BMP

Business Management Programme

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What is the BMP?

- A major transformation of the way we conduct business in the following areas:

  - Finance/budget man
  - Procurement
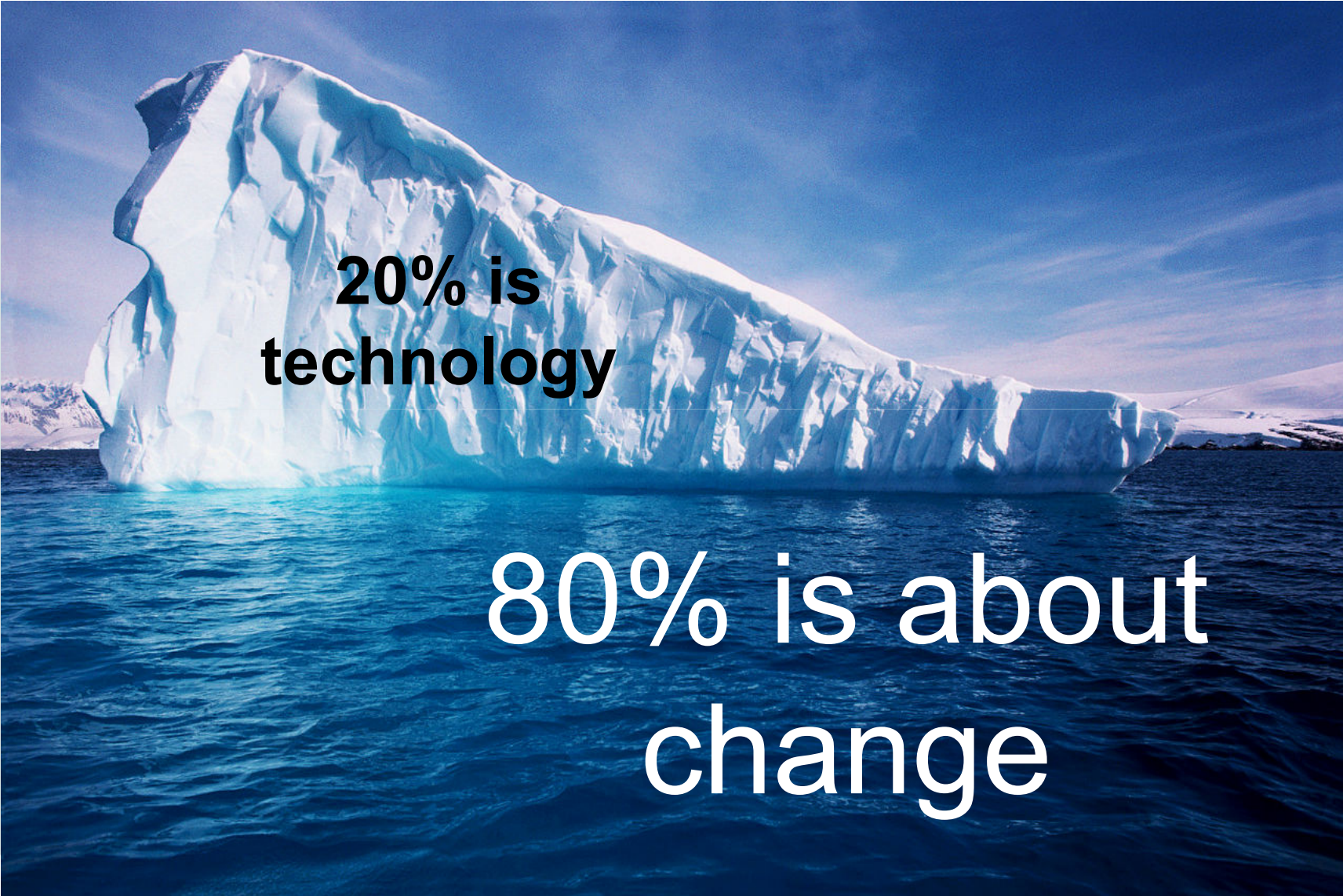 - HR & Payroll
  - Reporting
  - Performance man

- Cross cutting review of business processes

- Standardising to improve efficiency

- Providing the tools to manage better

Enabling a major step change in the way the unitary authority will operate core business functions

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Why change?

