



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	26 July 2017
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Councillor Peter McDonald
SUBJECT OF THE REPORT	Business and Systems Integration Project: Progress Report
EXECUTIVE SUMMARY	<p>Since the last Overview and Audit Committee meeting there has been the following activity:</p> <ul style="list-style-type: none"> The Finance/ HR & Payroll systems all went live as planned. <ul style="list-style-type: none"> All Finance tasks are now completed on the new system HR employee self-service is live and available for all staff to use. April pay run successfully completed out of the new system <p>The 5 project management audit actions continue to be progressed:</p> <ul style="list-style-type: none"> 2 have been completed 2 are ongoing 1 is due by the end of July <p>An Audit update has been provided in Appendix D: Audit Progress</p> <p>Spend across the BASI project remains on track and within budget. Regular reviews are completed with the finance team (See Appendix E for Spend breakdown).</p> <p>At the time of completing this report the current activities are underway:</p> <ul style="list-style-type: none"> Review of feedback to ensure new ways of working are embedded Continue to review Finance/HR & Payroll processes to ensure project meets its objectives to streamline & automate processes Building and testing of the new eRecruitment processes and system Workshops with end users for the Premises Risk Management system are taking place in order to further refine scope and potential system

	requirements prior to implementation.
ACTION	Information.
RECOMMENDATIONS	That the report be noted.
RISK MANAGEMENT	<p>The project risks are contained within a project risk register.</p> <p>Current project risks can be seen in Appendix A – Highlight report – May 2017.</p> <p>The governance of this register, including escalations is in line with existing service policy.</p>
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 THE DUTY TO COLLABORATE	<p>Opportunities for collaboration have been actively sought and considered during the procurement phase of the project.</p> <p>Collaboration has been explored with Royal Berkshire Fire and Rescue Service and Oxfordshire Fire and rescue Service. Further collaboration was explored with Oxford County Council and Reading Council. None of these potential collaborations have led to formal agreements due to various issues around differing needs and timings.</p> <p>Oxford County Council have been named on the Premises Risk Management Tender.</p> <p>We continue to look beyond our Thames Valley partners, working with organisations that use the same systems as us to share knowledge and collaborate on developing the systems. I.e. Bedfordshire</p>
HEALTH AND SAFETY	No Health and Safety implications perceived at this time.
EQUALITY AND DIVERSITY	HR system allows us to collect 'real time' Equality & Diversity data securely allowing it to be used for trend analysis. eRecruitment will provide E&D data at all stages of recruitment.
USE OF RESOURCES	<p>The project is managed by the Project Manager. The Project Manager is proactively using existing skills and experience within the workforce to move the project forward.</p> <p>A HR manager directly supports HR & Payroll implementation.</p> <p>A Finance, HR & Payroll implementation and training</p>

	<p>plan is being delivered based on the resources available.</p> <p>An agreement has been made with Service Delivery managers to assign an operational resource to support the implementation of the PRM system from Mid 2017</p> <p>Staff are being kept abreast of progress through the i:drive and blogs. The communication strategy will be followed as part of the roll out of the new systems and in line with the project plan which has to be agreed with the suppliers.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>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.</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 2014-2019 • Business and Systems Terms of Reference • Business and Systems Integration Business case • Business and Systems Integration Project: Governance Reporting Arrangements (18 November 2015)
<p>APPENDICES</p>	<p>Appendix A: Highlight Report – May 2017</p> <p>Appendix B: Highlight Report – April 2017</p> <p>Appendix C: Highlight Report – Feb-Mar 2017</p> <p>Appendix D: Audit Progress</p> <p>Appendix E: Spend Breakdown</p> <p>Appendix F: Go Live Dates</p>
<p>TIME REQUIRED</p>	<p>5 Minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Anne-Marie Carter</p> <p>acarter@bucksfire.gov.uk</p> <p>07966 886689</p>

Appendix A: Sponsor Highlight Report – May 2017

Business & Systems Integration project – May 2017

Business Owner:
Project Manager:
Business Sponsors:

