

**REPORT AUTHOR:** T/ASSISTANT CHIEF OFFICER – FINANCE AND CORPORATE SERVICES

**SUBJECT:** CORPORATE SERVICES PROGRAMMES & PROJECTS REPORT, QUARTER THREE 2018-19  
(F/Y April 2018 to March 2019)

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**Background Papers:** Previous Corporate Services Quarterly Performance Summary Reports

Implications (tick ✓):

LEGAL	✓	FINANCIAL	✓
HUMAN RESOURCES	✓	EQUALITY IMPACT	✓
ENVIRONMENTAL	✓	POLICY	✓
CORPORATE RISK	Known	✓	OTHER (please specify)
	New		

*Any implications affecting this report are noted at the end of the report.*

**PURPOSE:**

To provide the Corporate Services Policy and Challenge Group with a report for 2018/19 Quarter Three, detailing progress and status of the Corporate Services Programme and Projects to date.

**RECOMMENDATION:**

Members acknowledge the progress made on Corporate Services Programme and Projects and consider any issues arising.

## 1. Programmes and Projects 2018/19

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2018 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Corporate Services Policy and Challenge Group has confirmed that:
- **The KPI Data Hub Project** has been added to the Corporate Services portfolio in the last period;
  - All existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
  - All existing projects remain broadly on track to deliver their outcomes within target timescales and resourcing, apart from Virtual Desktop Infrastructure upgrade project which is subject to interdependency with the Server Refresh project, and Unified Communications, which has a dependency on the above;
  - All projects are within the medium-term strategic assessment for Corporate Services areas; and
  - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Corporate Services over the next three years.
- 1.3 Full account of the financial implications of the Corporate Services Programme for 2018/19 to 2021/22 has been taken within the proposed 2018/19 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2018.
- 1.4 Other points of note and changes for the year include the following:
- The **HR & Payroll Project Phase 2** is complete and the project is proposed closed. This is also reported in the Human Resources Policy and Challenge Group Report.
- 1.5 The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board now review the Programme quarterly with the next Programme Board review scheduled on 24 May 2019.

1.6 Appendix A gives a summary of status to date on the projects in the BFRS Business Systems Improvement Programme, Appendix B on the Business Process Improvement Programme, and Appendix C on Strategic Projects not included in a Programme. The status of each project is noted using the following key:

Colour Code	Status
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets. Requires Programme Board intervention

2. **Programme and Projects - Summary and Exception Reports Q3 – 2018/19**

2.1 There are no projects on status Red. There are currently six projects within Corporate Services with an Amber status. These are as follows:

1.1.1. Business Systems Improvement Programme:

- The **Prevention Replacement MIS (Safe & Well)** The project status remains at Amber, as there is as yet, no agreed plan of work or success criteria for the current phase. Proposals are under evaluation, and it is hoped the project can soon return to status Green.
- The **Protection Replacement MIS** remains on Amber due to previous time over-runs. This project is now on-track to be delivered in April, and the timeline for this project is to be re-baselined by the Programme Board to bring it back to Green.
- The **Unified Communications Project** remains on Amber due to challenges experienced in the infrastructure build. Once this is completed and thoroughly tested, the project will be re-baselined back to Green.

1.1.2. Business Process Improvement Programme:

- The **Training Centre Administration Project** is Amber due to concerns over integration issues between PDR and iTrent/MHR, which have caused ongoing delays and deferred progression to the Procurement stage. Reassurances have now been given that E-Fire Service can integrate their systems with either a cloud based system or a hosted system (as with MHR), and more detailed technical evaluation is underway.

1.1.3. Other Strategic Projects:

- The **Emergency Services Mobile Communications Programme (ESMCP)** remains on Amber as a timeline for delivery regionally is still under discussion, and it is still unclear how the programme and associated projects reporting is to be handled by the Home Office.
- The **Replacement MDT Aggregation Project** is Amber due to slippage in the original proposed timelines caused by the high level of market interest at RFI stage, and the complexities of gaining consortium approval to the technical specifications for a generic MDT suited to all FRSs.

