



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	14 November 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"> • The Prevention trial has started in High Wycombe with crews using a tablet to complete a Safe and Well visit. Feedback sessions have been held and the project team are now looking at how we could incorporate their feedback; • The Resource Management System (RMS) build is nearing completion with 85% of the functionality now available. Station Commanders familiarisation session have been completed; • Delays with Vision integration, due to cost & timescales, means we have had to extend the rollout dates of the RMS, revised dates can be seen in Appendix D • We are hosting the first UK Fire Service User group meeting with both Shropshire and Warwickshire attending, this will provide an opportunity to align development & reduce costs. <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"> • Extending the trial of the Prevention system to a further station including updated training, process and system; • Design of Protection system to support alignment of processes and templates across


	<p>the county;</p> <ul style="list-style-type: none"> • Dual running the RMS officers rota throughout October and trialling at two stations, the focus for RMS stream is training On Call Officers, Station Commanders and station teams.
ACTION	Noting.
RECOMMENDATIONS	That the report is noted.
RISK MANAGEMENT	<p>The project risks are contained within a project risk register. Current high level project risks can be seen in Appendix A – Highlight Report – Sept/Oct 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>
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.
EQUALITY AND DIVERSITY	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.
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>An agreement has been made with Service Delivery</p>

	<p>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 10 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>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 – Sept/Oct 2018 Appendix B: Highlight Report – July/Aug 2018 Appendix C: Spend Breakdown Appendix D: Go Live Dates</p>
<p>TIME REQUIRED</p>	<p>5 Minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Anne-Marie Carter acarter@bucksfire.gov.uk 07966 886689</p>

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Appendix A: Sponsor Highlight Report – Sept/Oct 2018

Business & Systems Integration project – Sept/Oct 2018

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

HR & Payroll

- Course and Skill Trial continues
- System updated following feedback from across POD

Premises Risk Management

- Prevention Trial continues in High Wycombe with feedback sessions held
- Protection forms agreed to go onto to the new system

Resource Management

- Development and build continues
- Staff engagement/training sessions started in Aylesbury/Broughton/Oncall & Officers

Asset Management

- Process mapping the As-Is continues

Priorities for Next Period – Nov/Dec
Finance & Planning

HR & Payroll

- Extend Attendance management trial
- Update Learning and Development build following feedback
- Continue updating system/process with feedback following Recruitment Optimisation sessions

Premises Risk Management

- Prevention feedback to be incorporated into the system and processes updated
- Extend Prevention trial to one further station
- Protection letters to be signed off and start system build

Resource Management

- Development and build continues
- Continue staff engagement/training sessions




Asset Management

- Review the options we have with current suppliers



Key Decisions Required:

- None

Key Milestones


Milestone	Forecast/ Actual	RAG
Next BTB	6 th Sept	
Next O&A	14 th ~Nov	
Resource Management System Trial	Sept	






Key Risks & Issues

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
R		FRS/Capita integration change request price higher than expected	Working with Capita to review alternatives New quote due 26 th Oct	Nov
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 – July/Aug 2018

Business & Systems Integration project – July/Aug 2018

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

- Refresher training sessions held

HR & Payroll

- Attendance Management system/processes updated following feedback
- Course and Skill Trial continues

Premises Risk Management

- Prevention Trial started in High Wycombe
- Review started of Protection documentation to go onto to the new system

Resource Management

- Development and build continues
- Visited Warwickshire Fire service to review collaboration opportunities

Asset Management

- Process mapping the As-Is continues

Priorities for Next Period – Sept/Oct

Finance & Planning

- Refresher training sessions held

HR & Payroll

- Extend Attendance management trial
- Update Learning and Development build following feedback
- Continue updating system/process with feedback following Recruitment Optimisation sessions

Premises Risk Management

- Prevention trial continues with ongoing reviews
- Agree Protection documentation and start system build

Resource Management

- Development and build continues
- Hold staff engagement/training sessions

Asset Management

- Continue with process mapping the As-Is

Key Decisions Required:

- None

Key Milestones

Milestone	Forecast/ Actual	RAG
Next BTB	6 th Sept	
Next O&A	14 th ~Nov	
Resource Management System Trial	Sept	

Key Risks & Issues

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
R		FRS/Capita integration change request price higher than expected	Work with Capita to review alternatives	Sept
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: 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	142	786
Committed		0	0	71	71
Earmarked		0	0	143	143
Total	34	373	237	356	1,000

Contingency of £200k is being used in the following way.

	18/19	19/20	Total
	£000	£000	£000
Project Manager Extension	74	31	105
Resource Management Integrations	75		75

Please note:

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

Appendix D: 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 st Pay run at end of April '17	Achieved
Premises Risk Management	Late 2018	In Review
Resource Management	TBC – Mid 2018- Oct 2018 – Jan 2019	Delayed
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.