



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	20 November 2019
OFFICER	Calum Bell, Head of Service Development
LEAD MEMBER	Councillor David Hopkins
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 Resource Management System (RMS) has been developed to capture and measure working time metrics; • Home Office Annex A approved allowing integration work to start between RMS and Command & Control (Vision); • Showcased the work we have done across Premises Risk Management System (PRMS) and RMS with other Services; • Community Activity now being captured in PRMS allowing us to track and report on the great community activity that take place. <p>Spend across the BASI project remains on track and within overall budget. Regular reviews are completed with the Finance team (See Appendix C for Spend breakdown).</p> <p>At the time of completing this report the current activities are underway:</p> <ul style="list-style-type: none"> • Vision integration development in progress and testing to start in October; • Fleet Management system contract being written; • Site Specific Risk Information (SSRI) requirements being pulled together including feedback sessions with stations; • Review of feedback for both RMS and PRM continues to develop the systems and processes further.


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 – Sept/Oct 2019.</p> <p>The governance of this register, including escalations is in line with existing Service policy.</p> <p>DPIA to be completed by each systems Information Asset owner.</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 with Warwickshire and Shropshire Fire Services continues to support the development of the Resource Management system.</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	The Working Time Directive measures, that have been built in RMS, are being reviewed.
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>Business case approved for Operational resource on alternative duties to support the project.</p> <p>The project manager will continue to monitor if other resources are required.</p> <p>There is a risk on 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</p>

	<p>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) • NEW - ICT Strategy 2019-2024
<p>APPENDICES</p>	<p>Appendix A: Highlight Report – Sept/Oct 2019</p> <p>Appendix B: Highlight Report – July/Aug 2019</p> <p>Appendix C: Spend Breakdown</p> <p>Appendix D: 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>

This page is left intentionally blank

Appendix A: Sponsor Highlight Report – Sept/Oct 2019

Business & Systems Integration project – September/October 2019

Business Owner: Project Manager: Business Sponsors:	Calum Bell Anne-Marie Carter Mick Osborne Mark Hemming	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

HR & Payroll

- 3 day process optimisation workshop completed focusing on Request to recruit, new starters, leavers
- System and processes continues to be updated following feedback from across POD

Premises Risk Management

- SSRI Question set scoped
- System updated following feedback from end users

Resource Management

- Vision integration development completed

Asset Management

- New contract for Fleet management scoped
- Initial review of Redkite completed

Overall

- Showcased both PRMS and RMS with a Humberside and Hertfordshire

Priorities for Next Period – Nov/Dec

HR & Payroll

- Continue updating system/processes following Optimisation workshop

Premises Risk Management

- Continue scoping SSRI, linking to Risk Information Management Programme
- Continue to update system following feedback from end users
- Agree handover/support process

Resource Management

- Continue to review Go Live feedback and complete development based on this feedback
- Vision integration testing to be completed





Asset Management

- Visit Redkite to understand development opportunities
- Sign Fleet Management contract




Key Decisions Required:

- None

Key Milestones


Milestone	Forecast/ Actual	RAG
Next BTB	5 th Sept	
Next O&A	13 th Nov	
		
		






Key Risks & Issues

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
R		Home office requires a full Annex A submission with a 3 month turnaround time	Annex A has now been signed off and work has started on integration	Oct
R		New systems and ways of working impacting BASl	Continue to engage with Stakeholders. Agree change control process	Ongoing
R		Budget Management	Review monthly	Ongoing

Appendix B: Sponsor Highlight Report – July/August 2018

Business & Systems Integration project – July/August 2019

Business Owner: Project Manager: Business Sponsors:	Calum Bell Anne-Marie Carter Mick Osborne Mark Hemming	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

HR & Payroll

- System continues to be updated following feedback from across POD

Premises Risk Management

- Scoping for SSRI started
- Community activity capture now live

Resource Management

- Working Time Directive measures added to the system
- Vision integration development started

Asset Management

- Agreement of scope for fleet management

Overall

- Opex review completed and Budget Challenge submitted

Priorities for Next Period – Sept/Oct

HR & Payroll

- Continue updating system/processes following POD Optimisation sessions
- 3 day process optimisation workshop

Premises Risk Management

- Start scoping SSRI, linking to Risk Information Management Programme
- Update system following feedback from end users

Resource Management

- Continue to review Go Live feedback and complete development based on this feedback
- Vision integration development to be completed and testing started


Asset Management

- New contract to be signed for Fleet Management




Key Decisions Required:

- None

Key Milestones

Milestone	Forecast/ Actual	RAG
Next BTB	5 th Sept	
Next O&A	13 th Nov	
		
		

Key Risks & Issues

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
R		Home office requires a full Annex A submission with a 3 month turnaround time	Annex A has now been signed off and work has started on integration	Oct
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: Spend Breakdown

Summary:

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000
Budget		590	410	0	0	1,000
Spent	34	373	237	208	57	909
Committed		0	0	0	104	104
Earmarked		0	0	0	107	107
Total	34	373	237	208	268	1,120

Contingency is set at £200k of which £120k is being used in the following ways, this is included in the total above:

	18/19	19/20	Total
	£000	£000	£000
Project Manager Extension	31	74	105
Resource Management Integrations		15	15

Please note:

- All figures as at end of August 2019
- 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	Recruitment – Achieved Learning event – Achieved Obj/EOY – Delayed (Aug '19)
Payroll	April 2017 1 st Pay run at end of April '17	Achieved
Premises Risk Management	April 2019	Prevention – Achieved Protection – Achieved SSRI – Delayed (TBC)
Resource Management	TBC – Mid 2018- Oct 2018 – March 2019	Operational – Achieved Support Staff – Delayed (Early 2020)
Asset Management	TBC – Late 2018- 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.