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**Soft Market Research**

**Gloucestershire County Council**

**Business Service Centre**

**Ref: ERP for the Future**

 **V1.0 – Issued 10th November 2020**

**Project Brief and Questionnaire**

# Project brief

## Aim of Soft Market Research

GCC is looking to procure a cloud based Enterprise Resource Planning (ERP) system to replace the current SAP on-premise solution.

GCC currenly runs SAP ERP solution on premise covering Finance, HR, payroll, procurement and self service for managers and employees. The solution has under-pinned the operation of the Council for over 13 years. We have implemented SAP BWIP (Business Warehouse Integrated Planning) providing an excellent budget monitoring/forecasting solution for our budget managers and have introduced SAP Fiori launch pad and reporting for our schools customers. We have also implemented SAP Concur travel and expenses and SAP Qualtrics to survey staff wellbeing during COVID-19 and we will go live with SAP ILM later this month. We have a current project introducing SAP Success Factors recruitment and on-boarding. The (mostly) vanilla SAP implementation is supplemented by a range of e-forms from Arch integrated with SAP Interactive Forms by Adobe.

Whilst the basic functionality for Finance and Procurement meets the current business requirements the Council is particularly keen to improve the HR and self service functionality and wants to explore enhancements available from cloud based solutions. The current system is out dated and clunky and the Council wants to completely transform the user experience.

The current on-premise system will need to be supported and maintained during the implementation, migration and transition to the new SaaS and we would therefore want to contract with a service provider who can offer all these services.

Appendix 1 provides information on the use of the current system, including how HR/payroll bureau customers access the solution, number of users etc and other pertinent information which will help you understand the current landscape.

The cloud based ERP of the future will manage the Council’s core services for HR, Finance, Payroll, Procurement and Employee/Manager self service. We want to deliver a modern, digital solution with an improved user experience to simplify work practice and to allow us to work more efficiently. The ERP modules should therefore be seamlessly integrated and information should only be held once – single source of the truth. The solution should be capable of out of the box integration with other Council solutions (eg Docusign; Service Desk; Outlook; Active Directory etc).

We understand that ERP systems have many basic similarities however we are keen to ensure that the ERP of the future is provided by a supplier who has a clear roadmap for the future, a vision for the public sector and can offer a customer experience fit for the future available on a range of devices 24x7.

The soft market research exercise will help the Council to:

* Assess market capacity and flexibility to meet our requirements
* Understand the market’s ability to deliver these requirements
* Understand advances in functionality and products that may be of interest to help inform our next steps;
* Assess the potential level of interest in bidding for these two contracts. The Council has no predetermined approach concerning any future procurement but we would be interested to see what options are open to us and will help deliver the most cost effective approach;
* Understand the indicative costs associated with such routes to market.

Our requirements are divided into two parts – Part A: procurement of the ERP software as a service (Saas) and Part B: the implementation and on-going support of the solution. The implementation will commence from 1st April 2022 and from this date until the complete rollout of the cloud based ERP solution the supplier will need to also provide support to the current on-premise SAP solution.

We anticipate that the implementation will be delivered in two phases and that during this time integrations will be required to some of our current modules (for example SAP Success Factors recruitment & on-boarding). Please read section B2 Transition.

1. **Timeline for soft market testing –**

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| **Milestone** | **Dates** |
| **Soft Market Research Questionnaire Published**  | **10th November 2020** |
| **Soft Market Research Questionnaire submission deadline** | **8th December 2020** |
| **Presentations (these may not be required but please hold the dates provisionally)** | **16th & 17th December 2020** |

**Participating in the Soft Marketing Research Exercise**

We would welcome your participation in our Soft Market Research exercise. Please complete and return this questionnaire via our e-procurement portal at [www.supplyingthesouthwest.org.uk](file:///C%3A/Users/agilbert/AppData/Local/Microsoft/Windows/Temporary%20Internet%20Files/Content.Outlook/UBD0SQFQ/www.supplyingthesouthwest.org.uk) by 10 am on 8th December 2020

Please note that this questionnaire has been issued by GCC purely for information seeking purposes and does not form part of the procurement process. Interested parties should note that a response to this questionnaire does not guarantee an invitation to tender for any services which the Council may advertise, nor that the Council will procure any such services or accept any proposals offered. Conversely, not participating in the soft market research exercise will not exclude any party from any involvement in a procurement process.

