



## BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Corporate Services Policy and Challenge Group.

Bedford Borough Councillors: M Headley

Central Bedfordshire Councillors: F Chapman, P Duckett and D McVicar

Luton Borough Councillors: Y Waheed

A meeting of **Corporate Services Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Wednesday, 21 June 2017** starting at **10.00 am**.

Nicky Upton  
Democratic and Regulatory Services Supervisor

Public Document Pack

### A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies		
2.	Election of Vice Chair 2017/18		

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
3.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct.
4.	Communications (including minutes of ICT Shared Service)	Chair	
5.	Minutes	Chair	* To confirm the Minutes of the meeting held on 14 March 2017 (Pages 1 - 8)
6.	Terms of Reference	Chair	* To consider a report (Pages 9 - 14)
7.	Corporate Services Performance 2017/18 Year End and Programmes to date	ACO	* To consider a report (Pages 15 - 30)
8.	New Internal Audit Report Completed to date	ACO	* To consider a report (Pages 31 - 88)
9.	Audit and Governance Action Plan Monitoring Report	ACO	* To consider a report (Pages 89 - 100)
10.	Revenue Budget and Capital Programme Monitoring 2017/18	HFT	* To consider a report (Pages 101 - 108)
11.	Treasury Management Annual Report	HFT	* To consider a report (Pages 109 - 118)
12.	Asset Management Policy and Plans - ICT, Property and Fleet	HICT (ICT), HFT (Property), HOS (Fleet)	* To consider a report (Pages 119 - 244)
13.	Fire and Rescue Indemnity Company (FRIC)	HFT	* To consider a report (Pages 245 - 250)
14.	Corporate Risk Register	CFO	* To consider a report (Pages 251 - 256)
15.	Work Programme 2017/18	CHAIR	* To consider a report (Pages 257 - 266)

Item	Subject	Lead	Purpose of Discussion
16.	Local Government Act 1972:Exclusion of the Public (Fraud Update)	HFT	* To consider a report (Pages 267 - 270)
	Next Meeting	10.00 am on 13 September 2017 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR	

### DECLARATIONS OF INTEREST

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

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For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
21 June 2017  
Item No. 5

**MINUTES OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP MEETING HELD ON 14 MARCH 2017**

Present: Councillors F Chapman, M Headley (Chair), D McVicar, M Riaz and Y Waheed

CFO Fuller, ACO Z Evans, AC C Ball, GC D Cook, Mr G Chambers and Mr A Dosanjh

16-17/CS/037 Apologies

Apologies for absence were received from Councillor P Duckett and Mr John Atkinson.

16-17/CS/038 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

16-17/CS/039 Communications

The Chair reminded Members that this was Jackie Green's last meeting supporting the Corporate Services Policy and Challenge Group before her retirement. Members thanked her for the help and support she had provided to them over the years.

The Group received the Minutes of the meeting of the ICT Shared Services Governance Board held on 11 July 2016 for information.

ACO Evans introduced the newly appointed Head of ICT, Mr Amrik Dosanjh, to the Policy and Challenge Group.

16-17/CS/040 Minutes

**RESOLVED:**

That the Minutes of the meeting held on 6 December 2016 be confirmed and signed as a true record.

16-17/CS/041 Corporate Services Performance 2016/17 Quarter 3 and Programmes to date

ACO Evans submitted the performance report for Quarter 3 of 2016/17 and gave an update on the programmes within the Group's remit.

The Business Systems Improvement programme was RAG rated as green, although the integration of the payroll for the Retained Duty System had been delayed following a delay to the implementation of the iTrent system to February 2017. All Members should now have access to the employee self-service site to access pay slips and update personal details.

Arising from a comment by the Chair about access to the system for former employees of the Service, ACO Evans advised that providing 'read only' access to former employees to access documents such as P60s for a defined time period following the cessation of their employment had been submitted for consideration.

Members noted that a full update on the development of the new iTrent system was provided within the report.

The Telephony System Replacement Project was currently rated as amber as the procurement process had taken longer than anticipated.

ACO Evans reported on the performance indicators for Quarter 3 2016/17. There were three indicators for which exception reports had been prepared, with the remainder of the indicators reaching or exceeding target levels.

IM1 (the number of mission critical services resolved within 1 hour) was reporting as Amber as a result of the incident reported during Quarter 2 involving a ransomware Cryptoware virus. As a result of the small numbers involved, the indicator would not reach its target for the current performance year.

ACO Evans reported that this would be considered during the following agenda item setting the indicators and targets for 2017/18.

FN5 (percentage of uncontested invoices paid within 30 days) had just missed the target of 97% with performance to date at 96%. The Head of Finance and Treasurer advised that budget managers were reminded to pass these invoices for payment but the deadline was sometimes missed due to work pressures, holiday or sick leave.

FN6 (percentage of outstanding debt over 90 days old) was reported as Red as £1,258.86, or 2.11% of the overall debt, was over 90 days old. The Head of Finance and Treasurer reported that, as the number of jobs incurring a charge from the Service, such as incidents involving lock replacement and flooding of basements, it was likely that the number of small debts that would remain unpaid for over 90 days would also increase and this would need to be considered during target setting.

**RESOLVED:**

That the progress made on Corporate Services Programmes and Performance be acknowledged.

16-17/CS/042 Proposed Corporate Service Indicators and Targets 2017/18

ACO Evans introduced the suite of proposed Corporate Service indicators and targets for 2017/18.

She advised that the targets for the ICT indicators, with the exception of IM1, discussed under the previous agenda item, remained unchanged from 2016/17 to enable a strong baseline of performance to be developed before consideration of updated targets for 2018/19.

The targets for the property indicators would be set at the Group's next meeting when year-end data for utility usage for 2016/17 would be available. This would enable the Group to consider actual usage figures for 2015/16 and 2016/17 when setting the indicators for the 2017/18 performance year.

The Chair reminded Members that the Group would be receiving an update on the review into utility usage and stations where usage was higher than expected at its next meeting.

The Group considered the proposed indicators and targets individually and noted the following proposed changes:

- To decrease the target for FNP5 (percentage of uncontested invoices paid within 30 days) from 97% to 96%.
- To amend the target for FNP6 (percentage of outstanding debt over 90 days old) from less than 1.6% to less than 2.5%, acknowledging the increase in the number of incidents that the Service was charging for.
- To decrease the target for FNP8 (return on investment) from 0.90% to 0.70% as it was forecast that the Bank of England base rate would remain at 0.25% until 2019.
- To decrease the target for IM1 (the number of mission critical services resolved within 1 hour) from 98% to 80%.

There had been no changes proposed to any of the workshop indicators.

In response to questions, the Group was assured that the Service did not pursue debts when that action would cost the Service more than the amount of the debt outstanding. The Service had a duty to recover public money, but this must be balanced against the degree of effort that was involved in recovering small debts.

The Head of Finance and Treasurer and the Chief Fire Officer had delegated authority to write off debts up to certain defined amounts. There had not been a small debt written off in the recent past so no historical information was available. In the event that a debt was written off, this would be reported to Members.

**RESOLVED:**

That the proposed suite of Corporate Services performance indicators and targets for 2017/18 be endorsed.

16-17/CS/043 New Internal Audits

ACO Evans introduced the report on the internal audits completed since the last meeting of the Group. The audits of fleet management, stock and inventory and the risk protection pool had received reasonable assurance audit opinions, whilst the key financial controls had been awarded a substantial assurance audit opinion.



## **Fleet Management**

AC C Ball reported that six actions had arisen from the audit of fleet management. There had been five low and one high priority action. The low priority actions related to the updating of policies and had already been completed.

Actions to address the high priority recommendation to strengthen the procedure for checking and maintaining the log books for pool cars were being implemented. Previously there had been no evidence that checks, including of tyre pressure and fluid levels, were taking place on every use of the pool cars.

## **Stock and Inventory**

The Head of Finance and Treasurer advised that the medium priority action to create an overarching stock policy had been completed.

GC D Cook advised that, in relation to the other medium priority recommendation, new 'technical stores' had been created so that larger items of stock could be stored in an identified location.

He added that the low priority action had been addressed and the MIS system would be used to generate a monthly report identifying stock with low balances so these are reordered in timely fashion.

## **Risk Protection Pool**

The Head of Finance and Treasurer reported that Essex Fire and Rescue Service was responsible for the one medium priority action in the audit report and this had been completed.

## **Key Financial Controls**

The Head of Finance and Treasurer was pleased that the audit on key financial controls provided substantial assurance. All the actions identified in the audit report had been completed.

**RESOLVED:**

That internal audit reports be received and the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report be endorsed.

16-17/CS/044 Audit and Governance Action Plan Monitoring Report

ACO Evans introduced the report on progress made to date against current action plans arising from internal and external audit reports and from the Fire Authority's 2015/16 Annual Governance Statement.

The action arising from the internal audit of fuel cards had been completed and was awaiting follow up audit.

In relation to the Annual Governance Statement, actions arising from the Review of Effectiveness would be reported to the meeting of the full Fire and Rescue Authority on 9 April 2017.

**RESOLVED:**

That the progress made to date against the action plans be acknowledged.

16-17/CS/045 Treasury Management Strategy and Practices

The Head of Finance and Treasurer presented the Authority's Treasury Management Strategy Statement and Treasury Management Policies for onward recommendation to the Fire and Rescue Authority. These documents were reviewed annually and no material updates had been made to either the Treasury Management Strategy Statement or the Treasury Management Practices.

It was noted that Members had last received training from the Authority's treasury management advisers in July 2015. It was agreed that it would be beneficial to Members to receive this training again.

The Head of Finance and Treasurer reported that the Authority currently had debts of just under £10 million and short term investments of approximately £10 million with an investment income of £70,000 budgeted for 2017/18.

Members were advised that the Authority did not invest with financial organisations with ratings below AA-. This approach to risk was also being applied to the risk protection pool of which the Authority was a member.

**RESOLVED:**

1. That the Fire and Rescue Authority be recommended to adopt the updated:
  - i. Treasury Management Strategy Statement
  - ii. Minimum Revenue Provision Policy and Annual Investment Strategy
  - iii. Treasury Management Practices
2. That Members receive treasury management training on one of the scheduled Member Development Days.

16-17/CS/046 Corporate Risk Register

GC D Cook submitted the update on the review of the Service's Corporate Risk Register in relation to Corporate Services. There had been no changes to the individual risk ratings of the nine risks reported to the Group. There had been two updates to individual risks as follows:

CRR39 (If we have inadequate data management due to poor implementation, inappropriate specification of requirements or poor quality control measures then we are at risk of using the wrong information throughout the organisation and thus potentially affecting the delivery of our services): the Service's new HR and payroll system, iTrent, was now live and this was its principal source of people-related information. The development of workbench in collaboration with Devon and Somerset Fire and Rescue Service was progressing as referred to earlier in the meeting.

CRR45 (Exchanges of information such as email, web browsing, removable media, social media, exposes the Service to malicious code and content (malware). There is a risk that malware could seriously damage the confidentiality, integrity and availability of our Service's information and ICT resulting in disruption to the delivery of our Services, unauthorised export of sensitive information, material financial loss and legal or regulatory sanctions): all senior managers had received a briefing on cyber security. Regular penetration testing was undertaken, with the outcomes informing action plans.

The increasing threat from malware was discussed. It was acknowledged that human behaviour was often the weakest link. It was important that any breach was identified quickly and that awareness raising and training was provided throughout the organisation.

**RESOLVED:**

That the development of the Service's Corporate Risk Register in relation to Corporate Services be noted and approved.

16-17/CS/047 Review of Work Programme 2016/17

The Group received its updated work programme for 2016/17. The Chair highlighted items in the work programme that had been included at the request of Members, including the review of utility usage that would be submitted to the Group's next meeting.

**RESOLVED:**

That the work programme be agreed.

The meeting finished at 10.49am.

For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
21 June 2017  
Item No. 6

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**REPORT AUTHOR:** SECRETARY/MONITORING OFFICER

**SUBJECT:** TERMS OF REFERENCE

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For further information on this Report contact: Mrs Karen Daniels  
Service Assurance Manager  
Tel No: 01234 845013

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Background Papers: None

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Implications (tick ✓):

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

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

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**PURPOSE:**

To review the Terms of Reference for the Corporate Services Policy and Challenge Group.

## RECOMMENDATIONS:

That:

1. Members consider the Terms of Reference for the Corporate Services Policy and Challenge Group and recommend any changes for 2017/18 to the Fire Authority.
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1. Introduction

- 1.1 The Corporate Services Policy and Challenge Group has been established to ensure that the following areas of the Fire and Rescue Service are functioning efficiently and effectively, challenging areas of under performance as required and approving any associated policy as necessary:

- Strategic Support
- Finance and Procurement
- Asset Management
- Information, Communications and Technology

2. Terms of Reference

- 2.1 The Terms of Reference for the Policy and Challenge Group were last revised in July 2016 and are appended to this report.
- 2.2 Members are asked to consider the current Terms of Reference and recommend any changes required for 2017/18 to the Fire and Rescue Authority.

