



# Buckinghamshire & Milton Keynes Fire Authority


<b>MEETING</b>	Overview and Audit Committee
<b>DATE OF MEETING</b>	15 November 2017
<b>OFFICER</b>	Julian Parsons, Head of Service Development
<b>LEAD MEMBER</b>	Councillor Peter McDonald
<b>SUBJECT OF THE REPORT</b>	<b>Business and Systems Integration Project: Progress Report</b>
<b>EXECUTIVE SUMMARY</b>	<p>The Business and Systems Integration Project (BASI) remains on track and on budget.</p> <p>Since the last Overview and Audit Committee meeting there has been the following activity:</p> <ul style="list-style-type: none"> <li>• Reviewed feedback on the Finance/HR &amp; Payroll systems to ensure new ways of working are embedded;</li> <li>• Resource Management Tender has been issued;</li> <li>• The first part of Premises Risk Management, Safe and Well visit - scope has been agreed and signed off.</li> </ul> <p>The five project management audit actions continue to be progressed:</p> <ul style="list-style-type: none"> <li>• 4 have been completed;</li> <li>• 1 is due completion in November.</li> </ul> <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"> <li>• Continue to review Finance/HR &amp; Payroll processes to ensure project meets its objectives to streamline and automate processes</li> <li>• Building and testing of the new Learning &amp; Development and Performance Management processes and system</li> <li>• Safe and Well eLearning training package being built to support launch</li> </ul>
<b>ACTION</b>	Noting.

<b>RECOMMENDATIONS</b>	That the report is noted.
<b>RISK MANAGEMENT</b>	<p>The project risks are contained within a project risk register.</p> <p>Current high level project risks can be seen in Appendix A – Highlight report – September 2017.</p> <p>The governance of this register, including escalations is in line with existing service policy.</p>
<b>FINANCIAL IMPLICATIONS</b>	There are no further financial implications related to the project identified in this paper.
<b>LEGAL IMPLICATIONS</b>	There are no further legal implications related to the project identified in this paper.
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	<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>
<b>HEALTH AND SAFETY</b>	No Health and Safety implications perceived at this time.
<b>EQUALITY AND DIVERSITY</b>	HR system allows us to collect 'real time' equality & diversity data securely allowing it to be used for trend analysis. eRecruitment will provide equality and diversity data at all stages of recruitment.
<b>USE OF RESOURCES</b>	<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 &amp; Payroll implementation.</p> <p>A Finance, HR &amp; Payroll implementation and training plan is being delivered based on the resources available.</p> <p>An agreement has been made with Service Delivery</p>

	<p>managers to assign an operational resource to support the implementation of the Premises Risk Management (PRM) system from late 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><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><b>Background</b></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><b>Background Papers</b></p> <ul style="list-style-type: none"> <li>• <a href="#">ICT Strategy 2014-2019</a></li> <li>• <a href="#">Business and Systems Terms of Reference</a></li> <li>• <a href="#">Business and Systems Integration Business case</a></li> <li>• <a href="#">Business and Systems Integration Project: Governance Reporting Arrangements (18 November 2015)</a></li> </ul>
<p><b>APPENDICES</b></p>	<p>Appendix A: Highlight Report – Sept 2017</p> <p>Appendix B: Highlight Report – Aug 2017</p> <p>Appendix C: Highlight Report – June-July 2017</p> <p>Appendix D: Audit Progress</p> <p>Appendix D: Spend Breakdown</p> <p>Appendix E: Go Live Dates</p>
<p><b>TIME REQUIRED</b></p>	<p>5 minutes.</p>
<p><b>REPORT ORIGINATOR AND CONTACT</b></p>	<p>Anne-Marie Carter  <a href="mailto:acarter@bucksfire.gov.uk">acarter@bucksfire.gov.uk</a>                  07966 886689</p>

**Appendix A: Sponsor Highlight Report – Sept 2017**

# Business & Systems Integration project – September 2017

<b>Business Owner:</b> <b>Project Manager:</b> <b>Business Sponsors:</b>	Julian Parsons Anne-Marie Carter Lynne Swift David Sutherland	<b>Project Objectives:</b> 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	<b>Overall RAG</b> 
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Finance		Plan		Risks & Issues		Scope		Resources	
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**Exec Summary – Past Period’s Activities**

