

OFFICIAL



**Originator:**  
Lucy Shirodkar

**Decision number: D10-2018**

**Submitted to: Martin Surl, Police & Crime Commissioner for Gloucestershire**

**Subject: Enterprise Resource Planning (ERP)**

**Executive summary:**

The ERP Outline Business Case was created with the authority of the Planning for the Future Board and Enabling Services Transformation Programme (ESTP) as a result of the issues presented by some of our current technology and the impact this has on our business processes. These systems are namely, Origins (utilised as a Duty Management System (DMS)), Workforce (utilised by Human Resources (HR)), and Civica (used by Finance).

These systems are entirely standalone and some are approaching or past their expected lifespan. They are in some cases inefficient; Workforce and Origins currently require substantial support from ICT with very little support from external providers. These collective systems are critical to the operation of our business and form large parts of our core functionality. The inability to make changes to these systems is hampering the desire to modernise and improve business processes so that they are more effective.

The need to consider the replacement of the above named systems is supported by both the Police and Crime Plan (2017-2021) and the Corporate Strategy (2017-2021). The Police and Crime Plan details in its priority 'Accessibility and accountability' that its intent is: Getting the right resources to the right situation or problem first time, every time, on time and dealing with the matter appropriately and effectively.

The Corporate Strategy requires us to Stabilise, Stay Local and Go Digital. An ERP fully supports these objectives. Both 'Stabilise' and 'Go Digital' detail the requirement to seek efficiency, improve working practices and processes as to enable service improvements within our HR functions and HR systems.

The introduction of an Enterprise Resource Planning (ERP) system fully supports this desire by potentially replacing the ageing standalone systems with a fully integrated solution, with the further potential of linking with neighbouring forces.

This paper provides a high level overview of several existing ERP policing partnerships and recommends the establishment of a team to fully investigate the requirements, cost and benefits of an ERP solution. The findings will then be presented in a fully costed final business case.

**OFFICIAL**

**Recommendation:**

It is recommended that approval is given to move to a final business case that will look at the three main options in further detail and put forward a preferred recommendation. It is also recommended that future resource costs (section 11 of the submitted ERP OBC v1.1 paper, attached as appendix 1) are noted and planned for to enable the effective delivery of an ERP solution.

**Outcome/approval by:**

Date: 27 March 2018

Signature:

A handwritten signature in black ink, appearing to read 'MASI', is written over a horizontal line.

**OFFICIAL**

<p><b>Public access to information</b></p> <p><i>Information in this form and associated reports is subject to the Freedom of Information Act 2000 and the Elected Local Policing Bodies (Specified Information) Order 2011. Where it has been indicated that this is a decision of significant public interest, all of this form except Part Two will be made available on the website of the OPCC.</i></p> <p><i>Any information that should not be automatically available on request should not be included in Part One but instead on a separate Part Two form.</i></p>	
<p><b>Is this a decision of significant public interest?</b></p> <p><i>This includes a decision with any impact on the community, expenditure in excess of £50,000, or any decision that would be of obvious interest to the media or the general public</i></p>	<p><b>Yes due to likely cost</b></p>
<p><b>Is there a Part Two form?</b></p> <p><i>This section should only include information that, if published:</i></p> <ul style="list-style-type: none"> <li><i>a) would, in the view of the chief officer of the police, be against the interests of national security;</i></li> <li><i>b) might, in the view of the chief officer of police, jeopardise the safety of any person;</i></li> <li><i>c) might, in the view of the chief officer of police, prejudice the prevention or detection of crime, the apprehension or prosecution of offenders, or the administration of justice; or</i></li> <li><i>d) is prohibited by any enactment.</i></li> <li><i>e) breaches commercial sensitivity</i></li> </ul>	<p><b>No</b></p>