**J ATKINSON**  
**SECRETARY/MONITORING OFFICER**

## **CORPORATE SERVICES POLICY AND CHALLENGE GROUP**

The Corporate Services Policy and Challenge Group has been established to ensure that the following areas of the Fire and Rescue Service are functioning efficiently and effectively, challenging areas of under performance as required and approving any associated policy as necessary:

- Strategic Support
- Finance and Procurement
- Asset Management
- Information, Communications and Technology

### **Membership**

The Group is to consist of those Members appointed by the Fire and Rescue Authority for the ensuing year or as determined by the Fire and Rescue Authority.

One elected Member will be nominated as Chair of the Group by the Fire and Rescue Authority at its annual meeting and another elected Member will be nominated as Vice Chair at the first Group meeting held after the annual meeting. The Group may co-opt onto its membership any person, such as representatives or members of groups, who may provide specialist information or skills in assisting the Group to reach its aims and objectives set out below.

### **Quorum**

Business shall not be transacted at any meeting of the Corporate Services Policy and Challenge Group unless at least three Members are present and at least one Member from two constituent authorities.

### **Support**

The Group will be supported by Principal Officers with responsibility for areas within the remit of the Corporate Services Policy and Challenge Group, the Fire and Rescue Authority's Treasurer, Head of Finance and Assistant Treasurer, and members of the Strategic Support Team.

### **Regularity of Meetings**

The Group is to meet a minimum of four times a year and whenever deemed necessary by any member of the Group.

### **Reporting**

The Group has no delegated power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.

### **Terms of Reference**

1. To consider and report as necessary on performance in respect of the Fire and Rescue Authority's Corporate Services functions and be involved in the setting and monitoring of Service targets.
2. To consider at each group meeting the current year revenue and capital budgetary control information.
3. To oversee the Fire and Rescue Authority's Efficiency Plan.
4. To monitor the progress of the Corporate Services projects identified in the Community Risk Management Plan.
5. To commission and oversee reviews into specified areas of work within the Corporate Service's Directorate.
6. To monitor the effective identification and management of corporate risks relating to Corporate Services functions.
7. To monitor and review the Fire and Rescue Authority's Asset Management strategy, plans and processes.



8. To consider any external reports relating to the Corporate Services functions.
9. To act as Treasury Management scrutiny.

*Revised Terms of Reference agreed by the then CFA on 7 September 2011*

*Updated for change of Authority name – December 2012*

*Quorum included – 24 June 2014*

*Support to include Principle Officers with responsibility for areas within the remit of the Corporate Services Policy and Challenge Group – 15 July 2015*

*Reporting Statement included and reference to 'approve' removed from points 3 and 7 of terms of reference – FRA Meeting 21 July 2016*

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**REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**

**SUBJECT: CORPORATE SERVICES PROGRAMME AND PERFORMANCE 2016/17 - QUARTER FOUR (APRIL TO MARCH 2017)**

For further information on this Report contact: Adrian Turner  
Service Performance Analyst  
Tel No: 01234 845022

**Background Papers:**

Previous Corporate Services Quarterly Programme and Performance Summary Reports

Implications (tick ✓):

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

*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 2016/17 Quarter 4, detailing:

1. Progress and status of the Corporate Services Programme and Projects to date.
2. A summary report of performance against Corporate Services Performance indicators and associated targets for Quarter 4 2016/17 (1 April 2016 to 31 March 2017).

## RECOMMENDATION:

Members acknowledge the progress made on Corporate Services Programmes and Performance and consider any issues arising.

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### 1. Programmes and Projects 2017/18

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2017 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:
  - 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;
  - 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 2017/18 to 2020/21 has been taken within the proposed 2017/18 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2017.
- 1.4 Phase 2 Virtual Desktop Infrastructure (VDI) (an ICT Shared Service joint project with Cambridgeshire Fire and Rescue Service) is now underway, covering the migration of remaining mobile users who fell outside the original scope or who were deferred for other business reasons (e.g. Control, HR and Payroll teams). To date, 89% of the total number of people who can be migrated have been.
- 1.5 Changes in the Business Systems and Process Improvement Programme are summarised as follows:

- The **Property Defect Reporting Project** is now live, making property defect reporting a fully electronic process. This project is now complete;
- The **Land and Gazetteer Project** is complete, and has now been transferred to Business as Usual (BaU);
- The **Asset Tracking project** is suspended for 4 months to undertake a further detailed feasibility study.

1.6 Exception reports relating to the Service's Strategic Projects is shown at paragraph 2.

1.7 Other points of note include the following:

- The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board will now be reviewing the Programme quarterly, with the next Programme Board review scheduled for 23 May 2017.

1.8 Appendix A, gives a summary of status to date. The status of each project is noted using the following key:

<b>Colour Code</b>	<b>Status</b>
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets.

2. Programme Summary and Exception Reports

2.1 The **HR & Payroll System Project** successfully went live in February 2017. Work on systems integration between I-Trent and MIS is ongoing; Workbench has been released and is currently with HR for testing. Final budget status at year end is pending completion of an analysis which is identified by the current amber status.

3. Performance

3.1 In line with its Terms of Reference, the Corporate Services Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group. It has been previously agreed by the Group, that in order to facilitate this, it should receive quarterly summary performance reports at each of its meetings.

3.2 This report presents Members with the performance summary for the quarter four 2016/17 which covers the period April 2016 to March 2017. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2016/17 planning cycle.

3.3 The status of each measure is noted using the following key:

<b>Colour Code</b>	<b>Exception Report</b>	<b>Status</b>
GREEN	n/a	Met or surpassed target
AMBER	Required	Missed but within 10% of target
RED	Required	Missed target by greater than 10%

#### 4. Performance Summary and Exception Reports

All performance indicators are on target with the exception of:

- 4.1 **FNP2a&b Accuracy of Net Budget Forecast:** The data for this measure is not available until after the closure of accounts and will be reported in September 2017.
- 4.2 **FNP5 Percentage of Uncontested Invoices Paid Within 30 days**  
The target for 2016/17 was 97%. This was missed by 1%, in the main due to two teams (the Finance Team have liaised with these teams). The target for 2017/18 has been reduced back down to 96%.
- 4.3 **FNP6 Percentage of Outstanding Debt Over 90 Days Old** The total of outstanding debt as at 31st March was £43,782.47 with £2,012.40 or (4.80%) being over 90 days old. These relate to special services invoices raised where the authority is pursuing debtors via small claims court and other avenues including attachment of earnings in order to recover the debts.
- 4.4 **FNP7 Percentage of Planned Efficiency Savings Achieved –** The target for 2016/17 was missed due to one saving/efficiency not being achieved, despite total savings and efficiencies of £440k being delivered. The saving/efficiency that was not achieved was an item that had previously been reported to Members as part of the Budget Monitoring Reports. It was the Rogue Landlord scheme where a contribution of £40k from Luton Borough Council did not materialise.
- 4.5 **FNP8 Return on Investment –** Despite proactive investment management this target was missed due to low return rates offered on investments as a result of continuing market uncertainties from Brexit and other economic factors.
- 4.6 **IM1 The Number of Incidents on Mission Critical services resolved within 1 Hour**  
The cumulative total for the year was missed due to the 3 calls logged as Mission Critical during Q2 and already reported to the Fire Authority.
- 4.9 **Property Measures Pr01, Pr02, PR03 Utility usage.** These indicators are covered in detail as part of the Property Asset Management Plan, Agenda Item 12 at this meeting. The Property AMP covers a review of 2016/17 actual usage and proposed benchmarks for 2017/18.will

**ZOE EVANS**  
**ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**





Project Description	Aims	Performance Status	Comments
<p><b>Improvement (cont...)</b></p> <p><b>HR/Payroll System and Services</b></p>	<p>Implement a new HR/Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service. The HR/Payroll system will integrate with the MIS Personnel module to ensure the MIS components continue to function correctly.</p>		<p><b>02 May 2017:</b> Following a successful Payroll run in February with I-Trent as the primary system, the project has now been handed over from the supplier Midland HR to BFRS business as usual. However, there is still too much work to complete to consider Phase 1 of the project as closed.</p> <p>All reports for Finance have been in place since payroll went live. Some pension reports are still being worked on, plus configuration to enable LGPS 3rd Party returns. In the HR section there is work still to do to set up the tracking of temporary and substantive posts, also in developing and finalising a number a range of different reports, and a range of other tasks. Work on building reports continues.</p> <p>Work on systems integration between I-Trent and MIS is ongoing; Workbench has been released and is currently with HR for testing. Iterative development has been hampered by sickness absence of the developer, but ongoing work on this has been picked up in-house. The synchronisation process was delivered for testing on 08 May.</p> <p>Employee Self Service (ESS) was successfully launched for all staff to update their details and access their payslips, and will shortly be enhanced to enable holiday and special leave booking for Green book staff. Training guides for People Manager (PM) have been developed, and PM was launched on 10 May, enabling Managers to authorise holiday requests.</p> <p>Processes are now in place for managing I-Trent releases, and for hosted system maintenance downtime. Final budget status at year end is pending completion of an analysis of open purchase orders for the project to determine the correct level of committed spend.</p>

Project Description	Aims	Performance Status	Comments
<p><b>Business Process Improvement</b></p>	<p>Optimise ways of working, re-engineering and automating where possible and providing integration between business systems.</p>	<p><b>Green</b></p> <p><b>Green</b></p> <p><b>Completed</b></p> <p><b>Green</b></p>	<p><b>Cloud-based processes (Training Centre Management):3 May 2017:</b> Work by the fourth STEP team is on-going to develop Training Centre Management (TCM). Primarily focus has been on user interface updates requested by Bedfordshire's Training and Development Centre management, as well as improving some of the technical possibilities within the system. A further meeting is scheduled for May 2017 to review version 1, which includes event, course and attendee management. Progress is also being made on developing a digital feedback form process.</p> <p><b>Cloud-based processes (Retained Recruitment): 03 May 2017:</b> The On Call Recruitment process, developed by the fourth STEP team has now been deployed in BRFS and is actively managing Firefighter applications up to the written test stage. A meeting is planned for the end of May to discuss implementing the written test element and reviewing where the development of the final stages is in relation to being ready to implement. There have been issues with the Bedfordshire &amp; Cambridgeshire firewalls which have impacted on training personnel, and there are still some personnel to be trained, which is in hand.</p> <p><b>Property Defect Reporting: 03 May 2017:</b> Successfully deployed to all stations making property defect reporting paperless.</p> <p><b>Community Safety "Safe &amp; Well" application: 02 May 2017:</b> The Community Safety (CS) "Safe and Well" application is now built and is in an iterative development phase following meetings with Thomas Warner and team to review functionality. The application is part of Workbench, and will enable CS staff to manage and report on Safe and Well visits across the County.</p> <p>The application is expected to be available for User Acceptance Testing (UAT) by second week in May, and to be launched to all CS staff for operational use by the end of May. Knowledge transfer from the contract developer to the BIT is underway.</p>
<p><b>Business Process</b></p>			

Project Description	Aims	Performance Status	Comments
Improvement, cont...		Green	<p><b>Absence Notification Application: 02 May 2017:</b> The absence notification app is built and with HR for user acceptance testing, currently estimated at 40 hours. This follows its development phase and previous reviews by HR to review functionality.</p> <p>The user acceptance testing phase may identify further modifications that may be required to the workbench app and/or the synchronisation that has been developed between workbench, the new HR/Payroll system and the existing management information system that provides the information source for the Service whole time rotas and availability. Once UAT has been undertaken and prior to launch the absence notification app requires documentation in the form of training materials for line managers and control.</p> <p>Given other aspects of the HR and payroll system implementation a precise deployment date for the app has not yet been agreed.</p>
<p>2017  <b>Telephony System Replacement (Unified Comms)</b></p>	<p>Replacement of existing business Telephony system, to a network (VOIP) system. This will provide unified communications for voice and data. Users will be able to access the same facilities on desk phones and computers. This excludes Control Room Comms (ICCS and Mobs).</p>	Green	<p><b>05 May 2017:</b>  The Unified Comms solution will be designed and implemented by an external consultancy company who have now been engaged. Enabling work for the network has begun. We expect to have the backend infrastructure in place ready for testing and piloting in the summer.</p> <p>A Project Governance framework is now in place and work is underway between Cambridgeshire and Bedfordshire Fire Services on developing a joint Communications Plan. An Options Appraisal for use of staff photographs, and a Benefits Review Plan were presented to the Project Board on 16 May.</p>