Julian Parsons
Anne-Marie Carter
Lynne Swift
David Sutherland

Project Objectives:

To streamline, automate and integrate systems and business processes across:
- HR & Payroll, Finance & Planning, Premises Risk Management, Resource Management, Asset Management
Data duplication will be reduced and the efficiency and effectiveness of both our processes and MI will increase

Overall RAG



Finance



Plan



Risks & Issues



Scope



Resources



Exec Summary – Past Period's Activities

Finance & Planning

- Reviewed feedback and made changes were appropriate

HR & Payroll

- May pay completed from the new system
- Expenses test continues
- eRecruitment build underway

PRM

- Internal workshops continues to review processes

Other

-

Priorities for Next Period - June

Finance & Planning

- Continue to review processes and update where appropriate

HR & Payroll

- Continue to review processes and update where appropriate
- Agree plan for phase 1.5 – Continuous Improvement
- Test eRecruitment
- Expenses Trial complete

PRM

- Build high level plan
- Visit Greater Manchester FRS to review their use of the system – 23rd June

Resource Management

- Agree High Level Plan

Key Decisions Required:

- None

Key Milestones


Milestone	Forecast/ Actual	RAG
Next BTB	25 th May	Green
Next O&A	26 th July	Green
Kick off workshop for PRM	July	Green

Key Risks & Issues

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
R	Yellow	New systems and ways of working impacting BASI	Continue to engage with Stakeholders. Agree change control process	Ongoing
R	Green	Budget Management	Review monthly	Ongoing

Appendix B: Sponsor Highlight Report – April 2017

Business & Systems Integration project – April 2017

Business Owner: Project Manager: Business Sponsors:	Julian Parsons Anne-Marie Carter Lynne Swift David Sutherland	Project Objectives: To streamline, automate and integrate systems and business processes across: - HR & Payroll, Finance & Planning, Premises Risk Management, Resource Management, Asset Management Data duplication will be reduced and the efficiency and effectiveness of both our processes and MI will increase	Overall RAG 
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Finance		Plan		Risks & Issues		Scope		Resources	
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Exec Summary – Past Period's Activities

Finance & Planning

- System went live
- Reviewed feedback and made changes where appropriate
- Go Live Agreed for 3rd April

HR & Payroll

- Employee self service went live on 3rd April
- April pay completed from the new system
- Expenses test started
- Scoping completed for eRecruitment

PRM

- Internal workshops continues to review processes

Other

-

Priorities for Next Period - May

Finance & Planning

- Continue to review processes and update where appropriate

HR & Payroll

- Continue to review processes and update where appropriate
- Build and test eRecruitment

PRM

- Continue with internal workshops
- Build high level plan
- Visit Greater Manchester FRS to review their use of the system

Other

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Key Decisions Required:

- None


Key Milestones

Milestone	Forecast/ Actual	RAG
Next BTB	25 th May	
Next O&A	26 th July	
Kick off workshop for PRM	June	

Key Risks & Issues

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
R		New systems and ways of working impacting BASI	Continue to engage with Stakeholders. Agree change control process	Ongoing
R		Budget Management	Review monthly	Ongoing
R		End user capacity with new systems going live in April	Work with relevant teams to join up training	Closed

Appendix C: Sponsor Highlight Report – Feb-Mar 2017**Business & Systems Integration project – February/March 2017**

Business Owner: Project Manager: Business Sponsors:	Julian Parsons Anne-Marie Carter Lynne Swift David Sutherland	Project Objectives: To streamline, automate and integrate systems and business processes across: - HR & Payroll, Finance & Planning, Premises Risk Management, Resource Management, Asset Management Data duplication will be reduced and the efficiency and effectiveness of both our processes and MI will increase	Overall RAG 
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Finance		Plan		Risks & Issues		Scope		Resources	
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Exec Summary – Past Period's Activities*Finance & Planning*

- UAT completed
- Training across the business completed
- Go Live Agreed for 3rd April