**GAVIN CHAMBERS,  
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## CORPORATE SERVICES PROGRAMME REPORT

### Business Systems Improvement Programme

**Aim:** Optimise the use of existing business systems and replace where appropriate.

**APPENDIX A**

Project Description	Performance Status	Comments
<b>Fleet Asset Management System</b>	<b>Green</b>	<p><b>30 January 2019: Fleet Asset Management System</b></p> <p><b>Aim:</b> To implement a cloud-based Fleet Asset tracking system to manage fleet assets from purchase to end of life, including purchase, management of inventory, locational tracking, inspection, test, servicing, maintenance and disposal.</p> <p>The Fleet Asset Management Project is currently Green status though it has slipped slightly behind schedule due to additional technical due diligence requirements. This was to confirm that the correct middleware is part of the additional cross over package which allows the new cloud based system to integrate with the server based programs such as Great Plains and Requisition Manager. On 08/02/2019 it was concluded there were no technical issues to prevent procurement, therefore, procurement can now proceed.</p>

Project Description	Performance Status	Comments
KPI Data Hub (new project)	Green	<p><b>05 February 2019: KPI Data Hub (new project)</b></p> <p><b>Aim:</b> To deliver a digital corporate performance reporting tool for BFRS for reporting year 2019-20,, taking in data from various corporate systems into a single hub.</p> <p>The project status is Green. This is a new project the first phase of which covers operational data across BFRS Prevention, Protection and Response functions, and will allow for comparisons against previous performance, and against set targets. It is planned to deliver this work in partnership with the University of Bedfordshire. Data should be captured from the start of April 2019 onwards, with reporting available from the end of the first quarter of 2019-20 onwards. This project will automate many manual processes and will address data quality and consistency, duplicate processes and give transparency and confidence in making business decisions.</p> <p>The project team is aiming to deliver in full to the planned timescales. Meetings are taking place at both a strategic level to define requirements and oversee the project, and at technical level to confirm how this work will be delivered. However the timescales for this project are extremely tight and there are issues around the complexity and volume of the requirements. Project Board meetings are now in the diary and requirements are at draft status, albeit with more precise definitions of performance measures required. Infrastructure needs (virtual servers) have been identified and are in the process of being set up to enable work on the data hub to begin.</p> <p>Once the first phase has been delivered, this project can then be expanded into further phases involving wider organisational data, click-through reporting for greater detail, and potentially benchmarking of BFRS performance against other fire and rescue services.</p>

Project Description	Performance Status	Comments
<b>Fire Safety Protection - Replacement Management Information System (MIS)</b>	<b>Amber</b>	<p><b>05 February 2019: Protection Replacement Management Information System Project</b></p> <p><b>Aim:</b> To migrate from Sophtlogic MIS to Infographics (FloSuite Prevent and Protect)</p> <p>The status of the project remains at Amber (unchanged from previous report). The project continues to make steady progress with anticipated implementation of April 2019. Structured User Acceptance Testing (UAT) continues which is being used as an opportunity to create detailed user manuals. As the needs of the implementation process has become clearer the small dedicated team have switched to full time on the project to ensure the 1st April deadline is met. Wider staff training has commenced.</p> <p>Project progress remains reliant on the Business Information Team (BIT) who provide essential technical support and BIT now has protected resource time for the project (Wednesdays and Fridays).</p> <p>Infographics continue to offer support, where issues or required enhancements are needed these are dealt with ensuring the system continues to meet the needs of the Service. The team continue to liaise with Lincolnshire FRS who have purchased the same product and are making similar progress.</p>

Project Description	Performance Status	Comments
<p><b>Prevention Replacement Management Information System (MIS):Safe &amp; Well</b></p>	<p><b>Amber</b></p>	<p><b>5th February 2019: Prevention Replacement Management Information System: Safe and Well</b></p> <p><b>Aim:</b> To develop an in-house Product Database for managing Safe &amp; Well visits.</p> <p>The project status remains at Amber, as the plan of work and success criteria for the current phase has yet to be agreed. High-level requirements for future phases have been proposed but need agreeing, including measures for data management improvements. Progress is being made to address all these issues and if this continues then the project can return to Green status by the next update.</p> <p>The Business Applications Manager (BAM) is now in post alongside the new developer working on the in-house solution. An actions list for the current maintenance phase has been proposed and is being worked through, data quality quick wins have been added, reporting on both successful visits and data quality issues has been produced and is being tested, and discussions over requirements for more substantial enhancements are in progress. The feasibility of importing data from the previous Safe and Well database is also being investigated in detail, to allow a single accurate view of all visits carried out. A number of additional meetings are taking place outside the formal Safe &amp; Well Database Development group to ensure that progress is accelerated and priorities agreed.</p> <p>The next quarter should see the completion of the maintenance phase, an agreed roadmap for future enhancements agreed and in progress, the rollout of accurate reporting enabling station-based staff to move away from keeping localised records of activity, and the successful migration of data from the previous database.</p>



