## 1. Introduction

The purpose of this prospectus (and any associated published procurement notices) is for the Environment Agency (the "EA") to make known its intention of a planned procurement and to commence the market engagement process (in advance of commencing any formal procurement process) for a Strategic Workforce Planning Tool which provides a range of capabilities for the daily management and strategic forecasting of the EA's workforce.

The solution shall ingest data from a range of current systems and provide a single point of reference for a userbase with varied access, outputs and reporting requirements. Prospective tenderers are requested to read this prospectus, and to complete a market engagement questionnaire at Annex 5 and e-mail a PDF to Louise.Pawlowska@environment-agency.gov.uk. EA may then contact prospective tenderers to discuss their responses in further detail.

## 2. Disclaimer

This prospectus is written and provided in good faith; EA reserves the right to alter any aspect of this document, or to not proceed with the procurement in any way. This prospectus summarises certain aspects of the procurement but does not purport to contain complete descriptions of it, nor to be all inclusive or contain all the information that a prospective tenderer may require when determining whether to take part in this market engagement process. No representation or warranty, express or implied, is or will be made, and no responsibility or liability is or will be accepted by EA or any of its advisors as to the accuracy, adequacy, or completeness of the information within this prospectus. This prospectus is not intended to form the basis of any investment decision or other evaluation by the recipient(s) and does not constitute and should not be considered as a recommendation by any person. EA shall not be liable for any costs or expenses of any prospective tenderer in relation to any matter in connection with this market engagement process, howsoever incurred.

## 3. Background

Defra is the UK government department which is responsible for improving and protecting the environment. Defra aims to grow a green economy and sustain thriving rural communities, and support the UK's world-leading food, farming and fishing industries. Defra works with 33 agencies (including the EA) and public bodies, collectively referred to as "Defra Group".

Environment Agency works to create better places for people and wildlife and support sustainable development. Within England, Environment Agency are responsible for:

a. regulating major industry and waste;
b. treatment of contaminated land;
c. water quality and resources;
d. fisheries;
e. inland river, estuary, and harbour navigations;
f. conservation and ecology.

The Environment Agency are also responsible for managing the risk of flooding from main rivers, reservoirs, estuaries, and the sea.

The need for a consistent approach to workforce planning throughout the Environment Agency (EA) has been recognised as strategic business requirement and this has been reinforced

through the recently developed EA People Strategy 2020-2025, which lists workforce planning as one of the key enablers.

The EA understands its need to progress from the current status of reactive workforce planning towards a system which can provide the tools to manage both the day to day tasks, and those needed to intelligently conduct strategic assessments and exercises.

The SWPT project's vision is to deliver a holistic tool for the strategic management of the EA's current workforce from supply and demand to training and skills, and also to provide a suite of capabilities to analyse and report on the future requirements such as scenario modelling and trend analysis.

Areas for developing our workforce planning effectiveness also include but are not restricted to:

- Matching resource availability (supply) with the needs of the work programme (demand)
- Understanding and capturing the current capabilities of our workforce
- Setting consistent expectations around what capabilities we need for the future profession
- Ability to run scenarios to gauge the impact of future strategic or budgetary changes to our workforce/work programme
- Succession Planning – identification of critical roles and individuals and mapping colleagues with a suitable skill set and capability against these
- Provision of a data hub to inform strategic business decisions

Having completed a thorough internal review of current processes, and understanding the needs of individuals, teams, and the organisation as a whole, the project is now seeking a solution capable of delivering on the outline key requirements mentioned above, which are set out in greater detail in the later sections on functional and non-functional requirements.

## 4. Potential Implementation challenges

The existing business and IT landscape presents challenges for implementation, and these are summarised below.

a. The existing Strategic Workforce Planning tool, Brightbox uses a mix of data from a variety of sources, largely through the utilisation of grey IT, which are unsupported.

   Data derived from what should be the "system of record", the Single Operating Platform (SOP) has data quality issues, and these are difficult to resolve given the enterprise nature of the solution.

   Data is also derived from a number of other sources, the Recruitment Approval Form (RAF) an xls file and other grey IT solutions developed by the business to enable the business to resource requests to be actioned.

