LONDON FIRE BRIGADE

LFC-26-087

MHR iTrent HR and Payroll System Solution

Report to:	**Date:**
Investment & Finance Board	24 September 2026
Commissioner's Board	7 October 2026
Deputy Mayor's Fire Board	20 October 2026
London Fire Commissioner	

Report by: Head of Enterprise Applications / Head of HR Operations and Systems

Authorising Head of Service:
Julian Martin – Chief Information Officer
Andrew Cross – Head of HR Operations and Systems

Report classification:
For decision

For publication

Values met

Service
Teamwork
Learning

I agree the recommended decision below.

Jonathan Smith
London Fire Commissioner

Date **This decision was remotely signed on 12 November 2026**

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

The current MHR iTrent HR and Payroll solution contract expires on 28 June 2027. London Fire Brigade has an ongoing requirement for a modern, secure and supported HR and payroll platform that provides employee and manager self-service, payroll processing, workforce data, reporting and integration with related corporate systems.

This report seeks authority to commit expenditure to procure and award a contract for services following a mini competition, or equivalent further competition process, under an appropriate procurement framework for the continued provision, support and development of the MHR iTrent HR and Payroll system solution for a period of up to five years, subject to the procurement route and commercial terms set out in Part Two.

Recommended Decision

For the London Fire Commissioner

The LFC agrees to commit expenditure as set out in Part Two of this report for the purpose of entering into a contract for services and delegates authority to the Assistant Director Procurement & Commercial to conduct the mini competition, or equivalent further competition process, under the selected framework and to enter into the resulting call-off contract for the continued provision, support and development of the MHR iTrent HR and Payroll solution, in accordance with the arrangements set out in Part Two of this report.

1 Introduction and background

1.1 In 2021, approval was given to procure a new Human Resources (HR) and payroll data system to replace the legacy Cyborg system which was going out of support as set out in LFC Replacement HR and Payroll solution report (LFC-0458). The MHR iTrent solution was subsequently procured to provide a modern HR and payroll platform for London Fire Brigade. This was successfully implemented in February 2026 following seven months parallel running and we are now close to end of contract so need to ensure continuity of service while teams still get used to the new system.

1 The MHR iTrent solution supports HR and payroll processing, employee and manager self-service, workforce information, expenses, reporting and related system integrations. It is a core corporate Enterprise Resourcing Planning (ERP) system used to support accurate pay, reliable workforce data and efficient People Services and payroll processes.

1.3 The solution comprises the core iTrent HR and payroll, and case management platforms, along with the Applicant Tracking, Onboarding and Performance Management platforms that shall be in place as part of the phase two, and associated support, configuration, reporting, integration and enhancement services.

- Core HR and payroll functionality, including employee records, payroll processing, position management, expenses and self-service.
- Case management functionality to support the Professional Standards Unit (PSU) management of discipline cases including disciplinary cases process tracking data and records.
- Applicant tracking and onboarding systems functionality including applicant details, recruitment/promotion process tracking data and records along with onboarding processing.
- Performance management functionality including appraisal and other performance management information and records.
- Associated support and development services, including supplier support, configuration, reporting, integrations, security assurance, future modules and continuous improvement activity.

1.4 The solution enables LFB to manage employee and payroll data through a supported system, reducing reliance on legacy technology and manual workarounds. It supports payroll accuracy, data quality, role-based access controls, employee and manager self-service and improved management information.

1.5 iTrent was successfully launched in February 2026 and given the scale and criticality of an enterprise HR and payroll system, a prolonged implementation period can arise from a combination of business process design, system configuration, data migration, integration development, extensive testing and payroll assurance activities, alongside organisational change management, governance requirements and external factors. Delays are often associated with ensuring the system is accurate, compliant and robust before go-live, particularly where payroll processing is involved.

1.6 iTrent is now subject to post-implementation stabilisation, benefits realisation and continuous improvement activity. The Phase one implementation has already delivered early benefits through improved compliance, streamlined HR and payroll processes and greater automation, reducing manual effort and eliminating unnecessary process hand-offs. Finance are subsequently reviewing its resource structure. User feedback received has been positive and the plan to expand user access outside Citrix shall improve accessibility. The current contractual arrangements expire in June 2027 and there is no option under the existing contract to renew or extend. Therefore, procurement planning is required to ensure LFB has an HR and payroll system in place beyond June 2027.

1.7 There is also a SAP ERP for finance and purchasing with a contract end dates of 26th March 2029. There may be opportunity in the future to align the contract end dates so the LFC has the option of one ERP system if that proved beneficial and we would not want to rule this out because we did not align the procurement dates.