Project Description	Performance Status	Comments
SharePoint Upgrade	Green	<p><b>30 January 2019: SharePoint Upgrade Project</b></p> <p><b>Aim:</b> To replace the current SharePoint site with a stable and fully supported platform, and to put in place a governance framework for managing SharePoint content, and maximising the benefits of collaborative working</p> <p>The Project status is Green. The Discovery stage has begun, gathering information to inform the development of the Project Initiation Document (PID), which will be submitted to the Programme Board in due course. To date, two workshops have been held with Bytes, BFRS's Microsoft Gold Support Partner, to explore the Microsoft Office 365 portfolio (which contains SharePoint) and all the integrated Microsoft tools and applications that are available to support BFRS business requirements.</p> <p>These have been followed by Bytes facilitated meetings with three potential suppliers, any of whom may be invited to join a restricted tender process shortly, following a team evaluation of the workshop outcomes, and final decisions re the strategy going forward. All three suppliers agreed that a "big bang" approach would not be wise, and that BFRS should aim for a phased introduction of new tools, and potentially a Pilot. Content migration is a key area, and will require additional resources to be brought in to assist with creation of data taxonomy and bulk migration of data. Additional meetings with more suppliers are being arranged due to the complexity and strategic significance of getting this project right.</p> <p>An "on-premise" solution is no longer under consideration as the benefits of using SharePoint Online far outweigh the advantages of an on-premise system due to the extensive Microsoft support available. Further interdependencies and caveats have been noted, regarding use of Internet Explorer and Active Directory, in addition to the sequencing issues already noted with Windows 10 upgrade. A delivery schedule of core Intranet platform and document management system (DMS) in place by end of October appears to be feasible, but is subject to procurement timelines and resource availability for content cleansing and migration.</p>

Project Description	Performance Status	Comments
	<b>Green</b>	<p><b>30 January 2019: SharePoint Upgrade Project, cont....</b></p> <p>All suppliers agree that resourcing the new SharePoint is an ongoing task and requires a dedicated resource during the project, to gain the full benefits of all the available tools and collaborative working potential.</p> <p>Licencing is to be explored in more depth, as the different levels of Microsoft Office 365 licence gives different levels of permissions and access to business tools, generally restricted to the lowest common denominator.</p> <p>Next steps are to consider meeting with additional suppliers to the 3 already met with, due to the complexity and strategic significance of getting this project right; prepare the detailed Technical specifications and Tender documents; and to go out to restricted tender. It is expected that this will be in Q4 2018/19.</p>
<b>Unified Communications</b>	<b>Amber</b>	<p><b>23 January 2019: Unified Communications</b></p> <p><b>Aim:</b> To deliver a modern communications platform using Skype For Business (SfB). Replacing telephone systems, establishing a suite of collaboration tools, facilitating working practise development and changes.</p> <p>The project status remains at Amber until successful completion of this project stage (infrastructure build). The supplier has been working to complete the infrastructure build for Cambs and to resolve issues in Beds. It is believed that most of the issues have now been resolved and thorough testing will be carried out in February to verify this. Subsequent to internal tests, it is expected that the supplier will carry out their own health check on the system prior to accepting the system into support.</p>

Project Description	Performance Status	Comments
<p><b>Virtual Desktop Infrastructure (VDI) Upgrade Project</b></p>	<p><b>Green</b></p>	<p><b>31 January 2019: Virtual Desktop Infrastructure (VDI) Upgrade Project</b></p> <p><b>Aim:</b> To upgrade the current VDI-in-a-box to a newer Citrix VDI product. To address configuration issues with the current setup and to move all service staff onto a common platform.</p> <p>The current RAG status is Green following re-baselining at the last Project Board.</p> <p>The project is running to schedule. The new XenDesktop backend infrastructure is now fully built and configured. First round testing of the new Bedfordshire corporate image is complete and a second round of final user testing is underway. It is expected that rollout of XenDesktop to Bedfordshire will be complete in March and that VDI-in-a-box will be decommissioned in April. All Bedfordshire staff will have access to XenDesktop.</p>

## Business Process Improvement Programme

**Aim:** Optimise ways of working, re-engineering and automating where possible and providing integration between business systems.