As such the business may be reluctant to adopt new processes, new ways of working and systems.

The new solution will potentially require a data platform to collate and harmonise data from these disparate sources prior to the data being ingested by the new tool and also to provide bespoke reports to fulfil business requirements should these not be available in a Commercial-Off-The-Shelf (COTS) solution.

The project also has a number of dependencies with other DEFRA projects and initiatives such as the Learning Zone replacement, Skills and Capabilities project – Comaea and the FCRM Ways of Working initiative.

b. Data quality and availability of data is also expected to be problematic and the project team is currently reviewing all data sources for potential inclusion with the new solution.

### Potential areas for discussion with prospective tenderers

There are a number of potential areas for discussion with prospective suppliers during the market engagement and subsequent procurement process and these are outlined below.

Please note that the high level functional and non-functional requirements which are included in a separate xls document must also be referred to when considering to take part in the market engagement exercise.

1. Workforce Planning functionality.
2. Reporting capability.
3. Data ingestion functionality – API's, file loads, etc.
4. ISO or equivalent standards.
5. Technical support provision.
6. Change Management processes.
7. Process for solution configuration or enhancement.

## 5. Key Functional Requirements

The functional requirements for the required solution are broad and encompass the needs of several different user profiles. These are set out below:

### 5.1 System Input, Data Import/Ingestion and System Output/Reporting Facilities

As a User, I would like to be able to:

- Interact with the tool easily and intuitively.
- Import relevant resource data from other tools/systems – automatically with ability to input via manual initiation.
- Input additional resource information, where this is not available via data imports from other tools/systems.
- Filter data manually – from granular data through to high level overviews.
- Test Resource data for anomalies and errors (data cleansing).

- Access and export a graphical dashboard of trend, current, forecast or scenario data, including the ability to set Key Performance Indicators, set alerts plus early warnings.
- Have the facility to undertake bespoke data analysis, on a 'read only' basis.
- Access a suite of reports and dashboards to help facilitate informed decision making.

### 5.2 Current Resource Supply Data Including Capability and Availability

As a User, I would like to be able to:

- View existing resource details (e.g. Employee Name, Employee Employment Status, Employee FTE, Allocated Post – primary and secondary, Post Type, Post FTE, Substantive Claims, Vacant Posts including FTE value, demographic information, etc); either as a whole organisation, subsets therein or by individual.
- View existing resource capability, based upon single capabilities or a defined mix of capabilities; either as a whole organisation, subsets therein or by individual.
- See the existing availability of resources; either as a whole organisation, subsets therein or by individual.
- Understand resource unavailability for those on assignment, absent or due to go on absence, or leave the organisation.
- Evidence the existing utilisation of resources; either as a whole organisation, subset therein or by individual.

### 5.3 Current Resource Demand Data Including Capability and Availability

As a User, I would like to be able to:

- See the required resource details (e.g. Post Type, Post FTE, etc); either as a whole organisation, subsets therein or by individual.
- View the required capability of resources, based upon single capabilities or defined mix of capabilities; either as a whole organisation, subsets therein or by individual.
- See the required availability of resources; either as a whole organisation, subsets therein or by individual.
- View the required utilisation of resources; either as a whole organisation, subset therein or by individual.
- State the demand for a post to be filled over a given timeframe.

### 5.4 Current Data Comparison Abilities

As a User, I would like to be able to:

- Compare Resource Supply with Resource Demand; either as a whole organisation, subsets therein or by individual.
- Compare Resource Supply with other parts of the organisation; either as a whole organisation, subsets therein or by individual.
- Compare Resource Demand with other parts of the organisation; either as a whole organisation, subsets therein or by individual.
- Use comparison data to undertake gap analysis.
- Carry out trend analysis based upon historic data – previously planned and actual (up to 10 years).
- Tailor trend analysis groupings, to accommodate historic organisational changes. Changes in departments and team structures, role descriptions and resources allocated to these departments and teams.
- Input external professional standards, frameworks or organisational criteria, to use as benchmarks.