For the avoidance of doubt this document does not constitute an offer open to acceptance. Whilst we are collecting information to inform our decision making there is no guarantee that we will be issuing an ITT in the near future.

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| **Name of Organisation:****Address:** |

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| **Contact Name:****Contact Details****Telephone:****Email:****Website address**: |

**SCOPE**

We want to get a thorough understanding of the market place and potential routes to market and would therefore encourage both suppliers of software and suppliers of implementation/support services to respond to this soft market research. This document is therefore divided into two parts. Please respond to either part A or part B– or, if you offer both services, complete both parts..

Please indicate which part or parts you are responding to:-

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| --- | --- |
| Part A: ERP Software as a Service (SaaS) |  Yes / No |
| Part B: Implementation and Support |  Yes / No |

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| **Part A: ERP Software as a Service (Saas) Questions** |

**The Requirement**

There is a requirement to explore the procurement of an ERP system that can provide the key functionality of HR, Finance, Payroll, Procurement and Employee/Manager self service and be available from a range of devices 24x7 from the cloud. The solution will progress the Council’s Digital Strategy and complement other Council inititiaves such as the introduction of an Azure data lake. It should, of course, provide all the standard functions required to support delivery of these key Council services but should crucially take advantage of the advances in technology such as in memory processing, RPA, machine learning, chatbots, artificial intelligence, real time reporting and analytics etc and deliver deliver a streamlined and intuitive user experience.

The ERP marketplace is mature and we would expect that most solutions provide similar basic functionality to run HR, Finance, Payroll, Procurement and Employee/Manager self service. Section A1 has been structured to provide you with an opportunity to tell us why your solution is unique; how can your solution provide transformation and deliver continual improvement in the public sector? This is then followed by a check list of functionality which we would expect most ERP solutions to provide.

**A1. Software Solution features and functionality**

What is the name/version release of your proposed solution? Based on your understanding of our needs please confirm what modules do you think we would need.

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Please describe what functionality and features your solution provides (and module name if appropriate) against each requirement below:

**A1.1 Finance**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Ability to manage budgets, including budget holder self-service monthly forecasting and reporting. Budget holders have the ability to record and manage monthly forecasts in the system with the facility to report on monthly spend which allows the Council to make in year budget virements. Reporting capability includes a month-end snapshot, an up-to-date position, trend reports, drill-down reports including slice and dice functionality. Ability to record notes, report on those notes, upload supporting documents. The system uses information from payroll and FI to calculate an annual cost of employment for each employee, adjusted for part-time employees. Standard pay scales and FTE are used to predict expenditure on vacant posts. The system should also be able to support and automate budget preparation. |  |
| Scheduling of payments to suppliers by BACS (incorporating 3 way matching for purchase order related invoices). Controls to mitigate the risk of duplicate payments and the setting up of duplicate suppliers. Paying non-UK bank accounts. Facility to reconcile our purchase ledger to supplier statements. Ability for suppliers to submit electronic invoices via a supplier portal. |  |
| Completion of Annual Financial returns including VAT (compliant with Making Tax Digital), other government statutory returns and local government transparency code reporting. |  |
| Functionality to support Revenue and Capital accounting. Including month-end and year-end closing cockpits. Produce the financial statements. Ability to analyse the balance sheet by cost centre/profit centre. |  |
| Functionality to support processing of income to include issuing of customer invoices, reminders, final notices both paper based and electronically. Production of credit notes, statements, recurring invoicing, able to deal with payments by instalment/direct debit, ability to record notes/credit control history, aged debt reporting, recording of and flagging promises to pay. Processing and reporting of other income received through the bank. |  |
| Functionality to record Financial information at a granular level including Cost Centres/GL Accounts, including sub analysis of GL accounts using procurement product/spend categories, identify the nature of the transaction using transaction types, Orders for Capital Projects, Revenue and Assets/Depreciation. Different journals for different areas e.g. accounts payable journals for accounts payable spend to allow for full ledger reconciliation. Posting attributes depending on the type of journal e.g. a payroll/expenses journal would require an employee number to be input. Facility to match transactions against each other (clearing). Ability to link to intranet pages for users to obtain help, additional information. |  |
| Bank reconciliation functionality. Electronic upload of bank statements, quick and easy to search/interrogate the bank statement |  |
| Functionality to support the interface of Financial data from/to partner systems and an automated middleware solution to enable the secure conversion and formatting of data. (includes PurchaseCards) |  |

