



# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Overview and Audit Committee
<b>DATE OF MEETING</b>	18 July 2018
<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 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"> <li>• eRecruitment is live and was utilised for the latest round of Apprentice applications. A review of the process is underway to see if we could improve the process and utilise the system more;</li> <li>• A trial has started using iTrent for course attendance and skills management, this will support future work with the Resource Management System (RMS);</li> <li>• The build of the Prevention module is nearing completion with a trial in High Wycombe to commence in early July;</li> <li>• The RMS build is well underway with the following areas completed: Payroll, Rota Management and tiered response model;</li> <li>• Following the extension of the overall timescales a financial review has been completed to assess the viability of extending the Project Manager contract to deliver further benefits. An extension has been agreed by the project sponsors, in consultation with the Senior Management Team, until March 2020. This will be funded from the project contingency.</li> </ul> <p>Spend across the BASI project remains on track and within overall 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>• Completion of the Safe and Well eLearning</li> </ul>


	<p>training package to and training of the Prevention Trial station – High Wycombe;</p> <ul style="list-style-type: none"> <li>• Build of the RMS continues with focus on Working Time Directive and Dashboards.</li> </ul>
<b>ACTION</b>	Information.
<b>RECOMMENDATIONS</b>	That the report be 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 – May/Jun 2018.</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>
<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>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>	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.
<b>USE OF RESOURCES</b>	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>An agreement has been made with Service Delivery managers to assign an operational resource to support the implementation of the PRM and RMS. As a result of Crew Commander Oli Finch has joined the team, on secondment from Broughton, for a period of 6 months.</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><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 – May/June 2018  Appendix B: Highlight Report – Mar/Apr 2018  Appendix C: Highlight Report – Jan/Feb 2018  Appendix D: Spend Breakdown  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>

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**Appendix A: Sponsor Highlight Report – May/June 2018**

# Business & Systems Integration project – May/June 2018

<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*

*HR & Payroll*

- Attendance Management trial review completed
- Course and Skill Trial continues
- Learning & Development build review completed

*Premises Risk Management*

- Safe and Well eLearning package released to crews
- Prevention reporting and workflows built
- UAT started
- Review started of Protection documentation to go onto to the new system

*Resource Management*

- Development continues – Focused on Bank shifts, dashboard prep
- FDO taster session held

*Asset Management*

- Process mapping the As-Is started

Presented system plan to Thames Valley Fire Control Joint Coordination Group  
Produced plan showing all system project occurring in 18/19 to support with capacity planning

**Priorities for Next Period – July/August**  
*Finance & Planning*

- Refresher training sessions to take place

*HR & Payroll*

- Attendance management trial – update system/process with feedback
- Update Learning and Development build following feedback
- Update system/process with feedback following Recruitment Optimisation sessions

*Premises Risk Management*

- Train Trial station(High Wycombe) on Prevention module
- Trial Commences 16<sup>th</sup> July

*Resource Management*

- Development continues – focus on Working Time Directive and continuing with dashboards
- Continue with Rota builds
- Start staff engagement sessions

*Asset Management*




- Continue with process mapping the As-Is
- Hold Supplier awareness days

**Key Decisions Required:**  
- None

**Key Milestones**


Milestone	Forecast/ Actual	RAG
Next BTB	2 <sup>nd</sup> Aug	
Next O&A	18 <sup>th</sup> July	
Premises Risk Management – Prevention Trial	July	






**Key Risks & Issues**

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
R		FRS/Capita integration change request not responded to therefor not currently scheduled	Continue to chase Capita Raise at Service Review meeting Review fallback options	End of July
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 – Mar/Apr 2018**

# Business & Systems Integration project – March/April 2018

<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 continues
- Review of recruitment completed
- Course and Skill trial underway
- Learning & Development build continues

*Premises Risk Management*

- Build of Safe & Well and other prevention forms complete
- Reporting spec agreed

*Resource Management*

- Development continues – Focused on Tiered Response Model, Rotas, Extra Hrs
- Change request submitted to Capita

**Priorities for Next Period – May/June**

*Finance & Planning*

- Refresher training sessions to take place

*HR & Payroll*

- Complete Attendance management trial review
- Review Learning and Development build

*Premises Risk Management*

- Prevention reporting and workflows to be built
- Safe and Well eLearning package completed
- Train Trial station(High Wycombe) on Prevention module

*Resource Management*

- Development continues – focus on Working Time Directive and dashboards

*Asset Management*

- Start to process map the As-Is

Present system plan to Thames Valley Fire Control Joint Coordination Group

**Key Decisions Required:**

- None

**Key Milestones**


Milestone	Forecast/ Actual	RAG
Next BTB	24 <sup>th</sup> May	
Next O&A	25 <sup>th</sup> July	
Premises Risk Management – Prevention Trial	July	

**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 C: Sponsor Highlight Report – Jan/Feb 2017**

# Business & Systems Integration project – January/February 2018

<p><b>Business Owner:</b>  <b>Project Manager:</b>  <b>Business Sponsors:</b></p>	<p>Julian Parsons                  Anne-Marie Carter                  Lynne Swift                  David Sutherland</p>	<p><b>Project Objectives:</b>                  To streamline, automate and integrate systems and business processes across:                  - HR &amp; Payroll, Finance &amp; 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</p>	<p><b>Overall RAG</b></p> 
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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
- Supplier portal training completed

*HR & Payroll*

- Phase 1.5 – Continuous improvement plan delivery continues
- eRecruitment extended to Apprentice applications
- Learning & Development build continues