Project Description	Aims	Performance Status	Comments
<b>Community Defibrillators</b>	Sponsor and deliver community located defibrillators.	<b>Green</b>	<p><b>03 May 2017:</b> BFRS continues to support the deployment of community defibrillators and have introduced a match funding scheme where BFRS will pay 50% of the cost of the cabinet and defibrillator.</p> <p>One outstanding defibrillator for Felmersham Parish Council has now been completed under the old scheme.</p> <p>2 defibrillators have been issued through match funding and these have gone to the John Bunyan Community Boat and St. Bedes, Conduit Road, Bedford.</p> <p>There are a further 4 waiting for the cabinets to be delivered before being issued, these will be going to Bromham Football Club, Sandy Town Council, Studham Sports and Social Club and Little Staughton Parish Council.</p> <p>The 2013 AEDs are reaching the four year point in their cycle. The funding is available for the battery and pad replacements, which is currently being done as required.</p>
<b>Desktop Refresh (VDI)</b>	All principle business systems will be packaged onto the Virtual Desktop server. Users to receive their virtual desktop from a central Server. The aim is to improve flexibility of working location, optimise data flows on the networks, increase resilience, reduce desk-side technical support by removing physical PCs, and provide the facility to stream good quality video.	<b>Green</b>	<p><b>05 May 2017:</b></p> <p>We have now entered Phase 2 of the project, migrating complex and laptop users. The vast majority of corporate software is now available to VDI users through various methods. We are waiting for packaging and testing of applications for HR, Finance and Procurement.</p> <p>VDI is now available on corporate laptops meaning that laptop users do not need to give up their laptops or change their ways of working in order to benefit from VDI migration.</p> <p>89% of all Bedfordshire staff who can be migrated are now using VDI. Until recently the project was on track to complete at the end of Q1 2017/18 as planned. However, due to sickness absence and staff vacancies in ICT, the delivery schedule for the remaining users is challenging due to lack of capacity in the delivery teams; however the planned end date is achievable within project tolerances.</p>

Project Description	Aims	Performance Status	Comments
<b>Website Procurement and Development</b>	Develop a new modern website that fully complies with accessibility standards, and enables dynamic interaction with the public and local businesses (self service).	<b>Green</b>	<p><b>05 May 2017:</b></p> <p>Since September 2016 the Service has been exploring the best options to establish a new website. Following the conclusion of the Police Tri-Force Procurement exercise it now looks likely that the Service will be working with the successful contractor. Discussions are about to begin with them, and it is hoped the new website will be in place by September 2017.</p> <p><u>Future Revenue Costs:</u> Building and launching the website is only the first stage. Further development will be required to meet the aspirations of the Service for self-service Home Fire Safety Checks and for businesses to be able to undertake other as yet unspecified self-service tasks. Run-on costs also include hosting, support and maintenance of the website infrastructure, routine maintenance, development support, and website recovery.</p> <p>A revenue budget will be required to ensure the continued maintenance and development of the website annually. Routine management ensures the website quality does not deteriorate. This includes:</p> <ul style="list-style-type: none"> <li>• Updating website content – day to day updates of content;</li> <li>• Monitoring and fixing issues raised with Site Improve (broken links, spelling mistakes, out-of-date information like phone numbers or officer names);</li> <li>• Testing and tweaking the website search engine – analysing search performance to ensure that the correct pages are appearing at the top of the results;</li> <li>• Monthly performance reporting; Ongoing improvements as technology changes.</li> </ul>

## SUMMARY OF CORPORATE SERVICES PERFORMANCE 2016/17 – QUARTER 4

Information and Communications Technology									
Measure				2016-17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Higher is Better	98%	n/a	100%	92%	98%	Amber	Missed target by 7%
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Higher is Better	96%	n/a	100%	99%	96%	Green	3% better than target
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Higher is Better	90%	n/a	100%	100%	90%	Green	11% better than target
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Higher is Better	90%	n/a	94%	93%	90%	Green	3% better than target
AV1	Core ICT services availability	Higher is Better	97%	n/a	100%	100%	97%	Green	3% better than target
AV2	Business Applications Availability	Higher is Better	97%	n/a	100%	100%	97%	Green	3% better than target
ICT1	User Satisfaction	Higher is Better	70%	n/a	67.5%	89%	70%	Green	27% better than target

## Notes:

- The comments column on the right hand side shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target.

Fleet & Workshops									
Measure				2016-17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
WS1a	Grade A Defect Response Time (within 1 hour)	Higher is Better	90%	n/a	92%	95%	90%	Green	6% better than target
WS1b	Grade A Defect Response Time (within 2 hours)	Higher is Better	95%	n/a	97%	99%	95%	Green	4% better than target
WS2a	The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Lower is Better	5%	n/a	2.35%	2.29%	5%	Green	54% better than target
WS2b	The percentage of time when Aerial Ladder Platforms & SRU were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Lower is Better	5%	n/a	3.39%	3.06%	5%	Green	38% better than target
WS2c	The percentage of time when other operational appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Lower is Better	3%	n/a	0.50%	0.37%	3%	Green	87% better than target
WS4	The number of hours as a percentage the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time. (Idle time)	Lower is Better	2%	n/a	1.04%	0.86%	2%	Green	57% better than target
WS5	The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period.	Higher is Better	93%	n/a	98%	98%	93%	Green	5% better than target
WS6	Annual Services undertaken	Higher is Better	100%	n/a	100%	100%	100%	Green	Met target

Finance									
Measure				2016-17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
FNP 1	Budget Requirement of Fire and Rescue Service divided by population	Lower is Better	n/a	n/a	£45.01	£44.25		n/a	
FNP2a	Accuracy of Net Budget Forecast (Periods 6 (Sep))	Lower is Better	£600k	0	£89k	TBA	£600k		See exception report
FNP2b	Accuracy of Net Budget Forecast (Period 9 - Dec)	Higher is Better	£600k	0	£7k	TBA	£600k		See exception report
FNP3	% of Routine Financial Reports Distributed Within 6 Working Days of Period end closure	Higher is Better	90%	99.80%	100%	100%	90%	Green	11% better than target
FNP4	Compliance of Annual Statement of Accounts Processes with Statutory Timescales and Quality Criteria	Higher is Better	100%	100%	100%	100%	100%	Green	Met target
FNP5	Percentage of Uncontested Invoices Paid Within 30 days	Higher is Better	97%	95%	96%	96%	97%	Amber	Missed Target by 1%
FNP6	Percentage of Outstanding Debt Over 90 Days Old	Lower is Better	1.5%	2.53%	1.54%	5.43%	1.5%	Red	Missed target
FNP7	Percentage of Planned Efficiency Savings Achieved	Higher is Better	100%	100%	100%	92%	100%	Amber	Missed target by 8%
FNP8	Return on Investment	Higher is Better	0.90%	1.05%	0.86%	0.86%	0.90%	Amber	Missed target by 4%



Property									
Measure				2016-17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
Pr01	Total Electricity Consumption	Lower is Better							See exception report
Pr02	Total Gas Consumption	Lower is Better							
Pr02	Total Water Consumption	Lower is Better							

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For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
21 June 2017  
Item No. 8

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**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

**SUBJECT:** NEW INTERNAL AUDIT REPORTS

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For further information on this report contact: Karen Daniels  
Service Assurance Manager  
Tel No: 01234 845013

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Background Papers: RSM Strategy for Internal Audit  
Bedfordshire Fire Authority 2017/18 to 2019/20

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Implications (tick ✓):

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

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

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## **PURPOSE:**

To present the report on internal audits completed since the last meeting of the Corporate Services Policy and Challenge Group.

## **RECOMMENDATION:**

That Members receive the attached internal audit report and endorse the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report.

---

### 1. Background

1.1 Internal audits are completed in accordance with the Internal Audit Annual Plan agreed by the Audit and Standards Committee.

1.2 Each internal audit report details:

- the specific audit conducted,
- the scope of the audit,
- an assessment of the controls in place to manage the relevant objectives and risks,
- the auditors recommendations and priority of these, and
- an action plan which has been agreed with the appropriate Functional Head and approved by the relevant Principal Officer for incorporation into the Audit and Governance Actions Monitoring report.

1.3 All internal audit reports are presented to the appropriate Policy and Challenge Group for endorsement of the actions arising. The Governance audit report was presented to the Audit and Standards Committee on the 14 June 2017.

## 2. Internal Audit Reports

2.1 The Appendix A to this report presents the internal audit reports on:

- Governance – Transparency and Decision Making (completed on 10 February 2017; report finalised on 4 May 2017 2017) (Appendix A). Conclusion: Amber – Reasonable Assurance.
- Risk Management (completed on 5 April 2017; report finalised on 12 May 2017) (Appendix B). Conclusion: Amber – Reasonable Assurance.
- Follow Up (completed on 8 March 2017; report finalised on 9 May 2017) (Appendix C). Conclusion: Good Progress.

2.2 The actions arising from the above audits will be incorporated as ‘new’ actions within the Audit and Governance Actions Monitoring Report in September 2017 for on-going monitoring by the Policy and Challenge Group.

2.3 Any slippage or other exceptions arising will also be reported to and monitored by the Audit and Standards Committee.

**ZOE EVANS**

**ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**

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# BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

## Governance: Transparency and Decision Making

FINAL

Internal Audit Report: 7.16/17

4 May 2017

This report is solely for the use of the persons to whom it is addressed.  
To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.



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<b>Debrief held</b>	10 February 2017	<b>Internal Audit team</b>	Dan Harris, Head of Internal Audit Suzanne Rowlett, Senior Manager Anand Mistry, Assistant Manager Jay Desai, Auditor
<b>Draft report issued</b>	22 February 2017		
<b>Revised draft report issued</b>	29 March 2017		
<b>Responses received</b>	4 May 2017		
<b>Final report issued</b>	4 May 2017	<b>Client sponsor</b>	Zoe Evans, Assistant Chief Officer Gavin Chambers, Head of Finance and Treasurer Karen Daniels, Service Assurance Manager
		<b>Distribution</b>	Zoe Evans, Assistant Chief Officer

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

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# 1 EXECUTIVE SUMMARY

## 1.1 Background

We have undertaken a review of Governance: Transparency and Decision Making at Bedfordshire Fire and Rescue Authority (BFRA) as part of our annual internal audit plan for 2016/17.

Our review focussed on transparency and the clarity of decision making within the senior decision making groups of the organisation including the Authority, Audit and Standards Committee and Policy and Challenge Groups.

This second part of this review was designed to provide assurance over the Authority's compliance with the information which must be published as detailed in the Transparency Code 2015. The Code was issued in order to meet the Government's desire to place more power into citizen's hands to increase democratic accountability and make it easier for local people to contribute to the local decision making process and help shape public services. Transparency is the foundation of local accountability and the key that gives people the tools and information they need to enable them to play a bigger role in society.

The Code lists 11 categories of information relevant to the Authority which 'must be published' as well as additional information for 7 categories which are 'recommended for publication'. The Authority was working on a new version of their website, for this we have identified against the current arrangements a number of areas the Authority could improve the information it is presenting within the public domain.

## 1.2 Conclusion

Our review on the transparency and the clarity of decision making within the senior decision making groups identified no significant areas of concerns, we did however agree two low priority actions in order to enhance the processes undertaken by the Authority.

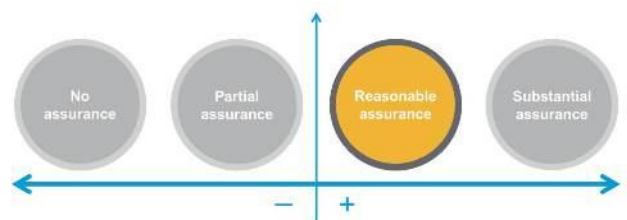
As part of our testing, we identified that for all 11 categories of the Transparency Code for which information 'must be published' there was information published, however for six of these we identified gaps, and weaknesses with the information which had been published

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### Internal Audit Opinion:

Taking account of the issues identified, the Authority can take reasonable assurance that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied.

However, we have identified issues that that need to be addressed in order to ensure that the control framework is effective in managing this area.



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## 1.3 Key findings

The key findings from this review are as follows:

### Transparency and openness of decision making

The Fire Authority was supported by four key groups which ensured that the Fire and Rescue Service were functioning efficiently and effectively by challenging and scrutinising areas of underperformance and supporting the Authority in approving relevant policies and activity.

Our review identified that the Standing Orders which supported the Fire Authority did not have notes to confirm that they had been updated; we did however confirm that the document was reviewed; but where no changes are made, this is not documented. We confirmed that the Audit and Standards Committee and the three Policy and Challenge groups were supported by an established Terms of Reference, which had been subject to regular review and approval by the BFRA. The Terms of References had appropriately outlined the group's membership, quorum requirements, frequency of meetings and the reporting lines for each of the groups.