## APPENDIX B

Project Description	Performance Status	Comments
<p><b>Cloud-based processes (Training Centre Administration)</b></p>	<p><b>Amber</b></p>	<p><b>05 February 2019: Training Centre Administration Project</b></p> <p><b>Aim:</b> To deliver an efficient and effective solution for training administration, recording and reporting.</p> <p>The Project Status is Amber. Concerns over integration issues that may arise between PDR and iTrent/MHR have caused ongoing delays, and deferred progression to the Procurement stage for several months.</p> <p>The Software &amp; Integration Services Engineer (SISE) has held discussions with E-Fire Service with regards the integration of iTrent/MHR to the Course Management System (CMS) that TDC are looking to procure, (as presented at CMT in 2018). Following high level discussion, E-Fire Service has provided some reassurance that they can integrate their systems with either a cloud based system or a hosted system (as with MHR). However, to ensure that sufficiently detailed interface requirements are documented prior to procurement, HICT has determined that further technical due diligence is undertaken to consider the data flows in more detail, and estimate some costings regarding application interfaces to iTrent and Gartan. The new Business Applications Manager will provide support to this exercise, which is expected to take approximately 8 weeks, subject to capacity. This will provide more granular information for the procurement stage in due course.</p> <p>SISE has produced an outline plan to begin the install of the system subject to procurement timelines, and this will be enhanced with further detail as investigations progress, to assist with clarifying the project planning phases, and resources required to deliver the project. Following this a Project Initiation Document (PID) can be completed and submitted for approval at the next Programme Board. Integration with the new version of Gartan will be the subject of a later stage of the project as that system is not yet implemented. Until that time the detailed interface requirements cannot be ascertained.</p>

Other Strategic Corporate Services Projects not in a Programme

APPENDIX C

Project Description	Performance Status	Comments
<p><b>HR/Payroll System and Services</b></p>	<p><b>Phase 2</b> <b>Green</b></p>	<p><b>30 January 2019: HR &amp; Payroll Project</b></p> <p><b>Aim:</b> Implement a new HR/Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service.</p> <p>Stage 2 of the project was approved for closure by the Project Board on 18 January 2019, and Project Closure and Benefits Handover reports will be submitted to the Programme Board at the end of February.</p> <p><b>Time &amp; Expenses (T&amp;E)</b></p> <p>Following a positively received pilot in November/December 2018, Phase 2 of the HR &amp; Payroll Project – delivery of the Time &amp; Expenses module - successfully went live on 03 January 2019. Scope reduction was applied so that Time only applied to support staff, due to the implementation of the Gartan Rota system, which will deal with Grey Book "Time". T&amp;E was delivered on time and to budget. Two currently unresolved T&amp;E issues should be addressed by MHR as part of the re-write of the T&amp;E module, scheduled for around August 2019. PayPM's contract has now come to an end, and the T&amp;E module has transferred to business as usual. Management of T&amp;E risks now falls under the iTrent Risk Management Plan in BaU.</p>

Project Description	Performance Status	Comments
	<p><b>Phase 2</b> <b>Green</b></p>	<p><b>30 January 2019: HR &amp; Payroll Project, cont....</b></p> <p><b>Web Recruitment:</b> Online recruitment for Green Book staff was successfully implemented to a high standard within budget with effect from July 2018. To date:</p> <ul style="list-style-type: none"> <li>• 15 vacancies have been advertised and successfully recruited.</li> <li>• 1 vacancy has been advertised with no appointment made.</li> <li>• 155 candidates have been processed through the system.</li> </ul> <p>The shortlisting functionality within iTrent v10.29 is currently not compatible with BFRS processes so a decision was made to wait until further upgrades are implemented before utilising this function.</p> <p>Work is being carried out in the Development platform to explore the suitability of the Recruitment module for On Call (RDS) recruitment with a view to going live on 01/04/2019. Further implementation will be required in the future for Wholetime Recruitment.</p>