



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	7 March 2018
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>The Business and Systems Integration Project (BASI) remains on track to meet our requirements 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"> • Awarded the Resource Management System (RMS) contract to Fire Service Rota, the supplier currently works with Shropshire and Jersey fire Services & over 200 stations in the Netherlands; https://www.fireservicerota.co.uk/pages/home • First part of Premises Risk Management (PRM), Prevention Module is now in build phase. A stakeholder demonstration is planned for February; • Building and testing of the new Learning & Development and Performance Management processes and system are in progress; • The Service won "New customer project of the year" award at the MHR conference; • A review of the overall plan has been completed, this has led to a slight extension to the overall timescales. This is due to: <ol style="list-style-type: none"> 1. In the original project the time taken to tender for systems was underestimated, the impact of this is now being felt. 2. Development of some aspects of PRM and RMS system are linked to supplier's timeframes which is causing some small delays. <p>Completion will now be in early 2019 instead of late 2018. This has no impact on budget. Revised dates can be seen in Appendix F</p> <p>The five project management audit actions are all now</p>


	<p>completed. 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"> • Extending the trial of the eRecruitment system; • Safe and Well eLearning training package being built to support launch; • Design and build of the RMS, kick-off session held in December with key stakeholders.
ACTION	Noting.
RECOMMENDATIONS	That the report is noted.
RISK MANAGEMENT	<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 – December 2017.</p> <p>The governance of this register, including escalations is in line with existing Service policy.</p> <p>An integrated impact assessment is underway for each system.</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>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.

<p>EQUALITY AND DIVERSITY</p>	<p>The HR system allows us to collect 'real time' Equality & Diversity (E&D) data securely allowing it to be used for trend analysis. eRecruitment will provide E&D data at all stages of recruitment.</p>
<p>USE OF RESOURCES</p>	<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>The HR manager has now gone back to the HR/Payroll team.</p> <p>Further to the agreement made with Service Delivery manager, to assign an operational resource to support the implementation of the PRM, recruitment is currently underway.</p> <p>A risk has been added to the risk register due to the movement and leaving of key staff.</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 – Dec 2017</p> <p>Appendix B: Highlight Report – Nov 2017</p> <p>Appendix C: Highlight Report – Oct 2017</p> <p>Appendix D: Audit Progress</p> <p>Appendix E: Spend Breakdown</p> <p>Appendix F: Go Live Dates</p>

TIME REQUIRED	5 Minutes.
REPORT ORIGINATOR AND CONTACT	Anne-Marie Carter acarter@bucksfire.gov.uk 07966 886689

Appendix A: Sponsor Highlight Report – Dec 2017

Business & Systems Integration project – December 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

- Reviewed feedback and made changes were appropriate

HR & Payroll

- Phase 1.5 – Continuous improvement plan delivery continuous and reviewed fortnightly
- eRecruitment live for BASI project support role
- Learning & Development build continues

Premises Risk Management

- Safe & Well build continues
- Other Prevention areas signed off
- Safe & Well eLearning package build continues

Resource Management

- Development started

Overall plan reviewed and re-baselined

Priorities for Next Period - January

Finance & Planning

- Continue to review processes and update where appropriate
- Supplier portal training to be completed

HR & Payroll

- Phase 1.5 – Continuous Improvement – delivery ongoing
- Extend eRecruitment use
- Review Learning and Development build

Premises Risk Management

- Safe & Well build continues
- Other Prevention areas system build
- Safe & Well eLearning package build continues

Resource Management

- Development continues
- Agree scope/size of system integration with Capita/MHR

Key Decisions Required:

- None

Key Milestones


Milestone	Forecast/ Actual	RAG
Next BTB	21 st December	●
Next O&A	7 th March '18	●
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
R	●	Key resources leaving the business or moving role	Continue to review progress regularly and raise issues with Sponsors if needed	Ongoing

Appendix B: Sponsor Highlight Report – Nov 2017

Business & Systems Integration project – November 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

- Reviewed feedback and made changes were appropriate

HR & Payroll

- eRecruitment testing completed
- Learning & Development build continues
- Absence Management trail started

Premises Risk Management

- Safe & Well build continues
- Scoped other Prevention areas
- Safe & Well eLearning package build continues

Resource Management

- Contract awarded to Fire Service Rota(FSR)
- Kick off meeting held

Priorities for Next Period - December

Finance & Planning

- Continue to review processes and update where appropriate

HR & Payroll

- Phase 1.5 – Continuous Improvement – delivery ongoing
- Handover of knowledge due to leaver.