**A1.2 HR Payroll**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| UK payroll including the management of individuals with multiple contracts either within the same organisation or across organisations, the ability to complete statutory returns in the system (e.g. integrated with HMRC – RTI, update of Tax codes, Teachers Pension – MDC, Apprenticeship Levy). |  |
| Ability to use and set up standard payscales with appropriate increment progression |  |
| Perform calculations for occupational and statutory sick pay |  |
| Management of all types of leave (eg parental leave; unpaid leave etc) |  |
| Ability to provide a traded payroll and HR service, e.g. separate PAYE references, separate Charts of Accounts and ability to pay into non UK bank accounts |  |
| Ability to process payroll for multiple PAYE references/employers including multiple monthly pay dates. (Note: If we take on new customers we may introduce additional pay dates and although our preference is for monthly pay, we cannot exclude the possibility of introducing weekly pay dates particularly if as a result of TUPE) . |  |
| Ability to simulate a payslip |  |
| Ability to calculate pay for individuals who have multiple contracts either within the same PAYE reference or across employers |  |
| Ability to generate BACS files from multiple bank accounts. Note we pay HMRC by CHAPS |  |
| Integration to FinancePosting of payroll results to Finance, inclusive of payments to third parties e.g. HMRC, Pension Funds etc |  |
| Recording and management of Student Loan payments |  |
| Recording, deduction and payment of Court OrdersRecording, deduction and payment of Salary Sacrifice Schemes and other Loans |  |
| Generation of BACS files for third party vendor payments |  |

**A1.3 HR Employee Administration**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Recording and management of employees in the organisation to include: working hours (including Term Time Only and casual contracts), salary, personal details, contractual changes, multiple contracts. |  |
| Ability to record/approve holiday and deduct from annual leave entitlement. Ability to record flexi time and to deduct from salary additional holiday purchased by the employee |  |
| Management and display of Organisational structure  |  |
| Recording and management of grievances which includes all formal proceedings Capability, Warnings, Disciplinary & Grievances) and case Management? |  |

**A1.4 Recruitment, Onboarding and Offboarding**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Initiation of the recruiting process by the Manager |  |
| Applicant tracking system |  |
| Temporary staff pool functionality – providing the ability to move staff from this pool into temporary work assigments. Once assignment is complete staff moves back to the pool as is ‘available’ |  |
| Online secure recruitment portal – allowing candidate to appy and also send and receive documents, |  |
| Successful candidate details to update Employee Administration / Payroll system via integration |  |
| Configurable workflows and notifications available for onboarding and offboarding processes e.g. notification to ICT for account creation / closure, ID Cards etc. |  |
| Manager to be able to initiate offboarding process (Leaving) from organisation chart |  |

**A1.5 Performance and Goals**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Online solution allowing employee goals to set and cascaded from corporate goals.  |  |
| Provides employees with ongoing direction including the ability to promote informal checkins which lead to meaningful full performance reviews. |  |
| The performance review shoud include a full audit trail, reporting functionality and ensure legal compliance  |  |
| Ability to easily and visually compare teams performance |  |

**A1.6 Learning Management**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Online learning solution with the ability to create web based courses to support performance goals and succession plans. |  |
| Employees able to browse available courses and book as appropriate. |  |
| Ability to track employees progress. |  |
| System should recommend courses to employees to help them them in their development. |  |

**A1.7 Succession and Development**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Online solution which should include dashboards and analytics that can be made available to HR professionals to identify and develop talent across the organisation.  |  |
| Solution to include talent pools and empower employees to develop personalised career plans. |  |
| Ability to implement automatic matching of mentors within the organisation. |  |

**A1.8 Workforce Planning**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Online solution which provides the ability to model workforce requirements based upon business demand. Different scenarios can be modelled and viewed via a dashboard.Can visualise the future workforce requirements whilst taking into account recruitment, internal movements, turnover and retirements.  |  |
| Automatically identify roles and people that will be in excess or shortage in the future, |  |
| Identify risks that may prevent the closing of the workforce gaps. |  |
| Visualise difference strategies to address attraction, development and retention strategies. |  |
| Quantify financial implications of strategic workforce planning decisions using visual dashboards, |  |