*Finance & Planning*

- Reviewed feedback and made changes where appropriate

*HR & Payroll*

- End user feedback sessions held – feedback incorporated into Phase 1.5
- Phase 1.5 – Continuous improvement plan delivery continuous and reviewed fortnightly
- Expenses forms continue to rollout – staggered approach
- eRecruitment testing completed
- Learning & Development build continues

*Premises Risk Management*

- Safe & Well scoping document signed off
- Safe & Well eLearning package designed
- Working group set up and meeting weekly

*Resource Management*

- Tender in progress

**Priorities for Next Period - October**

*Finance & Planning*

- Continue to review processes and update where appropriate

*HR & Payroll*

- Phase 1.5 – Continuous Improvement – delivery ongoing
- Expenses Rollout complete
- eRecruitment – people strategy site complete

*Premises Risk Management*

- Safe & Well build starts
- eLearning build starts

*Resource Management*

- Tender Evaluations inc Supplier presentations
- Supplier chosen by the end of October

**Key Decisions Required:**

- None

**Key Milestones**


Milestone	Forecast/ Actual	RAG
Next BTB	5 <sup>th</sup> October	
Next O&A	15 <sup>th</sup> November	
Resource Management System supplier chosen	End of Oct	

**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

**Appendix B: Sponsor Highlight Report – Aug 2017**

# Business & Systems Integration project – August 2017

<b>Business Owner:</b> <b>Project Manager:</b> <b>Business Sponsors:</b>	Julian Parsons Anne-Marie Carter Lynne Swift David Sutherland	<b>Project Objectives:</b> 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	<b>Overall RAG</b> 
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Finance		Plan		Risks & Issues		Scope		Resources	
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**Exec Summary – Past Period's Activities**

*Finance & Planning*

- Reviewed feedback and made changes were appropriate

*HR & Payroll*

- Phase 1.5 – Continuous improvement plan delivery continuous and reviewed fortnightly
- Expenses forms continue to rollout – staggered approach
- eRecruitment testing ongoing
- Learning & Development build started

*Premises Risk Management*

- Safe & Well scoping document drafted
- Working group set up and meeting weekly

*Resource Management*

- Requirements signed off
- Tender Issued

**Priorities for Next Period - September**

*Finance & Planning*

- Continue to review processes and update where appropriate

*HR & Payroll*

- Feedback sessions with end users to be held – 5<sup>th</sup>/6<sup>th</sup> Sept
- Phase 1.5 – Continuous Improvement – delivery ongoing
- Expenses Rollout
- eRecruitment testing to be completed

*Premises Risk Management*

- Safe & Well scoping document signed off

*Resource Management*

- Tender in progress – Submission deadline: 4<sup>th</sup> October

**Key Decisions Required:**

- None

**Key Milestones**


Milestone	Forecast/ Actual	RAG
Next BTB	7 <sup>th</sup> September	
Next O&A	15 <sup>th</sup> November	
Issue Resource Management System tender	End of Aug	

**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

**Appendix C: Sponsor Highlight Report – June-July 2017**

**Business & Systems Integration project – June/July 2017**

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

*Finance & Planning*

- Feedback sessions held with end users
- Reviewed feedback and made changes were appropriate

*HR & Payroll*

- Phase 1.5 – Continuous improvement plan agreed and reviewed fortnightly
- 1<sup>st</sup> group of Expenses forms live – staggered approach
- eRecruitment testing started
- Learning & Development scoping and build workshops completed

*Premises Risk Management*

- Greater Manchester visit completed – good feedback from team
- Initial scoping session held with the supplier
- Working group set up and meeting weekly

*Resource Management*

- High Level plan agreed
- Market research Supplier days held
- Shropshire Fire Service visit completed to review their Resource Management system
- Draft requirements captured

**Priorities for Next Period - August**

*Finance & Planning*

- Continue to review processes and update where appropriate

*HR & Payroll*

- Feedback sessions with end users to be held – 5<sup>th</sup>/6<sup>th</sup> Sept
- Phase 1.5 – Continuous Improvement – delivery ongoing
- Expenses Rollout
- eRecruitment testing continues

*Premises Risk Management*

- Scoping document drafted

*Resource Management*

- Work with Oxfordshire and Berkshire Fire Services on inclusion in tender
- Sign off Requirements
- Issue Tender

