Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	2 December 2015
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	**Business and Systems Integration Project: Progress Report**
EXECUTIVE SUMMARY	Since the Executive Committee authorised the project on 29 July 2015 there has been a significant amount of activity preparing for procurement of the necessary software. These include: - Business Requirements & Technical specification documentation preparation; - Staff recruitment; - Formation of Procurement task and finish group; - Supplier day and product research; - Tender documentation preparation.
ACTION	For information.
RECOMMENDATIONS	That the report is noted.
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 further financial implications related to the project identified in this paper.
LEGAL IMPLICATIONS	There are no further legal implications related to the project identified in this paper.
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	Opportunities for collaboration have been actively sought and considered during this procurement phase of the project.
HEALTH AND SAFETY	No Health and Safety implications perceived at this time.
EQUALITY AND DIVERSITY	No Equality and Diversity implications identified at this time.

USE OF RESOURCES	The project is now managed by the Project Manager. The project manager is proactively using existing skills and experience within the workforce to move the project forward.
	Ownership of and the development of the specifications is being achieved through using a task and finish group made up of those who will be end users of the system.
	The use of resources are covered in detail in the BASI business case.
	The project progress and exception reporting will be through the project manager who will lead all the work-stream and will also be responsible for delivering the project's communication strategy.
PROVENANCE SECTION & BACKGROUND PAPERS	**Background**
	As part of the ICT Strategy 2014-2019 an independent review of systems integration was commissioned. An external consultant undertook this task and delivered a business case which was formally agreed to be progressed by the Executive Committee Meeting 29 July 2015.
	The project is scheduled to be delivered in phases over a two year period.
	Background Papers
	• KIS Strategy 2014-2019
	• Business and Systems Terms of Reference
	• Business and Systems Integration Business case
	• Business and Systems Integration Project: Governance Reporting Arrangements (18 November 2015)
APPENDICES	Appendix A: Progress Report
	Appendix B: Copy of Paper to Executive Committee 18 November 2015
TIME REQUIRED	5 Minutes.
REPORT ORIGINATOR AND CONTACT	Anne-Marie Carter
	acarter@bucksfire.gov.uk
	07966 886689

Appendix A

Business and Systems Integration project Progress Report.

The project was agreed by the Executive Committee at the meeting 29 July 2015. Since then the following activities have been undertaken during the procurement phase of the project.

1. Completed Milestones:

1.1 Project Governance Arrangements

The arrangements for governing and reporting the projects have been finalised. As a result this is the first of the routine reports that the Overview and Audit Committee will receive. Details of the reporting arrangements and stakeholder group's terms of reference can be found in Appendix B.

1.2 Procurement Task and Finish Group

A task and finish group was formed in August. The group contained staff from each department effected by the project. The representatives were tasked with reviewing the draft technical specification.

The makeup of the task and finish group was derived from the completion of a detailed stakeholder analysis which will be used to develop the communications strategy as the project progresses through its various phases.

A supplier presentation day was held on the 8 September 2015. Presentations were received from four different software providers offering both dedicated finance packages and enterprise resource planning (ERP) systems. The presentations provided a useful insight into the capabilities of systems on offer. As a result of the presentations members of the task and finish group were tasked with undertaking further research and investigations with other services (both fire and other public services).

The Business requirements and technical specification was completed and collated by the end of September.

1.3 Recruitment of Project Manager

Anne-Marie Carter was recruited as the project manager and started with the Service on 14 October 2015. There was a delay in recruiting the project manager as the decision was made to go to market twice after the first recruitment exercise did not result in a finding a suitable candidate for this key role. Anne-Marie has a background of twenty years' experience in programme management. Her last role before joining the Service was head of transformation for Tesco Telecom.

2. Work in Progress

At the time of completing this report the current activities are underway in relation to procuring the necessary software.

2.1 Route to Market

The Head of Procurement has been undertaking market research and researching options for the best route for purchasing the necessary software. Broadly the routes to be considered are purchase through a framework, gateway solution or a single stage OJEU process. This decision is dictated to somewhat by the division of the purchase into lots based on the finance solution and ERP.

2.2 Investigation into Collaboration

Discussions with our partner services in the Thames Valley have been had to investigate opportunities for collaboration with our obvious partners.

Oxfordshire Fire and Rescue Service are not in a position to join us in collaboration through a combination of being tied to Oxford County Council systems and their own local solutions being developed with other suppliers.

Royal Berkshire Fire and Rescue Service (RBFRS) are not in a position to collaborate in the procurement of a finance package for the foreseeable future. BFRS will look to develop a relationship with the eventual successful provider for this solution with a view to keeping the door open for RBFRS in the future to join us if they wish.