**A1.9 Time Management**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Online solution which enables employees to easily enter their working time and request annual leave, solution is optimised for mobile and tablet access across both Andrioid and Apple operating systems |  |
| Workflows ensure leave request is automatically routed to the line manager. |  |
| Functionality allows employees to view real time leave balance and team calendars to check availability of other team members. |  |
| Timesheet functionality enables employees to easily enter and submit working hours and to provide weekly totals for calculation purposes. Pay calculations for overtime, public holidays and made automatically and transferred to payroll. |  |

**A1.10 Procurement**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Includes end to end procurement flow from self service requisition, workflow approval, generation of Purchase Orders, Goods Receipt and invoice payment – all integrated to Finance – i.e. commitments, accruals and actuals |  |
| ‘Sourcing pool’ arrangements where specific shopping items are routed to groups of experts for additional approval |  |
| Functionality to support Contract Management and assign purchases and spend against specific contracts |  |

**A1.11 User Experience**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Designated user friendly Self Service portal for Employees and Managers |  |
| Ability to personalise Self Service Portal for different customers with differing functionality and Logos etc |  |
| Employees able to update their own personal details |  |
| Employees able to request annual leave |  |
| Employees able to record Skills and Qualifications |  |
| Employees able to submit payroll related claims e.g. additional hours |  |
| Employees able to view monthly salary statement (payslip) |  |
| Employees to view P60, P11d plus other relevant GB forms on Self Service |  |
| Self service account maintenance (e.g. password reset). |  |
| Employees and Managers able to see a hierarchical view of the organisational structure including employee profiles and photos and to initiate actions from these – for example initiate a hiring request |  |
| Managers able to approve / reject requests from employees |  |
| Managers able to initiate contractual changes for employees |  |
| Managers able to record absences for employees |  |
| Employees able to claim / approve travel and relocation expenses. Functionality to include incorporation of relevant HMRC fuel advisory rates and record of VAT and ability to record receipts digitally |  |
| Substitution functionality for Managers and delegation functionality for budget forecasting |  |

**A1.12 Audit**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| System to record changes to all sensitive fields timestamped with userid and changes made and produce transaction logs |  |
| Audit reports to be searchable, and downloadable depending on systems access. |  |

**A1.13 Security**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Ability to define role based permissions to grant / restrict access to specific functions and data depending on role in the organisation. |  |
| Suitable security restrictions in place to protect personnel information. |  |

**A1.14 System Administration**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| **Standard ERP functionality** |
| Functionality to include monitoring of systems and processes, creation and administration of user access.Archiving / deletion functionality inline with retention schedules |  |
| Ability to upload data/change data on mass with standard tools |  |
| Application of patches and legal changes in line with UK Legislation |  |

**A1.15 Data and Integration**

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| What unique features and benefits does your solution offer that differentiate it from other ERP solutions in the marketplace? How will these benefit the Council both now and in the future? |  |
| How is data structured in your solution? Do you make use of single use data sets? |  |
| What workflow is provided in your solution? How flexible is it? What skills would be required to create or amend workflows? Can it manage workflows from/to other solutions? |  |
| Fully integrated document management system so that a manager can for example click on a link from within a personnel record to view associated documents  |  |
| What tools are provided as part of your solution which will allow us to manage the information lifecycle including deletion of records in line with our retention policy and managing the amount of data in the cloud in order to keep costs to a minimum. |  |
| Fully integrated Vendor Invoice Management system |  |
| Ability to upload information for all modules in bulk from spreadsheets and other files |  |
| Integration with Active Directory (moving to Azure AD) |  |
| Integration with service help desk solutions |  |
| Outlook integration (O365 mail) and integration for office document management |  |
| Docusign integration |  |
| 3rd party products (including apps etc) |  |
| Are any integration tools provided with your solution and are they platform agnostic |  |
| Mobile accessibility – e.g. apps available to employees / managers |  |

A2 How does your solution assess the user/employee experience throughout their life cycle with the Council? How can the Council quickly access and act upon and monitor key information in order to improve the experience, retention rates and overall satisfaction of staff and customers?

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A3. Please provide examples of where your solution has been successfully implemented within a UK Local Authority within the last 3 years..

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**A4 Support and Development**

How will your system will be supported and developed?

