Welcome to the June 2023 FUG
Agenda

Welcome
Matters arising/action points
HRTP
UPS Updates
SPP
Finance System Replacement
Finance Division updates
Questions and answers
HR Transformation Programme
(Processes and Systems)

Overview to Finance User Group
Drivers for HRTP

“The Board strongly recommends that the University streamlines and standardises its key financial and HR processes so that it can effectively invest in procuring and deploying modern, fit for purpose IT systems to make genuinely efficient, effective and unobtrusive administration across the institution a real possibility.”

25th Report of the Board of Scrutiny (November 2020)

Due to the limitations of current HR systems we are unable to offer the best possible service to our colleagues

Our processes need to be fit for purpose, and they are not

Complex systems and processes mean we do not always have accurate data and a single version of the truth

The support we can provide to employees, managers and senior leadership is limited and impacts negatively on decision-making
What HRTP Will Deliver

• Improving, harmonising and simplifying HR administrative processes will generate:
  • Efficient services
  • Enriched team collaboration
  • Enhanced data reporting

• An improved HR and payroll system, myHR, will deliver
  • A new, user-friendly platform
  • Simplified and harmonised processes
  • New tools to help simplify how staff access their HR and employment information
## Objectives and benefits

<table>
<thead>
<tr>
<th>Realised Objective...</th>
<th>Leads To...</th>
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<tbody>
<tr>
<td>Process simplification and harmonisation</td>
<td>Reduction in HR administration effort, enabling staff to work on higher value activities</td>
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<tr>
<td>Reduction of manual processes</td>
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<tr>
<td>Availability of employee and manager self-service</td>
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<tr>
<td>Fast and intuitive access to higher quality and richer data and reports</td>
<td>Improved decision-making</td>
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<tr>
<td>Improving the onboarding and induction process</td>
<td>Increase in a new joiner’s speed to productivity</td>
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<tr>
<td>Improvements in the end-to-end recruitment process</td>
<td>Decrease in the average time to fill a job vacancy</td>
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<tr>
<td>Implementing a modern system that meets information security and regulatory requirements and is regularly updated to meet those requirements</td>
<td>Continued regulatory and information security compliance</td>
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<tr>
<td>Improvements in learning systems, including finding training, tracking training, and delivering training</td>
<td>Increased learning effectiveness</td>
</tr>
<tr>
<td>A system that is regularly updated and a central support team that exploits new functionality</td>
<td>Continuous improvement of direct benefits</td>
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Deployment One – anticipated timeframe mid 2024

Core HR and Absence
Payroll
Timekeeping
Query Management
Deployment Two – anticipated timeframe Easter term 2025

- Recruitment
- Talent Management
- Learning and Development
- Case Management
The Payroll module in Oracle

- holds the pay rate and calculation rules
- contains statutory and voluntary data to calculate net payments

Pay run processing flows perform the Gross to net calculations, produce payment files, costing data, payslips and statutory returns

### Payroll Scope

<table>
<thead>
<tr>
<th>Employees</th>
<th>Payroll Admin</th>
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</thead>
<tbody>
<tr>
<td>• Update Bank Details</td>
<td>• Enter and maintain all Payroll Elements</td>
</tr>
<tr>
<td>• View and Download Payslips</td>
<td>• Enter and maintain Statutory and Pension information via Calculation Cards</td>
</tr>
<tr>
<td>• View and Download P11D’s</td>
<td>• View Payslips</td>
</tr>
<tr>
<td>• View and Download P60’s</td>
<td>• Run Payroll Reports</td>
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<tr>
<td></td>
<td>• Retrieve and process inbound HMRC files</td>
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<tr>
<td></td>
<td>• Process and reconcile Payrolls</td>
</tr>
<tr>
<td></td>
<td>• Run post payroll processes – payments, costing, Payslips, RTI etc</td>
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<td></td>
<td>• Adjust Balances</td>
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</table>
HRTP current activity