- Support and use of existing systems is patchy

- Interim solutions become permanent

- We all do the same thing - but differently

- No system to provide commitment accounting

- Spreadsheet culture is rife

- Paper based procurement – no control

- Inconsistent data & management information

- Reporting is not real-time and is labour intensive

- Lack of an effective business system results in missed opportunities for improving efficiency
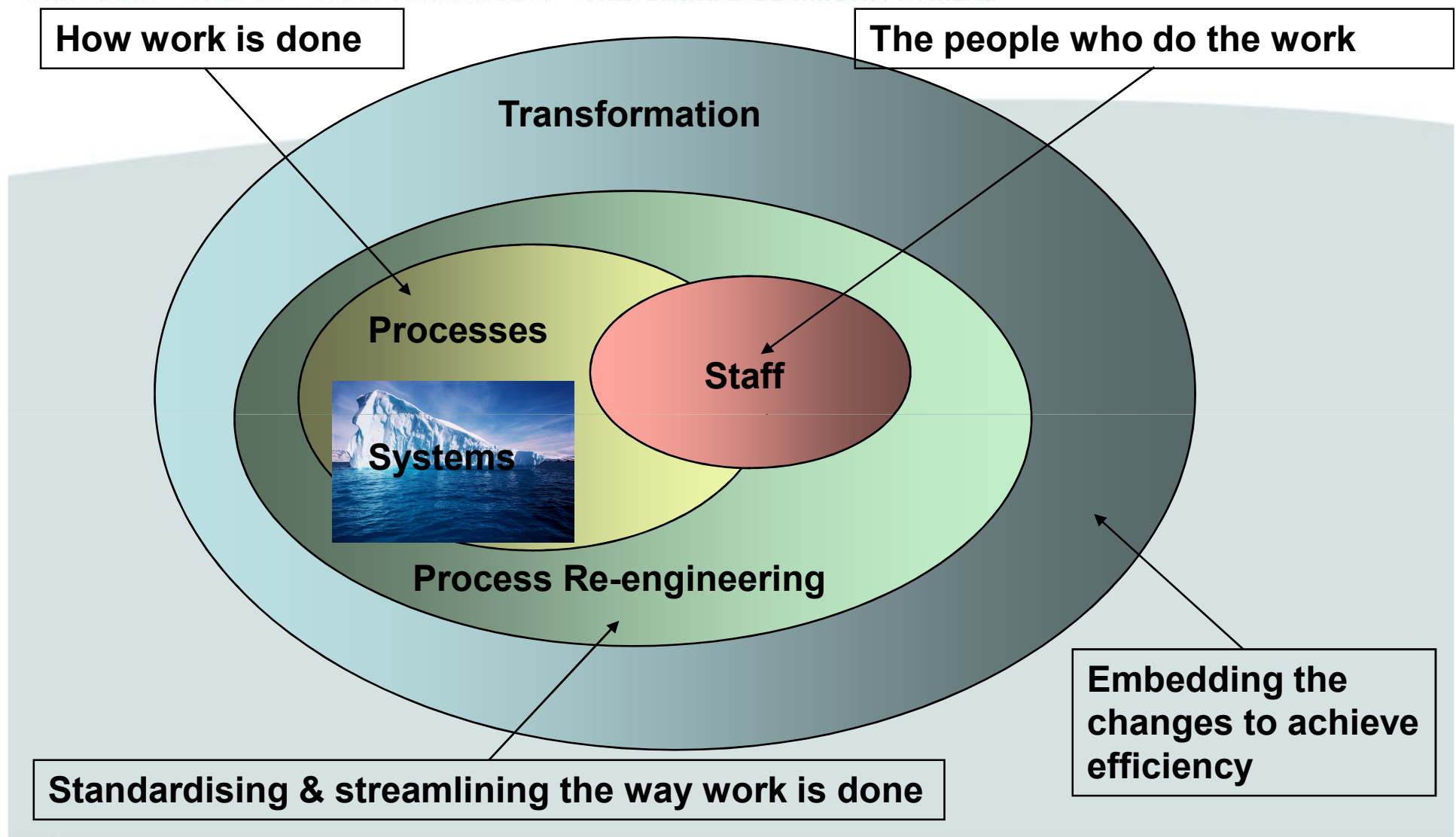
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The Challenge