A4.1 Describe how often enhancements will be available, whether the customer can “pick and choose” which enhancements to turn on. How will you ensure that your solution meets statutory and legislative requirements? What assistance do you provide to customers to ensure that new functionality is fully used.

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A4.2. Please describe 2 key changes that you have implemented in the last year that would benefit GCC.

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A4.3 How do you go about prioritising such improvements?

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A4.4 Please provide a copy of your published development roadmap and release schedule.

A4.5 Please describe what customer support networks are in place and how knowledge is shared

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A4.6 Please describe how in-house GCC support resources would be upskilled to ensure the Council is able to provide effective 1st and 2nd line support

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**A5 Benefits**

A5.1 What are the key user benefits of your solution compared to other similar solutions in the market?

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A5.2 Please describe how your solution will provide a user friendly and intuitive experience. What do users really like about your solution?

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**A6. Hosting**

A6.1 Please provide your recommendation on the type of cloud that would be best meet the Councils needs (public, private etc) and where the data will be hosted (your own organisation; etc) In addition describe key security requirements that ensure that customer data is protected. If you are proposing an organisation to host the data (either your own or a partner), please include details of their accreditations (e.g. ISO27001, ISO14001).

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A6.2 Please confirm which countries your support and development will be provided from.

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A6.3 Please describe what support you would expect GCC to carry out in-house and how we can expect this to differ from the support that is typically provided a SAP on-premise solution (see Project Brief above and Appendix 1 for GCC’s current arrangements)

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**A7 Reporting :**

A7.1 What is unique and powerful about your reporting and analytics solution? How does it integrate with other solutions and systems in order to deliver added value? Can your solution for example report on employee productivity using information from MS Teams? How could it complement the Council’s Azure data lake?

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A7.2 What standard reports are available for the modules you believe we would require?

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A7.2 Does your solution provide a reporting tool which we could use to configure our own reports? What skill level is required to write your own reports – could our general users create their own reports?

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A7.3 Are reports available in real time?

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A7.4 Are statuatory standard reports available off the shelf and are new requirements delivered/amended in line with future legislative changes?

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A7.5 Can payroll reports automatically be made available online to our external payroll customers ?

If so how would external customers access these reports ?

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A7.6 Can our external payroll customers manipuplate the format of their reports once available to them ?

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A7.7 For employees with multiple contracts do the payroll reports display employer costs for each contract?

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A7.8 Are a range of payroll reports available to enable reporting on employee costs, employer costs, deductions to be paid to third parties, non salaried payments (e.g. claims), Apprenticeship Levy

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**A8. Technical Architecture**

A8.1 Please provide the details of the technical architecture of your system, including:

* Where applicable, details of secure integration with existing council systems and networks;
* How your solution could be used remotely by GCC staff.

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A8.2 Please provide a technical architecture diagram which includes all components of your system

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A8.3 Are test environments available within your solution and does this include the ability to copy back data from production/scramble data for anonymization purposes etc? If so please provide brief details

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A8.4 Please describe what monitoring and defined corrective action is in place to ensure performance bottlenecks are avoided (e.g…..CPU, Memory and sufficient storage)

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A8.5 Briefly explain your future vision. How will your solution take best advantage of developments in the marketplace (e.g. customer user interface, widgets, context based information, links to other solutions etc?). How will you continue to support and develop Public Sector as part of this vision?

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**A9. Costs**

A9.1 Please confirm how your solution is licenced – e.g. by concurrent users; named users; transactions etc. (Note: If we have not provided sufficient information to allow you to cost your solution please raise a clarification question with us – we have provided what we hope will meet your requirements in Appendix 1)

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A9.2 Please confirm what the arrangements are to scale the size of the implementation both up and down should GCCs needs change in the future (for example should we take on more payroll bureau customers or reduce the size of our organisation)

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A9.3 Please provide us with a breakdown of indicative costs for the software as a service

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|  | £ cost per annum |
| ERP package - software as a service, including up-grades as described above (please show basis for calculation – e.g. 4,500 ABC users @ £100 p.a. = 45,000 p.a.) This will allow GCC to model future growth/reduction in serviceIMPORTANT: Please confirm when GCC will be responsible for paying the SaaS charges (on implementation? Once activated in pre-production?) |  |
| Hosting  |  |
| Set up costsPlease describe any set up costs |  |
| Additional CostsPlease describe any additional costs to deliver the functionality you have described above |  |
| Other |  |

**A10. Procurement**

A10.1 Please advise what procurement frameworks your product and services can be procured via (eg Crown Commerical Services G-cloud etc) and what contract duration is available.