- **Design and configuration** of myHR system
- **Primary Sponsor briefings** at senior meetings across Schools and NSIs
- **Proposed ‘to-be’ process maps** have been shared with relevant colleagues to review and provide feedback
- **Data cleansing** commenced - some departmental support is needed but will be kept to a minimum
- **Change team** and Implementation Coordinators attending a variety of meetings across the schools and NSIs
- **Advocate network** launched, growing and taking actions
Implementation Coordinators

Work directly with Schools and Non-School Institutions, supporting them to transition to new ways of working and helping them understand the key changes and impact of the HR Transformation Programme for their respective areas.

Clare Bates
UAS & Non-School Institutions

Simon K. Gates
Schools of Arts and Humanities & the Humanities and Social Sciences

Mike Mathews
Schools of the Biological Sciences & Clinical Medicine

Rob Millington
Schools of Technology & the Physical Sciences
Questions?
Project purpose

University Payment System (UPS)

• Bespoke, in-house system to manage certain payments to individuals

• System has reached end-of-life, no further system upgrades available

• Current processes are outdated and lack transparency: not aligned with FTP’s vision for new Finance systems

• Looking to decommission all elements of UPS, during 2023 and 2024

• Stakeholder engagement to identify current usage and determine future requirements

• Looking for volunteers to help test new forms and processes

• We will only decommission an element of UPS when we are comfortable that all current payments within that element have a new home
This diagram gives a first look at the solution paths for each of the UPS elements, further details are provided in the following slides.

Key
Bold line – majority solution
Dotted line – residual transactions
Board/Committee members (Officeholders) and "Deemed employees for tax purposes"

- Data capture forms have been created and are now being tested for:
  (i) payee set-up; and
  (ii) payments
- Payments processed via a new Tax Withholding Payroll

<table>
<thead>
<tr>
<th>UPS 2 Payees</th>
<th>Future home /name</th>
<th>Delivery date</th>
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</thead>
<tbody>
<tr>
<td>Casual workers (UK)</td>
<td>CCWS and payroll</td>
<td>Jan-23</td>
</tr>
<tr>
<td>Casual workers (overseas)</td>
<td>CUFs / AP</td>
<td>Oct-23</td>
</tr>
<tr>
<td>Board / Committee members (Officeholders)</td>
<td>&quot;New Tax withholding&quot; payroll using existing &quot;Externals&quot; processes</td>
<td>Oct-23</td>
</tr>
<tr>
<td>Board / Committee advisors</td>
<td>CUFs / AP</td>
<td>Oct-23</td>
</tr>
<tr>
<td>Examiners &quot;lower-level&quot;</td>
<td>TBC</td>
<td>TBC</td>
</tr>
<tr>
<td>Interns: workers</td>
<td>CCWS and payroll</td>
<td>Jan-23</td>
</tr>
<tr>
<td>Interns: &quot;training&quot;</td>
<td>CUFs / AP</td>
<td>TBC</td>
</tr>
<tr>
<td>Deemed employees</td>
<td>&quot;New Tax withholding&quot; payroll using existing &quot;Externals&quot; processes</td>
<td>Sep-23</td>
</tr>
<tr>
<td>Subsidiary directors</td>
<td>Subsidiary payroll(s)</td>
<td>Oct-23</td>
</tr>
</tbody>
</table>
Off-Payroll Workers (OPW)

- Individuals who are providing their services (labour) via an intermediary, e.g., a personal services company, where they would be seen as employed/deemed employed for tax purposes, if working directly for the University.

- Currently finalising the new processes, etc.

