

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	18 November 2015
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Business and Systems Integration Project: Governance Reporting Arrangements
EXECUTIVE SUMMARY	<p>At the Executive Committee meeting on Wednesday 29 July 2015, the business case for the Business and Systems Integration Project (BASI) was approved.</p> <p>The reporting arrangements for project governance are outlined as an organogram in Annex A.</p>
ACTION	Decision.
RECOMMENDATIONS	It is recommended that the Overview and Audit Committee be the forum for receiving periodic reports from officers as to the progress of the BASI project.
RISK MANAGEMENT	The project risks will be contained within a project risk register. The governance of this register, including escalations will be in line with existing service policy.
FINANCIAL IMPLICATIONS	There are no financial implications related to this paper.
LEGAL IMPLICATIONS	There are no legal implications related to this paper.
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	Opportunities for collaboration will be sought during the term of the project.
HEALTH AND SAFETY	No Health and Safety implications perceived at this time.
EQUALITY AND DIVERSITY	No Equality & Diversity implications identified at this time.
USE OF RESOURCES	<p>The use of resources are covered in detail in the BASI business case.</p> <p>The project progress and exception reporting will be through the project manager who will lead all the work-streams and will also be responsible for delivering the project's communication strategy.</p> <p>These reports will be received by the project sponsors</p>

	<p>(Lynne Swift, David Sutherland and Area Commander Julian Parsons).</p> <p>Overall project reporting and scrutiny will then be received by the Business Transformation Board which is Chaired by the Chief Operating Officer. BASI project will be a standing item for the duration.</p> <p>In order to ensure Members receive suitable and timely reports from officers, it is proposed that written reports will be delivered periodically to the Overview and Audit Committee when key milestones in the project are scheduled to be reached.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>As part of the ICT Strategy 2014-2018 an independent review of systems integration was commissioned. External consultant Christine Burrige undertook this task and delivered a business case which was formally agreed to be progressed by the Fire Authority Executive Committee Meeting 29 July 2015.</p> <p>The project is scheduled to be delivered in phases over a two year period.</p> <p>Background Papers</p> <ul style="list-style-type: none"> • ICT Strategy 2014-2018 • Business and Systems Terms of Reference • Business and Systems Integration Business case
APPENDICES	Appendix A: BASI Project Governance
TIME REQUIRED	5 Minutes.
REPORT ORIGINATOR AND CONTACT	<p>Julian Parsons</p> <p>jparsons@bucksfire.gov.uk</p> <p>07964 415055</p>