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A10.2. Please state if you would be interested in bidding for this project giving reasons why it may be attractive.

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A10.3 If you believe this opportunity is not attractive what are the key factors which might stop you from bidding?

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**A11. Supplier product demonstrations**

GCC has not decided whether to undertake supplier demonstrations as part of our soft market testing, but if this was required would you be willing to partake in such an exercise? Please can you provisionally hold 16th and 17th December should the Council decide that presentations would assist in the soft market process.

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| *PART B: Implementation and Support* |

Which SaaS would you propose delivering to the Council? From the information the Council has provided please identify what modules would be required to deliver these services. Your subsequent answers should be reflective of all such modules

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**B1. Implementation**

B1.1 Describe how you will implement the solution. Please provide an outline project plan, showing involvement from your own team and where you require involvement/support from GCC staff, including their seniority, start/end dates etc

In giving such a timescale this should be based on comparably sized organisation. Where possible the examples should be named.

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B1.2 Describe how you will approach the migration of the data from the Council’s on-premise solution. What migration tools will you use and what role/s would you expect the Council to fulfil?

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B1.3 Provide examples of where you have successfully migrated from SAP ECC 6.0 to your recommended solution, preferably for a public sector organisation

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B1.4 Please provide a couple of examples of recent system implementation for this SaaS

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B1.5 Please describe any key implementation lessons learnt and any common pitfalls that we should seek to avoid.

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B1.6 What are the key issues to bear in mind when implementing this solution and how have you overcome them?

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B1.7 Please give examples of integrations that you have delivered – which systems/solutions have you integrated with and what are the key lessons you learnt and any common pitfalls that we should seek to avoid?

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B1.8 Is your integration productised (ie out of the box) or bespoke? If the latter what tools will you use and will GCC be licenced and trained to use them to create integrations that may be required in the future?

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**B2. Transition**

The Council has been running SAP for a number of years. We expect that the implementation for the new ERP of the future will initially focus on replacing the core systems (HR, Finance, Payroll, Procurement and employee/manager self service). We would anticipate then that Phase 2 focuses on replacing some of the periphery systems. This will ensure that the impact of change on our users is spread over a more acceptable period of time; it will also mean that the Council delivers the benefits originally anticipated from these solutions and the Council will be able to manage the cost of transition more tightly, making savings on the current licencing arrangements for the core SAP ECC 6.0 first.

B2.1 Please provide a plan of your recommended transition, indicating how long and in what order you would expect to “turn on” new cloud hosted ERP solution modules and when we could expect to ‘”turn off” current SAP systems. Please explain the reasons for your recommendation.

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During this transition period we would expect your proposed solution to integrate with some of the SAP on-premise solutions in order to avoid duplicate data entry and possible loss of data integrity. For each of these modules please confirm how you would achieve this (and whether the integration already exists or if you would plan to provide a bespoke integration)

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| B2.2 Success Factors recruitment and on-boarding |  |
| B2.3 BW (Business warehouse integrated planning – budget monitoring/forecasting solution and schools reporting) |  |
| B2.4 SAP Concur |  |

B2.5 We would expect you to provide support to the current SAP on-premise solution during the transition period. See Appendix 1 for details of current volumes etc. Please provide examples of where you have delivered support for SAP ECC 6.0 and the modules currently deployed by the Council within the UK

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**B3. Support**

B3.1 Please describe what early life support you will provide, how it will be delivered and for how long it is included within your implementation cost

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B3.2 What in-house support arrangements would you expect GCC to provide after go live and how does this differ from our current arrangements with SAP on-premise? Please describe your own support roles vs. those you would expect the Council to deliver.

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B3.3 Please describe how in-house support resources would be upskilled to ensure GCC are able to provide effective 1st and 2nd line support and how this would be provided e.g. virtual classroom with copies of KT/training material

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**B4. Hosting**

B4.1 Please provide your recommendation on the type of cloud that would best meet the Councils needs (public, private etc) and where the data will be hosted (in which country (including DR); your own organisation; etc) In addition describe key security requirements that ensure that customer data is protected.