RBFRS are likely to be in a position to require new software solutions common to some of those featured in our specification for the ERP. At the time of writing this report this is being actively explored to undertake a joint single stage OJEU process with a lot arrangement that can fulfil both services' needs. This will allow potential for a collaborative approach to training, implementation, commonality of procedures and cost sharing.

A possible collaboration with Oxford City Council and Reading Borough Council was investigated towards the end of October. The decision was made not to progress this as their specifications were significantly different to ours and there were concerns from our point of view around timings and the amount of influence we would have on decisions.

2.3 Tender Documentation

At the time of authoring this report the tender documentation is scheduled to be drafted by the 5 November 2015. This will then be presented to the stakeholder group for sign of at a meeting scheduled for 13 November 2015. Final amendments can then be actioned and consulted on with potential collaborative partners and legal. This will enable the Service to commence the procurement processes at the beginning of December with a view to contract award before the end of January for both Finance and ERP systems.

TASK / WK commencing	Oct-15	02-Nov	09-Nov	16-Nov	23-Nov	30-Nov	07-Dec	14-Dec	21-Dec	28-Dec	04-Jan	11-Jan	18-Jan	25-Jan	01-Feb	08-Feb	15-Feb
Go Decision	■																
Select Project Team																	
Create project documentation	■	■															
Review requirements		■	■	■													
Sign off requirements					■												
Complete Procurement Specification document			■	■	■												
Invitation to tender document signed off						■											
Invitation to tender sent out (30th Nov)							■										
Suppliers review and respond (30 working days)							■	■	■	■	■	■					
Invitation to tender closing date (15th Jan)												■					
Tender presentations													■				
Tender review														■			
Notify suppliers (29th Jan)																	
Standstill period															■	■	
Appoint Supplier																	■

2.4 Business Systems Analyst

At the time of authoring this report an advert has been posted for the Business Systems Analyst. This advert is due to close on 5 November 2015 with interviews scheduled for the 13 November 2015.

2.5 Communications Strategy

A stakeholder analysis has been undertaken and the project manager has been tasked with developing this into a detailed communications strategy based on the phasing of the project.

Reporting schedule:

	15/16	16/17			
	Q4	Q1	Q2	Q3	Q4
Business transformation Board	28 Jan 2016	Tbc	Tbc	Tbc	Tbc
Senior Management Board	16 Feb 2016	Tbc	Tbc	Tbc	Tbc
Overview & Audit Committee	9 Mar 2016	Tbc	Tbc	tbc	Tbc

Stakeholder Communication:

Stakeholder Management

A stakeholder analysis chart plotting Interest (vertical axis) against Influence/Power (horizontal axis).

Upper left quadrant (high interest, low influence/power): KIS Info, Communication Team, Assets, Procurement, Neighbouring FRS, Mott MacDonald, Updata, TVFCS, Fleet, AVDC

Upper right quadrant (high interest, high influence/power): Training, RMT, Payroll, KIS ICT, Information Governance, Lead Member, SMB, Prevention, POD - HR, End user by role type, CFA, Protection, Finance, Response, TVFCS

Centre: Thames Valley FRS

Lower left quadrant (low interest, low influence/power): TVP, BCC, Local Business, SCAS, CLG, MKC, General Public, SAP

Lower right quadrant (low interest, high influence/power): Admin Support, Support Staff, Wholetime, Corporate Planning, On Call, H & S, Members, FOA, FBU, Legal, Unison

Key:

Partner Organisation | BFRS Department | Technical / Suppliers | BFRS Board | Political | Representative Bodies | Staff Group | Community

Stakeholder Management

Interest

| Regular Communications Headline Level Electronic Channels Selective Broadcasts | Frequent Communications Detailed Targeted Progress Reporting Face to Face Channels |

| Less Frequent Communications / Need to Know Electronic Channels (Website etc.) Generic Broadcast | Frequent Communications Some Detail Targeted Progress Updates Electronic + some Face to Face |

Influence/Power

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	At the Executive Committee meeting on Wednesday 29 July 2015, the business case for the Business and Systems Integration Project (BASI) was approved. The reporting arrangements for project governance are outlined as an organogram in Annex A.
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	The use of resources are covered in detail in the BASI business case. 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.