BFRA receive all of the minutes and papers submitted to and discussed by the three Policy and Challenge Groups and by the Audit and Standards Committee. The meeting minutes are taken at each of committees/groups meeting and where decisions is required to be or has been made, this is clearly highlighted within the meeting papers, and minutes for each of the four groups reviewed and also the Fire Authority.

All of the groups have a standing agenda item on the Declarations of Disclosable Pecuniary and Other Interests, and each group's terms of reference defines a quorum requirement which is clear in identifying the minimum number of members to ensure business can be transacted. We confirmed for a sample of three meetings for all four groups and the Fire Authority that the opportunity for Declarations of Disclosable Pecuniary and Other Interests had been given to members. Although it was not common for an interest to be present, we identified two meetings where an interest was declared, however as these were declared as local interest, no action was required.

## Website Project

### Information which must be published

We reviewed information available on the Authority website for compliance with the 'must be published' information and confirmed that Information was published against all 11 relevant categories. Of the 11 categories, six did not meet all the specific requirements of the code.

Due to gaps in 'must be published' information and this being out of date there is a risk of non-compliance, reputational damage. This has resulted in a total of **four medium** and five low priority actions being agreed.

### Information recommended for publication

The information 'recommended for publication' was confirmed to be published against one of the seven categories. The information 'recommended for publication' is not mandatory however we have made five suggestions which the Authority should consider for implementation. Refer to the action plan and Appendix B for our detailed results and actions proposed.

## 1.4 Additional information to support our conclusion

Area	Control design*	Compliance with controls*	Agreed actions		
			Low	Medium	High
Transparency and openness of decision making	0 (3)	1 (3)	1	0	0
Website Project	0 (2)	2 (2)	3	3	0
<b>Total</b>			<b>4</b>	<b>3</b>	<b>0</b>

\* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

## 2 ACTION PLAN

### Categorisation of internal audit findings

Priority	Definition
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

The table below sets out the actions agreed by management to address the findings:

Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
<b>Area: Transparency and openness of decision making</b>					
1	<p>The Standing Orders were last reviewed in 2013, and did not outline a next review date.</p> <p>Discussions identified that the Standing Orders were reviewed in July 2015, however, as no changes were made there were no notes to identify the 2015 review.</p>	Low	Going forward, the Authority will document any reviews carried out on the Standing Orders.	31/03/2017	Service Assurance Manager

Ref	Priority	Actions for management in line with the Transparency Code 2015	Implementation date	Responsible owner
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**Area: Transparency and openness of decision making**

2	Medium	<p>BFRS already publish a Contracts register containing details of contracts over £5,000 together with all transparency criteria.</p> <p>For any contract, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000 the service will include the following information:</p> <ul style="list-style-type: none"> <li>• reference number</li> <li>• title of agreement</li> <li>• local authority department responsible</li> <li>• description of the goods and/or services being provided</li> <li>• supplier name and details</li> <li>• sum to be paid over the length of the contract or the estimated annual spending or budget for the contract</li> <li>• Value Added Tax that cannot be recovered</li> <li>• start, end and review dates</li> <li>• whether or not the contract was the result of an invitation to quote or a published invitation to tender whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector.</li> </ul>	Apr 2017	Proc Man
3	Low	The Authority will add a Unique Property Reference Number and a unique asset identity for each of the assets.	31/03/2017	HFAT
4	Medium	The Authority will publish on an annual basis all Grants to voluntary, community and social enterprise organisations.	28/04/2017	Chief Accountant
5	Low	The Authority will update its website to include all staff who are in the top three levels of the organisation regardless of the salaries they may earn.	30/07/2017	Senior HR Advisor

Ref	Priority	Actions for management in line with the Transparency Code 2015	Implementation date	Responsible owner
6	Low	<p>The Authority will publish the following in relation to senior salaries:</p> <ul style="list-style-type: none"> <li>a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000.</li> </ul>	30/07/2017	Senior HR Advisor
7	Medium	<p>The Authority will publish the following information relating to fraud:</p> <ul style="list-style-type: none"> <li>total amount spent by the authority on the investigation and prosecution of fraud total number of fraud cases investigated.</li> </ul> <p><b>Management Comment</b></p> <p>This will be included in the review of Monitored Policies (which includes Fraud) and presented to the Audit and Standards Committee in 2017,</p> <p>Any information applicable for 2015/16 will be added to the website</p>	30/06/2017	Service Assurance Manager

### 3 DETAILED FINDINGS

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
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**Area: Transparency and openness of decision making**

1	Bedfordshire Fire and Rescue Authority (BFRA) has Standing Orders in place to define requirements and responsibilities.	Yes	No	<p><b>Fire Authority</b></p> <p>We reviewed the Standing Orders for the Authority which clearly outlined the following key elements of the group:</p> <ul style="list-style-type: none"> <li>• Membership;</li> <li>• Quoracy requirements; and</li> <li>• Meeting frequency.</li> </ul> <p>We confirmed that the Standing Orders were dated February 2013, however confirmed through discussions that they had been reviewed in July 2015 but, as no changes were made, this was not documented. As there was no identification of a regular review process for the standing orders, therefore the Authority may be exposed to the risk that the standing orders may be misinterpreted as being outdated, and not reflective of the current practices.</p>	Low	The Authority will identify a review timescale for its Standing Orders, to ensure these are fit for purpose and reflective of practice.
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**Area: Website Project**

1	<p><b>‘Must be published’ information</b></p> <p>The Fire Authority website includes a page for ‘Transparency’.</p> <p>The Fire Authority is required to publish information against 11</p>	Yes	No	<p>We reviewed information available on the website for compliance with the ‘must be published’ information as stated within the Transparency Code 2015.</p> <p>We were able to confirm that Information was published against all 11 relevant categories.</p> <p>Out of the 11 published categories, information published under six categories did not meet all the specific</p>	N/A	Refer to Appendix A for actions for each specific information category.
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Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
	information categories and keep them updated in line with the required frequency for each category.			<p>requirements of the code.</p> <p>Due to gaps in 'must be published' information and it being out of date there is a risk of non-compliance, reputational damage and potential increase in Freedom of Information requests for information which should have been published under the Code.</p> <p>Refer to Appendix A for detailed results and actions proposed for each of the 11 information categories.</p>		
2	<p><b>'Recommended for publication' Information</b></p> <p>The Transparency Code 2015 includes a list of information 'recommended for publication' against seven of the 11 categories.</p>	Yes	No	<p>We reviewed the Authorities website to determine whether the information 'recommended for publication' was made available.</p> <p>The information 'recommended for publication' was confirmed to be published against one of the seven categories.</p> <p>The information 'recommended for publication' is not mandatory however we have made suggestions which could be considered for implementation.</p> <p>Refer to Appendix B for detailed results and actions for each information category.</p>	N/A	Refer to Appendix B for actions for each specific information category.

# APPENDIX A: INFORMATION WHICH MUST BE PUBLISHED – FINDINGS

Information title	Information which must be published	Compliant? (Yes/No)	Audit findings and implications	Priority	Actions for management
<b>Expenditure exceeding £500</b>	<p>Quarterly publication</p> <p>Publish details of each individual item of expenditure that exceeds £500, including items of expenditure, consistent with Local Government Association guidance, such as:</p> <ul style="list-style-type: none"> <li>• individual invoices</li> <li>• grant payments</li> <li>• expense payments</li> <li>• payments for goods and services</li> <li>• grants</li> <li>• grant in aid</li> <li>• rent</li> <li>• credit notes over £500</li> <li>• Transaction's with other public bodies.</li> </ul> <p>For each individual item of expenditure the following information must be published:</p> <ul style="list-style-type: none"> <li>• date the expenditure was incurred</li> <li>• local authority department which incurred the expenditure</li> <li>• beneficiary</li> <li>• summary of the purpose of the expenditure</li> <li>• amount</li> <li>• Value Added Tax that cannot be recovered</li> <li>• Merchant category (e.g. computers, software etc.).</li> </ul>	Yes	<p>We confirmed through review of the Authority's website that they had published a monthly report of all expenditure exceeding £500 on their website. The report included the following information:</p> <ul style="list-style-type: none"> <li>• date the expenditure was incurred</li> <li>• local authority department which incurred the expenditure</li> <li>• beneficiary</li> <li>• summary of the purpose of the expenditure</li> <li>• amount</li> <li>• Value Added Tax that cannot be recovered</li> <li>• Merchant category (e.g. computers, software etc.).</li> </ul> <p>No issues identified.</p>	N/A	



<b>Government Procurement Card transactions</b>	<p>Quarterly publication</p> <p>Publish details of every transaction on a Government Procurement Card. For each transaction, the following details must be published:</p> <ul style="list-style-type: none"> <li>• date of the transaction</li> <li>• local authority department which incurred the expenditure</li> <li>• beneficiary</li> <li>• amount</li> <li>• Value Added Tax that cannot be recovered</li> <li>• summary of the purpose of the expenditure</li> <li>• merchant category (e.g. computers, software etc.).</li> </ul>	No	<p>We confirmed that a quarterly publication is made of every transaction which is made on their Procurement Card.</p> <p>We confirmed that for each transaction the following was captured:</p> <ul style="list-style-type: none"> <li>• date of the transaction</li> <li>• local authority department which incurred the expenditure</li> <li>• beneficiary</li> <li>• amount</li> <li>• summary of the purpose of the expenditure</li> <li>• merchant category (e.g. computers, software etc.).</li> </ul> <p>We identified that the document did not capture Value Added Tax that cannot be recovered. We did however subsequently identify through discussions with the Head of Finance that it was not common for this to occur and therefore the Organisation had not published this data.</p> <p>We have therefore made a suggestion in relation to this.</p>	Suggestion	<p>The Authority will consider capturing Value Added Tax that cannot be recovered within its quarterly publication of every transaction on their procurement card.</p>
<b>Procurement information</b>	<p>Quarterly publication</p> <p>Publish details of every invitation to tender for contracts to provide goods and/or services with a value that exceeds £5,000. For each invitation, the following details must be published:</p>	No	<p>We identified that Bedfordshire Fire and Rescue Authority publish Purchase Orders with a value of £5,000 and over. For this they included the following information:</p> <ul style="list-style-type: none"> <li>• Document date;</li> </ul>	Medium	<p>For Purchase Orders with a value of £5,000 and over the service will include the following information:</p> <p>For any contract, commissioned activity, purchase order, framework agreement and any other legally</p>

- reference number
- title
- description of the goods and/or services sought
- start, end and review dates
- local authority department responsible.

#### Quarterly publication

Publish details of any contract, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000. For each contract, the following details must be published:

- reference number
- title of agreement
- local authority department responsible
- description of the goods and/or services being provided
- supplier name and details
- sum to be paid over the length of the contract or the estimated annual spending or budget for the contract
- Value Added Tax that cannot be recovered
- start, end and review dates
- whether or not the contract was the result of an invitation to quote or a published invitation to tender
- whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector.

- Supplier name;
- Extended Cost;
- Value Added Tax that cannot be recovered;
- local authority department responsible; and
- Description of the goods and/or services being provided.

There was no evidence to suggest that Service published every invitation to tender for contracts to provide goods and/or services with a value that exceeds £5,000.

We identified through discussion with the Head of Finance that the Service's local procedure was to carry out tender activities for goods and/or service for values only exceeding £10,000 and therefore we have not raised a management action in this respect.

We did however confirm that the following was not included as per the Transparency Guidance:

- reference number
- title of agreement
- supplier details
- start, end and review dates
- whether or not the contract was the result of an invitation to quote or a published invitation to tender
- whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector.

enforceable agreement with a value that exceeds £5,000 the service must publish the following information:

- reference number
- title of agreement
- local authority department responsible
- description of the goods and/or services being provided
- supplier name and details
- sum to be paid over the length of the contract or the estimated annual spending or budget for the contract
- Value Added Tax that cannot be recovered
- start, end and review dates
- whether or not the contract was the result of an invitation to quote or a published invitation to tender
- whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector.