### 5.5 Looking to The Future – Forecasting, Scenario and Succession Planning.

As a User, I would like to be able to:

- Use current Resource data as a live forecasting and scenario planning baseline; without compromising current data integrity through Role Based Authenticated Control (RBAC) functionality.
- Apply a range of bespoke future timelines to drive forecasting and scenario planning (up to 10 years), with periodic progress milestones.
- Forecast Resource data by applying trend analysis outputs; either as a whole organisation, subsets therein or by individual roles (in the case of anticipated on-boarding of staff).
- Apply bespoke generic scenario planning assumptions to Resource data; either as a whole organisation, subsets therein or by individual roles.
- Replicate Resource Supply Data, Resource Demand Data and Data Comparison Abilities once future forecasts and scenarios have been applied.
- Use the tool to identify individuals capable of moving into key roles through the develop of Succession Plans.

### 5.6 Additional Data Architecture Functional Requirements

- Any changes to the data either via import or manual data entry should be tracked with an audit history of change, recording the date and time for any changes.
- Data needs to be stored in a relational OLTP database.
- Data needs to be able to be queried and extracted using industry standard drivers and APIs e.g. ODBC, OLEDB, REST.
- Data needs to have unique identifiers and insert/update timestamps which will allow for data to be easily identified for archiving purposes.
- Reporting requirements that cannot be met via the tool itself, should be developed using Power BI.

## 6. Key Non-Functional Requirements

### 6.1 Data Architecture NFRs (not covered by the solution architecture)

- Data needs to be retained within the tool's database for sixty months to optimise storage costs.
- Data that is no longer relevant for strategic workforce planning should be able to be moved to an archive database and stored for up to six years or longer as determined by the organisation.
- Data should be backed up and stored in a secured way, on a daily basis and be able to be restored within three hours of an incident being reported. The timescale will be confirmed when the Support Tiers have been reviewed.
- Data CRUD capabilities need to be restricted by role within the database, and roles need to be linked to a user's ideally using DEFRA standard authentication and authorisation systems (if available)
- Sensitive data e.g. Personally Identifiable Information (PII) should be restricted to certain user roles. If the data is held in a database that is outside of the DEFRA estate, then data security needs to be in place to ensure that PII data is safeguarded both in transit and at rest.
- Data needs to be properly documented I.e. physical data models and a data dictionary provided as outlined in the xls document.

## 6.2 Solution NFRs

The solution shall provide outputs that adhere to the relevant standards, including but not limited to:

- ISO55001 – Asset Management standards.

## 6.3 Service Requirements

**Support Availability**.

Standard DEFRA hours of working from 8AM to 6PM.

i. The suppliers must confirm their standard hours of helpdesk operation.

ii. Can provide additional support outside of these standard hours, to fit with Incident management process.

- **Support SLAs.**

iii. The supplier must confirm what support provision is available, SLA's, their support response times, etc.

- **Incident Management Processes.**

DEFRA requires confirmation of the Incident management processes adhered to by potential vendors, as this forms a key part of the transition of the service to BAU.

i. The supplier must confirm their Incident Management processes, practices and SLA's.

- **Change Management Service Level Agreements.**

i. The supplier must confirm their Change Management processes, practices and SLA's.

- **Service reviews/reporting.**

i. The supplier must confirm their Service Review and Reporting processes, including frequency, metrics used and reporting, etc.

- **Standard/scheduled maintenance hours.**

i. The supplier must confirm their standard or scheduled maintenance hours.

- **Service Monitoring provision.**

i. The supplier must confirm what Service Monitoring processes are in place.

- Releases and planned maintenance are to be notified and agreed a minimum 10 working days prior, as part of an agreed change management schedule, or 15 days if service impacting.
- Confirmation of the supplier practices that are adopted to keep all system and application software in support as part of a documented security patch regime.
- Provide evidence that all patches are being implemented on a regular basis to the operating system, firewalls, servers etc.
- The supplier will identify how the solution will be upgraded, what roadmaps exist and how the solution will be kept current with minimal disruption to the organisation

## 7. Market engagement questionnaire

Please refer to Annex 1 which includes an extensive list of for functional and non-functional solution requirements and sets out the requirements for questionnaire responses.