

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	29 July 2015
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Systems Integration Business Case
EXECUTIVE SUMMARY	<p>Following a high level feasibility study undertaken last year, a detailed business case was commissioned by Buckinghamshire & Milton Keynes Fire and Rescue Service (BMKFRS) to inform the decision on whether to proceed with its preferred option of an Enterprise Resource Planning (ERP) software solution to replace a number of discrete solutions currently employed by the Service.</p> <p>The business case took into account the needs and goals of the business:</p> <ul style="list-style-type: none"> • Its future vision and strategy, • The user requirements; the availability of suitable software in the marketplace, • Options for hosting; options for implementation; and costs. <p>It concluded that moving to an enterprise solution was the most effective way to meet the information objectives of the fire service, which are processing efficiency, accuracy and currency, and immediacy.</p>
ACTION	For decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. the final solution should include two enterprise level systems, ERP and Finance, as currently there is no singular ERP solution available that would meet all the unique requirements of the fire service and cover all functions of the organisation. 2. The solution should be implemented in four phases over two years to maximise benefits early on and to reduce overall risk to the Service. 3. Resources should be dedicated to the project and their day-to-day work reassigned in order to meet the two year target.

<p>RISK MANAGEMENT</p>	<p>It is recommended that a project manager trained in risk management techniques leads the project. The two major risks identified so far that will need to be managed throughout the project are:</p> <ol style="list-style-type: none"> 1. Significant levels of change across the organisation may be disruptive. 2. That the expected benefits are not realised on target.
<p>FINANCIAL IMPLICATIONS</p>	<p>The investment required to complete this project using dedicated internal resources supported by external experienced resources is £976k.</p> <p>This investment would see expected direct savings of £128k and indirect savings of £118K per annum take effect in year 2 and payback the investment in year 4/5.</p> <p>It is recommended that a 20% contingency is allowed for the project. In respect of this £1.2M is been provisionally set aside in reserves for funding this project.</p>
<p>LEGAL IMPLICATIONS</p>	<p>The main legal implications for this project are around procurement. This will be managed through early and close engagement with the Service's procurement officers.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION</p>	<p>The proposals are designed to provide opportunities to collaborate in procurement or ongoing management and maintenance of the systems. Active discussions are taking place in particular with Royal Berkshire Fire and Rescue Service (RBFRS) in relation to possible joint procurement of a finance package. Furthermore, depending on which systems are purchased BMKFRS will seek to be collaborative in the implementation and development of any systems purchased. This will be either through direct collaboration or through user groups.</p>
<p>HEALTH AND SAFETY</p>	<p>There are no anticipated impacts on Health and Safety from this initiative.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>There are no anticipated impacts on Equality and Diversity from this initiative.</p>
<p>USE OF RESOURCES</p>	<p>One of the significant risks within the project is the capacity to deliver in a time frame that maximises the time to start gaining the benefits. Investment in creating capacity will deliver the project faster and access the benefits quicker. This has been seen in other FRS where dedicated resources have been more successful in implementing ERPs than those who haven't.</p> <p>Delivery of the project will require the recruitment of a</p>

	<p>dedicated Project Manager (with ICT project delivery experience) and a Business Systems Analyst for the duration of the project.</p> <p>The project will require the establishment of a budget for both revenue and capital investment. This will not be able to be supported from existing budgets and will have to be allocated from reserves.</p> <p>Factors around opportunities for collaboration in the short and medium term will be considered as part of the project delivery. Purchasing an ERP which closes off opportunities for collaboration will be avoided.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <ul style="list-style-type: none"> • KIS Strategy 2014-2018 • Business and Systems Integration Programme Structure. • Business and Systems Integration High Level Business Case. • Business and Systems Terms of Reference.
<p>APPENDICES</p>	<p>Appendix 1: Business and Systems Integration Detailed Business Case</p>
<p>TIME REQUIRED</p>	<p>15 Minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Julian Parsons jparsons@bucksfire.gov.uk 07964 415055</p>