

Decision Note – ERP Project



STAFFORDSHIRE COMMISSIONER

Police | Fire and Rescue | Crime

REQUEST FOR DECISION BY THE STAFFORDSHIRE COMMISSIONER

	Policing:	Crime:	Fire & Rescue:
This decision relates to:	✓	✓	

APPROVAL (for completion by Staffordshire Commissioner only)

Rationale for approval

STAFFORDSHIRE COMMISSIONER

Signature

Date

8/2/21

Date decision required by:

If an urgent approval is required, please state reasons:

For completion by Staffordshire Commissioner's Office only:-

Decision Number: SCP/D/202122/010

Date Received: 31 March 2022

	Yes	No
Has the required decision been considered under the guidance of the Staffordshire Commissioner's Decision Making Policy?	✓	
Has the required decision been deemed to be a Key Decision as defined within the Staffordshire Commissioner's Decision Making Policy?	✓	
Who is empowered to make the required decision? <u>Staffordshire Commissioner</u>		

Title	ERP system upgrade and replacement
	<p>Staffordshire Police need to resolve the imminent end of support on E-Business Suite version 12.1.3 which underpins our current ERP solution, ORIGIN. This system is well beyond its serviceable life and needs complete replacement. The current contract with Capita expired on the 30th November 2021, however, it was approved through a previous SGB to extend the Capita contract, of which it has now been extended for a further 24 months, whilst the proposed solution for the ERP project is delivered.</p> <p>Five varying options and configurations were originally explored in detail with various suppliers, which were shortlisted to three preferred options through discussion at SGB, Force Executive and the Origin Project Board.</p> <p>From discussions at the SGB in October 2021, there was a preferred option to work with Capita for both a new finance system, Integra and continue with Capita Secure Information Solutions, which provides ORIGIN for HR, DMS, Payroll, L&D and H&S applications.</p> <p>An update paper was also provided in November SGB. Approval was given.</p> <p>We have therefore split the approach and contractual route for each option.</p> <p>ORIGIN DMS / HR / Payroll</p> <p>For Origin DMS, HR, Payroll, following on from SGB, we have been working on the compliant route to procure the new ERP system. We have produced a Request for Procurement (RFP) document alongside method statements, a clear specification detailing both mandatory and desirable specifications to evaluate against. Along with all relevant tendering documentation.</p> <p>A decision was made at SGB in September 2021 to use Softcat as a re-seller to complete the compliant procurement route. The RFP document has now been provided to Softcat, who are actively working with Capita on the response to the RFP to provide Capita as the one supplier approach to the tender. This is being completed to the timeline below;</p>

Task	Target Date
Dispatch RFP	
Bidder clarification Request deadline	02/02/2022 12 noon
Authorities clarification response deadline	07/02/2022 12 noon
RFP Response Deadline (to Softcat Plc)	09/02/2022
Deadline for clarification questions to bidder by Contracting Authority	23/02/2022
Internal Governance	w/c 07/03/2022
Target Contract Award	w/c 04/04/2022
Target Contract Signing	w/c 18/04/2022
Contract Start	w/c 25/04/2022

This approach will allow contract award by the end of April 2022.

This allows for clarifications on behalf of the supplier and the force and also allows for evaluation panels, to assess the bid by Capita and ensure that their proposal delivers all mandatory and most of the desirable requirements within the specification.

Capita Integra

To reach the agreed desired end state of one common finance and procurement platform across SFRS, Staffordshire Police and the Staffordshire Commissioners Office there was an identified requirement to upgrade the current SFRS Integra platform to the latest release – to Integra Centros, ahead of the Police and SCO implementation. The proposed costs of this are £39k (and are borne by SFRS and budget agreed and approved).