<p><b>Originator checklist (must be completed)</b></p>	<p><b>Comments including who has approved the report if applicable</b></p>
<p>Has legal advice been sought on this submission if required?</p>	<p>Not at this stage</p>
<p>Has the Chief Finance Officer been consulted, if required?</p>	<p>Yes</p>
<p>Have equality, diversity and human rights implications been considered, as appropriate?</p>	<p>Yes</p>

**OFFICIAL**

<p>How is the recommendation consistent with the objectives of the Police and Crime Plan?</p>	<p>The need to consider the replacement of Workforce and Origins (DMS) is supported by both the Police and Crime Plan (2017-2021).</p> <p>The Police and Crime Plan details in its priority 'Accessibility and accountability' that its intent is: <i>Getting the right resources to the right situation or problem first time, every time, on time and dealing with the matter appropriately and effectively.</i></p>
<p>Has consultation been undertaken with people or agencies likely to be affected by the recommendation?</p>	<p>Not at this stage, full consultation will take place in the production of the FBC.</p>
<p>Has communications advice been sought on areas of likely media, community, staff or partner interest and how they might be managed?</p>	<p>Not at this stage, full consultation will take place in the production of the FBC.</p>
<p>Have all relevant implications and risks been considered?</p>	<p>Not at this stage the full impact will be explored within the FBC.</p>

## Part One – For publication

### 1. Purpose of the report

To seek OPCC approval to ratify the decision taken by the Monthly Executive Board (MEB) on the 15<sup>th</sup> March 2018 to proceed to a final business case for ERP. The approval to proceed will enable further investigations into specific ERP solutions, providing greater clarity in proposing options for a final, recommended and priced solution.

### 2. Background

Over the last year a number of discussions have been held within the Constabulary to understand the requirements and demands of an ERP system. ERP systems are without doubt effective and create greater efficiencies and modernised ways of working within organisations. But the way in which they are designed, developed and implemented is critical to the long term success of not only the system itself but of the supporting processes, policies and working practices.

The Constabulary currently has a number of systems which perform and support similar functions and process to that of an ERP system. The benefits potentially realised through an ERP implementation would include those functions and services, and supporting processes, policies and working practices. These would be greatly modernised, enhanced, fully integrated and would operate seamlessly, offering far greater efficiency and effectiveness of service delivery across enabling services.

Alongside this the Constabulary is committed to Digital and HR transformation projects as part of the Enabling Services Transformation Programme. Whilst these will drive the technological requirements, the scope of the full business case will include options to potentially outsource some of the services. Any outsourcing agreement would be considered as part of the full ERP offering.

ERP systems mainly focus on HR (which includes Payroll and DMS), Finance and Procurement. The current systems offer a level of service which has over the years been developed in-line with the Constabulary's requirements. Each system is at different stage of its lifecycle and this is a key and important point to understand as part of the decision making process.

The issues and risk posed by these current systems include current technological issues due to both the HR and DMS systems configurations and age. This is causing further issues in terms of the Constabulary's abilities to gain certification of the public services network (PSN) and delaying other digital opportunities.

## **OFFICIAL**

The technological issues and risks are also compounded by the fact that the systems are not up-to-date in terms of modernisation, versions and information and data management. The lack of centralised, consistent data within the Constabulary leads to additional manual support being required including double keying of information. This inefficient way of working inevitably introduces delays to progressing work.

The ability to provide accurate demand analysis and establishment forecasting is curtailed because of the system issues currently experienced. This will become more problematic with the move to allow Superintendents, Chief Inspectors and Heads of Departments greater autonomy. In order for them to be effective they will need accurate and reliable data to enable them to make informed decisions regarding their staff and budgets.

Overall there are a number of outdated and ineffective manual and paper systems within enabling services which could be dramatically modernised and made more efficient to enable the delivery benefits across the Constabulary. There is currently no link between DMS and Finance and a link between these systems for example would enable an electronic overtime system.