	These reports will be received by the project sponsors (Lynne Swift, David Sutherland and Area Commander Julian Parsons).
	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.
	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.
PROVENANCE SECTION & BACKGROUND PAPERS	**Background** As part of the ICT Strategy 2014-2018 an independent review of systems integration was commissioned. External consultant Christine Burridge 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. The project is scheduled to be delivered in phases over a two year period. **Background Papers** • 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	Julian Parsons jparsons@bucksfire.gov.uk 07964 415055

Appendix A

Business and Systems Integration Project Governance
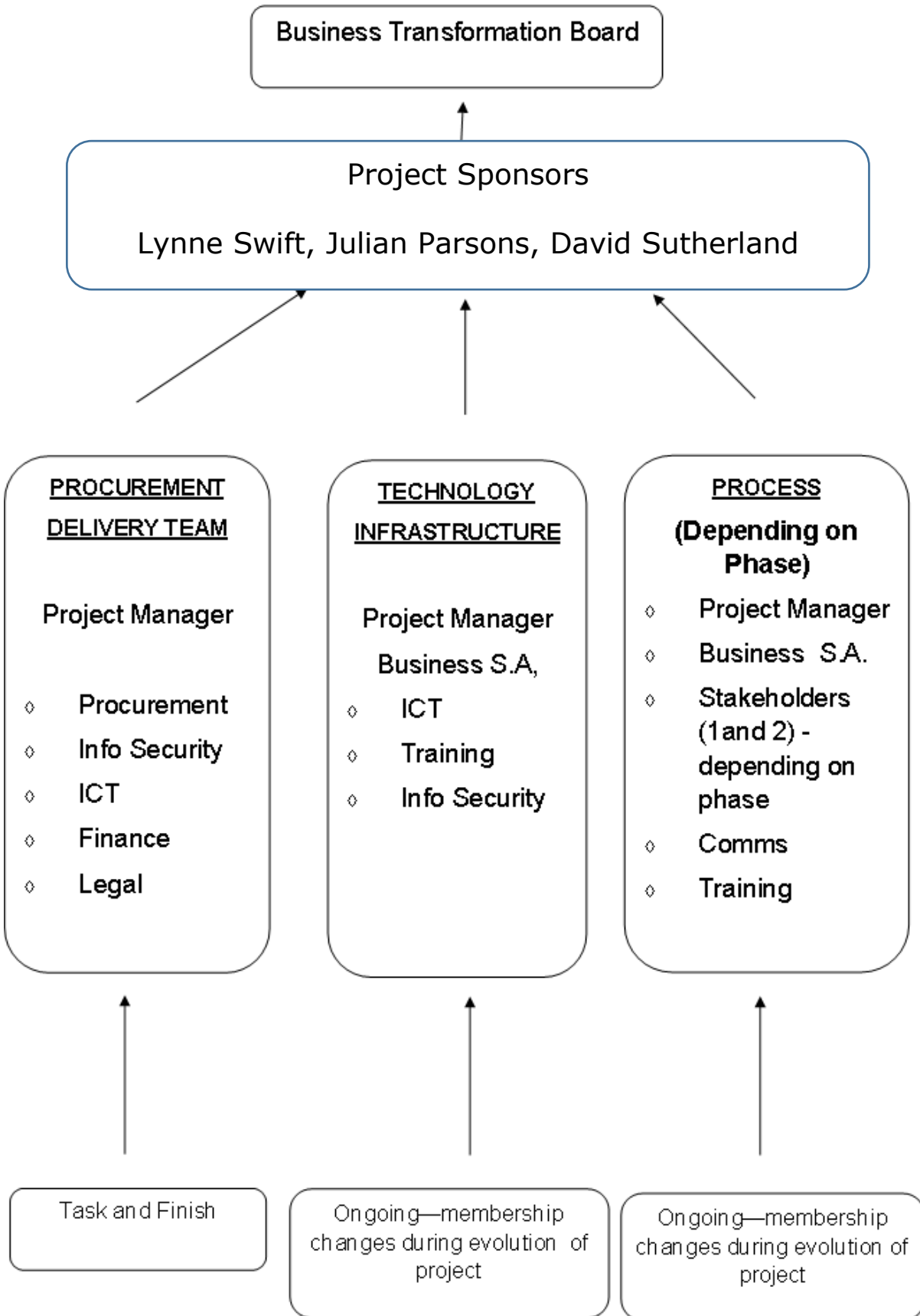
1. Governance

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

Business Transformation Board

Project Sponsors

Lynne Swift, Julian Parsons, David Sutherland

PROCUREMENT DELIVERY TEAM	TECHNOLOGY INFRASTRUCTURE	PROCESS (Depending on Phase)
Project Manager	Project Manager	◊ Project Manager
	Business S.A,	◊ Business S.A.
◊ Procurement	◊ ICT	◊ Stakeholders (1 and 2) - depending on phase
◊ Info Security	◊ Training	
◊ ICT	◊ Info Security	
◊ Finance		◊ Comms
◊ Legal		◊ Training

Task and Finish	Ongoing—membership changes during evolution of project	Ongoing—membership changes during evolution of project

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]).

