

Appendix A – HR and Payroll Project - Background Information

Current system

The current HR and Payroll solution consists of different software systems from three suppliers. These include:

- Selima VisionHR for HR
- Selima Payroll for Payroll
- Selima Envoy for Expenses
- Selima Hummingbird for HR Reporting
- Simitive for Performance Management
- Unit4 Hireserve for Recruitment

Whilst the existing HR and Payroll solution provides a satisfactory payroll and other standalone HR functions, there is limited integration between the systems which means it is not as cost effective or efficient as it could be. The challenges include:

- Manual integration between systems – resulting in double data entry
- Limited Management Information - such as lack of real-time reporting and inconsistency in delivery of ad hoc requests
- Limited self-serve options for managers – reliance on back office support
- Lack of flexibility to make changes to organisation structure

Options appraisal

The Selima contract was due to expire in 2017, with a number of the other contracts due to expire in 2019. This necessitated a decision on the future strategy.

Soft market testing and an options appraisal were undertaken to explore the benefits, challenges, timescales and costs of each of the following options:

Option	Solution
1	Continue with Vison HR and Payroll <ul style="list-style-type: none"> • Tactical 'Do Nothing' option for an interim period of 24 months • Strategic 'Do Nothing' option post the interim 24 month period and ongoing for the foreseeable future
2	New HR and Payroll systems
3	New HR system integrated with a Payroll Bureau service provider
4	Out-source HR and Payroll operational functions
5	Bristol City Council partnering with a Local Authority to form a shared service managed by Bristol City Council
6	HR and Payroll operational functions by an Local Authority-led fully shared service
7	HR and Payroll operational functions provided by a public sector-led fully shared service

Resources Directorate Leadership Team considered the options appraisal in July 2017 and approved the recommendation for:



- A tactical solution to extend the existing contract for two years until June 2019 whilst new platform is procured and implemented
- A strategic solution to secure a new HR & Payroll system from April 2019

This will ensure the council has a cost effective and secure future platform which will provide:

- Consolidated systems into a single platform
- Revenue savings
- Fully integrated HR and Payroll solution with integration to finance and other back office systems
- More timely and better quality Management Information
- Enhanced user experience
- Compliance with legislation
- Automated processes and controls, with greater flexibility for users
- Operational and process efficiencies
- More control, flexibility and agility towards future business change
- More certainty on the costs of functionality
- Continuous improvement of system to respond to business needs.
- Provision of realistic, robust and measurable SLAs to all business users
- Compliance with ICT strategy

Costs

The estimated costs of the contract and project delivery have been based on the results of the soft market testing. These have been validated against the initial Invitation to Tender submissions. A breakdown of these estimated costs from the Outline Business Case are in exempt Appendix J1.

Project progress to date

- December 2017- Route to market approved by Commissioning and Procurement Group
- December 2017- Resource costs to develop Full Business Case approved by Delivery Working Group
- January 2018 - OJEU Notice issued
- February 2018- Outline Business Case approved by Delivery Working Group
- February 2018 - Internal consultation on proposal considered by Corporate Leadership Board
- February 2018 - Selection Questionnaire evaluated. Selected suppliers have been taken through to the Invitation To Tender stage
- March 2018- Initial Invitation to Tender issued, received and undergoing evaluation

Project governance

A robust and collaborative project delivery methodology is in place to oversee the procurement, implementation, integration, decommissioning and archiving of the new system. This includes careful transition to a business-as-usual environment and support and training for end users.

The following methodology and high level controls will be used to ensure a successful outcome:

- A fair and transparent procurement process with a robust specification of functional, non-functional, project delivery and service transition requirements



- Strong project governance with a clear definition of roles and responsibilities and detailed project plan
- Milestone payment controls to ensure payments are made on the evidence of 'fit for purpose' functionality
- Keeping the timeline on track by preparing key documents in advance of contract being awarded. Such as testing strategy, employee lifecycle and stakeholder analysis.
- A collaborative, iterative supplier specification process that ensures that there is a fully integrated end-to-end solution that is constantly validated
- A robust supplier build process that ensures products are evidenced as fit for purpose prior to testing, and knowledge is transferred to in-house teams
- A robust testing process that will be managed by the council with the supplier's advice and guidance
- A structured release process which will deploy fit-for-purpose functionality in an agreed sequence and at a pace that will have minimal impact on business as usual activities
- A dynamic change and transformation work stream that supports end users to adopt and embrace the new system