



SF027 – Issue 11 16.06.2025



Protecting Our Communities

TVP Reference TVP00998

Workforce Management Solution

OPCC Report for Decision PCC 2026-P-021
(Please remove text in red if value <£1m)

Please Note - this is an internal document and
should not be shared with suppliers

Gateway C: Commercial Outcome Report &
OPCC Decision Report

Submitted By: Paula Kibble-White

Date Submitted: 14.05.26



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Contract Award (and COR) Sign-Off Sheet

It is the responsibility of the Procurement Department to complete and present this paper to the CGB (this may be by a virtual process)

By approving this document the Commercial Governance Board confirms acceptance of the detail contained within this document, approval to proceed with contract award, implementation and realisation of the benefits.

In the case of a Procurement which results in a new contract (or extension) the document replaces the previous award paper, and has a section for the relevant sign-offs below.

PART 1 – FOR PUBLICATION ON TVP / PCC INTERNET SITE

Public access to information

The information in this COR is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the website within 1 working day of approval. Any facts and advice that should not be automatically available on request should not be included in Part 1 but instead on a separate Part 2 form. Deferment of publication is only applicable where release before that date would compromise the implementation of the decision being approved.

Executive Summary and Recommendations

1.1 BACKGROUND

The workforce management (WFM) systems currently in use across both forces are end-of-life and no longer supported, creating an increasing operational risk. It is therefore essential to replace these systems to ensure that staffing levels can be effectively aligned with forecast demand and public contact volumes, minimising the risk of both over- and under-resourcing.

Implementing a modern WFM solution will also enhance staff experience and retention by providing greater flexibility and self-service capabilities. This includes improved management of leave, duties, shift swaps and overtime. Collectively, these improvements will contribute to a more resilient, efficient and engaged workforce.

1.1.1 Budgeted Spend £1,259,500

Subjective Codes: TVP – IMA/CD / HIOWC – DST09

1.1.2 Summary of requirement and process

A compliant Streamlined Procurement Evaluation Process delivered via CDW was undertaken, consisting of:

Stage 1: Mandatory compliance and technical requirements assessment

Stage 2: Structured supplier demonstrations (technical, end-user, and implementation capability)

Stage 3: Commercial evaluation and price benchmarking

Evaluation Weighting

- **60% – Deliverables (technical capability, service and implementation approach)**
- **40% – Price**

Following Preliminary Market Engagement three suppliers were identified as having the potential capability to deliver a WFM solution suitable for use by the forces:

- **NiCE**
- **Calabrio (with Verint)**
- **SVL Business Solutions (with Calabrio)**

During Stage 1, NiCE was found to be non-compliant with mandatory requirements and was therefore excluded from progressing further in the evaluation.

Following the integration of Calabrio and Verint, two WFM solutions were available. Calabrio advised that Calabrio WFM has stronger and more relevant references within UK policing and was therefore selected for evaluation.

As a result of the above, SVL Business Solutions (delivering Calabrio WFM) is the only supplier able to meet all mandatory and operational requirements and is therefore identified as providing the Most Economically Advantageous Solution.

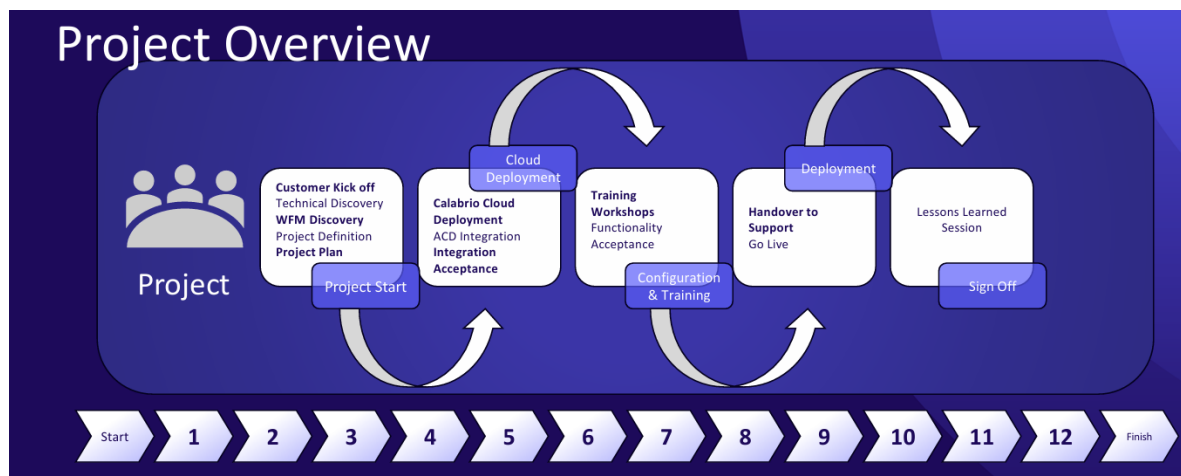
1.1.4 Contract Terms and Conditions: The suppliers meet all the requirements of the contract terms and conditions and specification and offer the Most Economically Advantageous Solution, as assessed through the evaluation process.