Appendix A

Business and Systems Integration Project Governance

1. Governance

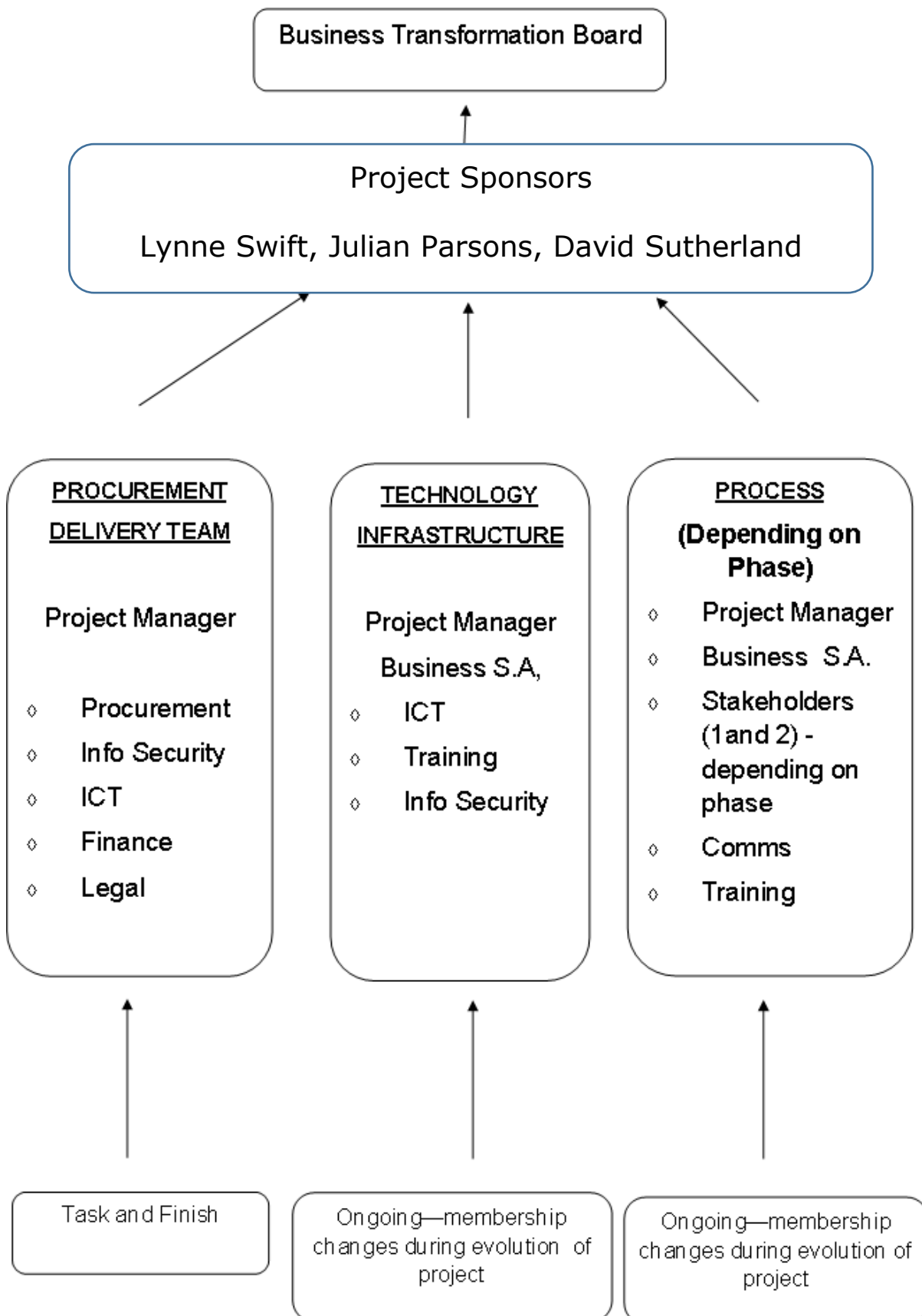
The governance arrangements are outlined in the organogram below. This is based on the governance model developed for the Service's transformation programme.

The governance arrangements are that the lines of reporting come through the various project work-streams via the project manager to the Business Transformation Board (BTB). While no formal Programme Board is believed to be required (the makeup would be virtually the same as BTB) the project sponsors may call periodic or ad hoc project review meetings with key senior managers. This would seem a logical as BTB supported the business case to SMB.

It should be noted that the procurement work stream is a 'task and finish' group. The other two work streams are likely to be more fluid in their membership as the project moves through its various identified implementation phases and requires commitment from different departments at different times. Terms of Reference for each work-stream are outlined in the later paragraphs in this paper.

The procurement work-stream has started to work on the finalisation and agreement of the documentation requirement by the procurement team. Early indications are that procurement can be achieved through either existing frameworks or gateway agreements depending on preferred systems. These are likely to be preferable than OJEU process due to timeframes. The procurement work stream has been formed under the initial leadership of the project sponsors in order to progress matters with a view to go to market in September.

Project Governance Framework



2. Procurement Delivery Work Stream Terms of Reference

Objectives

To identify, select and engage suppliers/vendors who can demonstrate the capability and capacity to develop and implement systems solutions that offer a best fit with the following elements of the approved BASI Business Case:

- Defined cost envelope;
- Preferred, four phase, two year delivery timescale;
- Delivery of the identified business benefits.

