West Yorkshire
Fire & Rescue Authority

Human Resources (HR) and Rostering systems - additional capital funding

Executive Committee

Date: 12 August 2019

Agenda Item:

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Submitted By: Chief Employment Services Officer

Purpose	To request additional capital funding to fully implement Gartan and Access within West Yorkshire Fire and Rescue Service (WYFRS).
Recommendations	It is recommended that the additional funding is approved.
Summary	The implementation of Access and Gartan has incurred additional costs over and above the original funds drawn down. The approval for additional funding will allow the Project Team to develop the systems ensuring they meet the functional needs of the service. Additional funding will cover what is required to complete implementation of the HR and Rostering Project

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

1   Introduction

1.1   Following a competitive procurement process, implementation of Access and Gartan began in July 2018.

1.2   The implementation involved a phased approach, building one module at a time, testing them intensively and then deploying within service once happy that requirements are met and staff are adequately trained.

1.3   The project is still progressing within agreed timelines but the successful completion of this requires additional funding. Without approval for additional capital, several modules within Access will not be launched and Gartan will struggle to deploy with no set interfaces in place.

2   Information

2.1   At the start of the HR and Rostering Project an initial budget was allocated, based on the potential procurement of upgrades to SAP (£450,000.00). Market evaluation identified products which more fully met the organisation's needs at significantly reduced cost. Following a procurement process, Access and Gartan were purchased and the budget reduced accordingly down to £200,000

2.2   So far, £137,750 of the capital budget has been drawn down.

The request for additional funding comes for several reasons:

- Lack of a detailed requirement catalogue – Savings made in relation to not employing a third party company to produce a detailed requirements catalogue has now had a knock on affect later in the project adding to the cost.

- Use of G Cloud framework – This procurement methodology was based on a standard "off the shelf" installation and system modifications were required to maximise the benefit to WYFRS. Data migration has been more complex than originally envisaged.

- CLM – The introduction of CLM and the rules needed within Gartan to support this created additional scoping and development work that was not included in the initial tender. This meant that some initial development work had to be aborted.

- Interfaces – The need for systems to integrate has always been a priority for WYFRS but the complexity of this work meant each company was unable to provide a fixed figure. Only when scoped could the cost be established and this has been at greater expense than predicted especially with Gartan having to do a large percentage of the work due to lack of support from Systel

- Development – WYFRS was hoping to take each system with minimal modifications but despite re-engineering a number of business processes, some customisation has been necessary in order to maximise benefit.

2.3   For delivery of Gartan / Access and the successful conclusion of the project it is recommended that the remaining £62,250 is drawn down from the capital budget, together with an additional capital allocation of £87,750.

Overview of remaining work to be completed:

Gartan interface with Systel	To ensure staffing levels are known maintaining appliance availability. Work required from both Gartan and Systel
Gartan interface with Kirklees	Pay file interface to ensure staff are paid correctly for exceptions
Access interface with Kirklees	Pay file interface to ensure staff are paid correctly for exceptions
Access to Gartan interface	To feed qualification data in to Gartan ensuring staff competence in safety critical areas
Gartan Payroll	Development of the module to ensure compatibility with our policies and procedures
Gartan report	Development of the reporting needs around premium and standard hours
Builder buddy day	Additional development day with Access
Data migration	Migration of data out of SAP in to Access and Gartan
Expenses	Access and Gartan company expenses incurred by working on site

3   Financial Implications

3.1   The additional capital funding of £87,750 required to fully implement the HR and Rostering system will require members' approval to increase the total capital plan for 2019/20 to £7,469k. This additional capital cost will be met from the Service Support Earmarked Reserve.

3.2   Once fully implemented the new HR and Rostering system will generate ongoing revenue savings of £168k, £50k of this is in relation to licencing and support and £118k is in respect of staffing efficiencies due to the time saved from the introduction of more efficient processes, which has been previously reported to committee.

3.3   The posts identified above are currently filled by staff on temporary contracts and it is assumed that these posts will be deleted from the establishment once SAP has been upgraded.

4   Legal Implications

4.1   The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5   Human Resource and Diversity Implications

5.1   No identified Human Resources and Diversity implications

6   Health, Safety and Wellbeing Implications

6.1   No identified Health, Safety and Wellbeing implications

7   Organisational Dependencies

- CLM Project - Gartan has been identified as the tool to manage the new staffing requirements and without the implementation of Gartan the organisation will need to develop and resource SAP to ensure a tool is in place to manage new ways of working.

- The removal of the SAP system – Without the implementation of Gartan and Access SAP will need to remain in place to support the organisation.

- Reduction of staff within CST – Without the implementation of Gartan CST will need to remain at current strength to manage staffing.

8   Your Fire and Rescue Service priorities

1. Work smarter throughout the service.

2. Make better use of technology and innovate where possible.

3. Be more efficient across all areas of the service to make savings

9   Conclusions

9.1   The successful implementation of Gartan and Access will assist WYFRS to move forward with smarter, simpler and more engaging software. Current users of the Access system are positive about its functionality and await the next modules. Gartan although yet to be introduced will improve staff deployment mechanisms and improve RDS ways of working.

9.2   The approval of the additional funds will allow for the completion and delivery of these systems and the removal of SAP from service.