2 Objectives and expected outcomes

2.1 The objective of this report is to seek authority to commit expenditure for the purpose of entering in a contract to continue with the iTrent software and run a mini competition for the partner, or equivalent further competition process, under an appropriate procurement framework for the

continued provision, support and development of the MHR iTrent HR and Payroll solution for a period of up to five years. Phase one delivery of the core HR and payroll function was just the beginning of the planning. Phase two represents a significant continuation of the brigade's investment in a modern, integrated HR and Payroll system and is currently progressing towards implementation. Given that iTrent was recently implemented and these additional modules within phase two planning shall be implemented being integrated into the overall system reducing internal processes creating efficiency whilst optimising effectiveness, there is no appetite to compete the software solution.

2.2 The intention is for the mini competition to be completed and the resulting call-off contract to be in place before the current contract expires on 28 June 2027, ensuring continuity of HR and payroll operations and avoiding any risk to payroll, workforce data, statutory compliance and reporting or user support.

2.3 Successful completion of the framework mini competition will provide continuity of support for iTrent, protect payroll resilience, maintain compliance obligations, support the delivery of future modules and enhancements, and allow LFB to continue improving HR and payroll processes through better data, reporting and self-service capability.

3 Values Comments

1 The LFC notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced Brigade values which build on and do not detract from the Code of Ethics.

2 The Brigade values are:

- Service: we put the public first
- Integrity: we act with honesty
- Teamwork: we work together and include everyone
- Equity: we treat everyone fairly according to their needs
- Courage: we step up to the challenge
- Learning: we listen so that we can improve

3 This report relates to the "service", "teamwork" and "learning" values. Continued provision of the MHR iTrent HR and Payroll solution supports reliable pay, better workforce information, improved employee and manager self-service, and more efficient HR, payroll , applicant tracking, onboarding and performance management processes for colleagues across LFB.

4 Equality Comments

4.1 The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service are required to have due regard to thePublic Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

4.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, andafter the decision has been taken.

4.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.

4.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions,to have due regard to the need to:

- eliminate discrimination, harassment and victimisation and other prohibited conduct.
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- foster good relations between people who share a relevant protected characteristic and persons who do not share it.

4.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves havingdue regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

4.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

4.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
- promote understanding.

4.8 An Equality Impact Assessment has not been undertaken in respect of this report. The MHR iTrent HR and Payroll solution is already in use across LFB and supports employee and manager self-service, payroll processing and workforce data. Continued provision of the solution is not expected to have an adverse impact on persons with protected characteristics. Any future modules, changes to access methods or significant process changes will be considered through the appropriate equality, data protection, security and change governance processes.

5 Other considerations

Workforce comments

5.1 A positive impact is expected because the workforce including staff, managers, HR and payroll professionals are becoming increasingly familiar with the system and its processes and retaining the platform will avoid the disruption, uncertainty and additional training requirements associated with transitioning to a new solution. As further modules are introduced through Phase 2, the workforce will benefit from a more integrated and user-friendly experience, with a wider range of HR services accessible through a single system. This will support improved data accuracy, reduce duplicate data entry, streamline administrative processes and allow users to build upon existing knowledge and confidence, resulting in greater efficiency and productivity across the organisation.

Security comments

5.2 The new contract will include updated information security requirements that reflect the brigade's current security standards, risk profile and regulatory obligations. Since the original contract was awarded in 2021, the cyber security landscape has evolved significantly, with increased threats and enhanced expectations relating to data protection, system resilience, access controls and supplier assurance. The proposed contract will therefore incorporate security requirements and governance arrangements to ensure the continued protection of sensitive employee and payroll data, compliance with relevant legislation and alignment with the organisation's current information security policies and best practice.

Sustainability comments

5.3 This report does not introduce any significant new sustainability impacts, beyond those considered and applied in the original contract. The continued use and enhancement of the current HR and Payroll system support the brigade's sustainability objectives by maximising the value of existing investments and avoiding the environmental and financial costs associated with procuring and implementing a replacement system. The further rollout of digital HR processes through Phase 2 will reduce reliance on paper-based processes, streamline workflows, and minimise unnecessary duplication of effort and data entry. By consolidating HR activities within a single integrated platform, the brigade will improve operational efficiency, support more effective use of resources and contribute to the delivery of sustainable and resilient business operations.

5.4 Where new policies and/or corporate projects arise, they are subject to the Brigade's sustainable development impact assessment process. The Sustainable Development Team are involved in the input of social value and responsible procurement considerations within the Procurement process.

Procurement comments

5.5 The proposed procurement for services that will support and develop the existing MHR iTrent platform will be undertaken in accordance with the London Fire Commissioner's (LFC) procurement procedures through a compliant and competitive procurement process. The current contractual arrangements are due to expire on 28 June 2027. As the platform underpins the Brigade's core HR, payroll, and pensions functions, it remains a critical business system requiring continued support and maintenance.