- Data capture forms have been created and are now being tested for: payee set-up; and payments

- Payments processed via a new Tax Withholding Payroll (Tax and NIC) and CUFS (net invoice)

<table>
<thead>
<tr>
<th>UPS 4 Payees</th>
<th>Future home /name</th>
<th>Delivery date</th>
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</thead>
<tbody>
<tr>
<td>Off Payroll Workers (OPW) and disbursements - individual</td>
<td>'New Tax withholding' payroll using existing &quot;Externals&quot; processes</td>
<td>Oct-23</td>
</tr>
<tr>
<td>OPW - intermediary</td>
<td>CUFS / AP</td>
<td>Oct-23</td>
</tr>
</tbody>
</table>
“Light-touch” self-employed and “Higher-level” examiners

- UPS 1 will remain open, until an alternative solution is developed, for:
  - One-off / ad hoc guest speakers
  - “Push” payments
  - Higher-level examiners, moderators and invigilators (postgraduate and above). A separate “Examiners” project is being established

- Currently developing a data capture form for departments to complete (*i.e.*, FD3-light)

- Employment Tax team assess status and if they are self-employed, will issue a Tax Clearance Number (TCN) for the individual to be paid on submission of an invoice

<table>
<thead>
<tr>
<th>UPS 1 Payees</th>
<th>Future home / name</th>
<th>Delivery date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-employed &quot;light-touch&quot; individuals - invoiced (includes disbursements)</td>
<td>CUFS / AP</td>
<td>TBC</td>
</tr>
<tr>
<td>Examiners &quot;Higher-level&quot; (push)</td>
<td>TBC</td>
<td>TBC</td>
</tr>
<tr>
<td>Ad-hoc / guest lecturers (push / pull)</td>
<td>CUFS / AP</td>
<td>TBC</td>
</tr>
<tr>
<td>Supervisors (push)</td>
<td>CUFS / AP</td>
<td>TBC</td>
</tr>
<tr>
<td>Honoraria (push)</td>
<td>CUFS / AP</td>
<td>TBC</td>
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</table>
Student maintenance/bursary and expenses payments

- A Studentship Project Group has been established to investigate the full capabilities of CamSIS as the main system for all student interactions

- Studentship pre-discovery phase is now complete and project initiated and aligned with UKRI findings

- Work to be undertaken to assess "as is" and "to be" processes

- Anticipated go-live date is start of academic year 2024/25, with phased roll-out of modules

<table>
<thead>
<tr>
<th>UPS 3 Payees</th>
<th>Future home /name</th>
<th>Delivery date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student maintenance (ad hoc / repeat)</td>
<td>CamSIS</td>
<td>Sep-24</td>
</tr>
<tr>
<td>Student ad hoc out of pocket expenses</td>
<td>CamSIS / Concur (TBC)</td>
<td>Sep-24</td>
</tr>
</tbody>
</table>

Initiation / Planning -> Review of requirements and ‘As Is’ -> ‘To be’ processes -> Solution design and testing -> Solution Implementation and Testing -> Go Live
Research participant payments

- Currently reviewing the types of payments made to Research Participants and those undertaking Public Involvement in research (in light of the recent NIHR guidance)

- Where a Research Participant is not undertaking any work, i.e., they are not "workers", they will be classed as a subset of “visitor” with their expenses being processed via Concur

- Reviewing whether time payments can be paid via Concur – processes being developed

- The roll-out of expense payments to visitors via Concur is planned to start towards the end of 2023

<table>
<thead>
<tr>
<th>UPS 5 Payees</th>
<th>Future home /name</th>
<th>Delivery date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Participants’ fees</td>
<td>Concur visitors</td>
<td>Dec - 23</td>
</tr>
<tr>
<td>Travel and Subsistence (expenses)</td>
<td>Concur visitors</td>
<td>Dec-23</td>
</tr>
</tbody>
</table>
If you would like to volunteer to test the new forms and processes, or have would like to get involved in shaping the new process and systems, please contact either:

**Heather Ajimi** – Senior Business Analyst  
(Project Manager for UPS Decommissioning)

or

**Graham Gustard** – Head of Employment Tax  
(Business Lead)
Thank you

Any questions?
Finance Transformation Programme (FTP)