For Staffordshire Police and the Staffordshire Commissioners Office, the cost for a total of 5 years commitment is [REDACTED]. As a comparison to original ROM cost proposals this option provides better value. [REDACTED]

Fire are currently upgrading their Integra system, to the Centros version. This has been approved within Fire and this then allows the integration of the Integra system across Fire and Staffordshire Police. The Integra contract will be a Direct Award to Capita through a framework agreement. The mandatory and desirable requirements for the finance system will be delivered within the Capita Integra system.

The Integra system does have a much shorter timeline for implementation and Go Live and therefore this contractual work will commence after the contractual arrangements for Origin through Capita Secure Information Solutions. We are able to progress this Direct Award and contract award by April 2022 in line with the contact award for Capita HR / DMS / Payroll solution.

Staffing Impact

In order to be able to successfully deliver all the above within the 12-18 month time frame to the contract end of the Capita extended contract, the force does require some additional resource. It is crucial to the success of the project that the current team members are involved in the design, development and testing of the new finance system. This will not only utilise the vast knowledge of our team but also encourage positive involvement in the project and more importantly system ownership.

With that in mind we propose to introduce workstream leads from current team members and provide additional support for their day to day business as usual responsibilities.

The Workstream leads will be involved in the initial workshops and discovery discussions, the system testing and potentially the user training. The system testing requires a heavy time resource.

The Finance Department will need to increase the current resource by 4 FTE to enable successful delivery of the Finance System implementation, it is recommended that the 4 roles are Fixed Term Contracted roles for a minimum of 12 months with the ability to extend to cover the project completion.

The proposed four roles are as follows:

	To cover	Purpose
1XSystem Accountant	Support for Deputy CFOs	Working closely with the consultant building up the data templates to import, data migration, testing the system, setting up structures, setting up users, permissions, stock management system, direct relationship with the workstream leads and monitoring progress against project plan. Grade H
1XAccountant	Chief Accountant (Jas Purewal) and Finance Officer	To enable the review of coding structures, hierarchies, role profiles, implementation and testing of the Fixed Asset Module, journal templates and budgeting, design and build of dashboards and reports. Grade H
1XPurchasing Officer role	Senior Purchasing Officer (Aimee Blurton) and Purchasing Officers (Hannah Bladon / Deb Kane)	To enable the data cleansing of historic PO's, reviewing the scheme of delegation and impact of data into the new system, review accounts set up and potential fields to use for multi-purpose, review supplier catalogues alongside maintaining BAU within the Purchasing Department. Grade E
1XAR & 1XAP Officer	Accounts Payable and Accounts Receivable Team	To enable the review of sales ledger and purchase ledger to streamline the process, potential to use OCR set up, to review the integrated systems such as bank, income feeds etc, automated VAT return, templates, documents Grade E

In addition to the finance resources, there are several additional roles required to fulfil the Origin capabilities and deliverables across other Enabling Services functions. These are as follows:

Role	To cover	Purpose	Duration
1XDBA	To mitigate against current single point of failure and reduce overall corporate risk	Working closely with existing DBA/IT/System admin to support/maintain Origin infrastructure and databases. In addition, the individual will work with Capita resources and Project Team to complete Origin upgrade. Also responsible for monitoring IT deliverables against project plan. Grade G	Permanent
1XBusiness Analyst	Business Process mapping (as is/to be) for each Origin capability area. Reports into Project Manager	This resource will be required to work with all the teams impacted by the Origin Upgrade, to review their current processes and identify areas for improvement / streamlining taking into account any new functionality which will be available from the improved software. This will include working with L&OD for TAS & DMS, HR Support for PP, CRU for DMS, and Payroll. Grade G	6 to 8 Months
1XTraining Admin	Backfill personnel in day to day operations so that critical/experience staff have capacity to support testing stage	Support configuration stage during the day to day project work and in addition carry out testing connected with TAS, DMS, HR, Payroll, HSR and self-service. The additional resource will result in ensuring knowledge retention is held within the Team when Project is completed and Operations. Also responsible for day to day management/system maintenance and support. Grade E	6 to 8 Months
2XHR System Admin	As above but with emphasis on HR testing/checking time and reconciling	In addition to the above, the temporary staff will be trained to support the team(s) on the business as usual work, including allocation of training, updating records, freedom of information	6 to 8 Months

