the files, so that they are accessible by HR & OD staff online and remotely.
- 1.6 Another benefit is that the GLA are currently working towards a collaboration agreement with TfL regarding the provision of HR services. If this goes ahead, the digitisation of the GLA's records will simplify this process, as files will be easy to transfer to the TfL's SAP system. The proposal future proofs this process, as the proposed solution using iTrent is compatible with SAP.
- 1.7 Additionally, this project will align with other Transformation digitisation projects seeking to digitise the GLA's various workflows, such as the onboarding of new starters and will allow the electronic filing on staff records of digital documents created by those projects.
- 1.8 This project has the approval of the GLA's Digital Board and the funding has been agreed via the Transformation Board. This project is part of the of the Transformations Digital systems and process programme of work.
- 1.9 The HR & OD system, iTrent, is provided by MHR and the digitisation will allow electronic personal files to be linked directly to the individual staff records held on iTrent. In order to facilitate this, MHR have a formal contractual relationship with Document Logistix (DLX) to provide their digitisation service. MHR customers who require a digitisation service contract with MHR directly through a contract variation in the same way that MHR customers access business intelligence reporting services through a contract with MHR even though the reporting tool is an SAP product. MHR have a formal contractual relationship with SAP for the provision of a reporting tool.
- 1.10 Therefore, in order to successfully deliver this project, the GLA will contract with MHR/DLX to carry out the work required for digitisation and this will be procured via a Single Source Justification (SSJ).
- 1.11 Once their services are procured, DLX will remove the paper files from City Hall, scan them so that they can be stored electronically and attach the electronic files to the personal records in a file structure agreed with the GLA. The old paper copy file will then be retained by DLX for six months prior to secure destruction.
- 1.12 From the date the electronic files go live human resources will cease the creation of further paper files. All files will be electronic.

*Exemption from the Contracts and Funding Code (the "Code")*

- 1.13 In accordance with paragraph 10.1 of the Code, an exemption from the Code is sought on the following basis:
- previous involvement in a specific current project or continuation of existing work that cannot be separated from the new project/work.
- 1.14 The current service is provided by MHR. To support a total solution to customers MHR have a number of formal contracts with third party suppliers providing seamless add ons to the core MHR product. In order to be able to access digitised staff files via iTrent there is only one route and that is to vary the existing contract with MHR using their third party supplier's solution.
- 1.15 In accordance with paragraph 10.2 of the Funding and Contracts Code an exemption is sought because the GLA is already contractually obligated to MHR for its HR system – iTrent, and there is no other available solution supporting the direct access to digitised staff files via iTrent without the requested contract variation. This project is part of the GLA's Transformation programme which is delivering a number of digital projects e.g. desk signage, asset management, starters movers and leavers' tracking to ensure efficient management of FM and TG services, the GLA's new ways of working including remote working. Remote working has been accelerated in importance initially in response to Covid-19 and more recently arising from the proposal to relocate City Hall meaning that remote working will be an ongoing requirement. HR staff require access to staff files on a regular basis and this has been hindered since lockdown. Further, the GLA is examining the viability of a shared service with TfL for the delivery of HR services including all systems related work. If the project is approved the migration of staff records to TfL will be in electronic i.e. digitised format. This project has in built future proofing to facilitate the migration should the shared services project be given the green light.
- 1.16 It is not appropriate to conduct a competitive process as there is only one solution providing the seamless interface for access to digitised staff files via iTrent.

## **2. Objectives and expected outcomes**

- 2.1 To fully digitise the GLA, MOPAC and OPDC's staff records, thus enabling remote access by HR & OD staff and the removal of the requirement for hard copy storage.
- 2.2 The benefits will include:
- reliability, personal staff files fully accessible by HR & OD staff remotely, from any location;
  - a large reduction of the space required by the HR & OD Unit;
  - the removal of the need to relocate all the hard copy files when the GLA moves out of the present City Hall in 2021;
  - increased collaboration and alignment with other GLA digitisation projects to enable the electronic storage of personal staff information;
  - an improvement in document security, as access rights can be set for the electronic files and paper files can no longer be accidentally left out;
  - improved compliance with statutory retention schemes, as document deletion can be automated;
  - increased productivity, a reduction in the time staff take to search files, which is currently done manually;
  - the creation of a far more environmentally friendly records system that does not require large amounts of paper; and
  - the digitisation of staff files will have GLA retention policies built in meaning the secure destruction of digital records at key times ensuring therefore that the files remain GDPR compliant.