Thank you!
Strategic Procurement and Purchasing (SPP)

New legal suite

Presented by: Kate Solomon
Head of Strategic Sourcing
Overview of the new legal suite

• Procurement Services and the Legal Services Division have developed a revised suite of legal documents

• The new documents are up to date with all the latest legislation and will be reviewed regularly

• They’re being published in an easy-to-use modular format

• They’ll be accompanied by bite-sized training videos to bring users up to speed
Strategic Procurement and Purchasing (SPP)

Hazardous waste framework update

Presented by: Annabel Barrett
Central Procurement Services
Suppliers

The University is engaged in a tender process for suppliers to handle the disposal of its hazardous waste.

The following suppliers will be appointed under the new framework:

<table>
<thead>
<tr>
<th>Lot 1 Chemical Hazardous Waste</th>
<th>Labwaste Ltd trading as Tradebe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lot 2 Bio-hazardous Waste</td>
<td>pending</td>
</tr>
<tr>
<td>Lot 3 Returnable Sharps Bins</td>
<td>pending</td>
</tr>
<tr>
<td>Lot 4 Radioactive Waste</td>
<td>Grundon Waste Management Ltd</td>
</tr>
<tr>
<td>Lot 5 WEEE Hazardous waste*</td>
<td>Labwaste Ltd trading as Tradebe</td>
</tr>
</tbody>
</table>

*this will not include IT or non-hazardous WEEE waste
Key Benefits of the Framework

The contractors who have signed up to UCAM contracts with a SLA and KPIs will deliver:

- Improvements in safety and environmental compliance
- Improvements in service levels with bespoke KPIs
- Savings over current costs, competitive pricing and cost control
- Improvements in scope 3 supply chain measurement and performance
- Training plans and signage to support and embed good practice
How will this affect you?

• Collections will continue under the University’s existing supplier (Biffa) until 31 July 2023.

• Tradebe will take over the collection service for hazardous chemical waste and hazardous WEEE (waste electrical and electronic equipment – specifically fluorescent tubes, batteries, fridges, and freezers) from 1 August 2023.

• The service will remain centrally funded and the University’s two on-site waste chemists will continue in their existing roles.
What else is happening?

- Tradebe staff will be out and about across the University in the coming weeks to look at how we do things now and how they can help us.

- A representative may be in touch to arrange a visit, so please help where you can. Initial visits will focus on the areas that generate the most waste, require the most frequent visits or have the greatest access and storage challenges.

- In June and July, there will be launch events at 3 different locations, where you can meet the team and ask questions. The date and venues are still to be confirmed, so keep an eye on the Key Issues Bulletin for details.

If you’ve got any questions in the meantime, please contact Claudia Conti in Procurement or Margaret Glendenning in the Safety Office.
CUFS patching

Downtime from Thursday 3pm on 15th June to Tuesday 9am 20th June

Usual emergency PO procedures will be issued

Copy of system will be available
Medically Exempt Purchase orders - reminder

Please continue to complete the certificate for **ALL** qualifying orders

**BUT**

Only need to manually send them with non-catalogue orders

**Tips**

If you are doing multi-line MarketPlace order - see [our video](#) on how you can change the Tax code on all lines

You only need to complete the fields for each unique combination of qualifying equipment and use
Expenses Policy & FPM

**Policy** – concise document, available publicly

**Policy Annex** – main issues highlighted for claimants in table form

**FPM** – additional guidance for approvers, practical examples and tax implications

- **Initial draft**
- **Stakeholder liaison**
- **Consultation and socialisation**
- **University Approval**
- **Publication & Communication**

Including:
- New format
- Tax updates
- Aligned to Concur
- Incorporates FAQ
- Links to other policies

Including:
- Expenses Working and user groups
- ROO – re sponsors' requirements
- Estates re sustainable travel
- Finance Managers
- School Secretaries
- Additional Departmental accounts staff
- Concur Key Contacts