<p><b>Local authority land</b></p>	<p>Annual publication</p> <p>Publish details of all land and building assets including:</p> <ul style="list-style-type: none"> <li>• all service and office properties occupied or controlled by user bodies, both freehold and leasehold</li> <li>• any properties occupied or run under Private Finance Initiative contracts</li> <li>• all other properties they own or use, for example, hostels, laboratories, investment properties and depots</li> <li>• garages unless rented as part of a housing tenancy agreement</li> <li>• surplus, sublet or vacant properties</li> <li>• undeveloped land</li> <li>• serviced or temporary offices where contractual or actual occupation exceeds three months</li> <li>• all future commitments, for example under an agreement for lease, from when the contractual commitment is made.</li> </ul> <p>However, information about the following land and building assets are to be excluded from publication:</p> <ul style="list-style-type: none"> <li>• rent free properties provided by traders (such as information booths in public places or ports)</li> <li>• operational railways and canals</li> <li>• operational public highways (but any adjoining land not subject to public rights should be included)</li> <li>• assets of national security</li> <li>• information deemed inappropriate for public access as a result of data protection and/or disclosure controls (eg. such as refuge houses).</li> </ul> <p>Information on social housing is also excluded from this specific dataset.</p>	<p>No</p>	<p>We confirmed that the Authority published a document which identified all the Authorities premises.</p> <p>For each land or building asset, the following information was published together in one place:</p> <ul style="list-style-type: none"> <li>• name of the building/land or both</li> <li>• street number or numbers</li> <li>• street name – this is the postal road address</li> <li>• post town</li> <li>• United Kingdom postcode</li> <li>• map reference</li> <li>• whether the local authority owns the freehold or a leasehold.</li> </ul> <p>We identified that the following had not been published in line with the Transparency Guidance:</p> <ul style="list-style-type: none"> <li>• Unique Property Reference Number</li> <li>• Unique asset identity</li> </ul>	<p>Low</p>	<p>The Authority will add a Unique Property Reference Number, and a unique asset identity for each of the assets.</p>
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For each land or building asset, the following information must be published together in one place:

- Unique Property Reference Number
- Unique asset identity - the local reference identifier used by the local body, sometimes known as local name or building block. There should be one entry per asset or user/owner (eg. on one site there could be several buildings or in one building there could be several users, floors/rooms etc – where this is the case, each of these will have a separate asset identity). This must include the original reference number from the data source plus authority code
- name of the building/land or both
- street number or numbers - any sets of 2 or more numbers should be separated with the ‘-’ symbol (eg. 10-15 London Road)
- street name – this is the postal road address
- post town
- United Kingdom postcode
- map reference – local authorities may use either Ordnance Survey or ISO6709 systems to identify the location of an asset, but must make clear which is being used. Where an Ordnance Survey mapping system is used (the grid system) then assets will be identified using Eastings before Northings. Where geocoding in accordance with ISO 6709 is being used to identify the centre point of the asset location then that reference must indicate its ISO coordinates
- whether the local authority owns the freehold or a lease for the asset and for whichever category applies, the local authority must list all the characteristics that apply from the options given below:

for freehold assets:

- occupied by the local authority
- ground leasehold
- leasehold

- license

vacant (for vacant properties, local authorities should not publish the full address details and should only publish the first part of the postcode) for leasehold assets:

- occupied by the local authority
- ground leasehold
- sub leasehold
- licence

for other assets:

- free text description eg. rights of way, access etc.
- whether or not the asset is land only (without permanent buildings) or it is land with a permanent building.

**Grants to voluntary, community and social enterprise organisations**

<p>Annual publication</p> <p>Publish details of all grants to voluntary, community and social enterprise organisations. This can be achieved by either:</p> <ul style="list-style-type: none"> <li>● tagging and hence specifically identifying transactions which relate to voluntary, community and social enterprise organisations within published data on expenditure over £500 or published procurement information, or</li> <li>● by publishing a separate list or register.</li> </ul> <p>For each identified grant, the following information must be published as a minimum:</p> <ul style="list-style-type: none"> <li>● date the grant was awarded</li> <li>● time period for which the grant has been given</li> <li>● local authority department which awarded the grant</li> <li>● beneficiary</li> <li>● beneficiary's registration number</li> <li>● summary of the purpose of the grant</li> <li>● amount</li> </ul>	<p>No</p>	<p>We noted that the Authority had only published Grants to voluntary, community and social enterprise organisations for the 2014-15 financial years and therefore we have raised an action to publish details of all grants to voluntary, community and social enterprise organisations for financial year 2015-16.</p>	<p>Medium</p>	<p>The Authority will publish on an annual basis all Grants to voluntary, community and social enterprise organisations.</p>
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<b>Organisation chart</b>	<p>Annual publication</p> <p>Publish an organisation chart covering staff in the top three levels of the organisation. The following information must be included for each member of staff included in the chart:</p> <ul style="list-style-type: none"> <li>• grade</li> <li>• job title</li> <li>• local authority department and team</li> <li>• whether permanent or temporary staff</li> <li>• contact details</li> <li>• salary in £5,000 brackets, consistent with the details published for Senior Salaries</li> <li>• salary ceiling (the maximum salary for the grade).</li> </ul>	No	<p>We confirmed that the Authority had included an organisational chart which covered staff in the top three levels of the organisation whose salaries exceed £50,000.</p> <p>We did note that there is a risk that if a member of staff is not a full time employee or salary does not exceed £50,000; this will not be captured, leading to the organisation being non-compliant with the Transparency Guidance.</p>	Low	<p>The Authority will update its website to include all staff who are in the top three levels of the organisation regardless of the salaries they may earn.</p>
<b>Trade union facility time</b>	<p>Annual publication</p> <p>Publish the following information:</p> <ul style="list-style-type: none"> <li>• total number (absolute number and full time equivalent) of staff who are union representatives (including general, learning and health and safety representatives)</li> <li>• total number (absolute number and full time equivalent) of union representatives who devote at least 50 per cent of their time to union duties</li> <li>• names of all trade unions represented in the local authority</li> <li>• a basic estimate of spending on unions (calculated as the number of full time equivalent days spent on union duties multiplied by the average salary), and</li> <li>• a basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full time equivalent days spent on union duties multiplied by the average salary divided by the total pay bill).</li> </ul>	Yes	<p>We confirmed that the Authority had published the following information for 2015/16:</p> <ul style="list-style-type: none"> <li>• total number of staff who are union representatives</li> <li>• total number of union representatives who devote at least 50 per cent of their time to union duties</li> <li>• names of all trade unions represented in the local authority</li> <li>• a basic estimate of spending on unions, and</li> <li>• a basic estimate of spending on unions as a percentage of the total pay bill</li> </ul>	N/A	

<b>Senior Salaries</b>	<p>Annual publication</p> <p>Local authorities must place a link on their website to the following data or must place the data itself on their website:</p> <ul style="list-style-type: none"> <li>the number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000</li> <li>details of remuneration and job title of certain senior employees whose salary is at least £50,000</li> <li>employees whose salaries are £150,000 or more must also be identified by name.</li> <li>a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000.</li> </ul>	<p>No</p>	<p>We previously confirmed that the Authority had published a document including employees at the top three levels of the organisation whose salaries exceed £50,000.</p> <p>We confirmed that the Authority did not have employees whose salaries exceeded £150,000 and therefore were not required to publish this.</p> <p>We did however note that the additional information would need to be published to confirm that the Authority is compliant with the guidance:</p> <ul style="list-style-type: none"> <li>a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000.</li> </ul>	<p>Low</p>	<p>The Authority will publish the following in relation to senior salaries:</p> <ul style="list-style-type: none"> <li>a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000.</li> </ul>
<b>Constitution</b>	<p>Annual publication</p> <p>Local authorities must publish their Constitution on their website.</p>	<p>No</p>	<p>Although the Authority did not have a constitution it did have in place a Fire Authority Handbook which included the following:</p> <ul style="list-style-type: none"> <li>The Bedfordshire Fire Service (Combination Scheme) (Variation) Order 2012;</li> <li>Standing Orders;</li> <li>Procurement Policy and Procedures;</li> <li>Financial Regulations; and</li> <li>Code of Conduct.</li> </ul>	<p>N/A</p>	<p><b>Previously raised, within Section 1.2 of this report.</b></p>

			We did however note that there was limited evidence to confirm when these documents required review and we have raised an action within Section 1.2 of this report in relation to this.		
<b>Pay multiple</b>	<p>Annual publication</p> <p>Publish the pay multiple on their website defined as the ratio between the highest taxable earnings for the given year (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the median earnings figure of the whole of the authority's workforce. The measure must:</p> <ul style="list-style-type: none"> <li>cover all elements of remuneration that can be valued (eg. all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind)</li> <li>use the median earnings figure as the denominator, which should be that of all employees of the local authority on a fixed date each year, coinciding with reporting at the end of the financial year</li> <li>exclude changes in pension benefits, which due to their variety and complexity cannot be accurately included in a pay multiple disclosure.</li> </ul>	Yes	The pay policy statement including the appropriate information relating to pay multiple.	N/A	
<b>Fraud</b>	<p>Annual publication</p> <p>Publish the following information:</p> <ul style="list-style-type: none"> <li>total amount spent by the authority on the investigation and prosecution of fraud</li> <li>total number of fraud cases investigated.</li> </ul>	No	<p>The Authority published that the expenditure on a fraud investigation had taken place within 2014/15.</p> <p>We were unable to identify a value for 2015/16 financial year, and no further evidence was included relating to fraud.</p>	Medium	<p>The Authority will publish the following information relating to fraud:</p> <ul style="list-style-type: none"> <li>total amount spent by the authority on the investigation and prosecution of fraud</li> <li>total number of fraud cases investigated.</li> </ul>



## APPENDIX B: INFORMATION RECOMMENDED FOR PUBLICATION – FINDINGS

Information title	Information recommended for publication	Compliant? (Yes/No)	Audit findings and implications	Priority	Actions for management
<b>Expenditure exceeding £500</b>	<p>Publish information on a monthly instead of quarterly basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as ‘real-time’ publication).</p> <p>Publish details of all transactions that exceed £250 instead of £500. For each transaction the details that should be published remain as set out in paragraph 29.</p> <p>Publish the total amount spent on remuneration over the period being reported on.</p> <p>Classify purpose of expenditure using the Chartered Institute of Public Finance and Accountancy Service Reporting Code of Practice to enable comparability between local authorities.</p>	No	<p>We confirmed that the Service publish information on a monthly basis.</p> <p>The Authority did not:</p> <ul style="list-style-type: none"> <li>• Publish details of all transactions that exceed £250 instead of £500. For each transaction the details that should be published remain as set out in within the must publish section above.</li> <li>• Publish the total amount spent on remuneration over the period being reported on.</li> <li>• Classify purpose of expenditure using the Chartered Institute of Public Finance and Accountancy Service Reporting Code of Practice to enable comparability between local authorities.</li> </ul>	Suggestion	<p>The service will consider publishing:</p> <ul style="list-style-type: none"> <li>• The details of all transactions that exceed £250 instead of £500.</li> <li>• The total amount spent on remuneration over the period being reported on.</li> <li>• Classification of the purpose of expenditure using the Chartered Institute of Public Finance and Accountancy Service Reporting Code of Practice to enable comparability between local authorities.</li> </ul>
<b>Government Procurement Card transactions</b>	<p>Publish all transactions on all corporate credit cards, charge cards and procurements, including those that are not a Government Procurement Card. For each transaction the details that should be published remain as set out in paragraph 30.</p>	No	<p>The Authority did not publish transactions on any cards other than the procurement card.</p>	Suggestion	<p>The Authority will consider publishing all transactions made on all corporate credit cards, charge cards and procurements, including those that are not a Government Procurement Card.</p>
<b>Procurement information</b>	<p>Place on Contracts Finder, as well as any other local portal, every invitation to tender or invitation to quote for contracts to provide goods and/or services with a</p>	No	<p>We reviewed the GOV.UK contracts Finder website and confirmed that the most recent invitation to tender</p>	Suggestion	<p>The Authority will confirm the frequency for updating the GOV.UK Contracts Finder website. All</p>

value that exceeds £10,000.

Publish:

- information on a monthly instead of quarterly basis, or ideally, as soon as it is generated and therefore becomes available (commonly known as 'real-time' publication)
- every invitation to tender for contracts to provide goods and/or services with a value that exceeds £500 instead of £5,000
- details of invitations to quote where there has not been a formal invitation to tender
- all contracts in their entirety where the value of the contract exceeds £5,000
- company registration number at Companies House
- details of invitations to tender or invitations to quote that are likely to be issued in the next twelve months
- details of the geographical (e.g. by ward) coverage of contracts entered into by the local authority
- details of performance against contractual key performance indicators
- information disaggregated by voluntary and community sector category.

or invitation to quote for contracts was published in November 2016.

contract notices will also be updated to clearly state their contract values.

**Local authority land**

Publish information on a monthly instead of annual basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication).

It is also recommended that local authorities should publish all the information possible on Electronic Property Information Mapping Service.

Publish the following additional information:

No

We confirmed that the information in relation to the local authority land was uploaded on an annual basis.

The Authority did not publish information on Electronic Information Mapping Service.

Suggestion

The Authority will consider publishing local authority land information on a monthly basis and also on the Electronic Property Information Mapping Service.