	with Payroll processes. Cross checking with DMS business processes and rules	requests, support desk calls, system updates etc. They will also perform some basic system testing and support other teams across Origin workstreams especially when testing end to end workflows. Grade E	
3XCRU Operatives	Backfill key resource to enable them to join project full time and support testing, provide input into configuration (business rules) and support Training across the Force	Focus on resource testing, producing test scripts, learning from Capita consultants so that we are self-sufficient to deliver end user training and refresher training multiple times and iteratively. Ability to check configuration relating to inbox/portfolio work and events and test each transaction relating to this. Also support broader Origin/testing Grade E	6 to 8 Months
1X Snr Payroll officer	Backfill key resource in operations to enable them to join project	Focus for this person is to ensure Payroll functionality on Origin is fit for purpose and that interfaces/data exchanges i.e. costing files are correctly configured and testing. In addition, the role will support the parallel pay run process/testing prior go live. Finally, the resource will be involved in training and mitigate against any single points of failure. Grade F	12 month FTC

In total, there are 14 roles required to support the backfill of permanent members of the team, so they are able to work on the key tasks to ensure smooth transition from the one system to the other over the course of the 12 month implementation programme.

All roles will be Fixed Term to allow the flexibility to extend or reduce the contract length where necessary depending on the progress being made with the implementation.

Recommendation:

This decision note is to inform The Commissioner of the progress with the procurement route and for the approval of the above roles to support the implementation of the programme, once we have reached contract award with Capita for both the Origin and the Integra systems.

Chief Executive

I hereby approve the recommendation for consideration.

Signature  Date 28/1/22

REPORT AND ADVICE TO THE STAFFORDSHIRE COMMISSIONER

2. Issues for consideration

The Commissioner, following the approval and support for the procurement route, is asked to support the additional resource to allow for a successful implementation from contract award through to Go Live.

[REDACTED] in order to ensure that the implementation is a success, we have identified key roles, where we need to replace permanent members of staff, to allow the data cleanse, data migration and implementation of the new system. We are seeking approval at this stage to allow time to recruit these individuals [REDACTED]

3. What other options have been considered?

We have considered not having additional resource, but consider that this will have a detrimental impact on the overall timeline of the project if we are expecting BAU to be completed at the same time as the data cleanse and data migration tasks that will be required during the project implementation phase. There runs a risk that there could be operational impact or impact to the overall project. Therefore it was deemed necessary for some additional resource in key areas to support the implementation.

4. Consultation and Engagement undertaken

The ERP solution has been discussed in numerous forums and Boards, including Force Exec, SGB and the Origin Boards.

Consultation;

Justine Kenny, Steve Marsh, John Bloomer, Emma Barnett, Justin Bibby, Ben Adams, Glynn Dixon, David Greensmith, Jason O'Toole

All Origin Board members have agreed with the request for additional resource.

Report Implications

Monitoring Officer comments:

There are no issues for the MO that arise from this proposal.

Signature



Date 28/1/22

Section 151 Officer comments:

Signature



Date 02/02/2022

Has legal advice (outside of that provided by the Monitoring Officer) been sought on the content of this report?

Yes

No

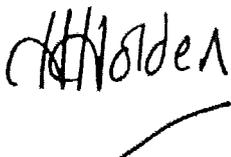
✓

Legal Comments:

Not required – for the full document. We have engaged legal over specific elements of the T&C's within the Softcat agreement.