20% is technology

80% is about change

Who else has done a BMP ?

43 other Authorities including

Advice from other Councils

- **Must** have vision, support and understanding from Executive Board and Members

- Will only be successful if implemented as a true transformation programme

- Delegate policy decisions to programme team in order to streamline implementation

- Get the **best** & sufficient staff into the programme team (at least 25 FTE's)

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Advice from other Councils

- Adopt & gain acceptance of generic processes, using a standard (Vanilla) implementation

- Ensure full engagement with all stakeholders

- Communication is a key to success

- Baseline and then measure benefit realisation

- Work in partnership with supplier to deliver success

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Where are we?

Procurement

- 2 suppliers shortlisted – CapGemini & LogicaCMG

- Invitation to Submit Final Tender – recently issued

- Final tender responses due 21/01/08

- Evaluation Period 22/01/08 – 31/01/08

- Cabinet approval for preferred bidder 11/02/08

- Contract Signature end Feb 08

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Evaluation Team

Representation from these areas :-

- BMP Team Members
- BMP External Advisors
- Senior Management
- District Council Representatives
- WCC Change Champions
- Business Specialist - Functional Representatives

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District Council Evaluators /Change Champions

- ## North Wilts

  Pete Barnett – Head of ICT

- ## West Wilts

  Ian Jamieson – Head of Financial Services

- ## Kennet

  Nicola Ratcliffe – Information Services Manager

- ## Salisbury

  Helen Frances – Head of Customer Service

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Implementing the BMP – What else will be involved?

- Additional district & county resources will be required to deliver the programme

  - Additional staff (100+) will need to attend workshops

  - Training team – 4+ full time trainers for 4 months

  - Classroom training for over 500 staff

  - Computer based training for over 4000+ staff

- Facilities being set up in East Wing , County Hall to accommodate a joint project team of 55 people

- Space for workshop & training sessions

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What will it look like? – Procurement

All purchases will be controlled through a single system, single input, using a standard process

- Provide commitment accounting & reporting

- Scheme of delegation for Purchase Order authorisation

- Workflow will reduce paperwork and increase control

- Off-contract procurement eliminated

- Rationalisation of suppliers, better contract management

- Catalogues established for goods and services

- Electronic receipting and invoice reconciliation

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What will it look like? – Finance

All aspects of financial management dealt with in a single integrated system

- Fully integrated with procurement module

- Commitment accounting

  - Purchasing activity reflected in budgets, in real time

- Budget modelling, setting and profiling

- Budget monitoring and management

- Budget drill-down and reporting

- Standardised cost centre approach and subjective codes

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What will it look like? – HR & Payroll

HR & Payroll - parts of a single integrated system

- Payroll linked directly to HR & finance modules

- Full staff lifecycle management using standard processes

- Improved post management facilities – for planning

- Improved data integrity as information only input once

- Real time management reports on absence, leave etc

- Improved productivity through reduction in administrative tasks and availability of better management information

- Self service facilities for managers & staff

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Linkages with 'Towards One Council'

- Both programmes are transformational

- BMP is scaleable to meet the needs of a Unitary Council

- The BMP implementation partner will help orchestrate combined transformational activities

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Key Messages

- BMP delivery will be hugely challenging

- Must have high level commitment & support

- The unitary authority will need industry strength business processes

- Transformation is the only way forward

- Significant benefits if we do it right

- Opportunity to make a massive step change

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