The Authority will consider publishing the additional information recommended for local authority land as stated in paragraph 62 of

- The size of the asset measured in Gross Internal Area (m2) for buildings or hectares for land, in accordance with the Royal Institute of Chartered Surveyors Code of Measuring Practice. The Gross Internal Area is the area of a building measured to the internal face of the perimeter walls at each floor level. Local authorities using Net Internal Area (m2) should convert measurements to Gross Internal Area using appropriate conversion factors and state the conversion factor used
- the services offered from the asset, using the services listed in the Effective Services Delivery government service function list <http://doc.esd.org.uk/FunctionList/1.00.html> (listing up to five main services)
- the reason for holding asset such as, it is occupied by the local authority or it is providing a service in its behalf, it is an investment property, it supports economic development (e.g. provision of small businesses or incubator space), it is surplus to the authority's requirements, it is awaiting development, it is under construction, it provides infrastructure or it is a community asset
- whether or not the asset is either one which is an asset in the authority's ownership that is listed under Part 5 Chapter 3 of the Localism Act 2011 (assets of community value) and/or an asset where the authority is actively seeking transfer to the community
- total building operation (revenue) costs as defined in the corporate value for money indicators for public services
- Required maintenance - the cost to bring the property from its present state up to the state reasonably required by the authority to deliver

the service and/or to meet statutory or contract obligations and maintain it at that standard. This should exclude improvement projects but include works necessary to comply with new legislation (e.g. asbestos and legionella)

- functional suitability rating using the scale:
  - good – performing well and operating efficiently (supports the needs of staff and the delivery of services)
  - satisfactory – performing well but with minor problems (generally supports the needs of staff and the delivery of services)
  - poor – showing major problems and/or not operating optimally (impedes the performance of staff and/or the delivery of services)
  - unsuitable – does not support or actually impedes the delivery of services
- Energy performance rating as stated on the Display Energy Certificate under the Energy Performance of Buildings (England and Wales) Regulations 2012 (as amended).

**Grants to voluntary, community and social enterprise organisations**

- Publish information on a monthly instead of annual basis where payments are made more frequently than a single annual payment, or ideally, as soon as the data becomes available and therefore known to the authority (commonly known as ‘real-time’ publication).
- information disaggregated by voluntary and community sector category (e.g. whether it is registered with Companies House, charity or charitable incorporated organisation, community interest company, industrial and

No

We were unable to identify publication of an up to date list of grants to voluntary, community and social enterprise organisations.

An action to address this has been made as part of our findings for information which must be published above.

N/A

Refer to Appendix A

provident society, housing association etc.).

<b>Organisation chart</b>	<p>Local authorities should publish:</p> <ul style="list-style-type: none"> <li>charts including all employees in the local authority whose salary exceeds £50,000</li> <li>the salary band for each employee included in the chart(s)</li> <li>Information about current vacant posts, or signpost vacancies that are going to be advertised in the future.</li> </ul>	Yes	<p>We confirmed that the Authority had published:</p> <ul style="list-style-type: none"> <li>a chart including all employees in the local authority whose salary exceeds £50,000</li> <li>the salary band for each employee included in the chart(s)</li> <li>We noted that there were no vacant posts and therefore information about current vacant posts, or signpost vacancies that are going to be advertised in the future was not required.</li> </ul>	N/A
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<b>Fraud</b>	<p>Local authorities should publish:</p> <ul style="list-style-type: none"> <li>total number of cases of irregularity investigated</li> <li>total number of occasions on which a) fraud and b) irregularity was identified</li> <li>total monetary value of a) the fraud and b) the irregularity that was detected, and</li> <li>Total monetary value of a) the fraud and b) the irregularity that was recovered.</li> </ul>	No	<p>We identified that none of the recommended fraud information was included within the fraud section of the Authorities website.</p> <p>The recommended fraud information is not mandatory however its publishing will enhance the transparency of the work undertaken by the Fraud team.</p>	Suggestion	<p>The Authority will consider publishing the following in relation to Fraud:</p> <ul style="list-style-type: none"> <li>Total number of cases of irregularity investigated</li> <li>Total number of occasions on which a) fraud and b) irregularity was identified</li> <li>Total monetary value of a) the fraud and b) the irregularity that was detected, and</li> <li>Total monetary value of a) the fraud and b) the irregularity that was recovered.</li> </ul>
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# APPENDIX C: SCOPE

## Scope of the review

To evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to providing an opinion. The scope was planned to provide assurance on the controls and mitigations in place relating to the following areas:

### Objective of the area under review

To ensure that all decisions made are open and transparent so as not to impact on the integrity of the Authority

When planning the audit, the following areas for consideration and limitations were agreed:

## Areas for consideration:

### Transparency and openness of decision making

This part of the review focused on the senior decision making groups within the organisation including the Authority, its sub committees and the Corporate Management Team. Through review of a sample of minutes and papers for each group, we will ensure that:

- The terms of reference of the group clearly sets out under which circumstances decisions can be made and where decisions must be escalated up the Authority's documented governance structure.
- This includes a quoracy requirement which clearly sets out which/how many members must be present.
- Papers and their cover sheets clearly indicate where a decision is to be made.
- At the beginning of each meeting, there is an opportunity for the members to raise conflicts of interest. Following this, the quoracy requirement is confirmed and appropriate actions are taken if it has been breached.
- The meeting minutes clearly document the decisions made and any further actions that need to be taken.

### Website project

A project is currently in progress to update the website, with a completion date for the end of next fiscal year. To inform the planning of the new website and in addition to the above , we will consider the working practices associated with the gathering of mandatory and any voluntary data for publication on the existing website .to provide a benchmark for improvement in the new website as it is developed..

## Limitations to the scope of the audit assignment:

- We undertook testing in regards to conflicts of interest, only that there was an opportunity for conflicts to be declared and that actions were taken to ensure the quoracy of meetings.
- We did not confirm that the delegations to make decisions are appropriate.
- We did not be undertaking any testing on the quality of the information being published.
- Our work was undertaken on a sample basis and the findings were extrapolated appropriately.

Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

## FOR FURTHER INFORMATION CONTACT

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Telephone number: 07720 508 148

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# BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

## Risk Management – Key Controls

FINAL

Internal Audit Report: 10.16/17

12 May 2017

This report is solely for the use of the persons to whom it is addressed.  
To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept  
no responsibility or liability in respect of this report to any other party.



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<b>Debrief held</b>	5 April 2017	<b>Internal Audit team</b>	Dan Harris, Head of Internal Audit Suzanne Rowlett, Senior Manager Anand Mistry, Assistant Manager Farjad Shah, Senior Auditor
<b>Draft report issued</b>	5 May 2017		
<b>Responses received</b>	12 May 2017		
<b>Final report issued</b>	12 May 2017	<b>Client sponsor</b>	Darren Cook - Group Commander
		<b>Distribution</b>	Darren Cook - Group Commander

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Therefore, the most that the internal audit service can provide is reasonable assurance that there are no major weaknesses in the risk management, governance and control processes reviewed within this assignment. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

This report is supplied on the understanding that it is solely for the use of the persons to whom it is addressed and for the purposes set out herein. Our work has been undertaken solely to prepare this report and state those matters that we have agreed to state to them. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM Risk Assurance Services LLP for any purpose or in any context. Any party other than the Board which obtains access to this report or a copy and chooses to rely on this report (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

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# 1 EXECUTIVE SUMMARY

## 1.1 Background

An audit of Risk Management, focussing on the key controls, has been undertaken at Bedfordshire Fire & Rescue Authority to provide assurance over the effectiveness of the risk management framework and the supporting governance processes to ensure risks to the achievement of the Authority's objectives are identified and managed effectively.

Individual risks are recorded on and managed using the Abriska system. The system retains an audit trail of previous changes to individual risks and also provides comparative data such as the number of risks on a month by month basis along with how risk scores have changed over time. At the time of review, there was a total of 33 risks on the Corporate Risk Register.

Three Policy and Challenge Groups were in place with responsibility for reviewing risks on a quarterly basis, as follows:

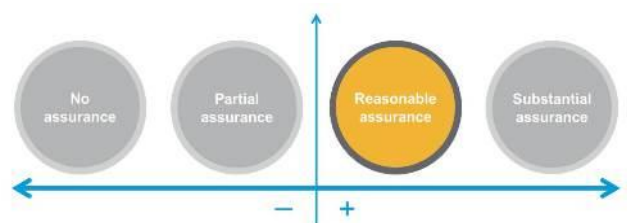
- Corporate Services (CSPCG);
- Human Resources (HRPCG); and
- Service Delivery (SDPCG).

The Audit and Standards Committee receive a Corporate Risk Register Report on a quarterly basis detailing changes to all risks on the Corporate Risk Register. The Corporate Management Team (CMT) and Service Delivery Management Team (SDMT) are also provided with an update on the Corporate Risk Register on a monthly basis.

## 1.2 Conclusion

### Internal Audit Opinion:

Taking account of the issues identified, the Authority can take reasonable assurance that the controls in place to manage this area are suitably designed and consistently applied. However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified area(s).



## 1.3 Key findings

The key findings from this review are as follows:

### Corporate Risk Register

Details relating to each individual risks on the Corporate Risk Register are recorded on the Abriska system such as a description of the risk, risk score, responsible owners for risks and controls and actions to mitigate risks.

### Policy and Challenge Groups

We reviewed Corporate Risk Register reports to the three Policy and Challenge Groups for the last two quarters and confirmed they were in a consistent format, highlighting changes to risk scores and providing updates against risks as relevant. We noted a lack of challenge around the scoring of risks and this has been expanded below.

## Reporting to Audit and Standards Committee

We confirmed through review that the Corporate Risk Register is reported to the Audit and Standards Committee and that they included updates from all three Policy and Challenge Groups, detailing changes to the risks for each. We also confirmed through review of the corresponding meeting minutes for September and December 2016 that changes to the risks were subject to regular oversight and review, including discussion around the treatment of risks.

## Reporting to the CMT and SDMT

Although the Corporate Risk Register had not been subject to regular review at CMT and SDMT meetings, this had been identified as an action during meetings and the Corporate Risk Register was subsequently subject to review in the March 2017 meetings.

We found, however, the following issues, resulting in four **medium** priority management actions:

We noted key areas that had not been detailed within risk management policies and procedures, such as risk definitions, roles and responsibilities of key individuals, forums, and all staff in general, and the risk appetite of the organisation. This can result in the overall ineffective management of risks, potentially leading to risks being realised. **(Medium)**

Key fields had not been included in the Corporate Risk Register, such as mitigating controls, assurances against controls and gaps in controls / assurances. This may result in risk-related controls not being effectively monitored and gaps not being identified in controls and assurances to militate against. **(Medium)**

We noted instances where potential implications had not been identified for certain risks, such as risk CRR38, relating to the hacking of business critical or vital computer systems, which did not identify reputational damage as a consequence. In respect of actions, we found a number of cases where these were not sufficiently detailed, did not have responsible owners or due dates assigned, or were significantly overdue, with some actions having due dates in 2013. In other cases, actions were not actually reflective of actions, such as 'Trade Dispute Plan' which had been stated as an action for CRR4.

We also found various cases where risks had not been reviewed in line with their due dates, with some risks dating back to October 2016, such as risk CRR19. All of the above can increase the likelihood of risks materialising, especially where mitigating actions are not put in place in a timely manner to reduce the risk. **(Medium)**

With regards to risk review by the Policy and Challenge Groups, we noted a few cases where positive assurances and updates were received on the management of risks, yet there had been no subsequent revision of risk scores. An example of this is in the September 2016 CSPCG Corporate Risk Register report whereby the following update had been provided against risk CRR27: 'The Authority has approved the receipt of the four year Government settlement offer. This provides some certainty over the medium term of the Authority's income streams', however, the report stated that there were no changes to risk scores.

We also noted that there was a lack of discussion around the scoring of risks despite updates being provided against risks at Policy and Challenge Group meetings. This could be partly due to the fact that risk scores are not included in the Corporate Risk Register Reports or alternatively that minutes did not fully record the level of challenge. If risk scores are not actively revised in line with assurances and updates against risks, this can lead to risks not being prioritised appropriately. **(Medium)**

## 1.4 Additional information to support our conclusion

Area	Control design*	Compliance with controls*	Agreed actions		
			Low	Medium	High
Risk Management – Key Controls	2 (6)	2 (6)	0	4	0
<b>Total</b>			<b>0</b>	<b>4</b>	<b>0</b>

\* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

## 1.5 Additional feedback

We have identified innovation or good practice at similar organisations that Bedfordshire Fire Authority may wish to consider:

### Good practice for further consideration

In terms of key definitions and examples to demonstrate aspects of risk management for inclusion within risk management policies and procedures, we have included examples below which could be used to aid this (this is not a comprehensive list):

#### Definitions:

**Risk:** The possibility of an event occurring that will have an impact on the achievement of objectives. Risk should be defined along with the subsequent cause and effect.

**Controls:** Systematic measures (such as reviews, checks and balances, methods and procedures) instituted by an organisation to conduct its business in an orderly and efficient manner, safeguard its assets and resources, deter and detect errors, fraud, and theft, ensure accuracy and completeness of its accounting data, produce reliable and timely financial and management information, and ensure adherence to its policies and plans.