5. Equality Comments – please attach the completed EIA		
No issues identified.		
6. Background/supporting paper		
7. Public access to information		
Published on the Commissioner's website, reported as a decision to Police, Fire and Crime Panel		
8. Data Protection Impact Assessment - please attach the completed DIA		
n/a		
9. Is the publication of this form to be deferred?		
No		
10. If the report is for publication, is redaction required?		
	Yes	No
Of the Decision Note?		✓
Of the Appendix?		✓

ORIGINATING OFFICER DECLARATION:

Author	Helen Holden
Signed	
Date	02/02/22



Equality Impact Assessment



STAFFORDSHIRE COMMISSIONER

Police | Fire and Rescue | Crime

The purpose of this EIA is to ensure you consider any equality issues as part of your decision making when developing / reviewing your policy / procedure.

Please complete the sections below and send to the Staffordshire Commissioner's Office to be quality assured. New / revised policies cannot be published on the policy database until the EIA has passed the quality assurance process.

Title of policy/procedure:	ERP System
Department:	Strategy & Change
Date:	2.2.2022

1. Identify the aims and purpose of the policy

This decision note is to inform The Commissioner of the progress with the procurement route and for the approval of the above roles to support the implementation of the programme, once we have reached contract award with Capita for both the Origin and the Integra systems.

2. Identify the individuals and organisations who are likely to have an interest in, or be affected by the policy.

All police officers and police staff will use the ERP system in some way.

3. Data

Summarise the findings of any monitoring data / information which you have considered regarding the impact of this policy on people from all or any of the protected groups. This could include national or local data.

3.1 Age

No issues identified.

3.2 Disability

No issues identified.

3.3 Race

No issues identified.

3.4 Religion or Belief

No issues identified.

3.5 Sex

No issues identified.

3.6 Sexual Orientation

No issues identified.

3.7 Transgender

No issues identified.

4. Research

Summarise the findings of any research you have considered regarding this policy for all or any of the protected groups. This could include information you have obtained from other sources e.g. Home Office.

4.1 Age

No issues identified.

4.2 Disability

No issues identified.

4.3 Race

No issues identified.

4.4 Religion or Belief

No issues identified.

4.5 Sex

No issues identified.

4.6 Sexual Orientation

No issues identified.

4.7 Transgender

No issues identified.

<p>5. Consultation</p> <p>Summarise the opinions of any consultation for all or any of the protected groups. Who was consulted and how e.g. survey, discussion, forum. If there was no consultation please justify why.</p>
<p>5.1 Age</p> <p>No consultation required at this stage as the decision is to progress along the procurement route and appoint staff to help deliver the project.</p>
<p>5.2 Disability</p> <p>See above</p>
<p>5.3 Race</p> <p>See above</p>
<p>5.4 Religion or Belief</p> <p>See above</p>
<p>5.5 Sex</p> <p>See above</p>
<p>5.6 Sexual Orientation</p> <p>See above</p>
<p>5.7 Transgender</p> <p>See above</p>

<p>6. Conclusions</p> <p>Taking into account the results of the monitoring, research and consultation, set out how the policy impacts or could impact on people from the following protected groups? (Include positive and/or negative impacts)</p>
<p>6.1 Age</p> <p>No issues identified.</p>
<p>6.2 Disability</p> <p>No issues identified.</p>
<p>6.3 Race</p>

No issues identified.

6.4 Religion or Belief

No issues identified.

6.5 Sex

No issues identified.

6.6 Sexual Orientation

No issues identified.

6.7 Transgender

No issues identified.

7. Decisions

If the policy will have a negative impact on members of one or more of the protected groups, explain how the policy will change or why it is to continue in the same way. If no changes are proposed, the policy needs to be objectively justified.

This decision centres on a procurement route and has no implications for protected groups at this stage.

8. Monitoring arrangements

If the policy is new what consideration has been given to piloting the policy?

If monitoring is not already in place what arrangements have been made to monitor the effects of the policy on equality and diversity?

This equality impact assessment will be published on the SC website.

EIA Form Dated
01/08/2018