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**B5. De-commissioning the current on-premise solution**

B5.1 How would you suggest that the current on-premise solution is de-commissioned? GCC will need to have access to data in a readable format to meet data retention rules but will not want to continue paying for SAP on-premise support/maintenance/licences.

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B5.2 Please confirm when GCC would be able to de-commission the current on-premise SAP solution

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B5.3 Please describe your approach to de-commissioning the on-premise solution and what support and involvement you would require from GCC staff

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**B6. Training**

B6.1 Please outline a description of the training you would provide for GCC staff and system administrators. What makes your training unique? How does it differentiate you from other suppliers in the market?

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**B7. Change Management**

The Council is keen to keep the impact of change for users a minimum in order to avoid disruption to front line and back office services. How will you help us achieve this and what would you want the Council to do to assist (for example would you like us to provide change champions etc to work with users?). In order to assess the cost of change for the Council you should indicate exactly what GCC staff roles will be required to support the change management required during implementation/transition, including their seniority.

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**B8: Costs**

Please provide us with a breakdown of indicative costs

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|  | £ cost  |
| Implementation of new solution including transformation and migration of all data from the current SAP platform (including the modules listed in B2 “Transition” above) |  |
| Cost of GCC staff to support the implementation | GCC will add this cost based on the answer to question B1 .1 above |
| Transition (Cost of integration with the modules listed in B2 “Transition”) |  |
| Hosting p.a. |  |
| Cost of supporting SAP ECC6.0 and other SAP modules in use by the Council from 1/4/2022 until the end of the implementation/transition period. Please specify when you expect the implementation/transition period to end. |  |
| Training  |  |
| Your Cost of Change |  |
| GCC Cost of Change | GCC to complete this based on your response to item B7 above and assessing the impact on the organisation of freezing current ERP developments, cost of procurement and rollout |
| Additional early life support (optional) |  |
| On-going annual support and maintenance (in addition to any provided by the solution supplier) |  |
| GCC in-house support for the SaaS | GCC to complete this based on your response to item B3.2 above |
| Any Other costs – please describe |  |

**B9: Procurement**

Please advise what procurement frameworks your product and services can be procured via (eg Crown Commerical Services G-cloud etc) and what contract duration is available.

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**B10.** Please state if you would be interested in bidding for this project giving reasons why it may be attractive.

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**B11.** If you believe this opportunity is not attractive what are the key factors which might stop you from bidding?

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**Appendix 1 Additional background information**

1. **Customers**

The Council operates as an HR / Payroll bureau service.

Schools customers (264) submit requests for employment changes (starters, leavers, contract changes etc), absence information, personal details changes and details of non salaried claims on behalf of their staff.

This information is submitted via interactive HTML forms that are prepopulated from SAP. These forms contain online validation and dependent on the forms are routed for approval.

The forms are accessed from a Fiori landing page that includes links to various other County Council services and reports (see BW reporting for Schools).

Gloucester City Council staff have direct access to the SAP Enterprise Portal which provides them with the ability to view their Payslips online, update their personal details and view their organisational structure.

Gloucestershire Constabulary have direct access to the ECC system to make employment changes for their staff (starters, leavers, contract changes etc).

Access is restricted so they are only able to view / make changes to their own staffs data.

**2. Internal GCC resources/services**

The Council has a small in house SAP support function via the shared service centre - Business Service Centre (BSC) which covers:

* ContactUs – simple how to support and password resets
* 1st line –support for standard documented tasks, information gathering for new queries/issues prior to escalation to 2nd/3rd line support
* 2nd/3rd line – support that requires specific knowledge for issues that cannot be resolved by 1st Line and liaison point for external SAP functional support if required
* Technical team - BSC technical development, support, strategy and roadmap, management/delivery of technical projects, technical provider liaison e.g. GCC ICT team, CapGemini, SAP and Arch

The teams have a wealth of business knowledge and perform a crucial role as business operations and strategy liaison. We would like to continue to develop the SAP team knowledge to maximise the contribution of the team.

The SAP support and maintenance service is via a flexible contract which allows the Council to prioritise development work and fixes to provide a good, value for money service.