### 3. Equality comments

- 3.1 There are no negative impacts as a result of this proposal on those with protected characteristics (age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief, sexual orientation) under the Public Sector Equality Duty
- 3.2 The introduction of remote electronic access to staff files will increase their accessibility.

### 4 Other considerations

- 4.1 Whilst there are other options available to digitise staff files it would not be possible to link the files to the present HR system. MHR, the GLA's HR system suppliers have a direct partnership with DLX and this is the only route available to the GLA at this time to digitise the files and link them to iTrent. Further the file format of the digitised files is appropriate to the required file format for migration to a TfL shared service.

*Risks:*

Risk	Mitigation
Remaining with the current status quo of a paper-based filing system will mean that files are not accessible remotely by HR & OD staff.	To move to a digitised system.
There is not the space available at the new location of HR & OD when the GLA moves from the current City Hall to store hard copy files in filing cabinets.	To move to a digitised system.

### 5 Financial comments

- 5.1 Director's approval is sought for expenditure up to £82,000 to digitise the existing GLA, MOPAC and OPDC staff records via a contract to carry out the digitisation as outline in this decision. Up to £82,000 of expenditure will be funded from the Chief Officer's Transformation Programme's 2020-21 and 2021-22 budget. Current forecast is that the expenditure will span two financial years as follows;
- 2020/21 - £61,000 (hosting, software, document scanning, etc); and
  - 2021/22 - £21,000 (licensing costs).
- 5.2 It should be noted that the budget for 2021-22 is subject to budget setting process for 2021-22.

### 6 Legal comments

- 6.1 The foregoing sections of this report indicate that the decisions requested of the director fall within the statutory powers of the Authority to promote and/or to do anything which is facilitative of or conducive or incidental to all of its functions within Greater London and in formulating the proposals in respect of which a decision is sought officers have complied with the Authority's related statutory duties to:
- (a) pay due regard to the principle that there should be equality of opportunity for all people;
  - (b) consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
  - (c) consult with appropriate bodies.

- 6.2 In taking the decisions requested of her, the director must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the director should have particular regard to section 3 (above) of this report.
- 6.3 The procurement of the digitisation services from MHR is valued at up to £82,000. Section 9 of the Authority's Contracts and Funding Code (the "Code") requires that the Authority undertake a formal tender process or make a call off from an accessible framework for procurements with a value between £10,000 and £150,000. However, section 10 of the Code also provides that an exemption from this requirement may be justified on the basis of previous involvement by the service provider in a specific current project or continuation of existing work that cannot be separated from the new project or work. The officers have set out in section 1 above the reasons why the procurement of MHR falls within the said exemption. Accordingly, the director may approve the exemption, if she be so minded.

## **7 Planned delivery approach and next steps**

<b>Activity</b>	<b>Timeline</b>
Procurement of contract	30 November 2020
Delivery Start Date	1 December 2020
Final evaluation start and finish	1 March 2021
Delivery End Date	8 March 2021
Project Closure	31 March 2021

### **Appendices and supporting papers:**

None.

## Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

## Part 1 - Deferral

### Is the publication of Part 1 of this approval to be deferred? NO

If YES, for what reason:

Until what date: (a date is required if deferring)

## Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

### Is there a part 2 form –NO

## ORIGINATING OFFICER DECLARATION:

Drafting officer to  
confirm the  
following (✓)

### Drafting officer:

Patrick Alleyne has drafted this report in accordance with GLA procedures and confirms the following:

✓

### Assistant Director/Head of Service:

Charmaine De Souza has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

### Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

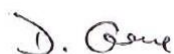
### Corporate Investment Board

This decision was agreed by the Corporate Investment Board on 25 January 2021.

## EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

**Signature**



**Date**

28 January 2021