5.6 Procurement proposes to undertake a mini competition under the Crown Commercial Service (CCS) Back Office Software 2 Framework (RM6285), Lot 1: Enterprise Software, in accordance

with the Public Contracts Regulations 2015 (PCR 2015). The proposed contract term will be three years, with options extending for up to two additional one-year periods (3+1+1). This route to market is considered the most efficient, compliant, and commercially advantageous procurement approach. The procurement process will commence following receipt of the final Statement of Requirements, including technical specifications, and the completion of all necessary governance approvals.

5.7 As part of the value-for-money assessment, Procurement and key stakeholders reviewed the market and considered the feasibility of procuring an alternative solution to MHR iTrent. The Brigade completed the implementation of MHR iTrent in February 2026, which involved significant investment in system configuration, business change activities, and the migration of data from legacy systems, including Aztec and Cyborg. Given the recent implementation, the critical nature of the system in supporting the Brigade's HR, payroll and pensions functions, and the significant cost, risk and resource implications associated with transitioning to an alternative platform, it is not considered economically advantageous or operationally necessary to replace the solution at this stage.

5.8 Accordingly, conducting a competitive mini-competition amongst MHR-authorised Channel Partners under the CCS Back Office Software 2 Framework (RM6285) is considered the most commercially advantageous and compliant procurement for the support and development of the existing platform. This route enables the Brigade to maintain competition, demonstrate value for money, and comply with procurement regulations while continuing to access the MHR iTrent solution. Channel Partners provide access to software licensing and associated services through established government framework agreements and can often secure more competitive commercial terms than those available through direct engagement with the Original Equipment Manufacturer (OEM). As MHR is only accessible through its authorised partner network under the framework, a mini-competition amongst authorised Channel Partners represents the most appropriate route to market and avoids reliance on a single-source procurement approach which is non-compliant under procurement regulations.

5.9 The Procurement and Commercial team will support the development of the procurement documentation, including the framework call-off agreement, and will work closely with relevant stakeholders to ensure the procured solution meets the Brigade's technical, information security, business continuity, operational, and functional requirements. The resulting contract will include appropriate provisions relating to service performance, information security, data protection, business continuity, scalability, exit management, and contract termination rights to protect the Brigade's interests throughout the contract lifecycle. A detailed procurement strategy will be developed. A full procurement strategy and governance route will be developed and approved prior to commencement of any procurement exercise. The procurement timeline will be confirmed following receipt of the Purchasing Request Form and completion of the relevant approval processes.

Communications comments

5.10 A communications plan will be developed with the Communications section and implemented

to support the continuation of the HR and Payroll system and the rollout of remaining Phase 2 functionality. Communications will be tailored to relevant stakeholder groups, including staff, managers, trade union representatives and staff network groups , ensuring they are informed of key milestones, system developments and any actions required. Communications will be delivered through appropriate channels, including leadership briefings, Hotwire updates, targeted communications and user guidance, to support awareness, engagement and adoption of new functionality.

6 Financial comments

6.1 This report seeks authority to undertake a mini competition, or equivalent further competition process, under an appropriate procurement framework for the continued provision, support and development of the MHR iTrent HR and Payroll system solution for a period of up to five years.

6.2 The costs of the recommendation, and associated budgetary implications, are set out in part two of the report.

7 Legal Comments

7.1 This report seeks approval to commit expenditure set out in Part 2 to procure support services to maintain and develop the existing MHR iTrent HR and Payroll system.

7.2 Under Section 9 of the Policing and Crime Act 2017, the London Fire Commissioner ('the Commissioner') is established as a corporation sole with the Mayor appointing the occupant of that office.

7.3 Section 327D of the Greater London Authority Act 1999, as amended, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

7.4 By direction dated 1 April 2018, the Mayor set out those matters for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Planning, Regeneration and Fire ('the Deputy Mayor'). In particular, paragraph (b) of Part 2 of the said direction requires the Commissioner to seek the prior approval of the Deputy Mayor before "[a] commitment to expenditure (capital or revenue) of £150,000 or above is identified in accordance with normal accounting practices...". The proposed expenditure exceeds this financial threshold, accordingly, prior approval from the Deputy Mayor will be sought.

7.5 The Trent (HR and Payroll) system was procured following an open procurement exercise, and a contract for services is now needed to further develop and support the existing system. On the information provided in this report, the specified additional services will be procured under an accessible framework available to the LFC in compliance with the Public Contract Regulations 2015 which is a compliant route to market, accordingly the risk of a procurement legal challenge is considered to be low.

List of appendices

Appendix	Title	Open or confidential*
1	None	

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: YES