*Premises Risk Management*

- Safe & Well build – 85% complete
- Other Prevention areas system build 90% complete
- Session with team to review build so far
- Safe & Well eLearning package build continues

*Resource Management*

- Development continues – Focused on payroll
- Initial conversations had with Capita and MHR regarding integration

*Asset Management*

- Agreed approach and way forward

Overall financial review completed to assess viability for Project Management extension

**Key Milestones**

Milestone	Forecast/ Actual	RAG
Next BTB	22 <sup>nd</sup> March	
Next O&A	7 <sup>th</sup> March '18	
Premises Risk Management – Prevention Trial	June/July	

**Priorities for Next Period - March**

*Finance & Planning*

- Continue to review processes and update where appropriate

*HR & Payroll*

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

*Premises Risk Management*

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




*Resource Management*

- Development continues

**Key Decisions Required:**

- None

**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 D: Spend Breakdown**

Summary:

	2015/16	2016/17	2017/18	2018/19	Total
	£000	£000	£000	£000	£000
Budget		590	410	0	1,000
Spent	34	373	237	10	654
Committed		0	0	180	180
Earmarked		0	0	166	166
<b>Total</b>	<b>34</b>	<b>373</b>	<b>237</b>	<b>356</b>	<b>1,000</b>

**Contingency** of £200k was not needed in 17/18.

To support the delivery of the project the Senior Management Team have signed off an extension to the Project Management contract until March '20. This will be funded from contingency in 18/19.

Please note:

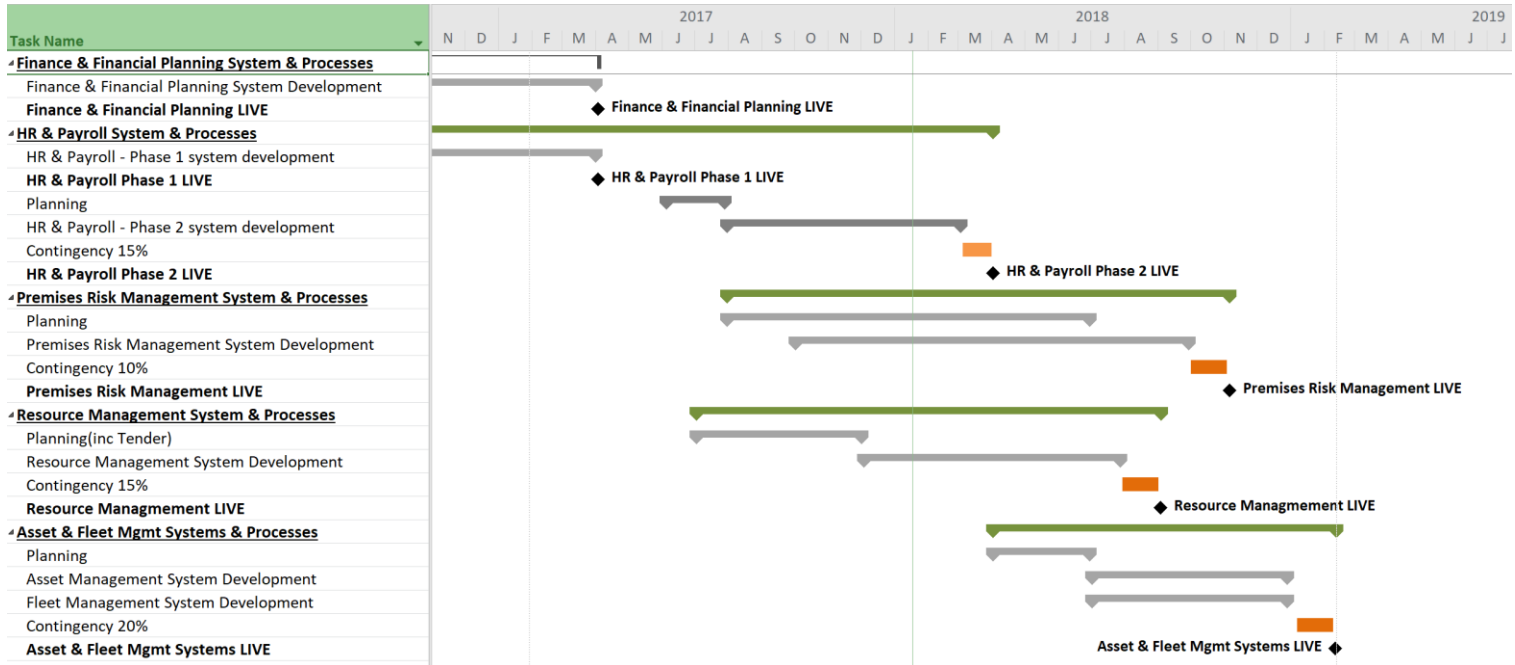
- All figures as at end of April 2018
- Spent = Purchase Order paid
- Committed = Purchase Order raised
- Earmarked = For Asset Management system replacement; Project Support and training

**Appendix E: Go Live Dates**

Area	Target Go Live	Tracking
Finance	April 2017	Achieved
HR – Phase 1	April 2017	Achieved
HR – Phase 2	September 2017- March 2019	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	<del>TBC – Mid 2018-</del> Sept 2018	N/A
Asset Management	<del>TBC – Late 2018-</del> Early 2019	N/A



## Business and Systems Integration Project: Progress Report



### 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.