**Assurances:** An assurance is an outcome, such as an internal audit report, which verifies the operating effectiveness of a control(s)

**Residual Risk:** The level of risk remaining after the inherent risk has been mitigated by the internal controls and assurances of an organisation.

#### Example of a risk, control and assurance:

Risk / Cause / Effect	Controls	Recent assurance (Positive or Negative)
<p><i>Inability to recover from a loss of IT systems, caused by insufficient data recovery arrangements, resulting in the organisation not being able to continue its operations.</i></p>	<p><i>A Disaster Recovery Plan is in place which is tested on an annual basis (and whenever there is a significant change in disaster recovery arrangements).</i></p> <p><i>A daily, weekly and monthly backup of all systems is undertaken. Test recoveries are undertaken of backups on a quarterly basis (and whenever there is a major hardware or software change to the backup system)</i></p>	<p><i>Disaster Recovery exercise in January 2017 proved successful and all systems were recovered within 24 hours. (Positive).</i></p> <p><i>A test recovery was carried out on backup media in December 2016; however the IT team were unable to fully restore all data from backups. (Negative)</i></p>

## 2 ACTION PLAN

### Categorisation of internal audit findings

Priority	Definition
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

The table below sets out the actions agreed by management to address the findings:

Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
<b>Area: Risk Management</b>					
1.1	The Corporate RM Policy and RM Service Order did not cover key areas, such as the roles and responsibilities of key staff.	Medium	The Service will review its risk management related policies and procedures to ensure they reflect current practice, and encompass the following information: <ul style="list-style-type: none"> <li>• Key risk definitions;</li> <li>• Roles and responsibilities of staff and relevant forums;</li> <li>• Risk appetite; and</li> <li>• The escalation process for risks identified by staff.</li> </ul>	31 December 2017	Darren Cook – Group Commander / Head of Projects, Safety and Business Support
1.2	Key fields had not been included in the Corporate Risk Register, such as mitigating controls.	Medium	The Corporate Risk Register will be updated to encompass the following fields: <ul style="list-style-type: none"> <li>• Mitigating controls;</li> <li>• Assurances against controls; and</li> <li>• Gaps in controls / assurances.</li> </ul>	31 December 2017	Darren Cook – Group Commander / Head of Projects, Safety and Business Support

Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
1.3	A number of issues were found with the content of the Corporate Risk Register, for instance, a number of actions did not have responsible owners or due dates, and others were found to be significantly overdue.	Medium	<p>A Risk Champion will be assigned to review the Corporate Risk Register on a periodic basis to check that:</p> <ul style="list-style-type: none"> <li>• All fields are complete and sufficiently detailed for each risk;</li> <li>• All potential implications of risks are identified;</li> <li>• Actions have responsible owners and due dates assigned;</li> <li>• Actions are completed in line with their due date. and</li> <li>• Risks are reviewed in line with their review date.</li> </ul> <p>Where there is non-compliance with the above, this will be escalated by the Risk Champion accordingly.</p>	30 September 2017	Darren Cook – Group Commander / Head of Projects, Safety and Business Support
1.4	Risk scores were not being actively revised in line with assurances and updates against risks.	Medium	Where updates and assurances against risks are reported as part of Corporate Risk Register reports, risk scores will also be included for review as to whether they require revising.	30 September 2017	Darren Cook – Group Commander / Head of Projects, Safety and Business Support



### 3 DETAILED FINDINGS

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/ N/A)	Audit findings and implications	Priority	Actions for management
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**Area: Risk Management**

1.1	<p>The Service have in place a Corporate Risk Management Policy (RM Policy) which is supported by a Risk Management Service Order (RM SO) which details the various processes in place for risk management.</p> <p>Both documents are available to all staff on the intranet.</p> <p>There are, however, certain key aspects not included in the policy, such as the risk appetite of the organisation.</p>	No	N/A	<p>Through review of the RM SO, we confirmed that it had been last reviewed in January 2017. We found, however, that the Corporate RM Policy had not been reviewed since November 2014.</p> <p>Without regular review, this can result in the policy not remaining reflective of current practice.</p> <p>We found through review of the RM SO that it stated the following: "Existing controls are noted in the column 'Existing Risk Controls' of the Corporate Risk Register."</p> <p>We noted, however, that controls are not identified in the Corporate Risk Register, and a management action has been raised below in section 1.2.</p> <p>We also noted other issues with the RM SO:</p> <ul style="list-style-type: none"> <li>• Key risk definitions had not been detailed;</li> <li>• The RM SO implied that the Corporate Risk Register is reviewed by the Strategic Command Team, which is no longer the case;</li> <li>• The roles and responsibilities of key individuals, forums, and all staff in general, had not been detailed; and</li> <li>• No mechanism had been included for centrally escalating risks for review and</li> </ul>	Medium	<p>The Service will review its risk management related policies and procedures to ensure they reflect current practice, and encompass the following information:</p> <ul style="list-style-type: none"> <li>• Key risk definitions;</li> <li>• Roles and responsibilities of staff and relevant forums;</li> <li>• Risk appetite; and</li> <li>• The escalation process for risks identified by staff.</li> </ul>
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Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Actions for management
				<p>potential inclusion on the risk register.</p> <p>We also noted that the RM SO referred to the risk appetite of the organisation being detailed in the Corporate RM Policy; however, we found that this had not been included.</p> <p>The above can result in the overall ineffective management of risks, potentially leading to risks being realised.</p> <p>We confirmed through review that the Policy and Service Order were available to all staff on the intranet.</p>		
1.2	<p>Individual risks are recorded on and managed using the Abriska system.</p> <p>The Service has a Corporate Risk Register in place which details the following key information for each risk:</p> <ul style="list-style-type: none"> <li>• Risk owner;</li> <li>• Risk scores and treatment;</li> <li>• Risk review date; and</li> <li>• Actions.</li> </ul> <p>There are certain key fields, however, not included in the Corporate Risk Register, such as mitigating controls.</p>	No	N/A	<p>Through review of the latest Corporate Risk Register, we found that although it covered certain details in relation to risks, such as the risk score, we noted that certain key fields had not been included:</p> <ul style="list-style-type: none"> <li>• Mitigating controls;</li> <li>• Assurances against controls; and</li> <li>• Gaps in controls / assurances.</li> </ul> <p>This may result in the risk not being effectively monitored and gaps not being identified in controls and assurances to mitigate against.</p>	Medium	<p>The Corporate Risk Register will be updated to encompass the following fields:</p> <ul style="list-style-type: none"> <li>• Mitigating controls;</li> <li>• Assurances against controls; and</li> <li>• Gaps in controls / assurances.</li> </ul>

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Actions for management
1.3	<p>Each of the Service's risks are described using the cause-effect model.</p> <p>Risk treatment actions are identified for each risk. This is to include details of the action along with the action owner and a proposed date for the completion of the action.</p>	Yes	No	<p>We confirmed through review that for all 33 risks identified in the Corporate Risk Register, the cause and effect had been detailed for each risk.</p> <p>We noted instances, however, where potential implications had not been identified for certain risks.</p> <p>An example of this is where risk CRR38, relating to the hacking of business critical or vital computer systems, did not identify reputational damage as a consequence.</p> <p>If all implications of risks are not identified, risks may not be scored appropriately, resulting in the risk not being prioritised accordingly.</p> <p>With regards to actions, we found a number of cases where these were not sufficiently detailed, did not have responsible owners or due dates assigned, or were significantly overdue, with some actions having due dates in 2013.</p> <p>In other cases, actions were not actually reflective of actions, such as 'Trade Dispute Plan' which had been stated as an action for CRR4, however it was not clear whether the action was for a plan to be produced, or updated, or reviewed etc.</p> <p>All of the above can result in the appropriate actions not being implemented promptly to mitigate risks, increasing the likelihood of risks materialising.</p> <p>Through further review of the Corporate Risk</p>	Medium	<p>A Risk Champion will be assigned to review the Corporate Risk Register on a periodic basis to check that:</p> <ul style="list-style-type: none"> <li>• All fields are complete and sufficiently detailed for each risk;</li> <li>• All potential implications of risks are identified;</li> <li>• Actions have responsible owners and due dates assigned;</li> <li>• Actions are completed in line with their due date. and</li> <li>• Risks are reviewed in line with their review date.</li> </ul> <p>Where there is non-compliance with the above, this will be escalated by the Risk Champion accordingly.</p>

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Actions for management
				<p>Register, we found various cases where risks had not been reviewed in line with their due dates, with some risks dating back to October 2016, such as risk CRR19.</p> <p>Without regular review, changes in circumstances may not be identified in a timely manner, resulting in risks not being prioritised appropriately.</p>		
1.4	<p>Three Policy and Challenge Groups are in place as follows:</p> <ul style="list-style-type: none"> <li>• Corporate Services (CSPCG);</li> <li>• Human Resources (HRPCG); and</li> <li>• Service Delivery (SDPCG).</li> </ul> <p>A Corporate Risk Register Report is produced on a quarterly basis for review by each Policy and Challenge Group for risks impacting on their areas of responsibility, including changes to risk ratings and any updates in relation to risks.</p>	Yes	No	<p>Through review of the Corporate Risk Register reports to the three Policy and Challenge Groups for the last two quarters (September 2016 to January 2017), we confirmed that they were in a consistent format, highlighting changes to risk scores and providing updates against risks as relevant.</p> <p>We noted a few cases, however, where positive updates and assurances were received against risks, yet there had been no subsequent revision of risk scores.</p> <p>An example of this is in the September 2016 CSPCG Corporate Risk Register report whereby the following update had been provided against risk CRR27: "The Authority has approved the receipt of the four year Government settlement offer. This provides some certainty over the medium term of the Authority's income streams.", however, the report stated that there were no changes to risk scores.</p> <p>Through review of the corresponding meeting minutes of the three Policy and Challenge Groups, we confirmed that the Corporate Risk Register was</p>	Medium	Where updates and assurances against risks are reported as part of Corporate Risk Register reports, risk scores will also be included for review as to whether they require revising.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Actions for management
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being subject to regular review with discussion taking place around updated risks.

We noted, however, that there was a lack of discussion around the scoring of risk despite updates being provided against risks. This could be partly due to the fact that risk scores are not included in the Corporate Risk Register reports.

If risk scores are not actively revised in line with assurances and updates against risks, this can lead to risks not being prioritised appropriately.

# APPENDIX A: SCOPE

## Scope of the review

To evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to providing an opinion. The scope was planned to provide assurance on the controls and mitigations in place relating to the following areas:

### Objective of the area under review

To ensure that the risks to the achievement of the Authority's objectives are identified and mitigated

When planning the audit, the following areas for consideration and limitations were agreed:

### Areas for consideration:

A key controls review designed to provide assurances that the risk management arrangements have been established, deemed to be effective and subject to regular monitoring, review and reporting to management and through the Service and Authority governance structure at the appropriate level.

Our review covered the following:

- Risk Policy / Strategy in place, periodically reviewed and approved at appropriate level. To include:
  - Risk assessment criteria / process clearly defined.
  - Responsibilities clearly defined.
- Completion of Risk Registers including:
  - Risk description.
  - Risk score – inherent and residual.
  - Controls in place.
  - Action to further mitigate risk.
  - Risk Owners defined.
- Regular review and reporting of Risk Register at appropriate level within the Service and Authority.

### Limitations to the scope of the audit assignment:

- This review did not comment on whether individual risks are appropriately managed, or whether the organisation has identified all of the risks and opportunities facing it.
- We have not conducted any testing to verify the outcome of any assurances received.
- We do not endorse a particular means of risk management.
- It remains the responsibility of the Authority and senior management to agree and manage their information needs and to determine what works most effectively for the organisation.
- Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

## APPENDIX B: FURTHER INFORMATION

Persons interviewed during the audit:

- Darren Cook - Group Commander
- Karen Daniels - Service Assurance Manager
- Lesley Girt - Principal Officers' Personal Assistant

### Benchmarking

We have included some comparative data to benchmark the number of management actions agreed, as shown in the table below. In the past year, we have undertaken a number of audits of a similar nature in the sector.

Level of assurance	Percentage of reviews	Results of the audit
Green (substantial assurance)	28.57%	
Amber Green (reasonable assurance)	28.57%	X
Amber Red (partial assurance)	42.86%	
Red (no assurance)	0	
Management actions	Average number in similar audits	Number in this audit
	6	4

## FOR FURTHER INFORMATION CONTACT

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# BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

## Follow Up

FINAL

Internal Audit Follow Up Report: 9.16/17

9 May 2017

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To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no  
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<b>Debrief held</b>	8 March 2017	<b>Internal Audit team</b>	Dan Harris, Head of Internal Audit Suzanne Rowlett, Senior Manager
<b>Draft report issued</b>	22 March 2017		Anand Mistry, Assistant Manager
<b>Responses received</b>	9 May 2017		Dillan Darji, Auditor
<b>Final report issued</b>	9 May 2017	<b>Client sponsor</b>	Darren Cook, Head of Strategic Support Karen Daniels, Service Assurance Manager
		<b>Distribution</b>	Darren Cook, Head of Strategic Support Karen Daniels, Service Assurance Manager

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We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.