1. **Number of current SAP Users**

Professional 500

Manager Self Service 600

Employee Self Service 3150

Paid employees 34800 (the number of employees that are processed through payroll each month)

1. **Current SAP landscape:**

Currently the Council runs:-

SAP ECC V6.0 EHP 7.0

HR, Finance, Payroll, SRM procurement (including MDM Server)

BWIP budget monitoring - This is a “one-stop shop” for budget holders to access all financial information associated with their budget. They have access to forecast costs of staff, costs of vacant positions and all other income and expenditure. The solution is available 24/7 and includes the ability to include notes so it is a full management tool. BW-IP Budget Monitoring runs on BW, a full data warehouse which is also used for other management reporting, ad-hoc reporting including FOI requests. The BW platform underpins the BW reporting for schools solution.

BW reporting for schools - Currently Schools Payroll clients are able to run a suite of payroll reports through the Fiori Launchpad. These reports can be accessed 24x7, manipulated within the solution and downloaded to Excel.

These reports include:

* Payslip information
* Costing (Employer Payroll Costs)
* Third Party Deductions (e.g. HMRC, Teachers Pensions)
* Apprenticeship Levy
* Temporary Input (all non salaried ad hoc claims)
* Ad hoc reports depending on customer requirements

Fiori launchpad for schools - The Fiori Launchpad for Schools provides a simple one point of access for Schools Payroll clients to GCC Services. This includes single sign on access to all Interactive Payroll related forms, Payroll reports (from the BW system) and access to Staffing and Absence reports. Access to other services such as an online payslip portal and other external services are also available.

SAP Concur travel & expenses - Is a hosted by SAP solution for travel and expenses. Users have access to both a Web portal and mobile application to enable them to easily claim travel and associated expenses. It is possible to enter mileage claims via either postcode to postcode functionality or by using the ‘Drive’ feature on the mobile app. This feature utilises the GPS function on the users devices to accurately track and record their mileage. Users also have the ability to either take a photograph of their receipt which will be saved to electronically to their claim or they can scan and email the receipt to their designated Concur email account which will also add the receipt to their claim. A number of validation options are available within Concur to ensure that users are claiming expenses according to policy. Claims are automatically routed for approval to Managers. Once approved native integration to the on premise SAP system ensures the correct financial postings are created (including to VAT accounts) and to the Personnel Records for payment of expenses via the Payroll system.

SAP Success Factors (recruitment & on-boarding) project underway

SAP ILM project going live this month

Arch e-forms

Employee and Manager self service SAP Enterprise Portal

SAP solution manager

SAP Process Orchestration

SAP Content Server

Epi-Use tools

* Query Manager 4
* Data Sync Manger
* Variance Monitor
* Client Sync
* Data Secure
1. **Existing Inbound Interfaces**

**Accounts Payable**

2 interface programs processing 8 different feeder system files all create Finance documents in SAP.

1 interface program processing 1 feeder system file, Purchase Card upload file. Journal creation. No conversion required.

4 feeder system files require conversion prior to upload

**Accounts Receivable**

1 interface program processing 9 different feeder system files all create Finance documents in SAP.

7 feeder system files require conversion prior to upload

1 journal upload program – file requires conversion prior to upload

**Income Processing**

1 interface program processing 2 feeder system files, both create finance documents in SAP. No conversion required.

1 interface program processing 2 feeder system files, create debtor records. No conversion required.

1 interface program processing 1 feeder system file, change debtor records. No conversion required.

1. **SAP Support**

4000 SAP service desk calls (in house) in 12 months to 30th September 2020 (average - 333 per month)

211 calls to current support partner in 12 months to 30th September 2020 (average - 18 per month)

62 OSS notes raised in last 12 months to November 2020

**Invoices Processed in 2019/20 FY**

45,000 vendor invoices with PO

9,800 Vendor invoice no PO

70,000 Interface invoices

98,000 invoices TF, GIS, Homecare

225,000 invoices total.

23,583 purchase orders raised on SAP in 2019/20 FY92 payrolls101 company codes 37,824 # Vendors

43,000 Debtors

Procurement spend p.a. £334M (2019/20 FY)

Size of Production Databases, this is expected to decrease due to the in flight ILM Project.

ECC 388GB

SRM 77GB

BW ABAP 122GB

BW JAVA 55GB

Fiori 29GB

Enterprise Portal 25GB

Solution Manager 194GB

Process Orchestration 66GB

MAXDB Content Server 125GB