+ FUG
  - Departmental Administrators
5 Key principles

Best use of University funds

Evidence of expenditure

Business Purposes only

Value for money

Reimbursement not reward
Summary of proposed changes

• **Restricted to employees** – a separate policy and procedures will be developed for non-staff expenses
• **Concur** used for all claims
• **Delegated Authority** evidence to be kept to clearly identify approvers
• **Friends and family** accommodation allowance no receipt required but is taxable (HMRC ruling)
• **Eye tests and glasses** contributions for VDU users are now capped and taxable (reflects Occupational Health Policy and HMRC ruling)
• **Taxis for social events**: confirmation not allowed (was always a taxable benefit)
• **Public transport** is the preferred option, and the sustainability of travel can be considered when assessing value for money of options (aligns with the Sustainable Travel Guidelines)
• **Non-alcoholic drinks** without meals are allowed within the existing subsistence rates.
Clarified or expanded to recognise existing advice and practice

<table>
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<th>Sustainability</th>
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<tr>
<td>▪ Consideration of alternatives to travel</td>
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<tr>
<td>▪ Bike/scooter hire outside of Cambridge</td>
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<tr>
<td>▪ Approved carbon offset scheme use</td>
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<tr>
<td>▪ Restriction of car size, use of electric vehicles</td>
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<thead>
<tr>
<th>Health and wellness considerations</th>
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<tbody>
<tr>
<td>▪ Fare upgrades</td>
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<tr>
<td>▪ Use of taxis</td>
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<tr>
<td>▪ Travelling with non-employees, link to returning carer’s scheme</td>
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<table>
<thead>
<tr>
<th>Other</th>
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<tbody>
<tr>
<td>▪ Unregulated suppliers use e.g., Uber and Airbnb</td>
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<tr>
<td>▪ Subsistence includes modest amount of alcohol with a meal, if allowed by funder (guide re quantity and quality)</td>
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<td>▪ Retirement parties and gifts</td>
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<td>▪ Reporting for UK income tax and NIC purposes - additional guidance provided in FPM</td>
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Health and wellness considerations

Other

Other

Sustainability

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Subsistence includes modest amount of alcohol with a meal, if allowed by funder (guide re quantity and quality)

Canteen exemption for hospitality—on premise events, not taxable

Retirement parties and gifts

Reporting for UK income tax and NIC purposes - additional guidance provided in FPM
Barclaycard – old spend!

There is old Barclaycard expenditure sitting un-processed in Concur.

This **must be fully approved and accounted before year end** (ideally in June).

This is highlighted each month in the burst Concur reports. We ask for spend to be submitted by the 15\(^{th}\) of the month following the spend.

This week **we have sent out details of un-processed spend from the Feb 23 statement and before**
If cardholders are not proving receipts, narrative and details in good time the standard process is to put cards on hold or cancel the cards.

Please let us know if there are cards you’d like cancelled.

Is this a Concur issue?  
Prior to Concur did the cardholders submit receipts and coding on time?  
Is it just more visible now?
Concur expenses

Now live

• **Pulse Survey** for all staff - Concur expenses survey
  o Gain insights to system, help shape the future

• **Other Fieldwork Costs** – expenditure type now live

• Meal £ limit warnings removed from non-UK spend
Concur expenses

Now live

Approvers can add attendees

Can now use a single receipt for multiple expense lines in the same claim

But: current issue with narrative field if you go over 64 characters!
Latest news
Final batch of expense type updates for accommodation going live soon.

Reviewing which hospitality claims need full attendee list (we think we can improve things)
Concur expenses

**Theme refresh**
Sometime after the 5th June: an update to the **mobile app** look and feel:
- a more accessible design
- tabs at the bottom for quick access; and
- a new actions button to quickly capture receipts

Web version theme will be updated in the coming months.
KEEP CALM AND WEAR SUNSCREEN