1.1.5 Legal Implications: This contract has been awarded by a legally compliant methodology

1.1.6 Equality and Diversity: There are no specific issues with regard to Equality & Diversity with this award.

1.1.7 Social Value: SVL Business Solutions have agreed in principle to adopt the Plug-in Framework, with the level of commitment to be finalised during contract negotiations.

1.1.8 Realisation Implementation Plan.



1.1.9 SF007 Procurement Checklist it up to date and will be finalised and stored upon award contract award ☒

1.1.10 Contract Management Review: Tier 1 ☒ or Tier 2 ☐ or Tier 3 ☐

The tiering of contracts will be determined using the contract impact assessment process as described in SF056 Contract Tiering Tool

The contract has included the following key performance indicators to support the ongoing management of the supplier:

Number	Indicator	Performance Standard	Frequency & Measure	Compliance
1	Vetting	All employees vetted to appropriate level.	Quarterly	100%
2	SaaS availability measured on a 24 x7 basis including any API links to other systems	must provide excellent availability (excluding scheduled and notified changes)	Monthly	99.9%

1.1.11 The procurement process has followed all relevant legislation and complies with the objectives of: Transparency; Delivering value for Money, Maximising Public Benefit, and Acting with integrity and all relevant applicable legislation and regulations ☒

1.1.12 There is a confidential Part 2 form is for internal use and is not for publication into the public domain due to the sensitive/commercial nature of the information.

1.1.13 The known risk(s) have been clearly identified and mitigated against before contract award?
☒

1.1.14 Briefly indicate the process undertaken to mitigate against the known risk(s)

None



1.1.12 Attachments

Please include the following attachments as additional supporting information:

☐ Any additional Supporting information

1.1.13 FINANCIAL IMPLICATIONS - Finance

TVP Finance Business Partner - To be completed by the Accountant – this is to include comments about if the recommended contract award value may lead to an increased risk of an overspend to the current budget(s).

Capital

The solution comes in budget for implementation and Y1 costs at £321,458.56 including the API license fee, support and maintenance for Avaya Red with TVP costs at £180,145.38.

Revenue

The solution exceeds the current revenue budget by £21,629 per annum; however, fixed pricing over the contract term removes inflation risk and delivers better long-term value. This position has been reviewed and supported by Finance

TVP ongoing yearly costs for licenses and maintenance is £143,014.11

Supplier pricing and the breakdown of TVP's budget can be found in Part 2.

Is the value of the contract within budget YES / NO*

(if No can it be covered in another department budget)?
YES/ NO*

State full budget code(s) to be used for the purpose of the
requisition / purchase order
TVP – IMA/CD

Comment

1.1.14 FINANCIAL IMPLICATIONS - Finance

HloWC or ACRO (delete where applicable) Accountant (ICT only) - To be completed by the Accountant – this is to include comments about if the recommended contract award value may lead to an increased risk of an overspend to the current budget(s).

Capital

The solution comes in budget for implementation and Y1 costs at £321,458.56 including the API license fee, support and maintenance for Avaya Red with HIOWC costs at £141,313.18

Revenue

The solution exceeds the current revenue budget by £21,629 per annum; however, fixed pricing over the contract term removes inflation risk and delivers better long-term value. This position has been reviewed and supported by Finance

HIOWC ongoing yearly costs for licenses and maintenance is £112,615.24

Supplier pricing and the breakdown of TVP's budget can be found in Part 2.



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Is the value of the contract within budget YES / NO*	(if No can it be covered in another department budget)? YES/ NO*
State full budget code(s) to be used for the purpose of the requisition / purchase order HIOWC – DST09	
Comment	

1.1.15 ICT IMPLICATIONS

To be completed by the ICT lead this is to include comments about the recommended contract award ICT implications, and any risks associated that may lead to additional spend requirements.

Integration with SSAMI may incur additional resource time and budget as a fixed cost has not been provided by the supplier. However, existing programme budget should cover these expenses.

No risk with SAP as contact management staff will maintain a footprint in Carm and therefore no integration with SAP is required.

The risk around CM Futures remains. When Contact Centre as a Service (CCaaS) onboarded, a new integration between WFM and CCaaS will be required.

Calabrio WFM supports Android devices within the supported lifecycle, enabling operators to view schedules, request leave, submit shift swaps, and access mobile-friendly dashboards. Where mobile apps or companion tools are used, these are distributed via the Google Play Store, supporting managed Google Play and MDM enforcement for police-grade device security. This ensures safe, intuitive mobile access for officers and staff. Therefore, the risk that supplier capabilities around mobile app requires extra supplier development time to avoid using force credentials on non-force devices is mitigated.

Add a breakdown of refined ICT resource costings

Project Manager	35 days
Business Analyst	20 days
Solutions Architect & Senior	40 days
Service Transition	5 days
IAAS Netsec	5 days
IA/IG/Force Security	10 days
Dev Ops	20 days
Testing Resource	40 days
Total	£134,837 (excludes cost of CM business resources)

State the resource start date for this project.