HR & Payroll

- UAT completed
- 2 Parallel Runs completed
- Training across the business completed
- Scope for Phase 2 agreed – Draft plan completed
- Go Live Agreed for 3rd April

PRM

- Internal workshops started to review processes

Other

-

Priorities for Next Period - Apr*Finance & Planning*

- Go Live

HR & Payroll

- Go Live
- Test expenses
- Complete 1st Pay run

PRM

- Continue with internal workshops
- Build high level plan
- Visit Greater Manchester FRS to review their use of the system




Other

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Key Decisions Required:

- None

Key Milestones

Milestone	Forecast/ Actual	RAG
Next BTB	25 th May	
Next O&A	26 th July	
HR/Payroll Live	3 rd April	
Finance Live	3 rd April	

Key Risks & Issues

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
R		New systems and ways of working impacting BASI	Continue to engage with Stakeholders. Agree change control process	Ongoing
R		Budget Management	Review monthly	Ongoing
R		End user capacity with new systems going live in April	Work with relevant teams to join up training	Ongoing

Appendix D: Audit Progress

	Control description	Priority H/M/L	Management Action Plan	Task owner and target date for implementation	Latest Update
Key Area: Project Approval and Link to Strategic Objectives					
1	There is a project plan in place for the entire duration of the project, which clearly states how benefits will be realised.	Medium	<i>The individual project plans will be completed by the suppliers in conjunction with BMKFA as this makes best use of resource. A high level project plan will be put in place capturing key milestones for the outstanding elements</i>	Who to be actioned by: Anne-Marie Carter, Project Manager When to be actioned by: 31 Jan 2017	Completed: There is now a high level plan showing all stages of the project, this can be seen in Appendix F: Go Live Dates
2	Risks have been identified and there is a process in place for managing those risks, including escalation where appropriate.	Medium	<i>High level risks will continue to be captured on the highlight report and discussed at the sponsors meetings Detailed risks relating to the project will be updated on a regular basis; actions to manage the risks will be recorded and monitored.</i>	Who to be actioned by: Anne-Marie Carter, Project Manager When to be actioned by: 31 Jan 2017	Completed: The risk/issue log is updated monthly or when needed, high level risks continue to be entered on the highlight report
Key Area: Resources, Skills and Governance					
3	Project management methodology has been agreed.	Medium	<i>The BMKFA Project Management methodology will be reviewed taking into consideration other guidance including - National Operational Guidance programme. - Thames Valley Collaboration programme This will ensure any methodology and templates put in place will support collaboration. The new methodology will be communicated to business</i>	Who to be actioned by: Anne-Marie Carter, Project Manager When to be actioned by: 31 July 2017	Ongoing – On track: A review of all Project Management processes and documentation is underway.
Key Area: Project Approval and Link to Strategic Objectives					
4	The project plan is revised and checked for viability if changes to the specifications are made.	Low	<i>Any revisions to the specification of the project will be formally agreed at the appropriate Board and minuted.</i>	Who to be actioned by: Julian Parsons, Head of Service Development When to be actioned by: Ongoing	Ongoing: There have been no project changes since the audit. All progress reports are taken to BTB and SMB.
Key Area: Resources, Skills and Governance					
5	Project interdependencies have been considered and documented.	Low	<i>Dependencies will continue to be worked on throughout the project. All project documentation will be kept up to date to ensure that the current dependencies of the project are known.</i>	Who to be actioned by: Anne-Marie Carter, Project Manager When to be actioned by: Ongoing	Ongoing: Dependencies are being tracked within the risk and issue log

Appendix E: Spend Breakdown

Summary:

	2015/16	2016/17	2017/18	2018/19	Total
	£000	£000	£000	£000	£000
Budget		590	410	0	1,000
					0
Spent	34	373	21	0	428
Committed		0	269	45	314
Earmarked		0	134	124	258
Total	34	373	424	169	1,000