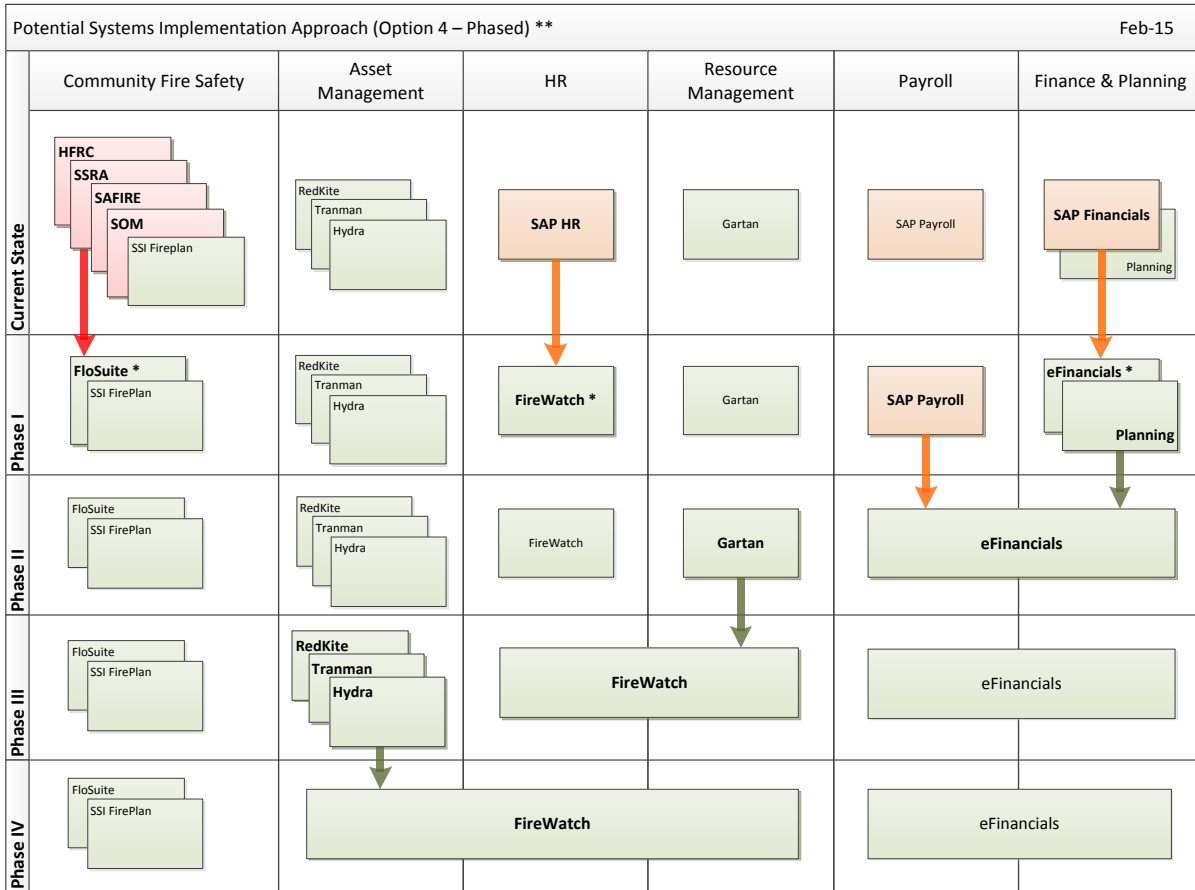**Progress Reporting**

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

Potential Systems Implementation Approach (Option 4 – Phased) **					Feb-15
Community Fire Safety	Asset Management	HR	Resource Management	Payroll	Finance & Planning

Current State

Community Fire Safety: HFRC, SSRA, SAFIRE, SOM, SSI Fireplan
Asset Management: RedKite, Tranman, Hydra
HR: SAP HR
Resource Management: Gartan
Payroll: SAP Payroll
Finance & Planning: SAP Financials, Planning

Phase I

Community Fire Safety: FloSuite *, SSI FirePlan
Asset Management: RedKite, Tranman, Hydra
HR: FireWatch *
Resource Management: Gartan
Payroll: SAP Payroll
Finance & Planning: eFinancials *, Planning

Phase II

Community Fire Safety: FloSuite, SSI FirePlan
Asset Management: RedKite, Tranman, Hydra
HR: FireWatch
Resource Management: Gartan
Payroll / Finance & Planning: eFinancials

Phase III

Community Fire Safety: FloSuite, SSI FirePlan
Asset Management: RedKite, Tranman, Hydra
HR: FireWatch
Finance & Planning: eFinancials

Phase IV

Community Fire Safety: FloSuite, SSI FirePlan
HR: FireWatch
Finance & Planning: eFinancials

* Potential system; actual systems selection will be via BFRS procurement process.

** For simplicity, interfaces are not shown.

Key: Cutover to new system

Rag: Red = Critical Risk   Amber = High Dev Cost   Green = Low Risk