Minutes

Date Thursday 15th March 2018
Time 9:00am
To Financial Systems Steering Committee
At Greenwich House, Minsk

Attendees: David Hughes (Chair)
Robin Uttin
Chris Patten
Helen Turner
Chris Edwards
Richard Hey
Jo Hall
Jo Dekkers
Stef James (Secretary)

In attendance: Helen Read

Apologies: Katya Samoylova
Helen Wain
Jamie Thorogood

MINUTES

Summary of decisions:

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<th>Agenda item</th>
<th>Decision</th>
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<td>4</td>
<td>The Terms of Reference for the FSSC have been approved.</td>
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Summary of actions:

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<th>Agenda item</th>
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<td>5</td>
<td>Critical timeline to be included in project summary reports</td>
<td>Jo Hall/ Programme manager</td>
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<td>5</td>
<td>Route for ring fencing funds for system projects to be confirmed,</td>
<td>Robin Uttin</td>
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<td></td>
<td>discuss with Johnathan Appleton</td>
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<td>5</td>
<td>Circulate AFPA lessons learned</td>
<td>Stef James</td>
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1. Apologies for absence

2. Minutes of last meeting
   Approved with no amendments

3. Matters arising and actions to report
   Complete- nothing further to report

4. Programme governance
   - Programme board
     Jo Hall provided an update. The FSSC reports into FSC as programme board. Actions from FSC meeting to look at membership and frequency of meetings. Jonathan Appleton and Helen Turner have been invited to attend the FSC and the frequency of the meetings will be dealt with in that meeting.

   - Terms of reference
     Jo Hall provided a summary of the updates to the document, including committee oversight of project work that sits within the BSS and projects that are outside the BSS.

     David Hughes raised the question if there should be non BSS finance projects as surely everything falls under the BSS. Chris Edwards explained that due to legacy, history this has occurred but that it is important to draw a distinction of what projects are included in and out of BSS scope.

   - Programme manager recruitment will be covered by highlight report.

5. Programme summary report
   - BSS Programme Highlight report
     Jo Hall provided a summary of the report. The report was also reviewed by Chris MacLeod. The summary is currently amber.

     David Hughes queried when the FSSC should be concerned with an amber status, Jo Hall stated that if progress had not occurred in the next 6 months then we should be concerned, as we need sufficient time to go through the tender and implement the decision from the tender.

     Chris Edwards provided an update on ISC funding, £120k has been approved for the tender, this covers recruitment for a programme manager (1 year) and a business analyst (87 days)

     Jo Hall explained that work is progressing with Chart of Accounts using internal resource. The next steps will be to initiate recommendations from FSC and challenge the level of changes to be initiated.

     Programme manager recruitment; a shortlist of 3 people are being interviewed 15th March. All 3 candidates are external.

     Chris Edwards provided an update on ISC funding for procurement feasibility. £180k has been approved and will be made available to Helen Wain.
David Hughes raised the question regarding broader funding, and when this may be organised.

Chris Edwards stated that a holding request for capital money has been built in for the next financial year for £2.4 million for financial systems and £600k for a procurement solution. (Please note these figures are approximate.)

For future funding, the PRC will need to be approached due to the significant scale of the project. Robin Uttin raised the query whether a ring-fenced allocation could be in place. David Hughes agreed, as it would be difficult to compete with major building works such as Cavendish 2.0.

Chris Edwards mentioned the 10 year capital plan for the BSS, the ISC and PRC are aware that funds are required, this approaches £20 million over 10 years.

- Non-BSS Projects Highlight report

  Group Consolidation
  Katie Green is managing this project. The business case is in development and the document is currently being circulated for review.

  David Hughes questioned the working assumption regarding timelines.

  Helen Turner stated that the project is too late for this year end, and it is unknown how long the tender process will take and how quickly work can initiate afterwards. There is an option to have a protracted delivery as resources will be restrained at certain parts of the year.

  David Hughes mentioned that external consultant costs should be managed carefully, and if the project is not ready for consultant participation then this should be stood down until appropriate.

  David Hughes mentioned that the business case should have a justification providing the external audit comments and reporting in line with a compliance and integrity justification. However, there would also be a financial case in regards to time and effort spent.

  Chris Edwards has obtained ISC funding for £120k, FSSC should be mindful that it may be difficult to obtain more funding in the future from the ISC and a strong business case would need to support such a request.

AFPA

Jo Hall provided a summary of the AFPA project. The next milestone of the project will be to refine AFPA data transmission processes and allow for more automation. Feedback has been positive.

There is a more strategic step of the use of the Tableau tool, a business case is to be drafted.

Katya Samoylova provided lessons learned document in her absence, which will be circulated to the group with the minutes.
Procurement have requested use of Tableau, they will be a pilot for the business case. This will help test assumptions.

Debbie Mann is also keen on Tableau for green book management accounts amongst other areas.

The strategic element of Tableau will be separated from the AFPA piece of work and dealt with as a distinct project.

Once data has been automated, the AFPA project will be closed.

Helen Read raised the question on future expansion of data sources and the route required. Jo Hall provided information on the change request process, if it is deemed a small piece of work then this would be dealt with as BAU, however if cost or extensive resource time required then the project would be brought to the FSSC.

Richard Hey mentioned they need to keep an eye on the purpose of expansion, specifically in terms of personally identifiable data, individuals usually agree to the primary purpose of data use but maybe not secondary purpose.

Jo Hall explained that data would be redacted as necessary, as shown by work with ROO.

6. **BSS Financial Systems Programme progress**

   Chris Edwards raised that the ISC are keen for the procurement feasibility study to get underway and gain momentum as they view this as an enabling project.

   David Hughes raised that assumed cost savings may be unclear until the feasibility study gains momentum but that we should have a conservative target that the FSSC commits to and tracks.

7. **AOB**

   Chris Edwards raised the replacement of IBM data manager (end of life next year- drop dead date) with Oracle Data Integrator (ODI). ISC have provided £300k, a working group will be assembled. In layman terms the tool takes data from sources such as CUFS and converts this to a data warehouse so it can be used in tools such as Tableau.

   Helen Turner raised a query regarding item 5 and the £120k funding provided by ISC for the Group Consolidation tool and what occurs in the instance that tenders come in higher than £120k.

   David Hughes stated that the FSSC should go to the ISC with a business case for the additional funding if this was the case, if in turn, this was to be rejected, then a re-prioritisation of the operational budget may need to occur. This would not be ideal. Chris Edwards mentioned that he also has a pot of money that could assist if required.

**Date of future meetings:**

12th April 2018, Greenwich House, Minsk