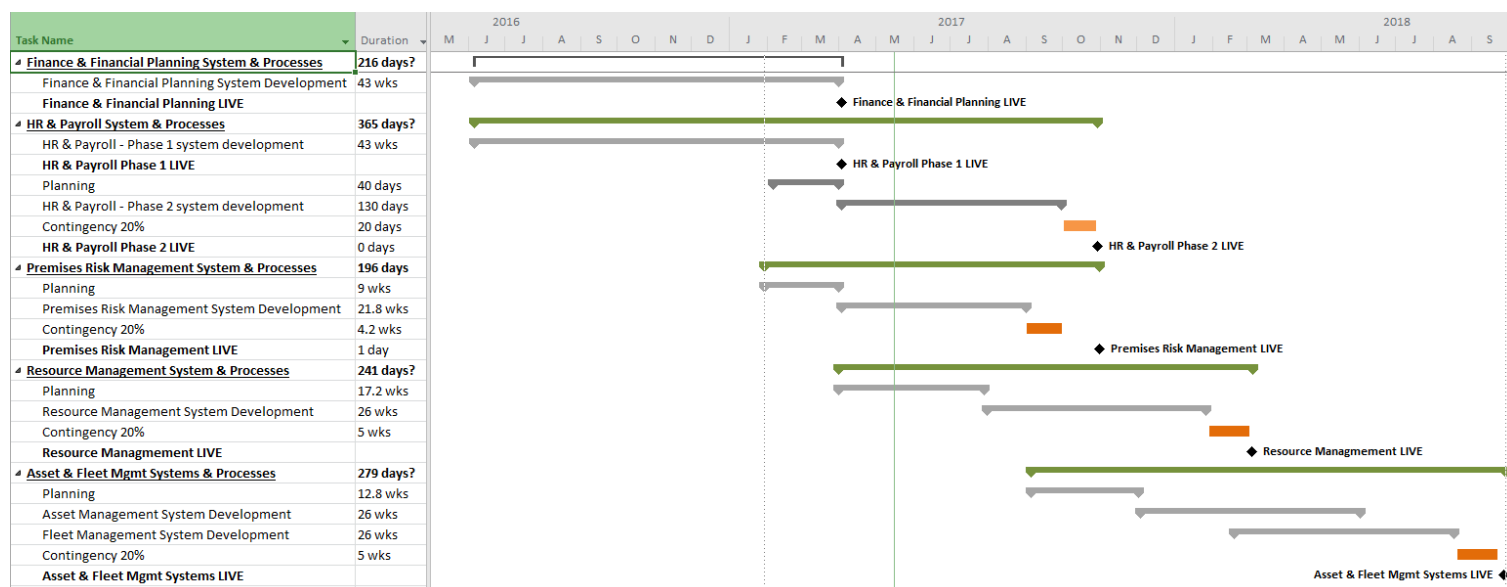
Contingency of £200k was not needed in 16/17

Please note:

- All figures as at end of April 2017
- Spent = Purchase Order paid
- Committed = Purchase Order raised
- Earmarked = For Asset & Resource Management systems replacement and training

Appendix F: Go Live Dates

Area	Target Go Live	Tracking
Finance	April 2017	Achieved
HR – Phase 1	April 2017	Achieved
HR – Phase 2	September 2017	On track
Payroll	April 2017 1 st Pay run at end of April '17	Achieved
Premises Risk Management	TBC – Late 2017	N/A
Resource Management	TBC – Mid 2018	N/A
Asset Management	TBC – Late 2018	N/A



System Descriptions:

Finance: Replacement of SAP covering all areas of Finance and Planning

HR – Phase 1: Replacement of SAP covering Core HR, Absence, Pensions, Costing and Employee and Manager Self Service

HR – Phase 2: Replacement of SAP covering Learning Events, People Development, Discipline and grievance, Dashboards, Org Charting, Recruitment/web recruitment

Payroll: Replacement of SAP covering all Payroll elements

Premises Risk Management: Replacement of Microsoft access database and manual processes covering:

- Home Fire and Risk Checks and prevention activities;
- Site Specific Risk Information. This is the data used by our firefighters when attending operational incidents;
- Fire Protection Audits. This is the data collected as part of our activities in enforcing fire safety regulations in commercial premises.