



Buckinghamshire & Milton Keynes Fire Authority


MEETING	Overview and Audit Committee
DATE OF MEETING	11 March 2020
OFFICER	Calum Bell, Head of Service Development
LEAD MEMBER	Councillor David Hopkins
SUBJECT OF THE REPORT	Business and Systems Integration Project: Closedown
EXECUTIVE SUMMARY	<p>As agreed in May 2018, the close down of the Business and Systems Integration Project (BASI) was extended into a second phase and will close on 31 March 2020.</p> <p>Appendix D: Current Status, shows the status of each area and outstanding work at the time of completing the report.</p> <p>Key Activities taking place up to 31 March are:</p> <ul style="list-style-type: none"> - Complete Project Evaluation to review what has been delivered v's the business case, this will be presented at the next Overview and Audit Committee; July 2020 - Vision integration testing to get underway - Handover to business as usual for Resource Management System and Premises Risk Management System <p>Since the last Overview and Audit Committee meeting there has been the following activity:</p> <ul style="list-style-type: none"> - Fire Service Rota completed their development in preparation for integration with Vision but there has been a delay with testing due to issues at Capita - SSRI methodology designed following workshops with a range of staff - Agreement to link new Appraisal system with the relaunch of the appraisal process - Opex budget signed off allowing us to move forward with the Fleet Management system upgrade. <p>The BASI Project is within budget. Regular reviews are completed with the Finance team (See Appendix C for Spend breakdown).</p>


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 – Jan/Feb 2020.</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 into the Resource Management System, 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>An Alternative Duties Business Case was submitted, and approval given to allocate an operational member of staff onto the project to support its delivery, who was temporarily unable to fulfil their operational role due to injury.</p> <p>Staff are being kept abreast of progress through the Intranet and blogs. The communication strategy will be followed as part of the roll out of the new systems</p>

	and in line with the project plan, which has to be agreed with the suppliers.
PROVENANCE SECTION & BACKGROUND PAPERS	<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
APPENDICES	<p>Appendix A: Highlight Report – Jan/Feb 2020</p> <p>Appendix B: Highlight Report – Nov/Dec 2019</p> <p>Appendix C: Spend Breakdown</p> <p>Appendix D: Current Status</p>
TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	<p>Anne-Marie Carter</p> <p>acarter@bucksfire.gov.uk</p> <p>07966 886689</p>

Appendix A: Sponsor Highlight Report – Jan/Feb 2020

Business & Systems Integration project – January/February 2020

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 
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Finance		Plan		Risks & Issues		Scope		Resources	
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Exec Summary – Past Period's Activities

HR & Payroll

- System and processes continues to be updated following feedback from across POD
- Appraisal workshops continue to build detailed plan and training approach

Premises Risk Management

- SSRI build slightly delayed due to review of question weighting review
- System updated following feedback from end users
- Support Process drafted

Resource Management

- FDO training completed
- Vision integration testing started
- Support process drafted

Asset Management

- Trial Hand scanner on order
- Fleet management proposal received and reviewed

Priorities for Next Period – Mar '20

HR & Payroll

- Handover system admin responsibilities

Premises Risk Management

- Complete handover/

Resource Management

- Vision integration testing to be completed
- Complete handover/




Asset Management

- Test new hand scanners
- Sign Fleet Management contract




Key Decisions Required:

- None

Key Milestones


Milestone	Forecast/ Actual	RAG
Next BTB	19 th Mar	
Next O&A	11 th Mar	
Project Closedown	31 st Mar	

Key Risks & Issues

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
R		FSR integration with Vision – BFRS solution proposed and testing started	Weekly calls with FSR/RBFRS/TVFC and Capita	Mar
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 – Nov/Dec 2019

Business & Systems Integration project – November/December 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 
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Finance		Plan		Risks & Issues		Scope		Resources	
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Exec Summary – Past Period's Activities

HR & Payroll

- System and processes continues to be updated following feedback from across POD
- Appraisal workshop completed with agreement to link system launch with relaunch of process.