To identify opportunities to collaborate with external partner organisations, particularly within the Thames Valley, in the procurement, implementation, ongoing management, maintenance and/or development of systems included within the scope of the project and conform to the Authority's 'Principles of Collaboration'.

Scope & Exclusions

The scope of the project embraces all of the systems identified in the diagram shown at Appendix 1 (Phased Cutover) and includes the selection of suppliers/vendors for all specified software and hardware changes needed to deliver the benefits identified in the business case. Such changes to include where and as necessary:

- The renewal and or/upgrade of existing 'fit for purpose' systems;
- The replacement of sub-optimal and/or obsolete systems;
- Use of shared platforms and hosted facilities.

Key Deliverables

- A final, approved Statement of Business Requirements (including risk assessment of current systems to facilitate prioritisation of procurement/implementation);
- Vendor Request For Proposal (RFP) documents, including systems specification requirements;
- Approved vendor/supplier selection criteria
- Short list of potential vendors/suppliers
- Vendor/supplier contracts for approval

Project Governance & Management

The Project Manager will plan and manage the procurement process in conjunction with the Authority's Procurement Manager. Day to day management of the project and project team will be undertaken by a dedicated Project Manager who will report to the Project Sponsor. The procurement process will be managed and undertaken in compliance with the Authority's procurement policies and procedures including any relevant financial instructions.

The Project Manager will identify and agree key decision points in the procurement process with the Project Sponsors. The Project Sponsors will be responsible for ensuring that key 'gateway' decisions are properly mandated by the appropriate officer or Authority body (Board/Committee).

Stakeholder Management

The Project Manager will be responsible for preparing a stakeholder management plan for approval by the Project Sponsors and for implementing and maintaining this through the life-cycle of the project.

Risk Management

The Project Manager will be responsible for:

- identifying and evaluating key risks to the success of the project in conformance with the Authority's Risk Management Policy;
- identifying and agreeing with the Project Sponsors the means by which these risks will be mitigated and managed;
- maintaining a Project Risk Register;
- reporting the status of key project risks to the Project Sponsors and agreeing with them any further action to be taken in respect of risks deemed to be intolerable (e.g. escalation to the Business Transformation Board [BTB])

Progress Reporting

The Project Manager will report day to day progress and issues to the Project Sponsors. Formal progress reports, including identification and evaluation of exceptions, issues and intolerable risks will be reported to BTB on a quarterly basis and escalated to the SMB if the required corrective action falls outside of the collective mandates of BTB to approve.

3. Technology Infrastructure Work Stream Terms of Reference

Objectives

To implement changes to the Authority's ICT hardware and infrastructure necessary to support:

- realisation of the benefits identified in the BASI Business case;
- the potential to realise opportunities for collaboration with external partner agencies, particularly those operating within the Thames Valley area, in the implementation, ongoing management, maintenance and/or development of systems included within the scope of the project in conformance with the Authority's 'Principles of Collaboration'.

To deliver the required hardware/infrastructure changes within the time and budget parameters envisaged in the BASI Business Case.

Scope & Exclusions

The scope of the project embraces hardware/infrastructure support for all of the systems identified in the diagram shown at Appendix 1 (Phased Cutover) and includes the implementation of all hardware/infrastructure changes needed to deliver the benefits identified in the Business Case. Such changes to include where and as necessary:

- The renewal and or/upgrade of existing 'fit for purpose' hardware/infrastructure;

- The replacement of sub-optimal and/or obsolete hardware/infrastructure;
- Installation of hardware or infrastructure required to facilitate use of shared platforms and hosted facilities.

The management of an 'in-house' support for external vendors/suppliers commissioned to undertake the necessary development and installation work.

Key Deliverables

- Implementation/installation plans
- Impact and risk assessments for all proposed hardware and infrastructure changes
- User Acceptance Test (UAT) plans for all proposed hardware and infrastructure changes
- Delivery, installation and activation of hardware and infrastructure changes to approved specifications and satisfactory UAT.