Premises Risk Management

- Safe & Well build continues
- Sign off other Prevention areas
- Safe & Well eLearning package build continues

Resource Management

- Data transfer scoping starts
- FSR start development

Key Decisions Required:

- None

Key Milestones


Milestone	Forecast/ Actual	RAG
Next BTB	21 st December	
Next O&A	7 th March '18	
eRecruitment Live	December	

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		Key resources leaving business or moving role	Continue to review progress regularly and raise issues with Sponsors if needed	Ongoing

Appendix C: Sponsor Highlight Report – Oct 2017

Business & Systems Integration project – October 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

- Reviewed feedback and made changes were appropriate

HR & Payroll

- Phase 1.5 – Continuous improvement plan delivery continuous and reviewed fortnightly
- Expenses forms rollout complete
- Absence management trial briefings completed
- Learning & Development build continues

Premises Risk Management

- Safe & Well build started
- Safe & Well eLearning package build started

Resource Management

- Tender Evaluations inc Supplier presentations completed
- Moved in to Standstill period

Attend the MHR conference and won "New customer project of the year award"

Priorities for Next Period - November

Finance & Planning

- Continue to review processes and update where appropriate

HR & Payroll

- Phase 1.5 – Continuous Improvement – delivery ongoing
- Absence Management trial starts – will run for 3 months

Premises Risk Management

- Safe & Well build continues
- Scope other Prevention areas
- Safe & Well eLearning package build continues


Resource Management

- Award contract

Key Decisions Required:

- None

Key Milestones

Milestone	Forecast/ Actual	RAG
Next BTB	21 st December	
Next O&A	15 th November	
Resource Management System contract awarded	Mid November	

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
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(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: 31 July 2017 31 st October 2017	Completed: A review of all Project Management processes and documentation has been completed. A new Project Management toolkit has been created.
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	Completed: 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	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	230	0	637
Committed		0	73	115	188
Earmarked		0	30	145	175
Total	34	373	333	260	1,000

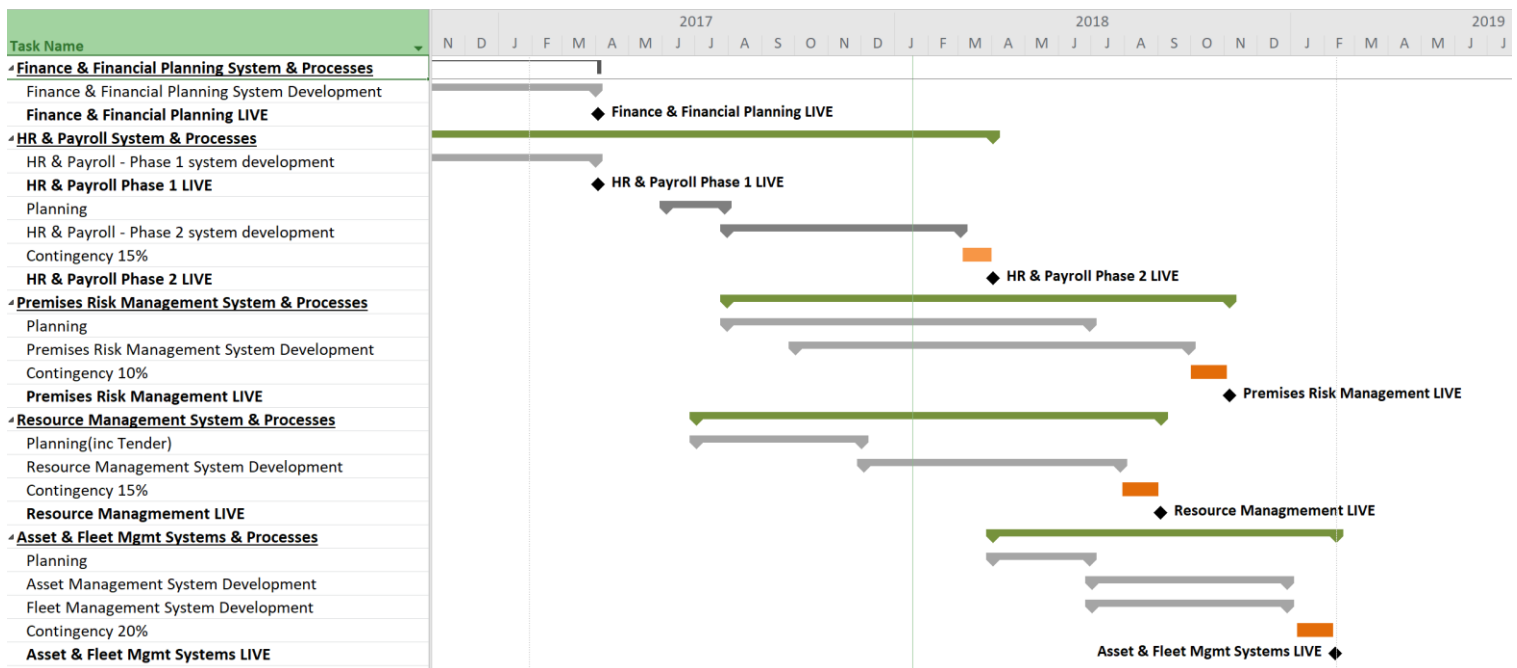
Contingency of £200k was not needed in 16/17 and there are no plans to use it in 17/18

Please note:

- All figures as at end of Dec 2017
- Spent = Purchase Order paid
- Committed = Purchase Order raised
- Earmarked = For Asset Management system replacement; Project Support 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 st Pay run at end of April '17	Achieved
Premises Risk Management	Late 2018	N/A
Resource Management	TBC – Mid 2018 Sept 2018	N/A
Asset Management	TBC – Late 2018 Early 2019	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.