Premises Risk Management

- SSRI Question set agreed following workshops
- System updated following feedback from end users

Resource Management

- Handover plan agreed

Asset Management

- Visited Redkite to understand development opportunities
- Budget signed off to upgrade Fleet Management system to offsite hosted solution

Overall

- Showcased both PRMS and RMS with a Humberside and Hertfordshire

Priorities for Next Period – Jan/Feb '20

HR & Payroll

- Continue updating system/processes following Optimisation workshop
- Agree launch plan for appraisals inc Training programme

Premises Risk Management

- Start build of SSRI, linking to Risk Information Management Programme
- Continue to update system following feedback from end users
- Complete handover/support process

Resource Management

- Continue to review Go Live feedback and complete development based on this feedback
- Complete FDO training
- Vision integration testing to be completed
- Complete handover/support process




Asset Management



- Test new hand scanners
- Sign Fleet Management contract

Key Decisions Required:

- None

Key Milestones

Milestone	Forecast/ Actual	RAG
Next BTB	23 rd Jan	
Next O&A	11 th Mar	
Project Closedown	31 st Mar	

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
I		FSR integration with Vision – Capita unable to agree on how to install solution	Weekly calls with FSR/RBFRS/TVFC and Capita	Jan
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	92	944
Committed		0	0	0	71	71
Earmarked		0	0	0	105	105
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 Dec 2019
- Spent = Purchase Order paid
- Committed = Purchase Order raised
- Earmarked = For Asset Management system; Fleet Management Upgrade; Project Support and training

Appendix D: Current Status

Area	Target Go Live	Tracking	Delivered	Outstanding
Finance	April 2017	Achieved	<ul style="list-style-type: none"> Finance system replaced with Capita Integra. All process documented Training completed across all users with supporting user guides Finance have taken full ownership 	Nothing
HR – Phase 1	April 2017	Achieved	<ul style="list-style-type: none"> HR system replaced with MHR iTrent. All process documented Training completed across all users with supporting user guides HR have taken full ownership of business as usual 	Agreement on system admin ownership.
HR – Phase 2	September 2017-March 2019	Recruitment – Achieved Learning events – Achieved	<ul style="list-style-type: none"> System replaced with MHR iTrent All processes documented Training completed across all users with supporting user guides HR have taken full ownership of Recruitment L&D have taken full ownership of Learning events 	Agreement on system admin ownership.
	September 2017-March 2019	Obj/EOY – Delayed (Early 2020)	<ul style="list-style-type: none"> System replaced with MHR iTrent All processes documented 	Rollout of Appraisal system alongside Relaunch of appraisals
Payroll	April 2017	Achieved	<ul style="list-style-type: none"> Payroll system replaced with MHR iTrent. Training completed across all users with supporting user guides Payroll have taken full ownership of business as usual 	Agreement on system admin ownership.
Premises Risk Management (PRM)	April 2019	Prevention – Achieved	<ul style="list-style-type: none"> Access database replaced with PRM system. All processes documented Training completed across all users with 	Agreement on system admin ownership. Prevention Team to take full ownership

Business and Systems Integration Project: Closedown

			supporting user guides completed	
		Protection – Achieved	<ul style="list-style-type: none"> • Access database replaced with PRM system. • All process documented • Finance have taken full ownership 	<p>Agreement on system admin ownership. User guide to be signed off Protection Team to take full ownership</p>
		SSRI – Delayed (TBC)	<ul style="list-style-type: none"> • PRM system purchased that allows for SSRI to be built in • Methodology drafted 	<p>Document new processes Build new system Train and upskill staff on new processes and system</p>
Resource Management	Oct 2018 – March 2019	Operational – Achieved Support Staff – Delayed (Early 2020)	<ul style="list-style-type: none"> • Resource Management system replaced with Fire Service Rota (FSR). • All operational staff use the system to capture all hours they work. • Training completed across all Operational users with some user guides completed 	<p>Handover to business as usual Integration between FSR and Vision. Go Live with Support staff. All user guides to be signed off Resource Management Team to take full ownership.</p>
Asset Management	Mid 2020	March 2020	<ul style="list-style-type: none"> • Agreement on scope of project – the Asset Management system supplied by Redkite will not be replaced but processes put in place to ensure BFRS are getting the most from it. 	<p>Procure new Hand scanners Policy and resilience team to review the usage of the Redkite system</p>
Fleet Management	Mid 2020	TBC	<ul style="list-style-type: none"> • Agreement to replace the Fleet management system but upgrade Tranman. • Budget signed off to cloud host 	<p>Document new processes Build new system Train and upskill staff on new processes and system</p>

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.