**Key Decisions Required:**

- None

**Key Milestones**

Milestone	Forecast/ Actual	RAG
Next BTB	3 <sup>rd</sup> August	
Next O&A	15 <sup>th</sup> November	
Issue Resource Management System tender	End of Aug	

**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

**Appendix D: Audit Progress**

	Control description	Priority H/M/L	Management Action Plan	Task owner and target date for implementation	Latest Update
<b>Key Area: Project Approval and Link to Strategic Objectives</b>					
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
<b>Key Area: Resources, Skills and Governance</b>					
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(NOG). - 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: <del>31 July 2017</del> 31 <sup>st</sup> October 2017	Ongoing – Delayed: A review of all Project Management processes and documentation is underway. National Operational Guidance taking longer to agree format New actioned by date: 31 <sup>st</sup> October 2017
<b>Key Area: Project Approval and Link to Strategic Objectives</b>					
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	Completed: There have been no project changes since the audit. All progress reports are taken to BTB and SMB.
<b>Key Area: Resources, Skills and Governance</b>					
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	Completed: Dependencies are being tracked within the risk and issue log

## Appendix E: Spend Breakdown

Summary:

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Budget		590	410	0	1,000
Spent	34	373	202	0	609
Committed		0	93	46	139
Earmarked		0	131	121	252
<b>Total</b>	<b>34</b>	<b>373</b>	<b>426</b>	<b>167</b>	<b>1,000</b>

Contingency of £200k was not needed in 16/17 and there are no plans to use it in 17/18

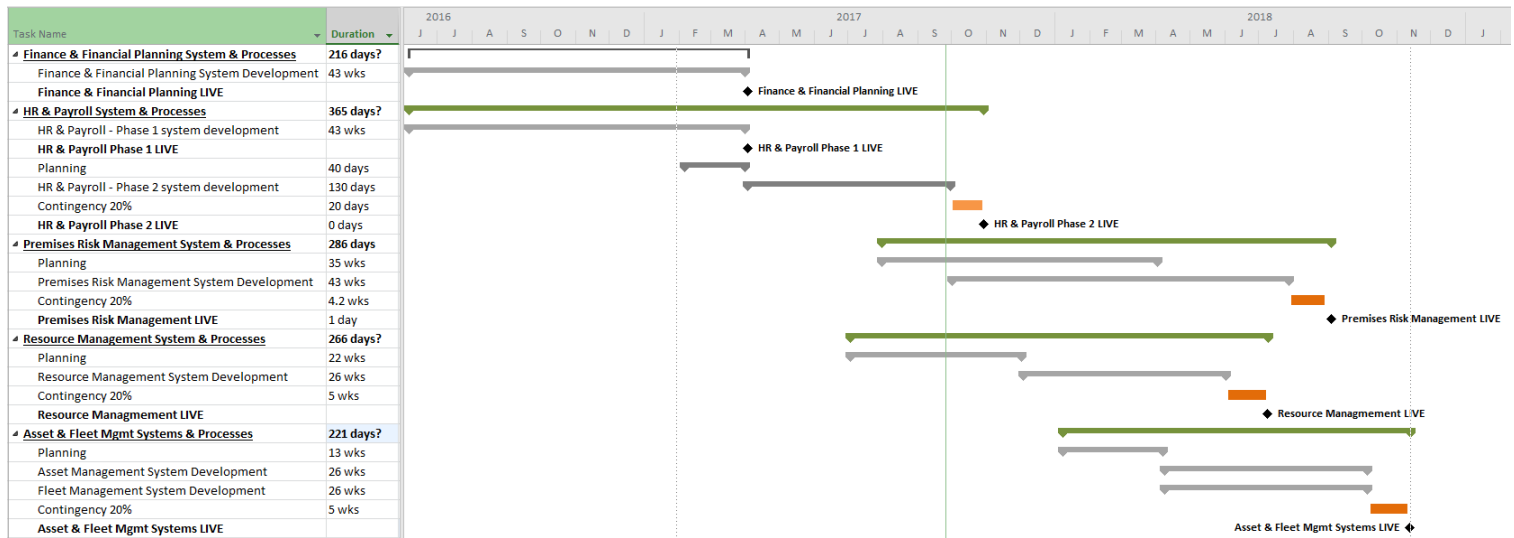
Please note:

- All figures as at end of Sept 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- March 2018	On track
Payroll	April 2017 1 <sup>st</sup> Pay run at end of April '17	Achieved
Premises Risk Management	Late 2018	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.