Q1 2026

1.2 RECOMMENDATION

1.2.1 The Police and Crime Commissioner / Chief Constable of Thames Valley Police (Chief Finance Officer and Director of Finance) are invited to agree the award of contract in respect of the above to SVL Business Solutions.

The above contract is for an initial term of 60 months duration, with 3 extension option(s) of 12 months each period.

The total value of this contract is estimated at £2,110,864.24 over the full project period (including extension options). The total value is made up of £1,343,976.09 for the initial term and £255,629.38 for each extension period.

Process and COR approval

Role	Name/Job Title/or Shoulder No.	Signature and Sign-Off Date
Project Sponsor (Stakeholder) Approving the proposal as meeting the requirements	Mike Lattanzio Chief Digital and Info Officer Darren O'Callaghan Assistant Chief Constable HIOWC	 15 th May 2026
Procurement Business Partner Approving the award as meeting the commercial and regulatory requirements of the force	Alison Jerred	Approved by email
Procurement Lead Confirming the process as meeting the objectives and regulatory requirements set	Paula Kibble-White	Approved by email
TVP Finance Confirming that they have approved the budgetary and financial implications of this proposal	Charles Ravenhill (TVP) Siobhan Andrews (HIOWC)	Approved
Legal (If applicable) Confirming their review of any legal implications of this proposal		

The below representatives have given their approval to implement the sourcing strategy as outlined within this document.

NOTE: If signature from representatives are not present in the document, please update the statement below:



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Signed by the Head of Procurement on behalf of **ADD NAMES if no signature present and approval has been given by email**

Approval Role	Name or Shoulder Number	Job Title	Signature and Sign-Off Date
Approver / Supporter approving contract award up to a value of £200,000 and supporting values above £200,000	Richard Fowles	Head of Procurement	20.05.2026
Approver / Supporter: approving contract award up to a value of £1,000,000 and supporting values above £1,000,000	Linda Waters	Director of Finance	20.05.2026
Consulted / Approver: Consulted on contract award values of £200,000 up to £1,000,000 Approval on contract award values above £1,000,000	Martin Thornley	OPCC - Chief Finance Officer	21.05.2026
Approver: Approval on contract award values above £500,000	Gillian Ormston	OPCC - Chief Executive	26.05.2026
Final Approver: Approval on contract award values above £1,000,000	Matthew Barber	Police & Crime Commissioner	22.05.2026
Final Approver (HloWC) Approval on contract value greater than £500,000 HloWC commitment (ICT only)	Donna Jones	Police & Crime Commissioner	

Contract Summary and Information for BLPD	
Proposed Supplier (s)	Sinclair Voicenet Limited, SVL business Solutions Limited
Planned Contract Start Date	09.06.26
Contract Duration – Initial Term (<i>months</i>)	60 months
Contract Extensions Available (<i>months</i>)	3 x 12 months
Contract Value <i>Initial Period (months)</i>	£1,343,976.09
Contract Value Extension per extension periods	£255,629.38
Total Contract Value including all extensions	£2,110,864.24
Collaborative Purchase Information (who are we buying with and what is there proportion of spend).	Joint TVP/HIOWC Project Project / Implementation costs to be split using TVP 56.04% / HIOWC 43.96% License costs will be split on number each force requires. Due to the publication of the Police reform White paper the procurement department will, as a precaution, list neighbouring forces as a potential user of this contract. These will be: Gloucestershire

	Wiltshire Bedfordshire Surrey Sussex Northamptonshire
ICT resource costs (note not part of contract value)	£134,837

Contract Savings (for use on Home Office benefits reporting – NOT TO BE INPUT ON BLPD)	
Baseline Spend (<i>highlight any changes to information provided in CLD</i>)	<i>New Requirement</i> Pipkins licenses £44,140 can be removed from December 2026 if solution delivered before this date.
Savings Enabled: <i>Detail at High, Low and Expected level if the savings are likely to be variable e.g. based on demand.</i> <i>Include Annual & Total Contract Savings</i>	Cashable:£0
	<i>a new requirement purchase.</i>
Savings Start Date if different from Contract start date	Cashable:£0
Collaborative Savings	<i>new requirement purchase.</i>
Savings Types (<i>based on Savings Definitions in Savings Analysis Worksheet</i>)	Cashable:£0
Other Benefits:	new requirement purchase. • Cost Avoidance: ✓ Fixed pricing across contract term (no inflation uplifts) ✓ No pricing adjustments linked to licence reductions ✓ Improved cost predictability and budget stability ✓ Negotiated fixed professional services support Key benefits of introducing a workforce management system include: • Improved workforce planning aligned to demand • Increased operational efficiency and reduced administrative burden • Enhanced data-driven decision-making and performance insight • Improved compliance and reduced risk (e.g. working time regulations) • Increased employee satisfaction through self-service functionality



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Total Savings as a % of baseline spend:	Cashable:£0
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