Project Governance & Management

The Project Manager will plan and manage the technology infrastructure work stream in conjunction with the Authority's IT Manager and vendor/supplier representatives. Day to day management of the project and project team will be undertaken by a dedicated Project Manager who will report to the Project Sponsors.

The Project Manager will identify and agree key decision points in the hardware/infrastructure change process with the Project Sponsors. The Project Sponsors will be responsible for ensuring that key 'gateway' decisions are properly mandated by the appropriate Officer or Authority body (Board/Committee).

Stakeholder Management

The Project Manager will be responsible for preparing a stakeholder management plan for approval by the Project Sponsors and for implementing and maintaining this through the life-cycle of the project.

Risk Management

The Project Manager will be responsible for:

- identifying and evaluating key risks to the success of the project in conformance with the Authority's Risk Management Policy;
- identifying and agreeing with the Project Sponsors the means by which these risks will be mitigated and managed;
- maintaining a Project Risk Register;
- reporting the status of key project risks to the Project Sponsors and agreeing with them any further action to be taken in respect of risks deemed to be intolerable (e.g. escalation to the Business Transformation Board [BTB]).

Progress Reporting

The Project Manager will report day to day progress and issues to the Project Sponsors. Formal progress reports, including identification and evaluation of exceptions, issues and intolerable risks will be reported to BTB on a quarterly basis and escalated to the SMB if the required corrective action falls outside of the collective mandates of BTB to approve.

4. Business Process Work stream Terms of Reference

Objectives

To identify, specify and implement changes to the Authority's operational and business processes needed to deliver the benefits identified in the BASI Business Case.

To implement the changes within preferred timescale and budget associated with the preferred approach identified in the BASI Business Case.

To minimise the need for further development or customisation of new systems procured by the project by adapting Authority processes to the standard functionality offered by the new systems.

To identify opportunities to collaborate with external partner organisations, particularly within the Thames Valley, in adapting, redeveloping and operating processes included within the scope of the project in conformance with the Authority's 'Principles of Collaboration'.

Scope & Exclusions

The scope of the project embraces all processes hosted on the systems identified in the diagram shown at Appendix 1 (Phased Cut Over).

Key Deliverables

- End to end process maps for all operational and business processes affected by the scope of the project;
- Comparative analysis of current processes with new systems functionality;
- Gap analyses to facilitate identification of process changes required to adapt existing processes to new systems;
- Impact and risk assessments for all proposed process changes;
- Implementation Plans for all proposed process changes;
- User Acceptance Test Plans for all proposed process changes;
- Delivery of process changes to specification and satisfactory UAT.

Project Governance & Management

The Project Manager will plan and manage the process changes in conjunction with the relevant Authority process owners and managers. Day to day management of the project and project team will be undertaken by a dedicated Project Manager who will report to the Project Sponsors. The Project Manager will identify and agree key decision points in the process change work stream with the Project Sponsors. The Project Sponsors will be responsible for ensuring that key 'gateway' decisions are properly mandated by the appropriate officer or Authority body (Board/Committee).

Stakeholder Management

The Project Manager will be responsible for preparing a stakeholder management plan for approval by the Project Sponsors and for implementing and maintaining this through the life-cycle of the project.

Risk Management

The Project Manager will be responsible for:

- identifying and evaluating key risks to the success of the project in conformance with the Authority's Risk Management Policy;
- identifying and agreeing with the Project Sponsors the means by which these risks will be mitigated and managed;
- maintaining a Project Risk Register;
- reporting the status of key project risks to the Project Sponsors and agreeing with them any further action to be taken in respect of risks deemed to be intolerable (e.g. escalation to the Business Transformation Board [BTB]).

Progress Reporting

The Project Manager will report day to day progress and issues to the Project Sponsors. Formal progress reports, including identification and evaluation of exceptions, issues and intolerable risks will be reported to BTB on a quarterly basis and escalated to the SMB if the required corrective action falls outside of the collective mandates of BTB to approve.

End of Report

Appendix 1

