# SURREY POLICE AND CRIME PANEL
## 21 April 2022

## PANEL UPDATE ON FUTURE DEVELOPMENT OF ERP SYSTEM

## 1    SUMMARY

This report seeks to update the Panel on the work being undertaken to determine the next steps in the development of an ERP solution for both Surrey and Sussex. Several options were considered by each Force and these are set out later in this paper. Following consideration of the operational and other risks the Chief Constables have decided to upgrade the systems in Surrey and Sussex concurrently. In addition, internal processes will be rationalised so as to require minimal customisation of the systems.

This option will be presented in a business case to the PCC shortly to secure the required funding.

## 2    RECOMMENDATIONS

The Police and Crime Panel is asked to: note the report and comment as appropriate

## 3    REASONS FOR RECOMMENDATIONS

The report is only for information

## 4    INTRODUCTION

Since the decision was taken last year to halt the Equip project work has been undertaken to re-set the ambition and vision for Surrey and Sussex with a focus primarily on critical operational and organisational risks.

This involves taking an incremental and pragmatic approach to deliver in line with a wider strategic vision and ambition. Several options were considered, and they needed to be achievable and realistic against the current, medium, and long-term financial plans of each force as well as against the available capacity and capability of the Digital, Data and Technology department (DDaT).

Furthermore, it was agreed that an 'adopt not adapt' approach was needed for any solution since as had been seen bespoke customisations of off-the-shelf solutions quickly became

complex and costly to not only develop but also to maintain over time This principle of "no customisations" was recently approved in the new Digital Technology strategy

It was also vital that the option chosen had to address the urgent requirement to upgrade and stabilise the existing legacy solutions. It also was also important that, whether it was a new system or an upgrade it delivered the business and cultural change required to support an 'out-of-the-box' solution

The vision for the ERP system remains unchanged and ultimately it should include HR, Finance, Duties, Payroll and Fleet. Ideally it should be able to deliver the following outcomes:

- Key operational and organisational system risks are mitigated
- Tools that are easy to find and easy to follow with self-service at their heart
- Automated processes and workflows that reduce the administrative burden on front line staff and support functions alike
- A single version of the truth for reporting and performance management, that supports timely organisational and operational decision making
- A reduction in the need to re-key the same data into numerous systems, ultimately improving data quality, integrity, timeliness, and consistency

To realise the entire vision will take some time and considerable investment and to the emphasis has been look at those systems which present the highest level of risk of failure.

## 5    OPTIONS CONSIDERED

In terms of current ERP systems Surrey uses what is now known as SSS Public Safety and Sussex SAP. The updating of both systems in 2016/7 was put on hold due to their impending replacement through the Equip programme. However, it is now critical that steps are taken to support these legacy systems firstly to ensure that they continue to function for both Forces and secondly to potentially use them as a platform for a new ERP system going forward.

As a result of this the following options were considered:

**Option 1 –** Upgrade both legacy systems and maintain. This is the baseline. There is no 'do nothing' option however due to the age of the legacy systems there is an increasing operational risk of failure if nothing is done

**Option 2a –** Upgrade both legacy systems and on-board Sussex onto upgraded Surrey solution. This would bring additional functionality out of the box meaning existing customisations would not be required in areas such as Duties

**Option 2b –** Upgrade both legacy systems and on-board Surrey onto upgraded Sussex solution. This does not deliver the same degree of functionality as option 2a as existing customisations in Surrey could not be used.

**Option 3** – Upgrade Surrey legacy solution and on-board Sussex with minimal upgrade work carried out on Sussex. Work is required to ascertain whether this is feasible and whether Sussex system can be kept running whilst Surrey is upgraded.

**Option 4 –** Upgrade both legacy systems before proceeding to procure new solution. This significantly reduces the operational risks of doing nothing on a particular system.
**Option 5 –** Outsource ERP completely to a complexly new system. This would take some time to deliver, leaving the existing systems at risk of failure, and would require wholesale changes to processes and procedures in both Forces. Consequently, this option was dismissed quite quickly

Initial discussions were held with the potential suppliers to explore the costings and deliverability of each option. Although there will be a particular emphasis on costs any solution has to primarily address the operational and security risks posed by the current legacy systems.

## 6.    CONCLUSIONS

After a great deal of careful consideration of all the options the Chef Constables have agreed on the following way forward:

a)  To reduce operational risk inherent in both legacy systems it suggested that they are both upgraded concurrently. This will need to be managed carefully in respect of resourcing but given the current risks, this is the optimal solution at the current time.

b)  As well as the upgrades there will be a revised approach to processes and a real emphasis on data quality.

c)  Surrey's existing system has many customisations which will NOT be carried forward into the upgrade as they are expensive to replicate and maintain. Instead Surrey processes will need to match the 'out of the box' functionality in the upgraded system. This approach to standardisation is totally in line with the recently approved DDaT technology strategy and applies to all systems.

## 6     NEXT STEPS

The cost and timetable for this option is now being firmed up for presentation to the CC and DCC in April. They will then make a recommendation to the PCC who will have to approve any additional funding required.

If funding is approved it is hoped that implementation will begin in the Autumn of 2022, following a procurement exercise. Current estimates suggest that the upgrade will be completed within 2 years.

## 9     CONTACT INFORMATION

**Name:        Kelvin Menon, Treasurer OPCC**
**Contact:      kelvin.menon@surrey.police.uk**

This page is intentionally left blank