

AUTHOR: Victoria Jenkins

SPONSOR: ACC Moss

DECISION NUMBER: D25-2019

(to be completed on approval)

SUBMITTED TO: Martin Surl, Police & Crime Commissioner for Gloucestershire

SUBJECT: HR Core System Procurement

EXECUTIVE SUMMARY:

The purpose of this report is to seek a decision on the route to market for the procurement of the replacement core HR system. The full business case for the replacement of the core HR system was agreed at CGB 27 July 2019 subject to agreement of a route to market.

A preferred supplier has been identified following in house research and market engagement. Advice was received from SWPPD in relation to the process being followed and a decision was made to procure through e-Cloud.

In making a recommendation, the Portfolio Director has considered the internal process undertaken to select the product, the advice of SWPPD, and it was agreed to purchase the new system.

RECOMMENDATION:

The recommendations of the Portfolio Director are to:

1. proceed with finalising and signing the contract with Agresso to procure Unit 4 as a replacement Core HR system;
2. proceed with procuring pre implementation discovery phase support from Embridge ahead of the implementation of the Unit 4 core HR system;
3. work with SWPPD to review the process undertaken to select the replacement Duty Management System and to take any actions required to mitigate any risks concerning that process as required.

OUTCOME/APPROVAL BY:

Signature:

A handwritten signature in black ink, appearing to read 'Masi', with a horizontal line underneath it.

Date: 24 Sept 2019

Police and Crime Commissioner for Gloucestershire

Public Access to Information

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.

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.

Is this a decision of significant public interest?

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

No**Is there a Part Two form?**

This section should only include information that, if published:

- a) would, in the view of the chief officer of the police, be against the interests of national security;*
- b) might, in the view of the chief officer of police, jeopardise the safety of any person;*
- 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*
- d) is prohibited by any enactment.*
- e) breaches commercial sensitivity*

Yes

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	Comments including who has approved the report if applicable
Has legal advice been sought on this submission if required?	No
Has the Chief Finance Officer been consulted, if required?	Chief Finance Officer consulted on recommendation as part of meeting with SWPPD, Chief Finance Officer and Portfolio Director 13 September 2019
Have equality, diversity and human rights implications been considered, as appropriate?	No
How is the recommendation consistent with the objectives of the Police and Crime Plan?	N/A – the links to the Police & Crime Plan are detailed in the original business case, this paper seeks agreement on the route to market only
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes, people Services programme Board 17 September 2019
Has communications advice been sought on areas of	No

likely media, community, staff or partner interest and how they might be managed?	
Have all relevant implications and risks been considered?	Yes

PART ONE – For publication

1. Purpose of the report

The purpose of this report is to seek a decision on the route to market for the procurement of the replacement core HR system.

2. Background

In March 2019, the PCC Governance Board approved an outline business case for the replacement of the core HR system, Workforce. The outline business case had been produced in response to the issues and constraints of the current HR systems and the risk arising from the fragility of Workforce. The outline business case proposed exploration of systems on the market that would offer greater system integration. Affordability and complexity of implementation were added at the point of approval in recognition of the limited funding and resources available and the competing demands of the rest of the transformation plan.

Development of the full business case was carried out by the project team. The Senior Category Buyer from SWPPD was a member of this team and was on the circulation list for project documentation but was unable to attend project board meetings.

The activities undertaken by the team to identify the supplier were:

- Research:
 - Stakeholder engagement to understand the operational issues arising from the current system to inform requirements
 - Mapping of the existing HR systems, including the Duty Management System and others, to inform requirements for system interoperability
 - Benchmarking against systems in use in other forces to inform requirements
- Requirements
 - Review of the research outputs by the project team to define minimum mandatory requirements
- Market
 - Desk based evaluation of available systems against mandatory minimum criteria
 - Supplier presentations from a number of suppliers with products that matched the minimum criteria
 - Evaluation of the reviewed products against criteria including cost

The full business case was agreed at CGB 27 July 2019 subject to agreement of a route to market.

The options for route to market, as identified in the full business case and the recommendation of the project team at that time were:

The Outline Business Case approach had provided the opportunity to review and understand a number of options for a replacement system including options such as MS Dynamics and Oracle Fusion which arguably offer extended benefits, opportunities and increased system integration.