The overall requirement from the Constabulary is to have a modernised, digitalised, efficient and effective, enabling services offering. That would enable the delivery of improvements to processes, working practices and policies, supporting the delivery of the corporate objectives and police and crime plan initiatives.

The scope of the project covers the main back office processes including HR, Duties, Finance and Payroll.

The concept is for the chosen solution to drive current and future benefits to the Constabulary. Through leveraging technology to provide better access to processes and data, and minimising the number of points where manual intervention becomes necessary.

The Constabulary has worked collaboratively with other forces, mainly within the region, to understand the most appropriate options of ERP systems. In May 2016 Gloucestershire joined with Wiltshire and Avon & Somerset Constabularies to form a Tri Force Collaboration Programme. The ambition of this programme was to explore and ultimately establish collaborative enabling services functions and operations. These included HR, Finance, Estates and Facilities, with the aim of providing improved value for money across these services.

As the Tri-Service collaboration is not preceding as anticipated the issue remains that Gloucestershire's systems, process and working practices are required to be modernised, digitalised and made more efficient. And we have pressing technological issues and risks with our current HR and DMS systems that need to be addressed.

## OFFICIAL

This paper has been influenced by the information available from the Tri-Force collaboration work. However the critical time constraint of aiming to be fully migrated from Workforce by September 2019 and the length of time it takes to implement a full ERP system means that other options have needed to be considered; including a like for like replacement for Workforce and DMS which would be seen as an interim solution.

In conjunction with South West Police Procurement Department (SWPPD) the options that have been considered are those that are available through either GCloud or existing framework agreements.

The following options are explored within the attached OBC and structure the options to be taken forward in the FBC for a decision:

- Option 1 – Do Nothing
- Option 2 – Procure standalone 'like for like' replacement for both Workforce and DMS
- Option 3– Procure an ERP system

It is the intention of this project to investigate the market place and the possibilities available to introduce either in part, or in full, an ERP system to maximise the long term benefits and create a more efficient and effective work force and enabling service provision.

### **3. Recommendation(s)**

That the PCC Governance Board ratifies the decision made at MEB on the 15th March to proceed to a final business case.

### **4. Financial and resource implications**

It should be expected that if a decision was made to progress with an ERP i.e. post FBC, then year one costs would be in the region of £2.5m with ongoing annual costs of c£1m. Approval of this paper and agreement to proceed to FBC production will enable the costs to be fully understood, allowing the opportunity for a decision to be made with the full view of benefits versus cost.

In order to develop beyond a final business case there will be a requirement to put in place a team to develop the detailed user requirements that would be expected from any supplier to enable an effective implementation. This will be fully documented within the FBC.

**5. Risk assessment**

If the issues surrounding the current Workforce and DMS systems are not addressed the technical and operational risks that they pose will not be mitigated.

The configuration and age of Workforce means that is likely to fail at some point in the future and IT have advised that they are unable to support it past September 2019. Due the outdated technology of both systems they present security risks to the Constabulary and are impacting on the ability to renew the PSN accreditation.

The inability to make any changes to Workforce significantly impacts on the ability of HR to make any changes to their processes and working practises, in order to bring in more efficient and streamlined processes. This will prove a significant risk to the HR Transformation project under ESTP.

**6. Equality & Diversity impact assessment**

No issues identified at this stage.

**7. Environmental impact assessment**

No issues identified at this stage.

**8. Consultation**

Initial consultation has taken place with Finance, HR and ICT. Full consultation will take place during the production of the Full Business Case.

**9. Discussed with Communications & Engagement**

There has been no formal communication required at this stage but a communication plan will be devised and documented as part of the Final Business Case.

**10. Conclusion**

**Originator approval**

**Name: Lucy Shirodkar**

**Job title: Chief Information Officer**

**Signature: by email**

**Date: 20.3.18**

**Deputy Chief Executive approval**

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.



**Signature:**

**Date:** 21 March 2018

**11. Appendices**



Microsoft Word 97 -  
2003 Document