However, in considering an appropriate recommendation, the issue of affordability was clearly a factor. Given the competing priorities within the Constabulary transformation programme and balancing that challenge of affordability against existing and future risk, the People Services lead considered that the pragmatic approach would be to move to a stabilising solution therefore discounting options detailed above and that the recommended solution should be Agresso (Unit 4).

This recommendation provides the Constabulary with the following benefits:

- Procurement of a system which meets the mandatory requirements and which is in operation in a number of regional/local forces*
- Procurement of an HR module that will, during 2020, integrate with the Duties solution selected within the Duties FBC allowing*
- Proven integration to an E-Recruit system that has been selected within the approved E-Recruitment FBC*
- Realise potential for a parallel implementation saving both time and money*
- Future opportunities to consider the Agresso finance module for increased integration at a lower cost than other systems analysed*
- The opportunity to procure from a framework speeding up activity and delivery of a solution*

Given the risks to the Constabulary of maintaining the current HR system and the resulting requirement to move quickly to a replacement, it is therefore recommended that SWPDD progress procurement options of Agresso HR via an appropriate approved procurement framework and that this is subject to a full supplier and user workshop.

In parallel to the procurement of a core HR system, the procurement of a replacement Duty Management System has been underway. There are requirements for interoperability between the Core HR and Duty management systems and this is a consideration in selecting suppliers and in developing implementation plans. The current transformation plan gives an indicative start date for Core HR system implementation of April 2020 and that dictates the indicative start date for the Duty Management System implementation in July 2020. The planning has taken account of resourcing to schedule start dates however there needs to be consultation to assess operational impacts with particular attention to peak demand periods before these dates are confirmed.

The lead in time to commence implementation of the Duty Management System is relatively long however the supplier, Crown, is a small supplier and they are experiencing high demand. There is some pressure from the supplier to commit to purchasing the product and to sign a contract. To ensure that the procurement process for the Duty Management System is robust, the project manager has been tasked with working with SWPPD to review the procurement process and to implement any remedial actions required.

The position with Agresso, the Unit 4 supplier, is somewhat different as the supplier is stating verbally that the pricing is based on contract signature in the third quarter of 2019 and the price will increase by 20% and require a further procurement exercise if the contract is not signed. Further work is being undertaken on the terms of the contract to clarify that no spend would be incurred between contract signature and commencement of the work in 2020.

3. Recommendation(s)

The recommendations of the Portfolio Director are to:

1. proceed with finalising and signing the contract with Agresso to procure Unit 4 as a replacement Core HR system;
2. proceed with procuring pre implementation discovery phase support from Embridge ahead of the implementation of the Unit 4 core HR system;
3. work with SWPPD to review the process undertaken to select the replacement Duty Management System and to take any actions required to mitigate any risks concerning that process as required.

4. Financial and resource implications

The costs for the procurement of the replacement core HR system and the replacement Duty Management system were presented in the full business cases for each system respectively. This paper concerns only the route to market.

5. Risk assessment

- Risk of legacy system failure resulting in operational impacts.
- Risk of 20% increased cost of the Core HR system procurement should we delay signing the contract.

6. Equality & Diversity impact assessment

Not required, this paper concerns only the route to market.

7. Environmental impact assessment

Not required, this paper concerns only the route to market.

8. Consultation

The original Full Business Cases for the replacement core HR system and replacement duty management system received full consultation. The recommendations presented in this paper for the route to market were subject to discussion with SWPPD, the Portfolio Director and the Chief Finance Officer during a meeting 13 September 2019. The recommendations were then discussed at the People Services Programme Board, chaired by the Head of People Services, Work Dev. & Human Resources, on 17 September 2019 and a decision was taken to support the recommendations.

9. Discussed with Communications & Engagement

Not required, this paper concerns only the route to market.

10. Conclusion

The recommendations of the Portfolio Director are to:

1. proceed with the finalisation and signing of a contract with Agresso to procure Unit 4 as a replacement core HR system;
2. to procure pre implementation support services from the implementation partner Embridge to prepare for the implementation of the core HR system
3. to work with SWPPD to review the process undertaken to select the preferred supplier for the replacement Duty Management System and to take any required action to mitigate risks arising from the selection process

SPONSORING BOARD MEMBER APPROVAL

Name: Jon Stratford

Job title: Deputy Chief Constable



Signature:

Date: 23.09.19

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: 23.09.19