# 1 EXECUTIVE SUMMARY

## 1.1 Introduction

As part of the approved internal audit periodic plan for 2016/17 we have undertaken a review to follow up progress made by you to implement the previously agreed management actions. The audits considered as part of the follow up review were:

- Follow up 15.16
- Stock and Inventory 16.17

The four management actions considered in this review comprised of one 'high' and three 'medium' priority actions. The focus of this review was, to provide assurance that the medium and high priority actions previously made (where implementation dates are prior to the review) have been adequately implemented. We have not reviewed the implementation of Low priority actions within our review as directed by management.

## 1.2 Conclusion

Taking account of the issues identified in the remainder of the report and in line with our definitions set out in Appendix A, in our opinion Bedfordshire Fire and Rescue Authority has demonstrated **good progress** in implementing agreed management actions.

Through the work we performed we were able to confirm that three of the four management actions had been fully implemented with one medium priority action being partially implemented. However, it should be noted that technically this action was not due for full implementation at the time of our fieldwork and has not therefore impacted on the progress opinion provided above. This action is in the final stages of completion and is due to be completed by the end of March 2017.

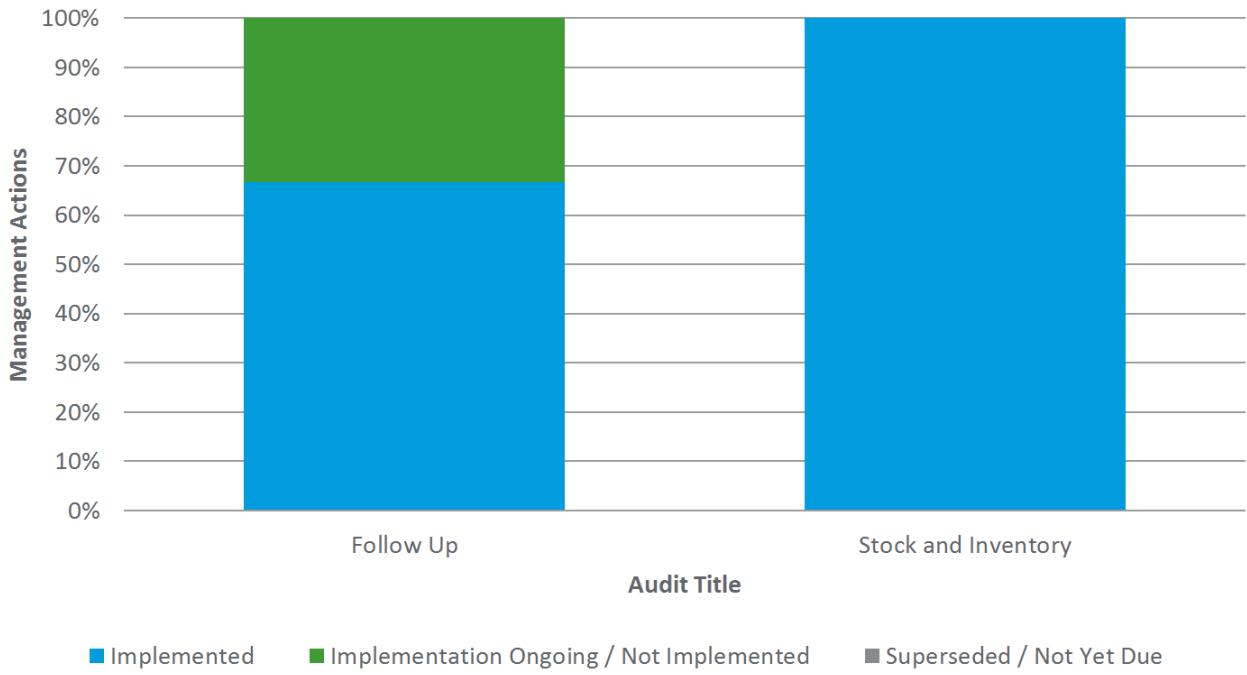
Details of the new action raised as a result of the follow up audit is included in Section 2 of this report.

## 1.3 Action Tracking

Action tracking enhances an organisation's risk management and governance processes. It provides management with a method to record the implementation status of actions made by assurance providers, whilst allowing the Audit Committee to monitor actions taken by management.

Action tracking is undertaken by the Authority's management on a routine basis, with an update provided to the Audit and Standards Committee at each meeting. As part of our Follow Up Review, we have verified this information and completed audit testing to confirm the level of implementation stated and compliance with controls, therefore the Committee can place reliance on the reports from management.

The following graph highlights the progress made on the actions that have been followed up.



## 1.4 Progress on Actions

Implementation status by review	Number of actions agreed	Status of management actions					Confirmation as completed or no longer necessary (1)+(4)
		Implemented (1)	Implementation ongoing (2)	Not implemented (3)	Superseded (4)		
Follow Up	3	2	1	0	0	2	
Stock and Inventory	1	1	0	0	0	1	
<b>Total</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>	

Implementation status by management action priority	Number of actions agreed	Status of management actions					Confirmation as completed or no longer necessary (1)+(4)
		Implemented (1)	Implementation ongoing (2)	Not implemented (3)	Superseded (4)		
High	1	1	0	0	0	1	
Medium	3	2	1	0	0	2	
<b>Total</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>	

## 2 FINDINGS AND MANAGEMENT ACTIONS

This report has been prepared by exception. Therefore, we have included only those actions graded as 2 and 3. Each action followed up has been categorised in line with the following:

Status	Detail
1	The entire action has been fully implemented.
2	The action has been partly though not yet fully implemented.
3	The action has not been implemented.
4	The action has been superseded and is no longer applicable.

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Follow Up: Fuel Cards										
Ref	Management action	Original date	Original priority	Status reported to Audit Committee	Audit findings	Current status	Updated management actions	Priority issued	Revised date	Owner responsible
1.1	<p>The Authority to undertake a review of the consistency and effectiveness of fuel reserve control activities to ensure these are effective and embedded, taking advantage of appropriate technologies to reduce manual systems.</p> <p>This should include</p> <ol style="list-style-type: none"> <li>1. recording (logs), monitoring and historical data,</li> <li>2. periodic fuel checks or meter</li> </ol>	March 2017	Medium	2	<p>Fire stations are individually submitting, on a monthly basis, a Petrol, Diesel and Oil log showing stock amounts, stock usage, and odometer readings.</p> <p>There are spot checks of logs which are reconciled by the station commanders to ensure effectiveness of fuel reserve control activities. From our inspection of logs from Luton and Kempston we confirmed these had been signed off as reviewed, and where discrepancies were found, this had been escalated via email.</p> <p>RDS station staff that do not hold a bunkered fuel reserve have just recently received training to record</p>	2	The Authority will ensure those RDS Stations that are not yet submitting electronic records will do so to ensure recording is consistent across different sites of the Authority.	Low	31/03/2017	Head of Operational Support

- readings;
3. reconciliation of records to the total quantity of fuel held;
  4. appropriate investigation and escalation of discrepancies.

fuel purchase transactions.

These areas are currently undergoing implementation to the electronic recording system and during the time of the audit, there were six sites still submitting manual records.

All sites of the Authority are due to be submitting the electronic records by the end of March 2017. Please note the due date for this action had not passed at the time of the review.

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## APPENDIX A: DEFINITIONS FOR PROGRESS MADE

The following opinions are given on the progress made in implementing actions. This opinion relates solely to the implementation of those actions followed up and not does not reflect an opinion on the entire control environment

Progress in implementing actions	Overall number of actions fully implemented	Consideration of high actions	Consideration of medium actions	Consideration of low actions
Good	75%	None outstanding	None outstanding	All low actions outstanding are in the process of being implemented
Reasonable	51 – 75%	None outstanding	75% of medium actions made are in the process of being implemented	75% of low actions made are in the process of being implemented
Little	30 – 50	All high actions outstanding are in the process of being implemented	50% of medium actions made are in the process of being implemented	50% of low actions made are in the process of being implemented
Poor	< 30%	Unsatisfactory progress has been made to implement high actions	Unsatisfactory progress has been made to implement medium actions	Unsatisfactory progress has been made to implement low actions



## APPENDIX B: SCOPE

### Scope of the review

The internal audit assignment has been scoped to provide assurance on how A1 Basset Hound manages the following objective: To establish progress made against actions made during the 2015/16 and 2016/17 financial year.

When planning the audit, the following areas for consideration and limitations were agreed:

### Areas for consideration

The review assessed the implementation of recommendations for the following audit reports:

- Follow up 15.16
- Stock and Inventory 16.17

### Limitations to the scope of the audit assignment

- Our testing will be limited to reviewing the controls in place within the Service.
- Where responses are not received from action owners, the respective action will be reported as not implemented.
- The review will be conducted on a sample basis and will not provide any guarantee against material errors, loss or fraud or provide an absolute assurance that material error, loss or fraud does not exist.
- Our work does not provide absolute assurance that material errors, loss or fraud do not exist.
- Please note that the full scope of the audit can only be completed within the audit budget if all the requested information is made available at the start of the audit, and the necessary key staff are available to assist the audit process during the audit. If the requested information and staff are not available we may have to reduce the scope of our work and/or increase the audit budget. If this is necessary we will agree this with the client sponsor during the audit.

## APPENDIX C: ACTIONS COMPLETED

From the testing conducted during this review we have found the following actions to have been fully implemented and are now closed:

Assignment title	Management action
Follow Up (7.15.16)	<p><b>(High)</b> he Head of Operations, with the aid of the Training and Development Team, will develop a strategy and action plan to engage assessors and increase the quality and volume of assessments undertaken on PDRPro with regards to both competence completion and the achievement of training outcomes.</p> <p>Regular audits will be undertaken to provide assurance that assessments and verifications are taking place to ensure PDRPro clearly demonstrates competence and the achievement of training outcomes.</p> <hr/> <p><b>(Medium)</b> The Service will continue to work with PDRPro to develop a report running solution and in the meantime a manual reporting process will be achieved using sampling and presented within the 6-month report to SDMT.</p> <hr/>
Stock and Inventory (3.16.17)	<p><b>(Medium)</b> The Head of Finance/Treasurer will ensure that an overarching Stock and Inventory policy is in place which details the following:</p> <ul style="list-style-type: none"><li>• The type of stock held;</li><li>• The principles to be followed with regards to receiving, reconciling and using the stock and inventory;</li><li>• Roles and responsibilities for the stock/inventory held; and</li><li>• Threshold values (and other factors such as risk) at which enhanced security measures are needed i.e. to ensure expensive or dangerous items such as explosives and flammable goods are secured.</li></ul> <hr/>

## FOR FURTHER INFORMATION CONTACT

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For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
21 June 2017  
Item No. 9

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**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

**SUBJECT:** AUDIT AND GOVERNANCE ACTION PLANS MONITORING REPORT

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For further information on this report contact: Karen Daniels  
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Tel No: 01234 845013

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Background Papers:

- Action Plans contained in Internal and External Audit Reports
  - Action Plan contained in the Annual Governance Statement 2015/16
  - Minutes of the Audit Committee dated 5 April 2012
- 

Implications (tick ✓):

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

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

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**PURPOSE:**

To report on progress made to date against current action plans arising from internal and external audit reports and from the Fire Authority's 2015/16 Annual Governance Statement.

**RECOMMENDATION:**

That Members acknowledge progress made to date against the action plans and consider any issues arising and endorse the recommendation to extend the completion date.

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**1. Introduction**

- 1.1 The Members of the Audit and Standards Committee previously endorsed that the Committee should receive monitoring reports at each of its meetings advising of progress against current action plans arising from internal and external audit reports, and the Authority's Annual Governance Statement.
- 1.2 In their meeting on 5 April 2012, Members of the Audit and Standards Committee agreed that progress on the action plans be reported to each meeting of the appropriate Policy and Challenge Group and action point owners report progress by exception to the Audit and Standards Committee. This is the first report to the Corporate Services Policy and Challenge Group for the year 2017/18.

**2. Monitoring Report of Actions Arising from Internal and External Audit Reports**

- 2.1 The monitoring report of progress made to date against agreed actions arising from internal and external audit reports is attached as Appendix A.
- 2.2 The monitoring report covers, in order, the following:
  - Outstanding actions from internal and external audit reports, including those reports received during 2016/17 and those from previous years, which have a proposal to extend the original completion date.

- Outstanding actions from internal and external audit reports, including those reports received during 2016/17 and those from previous years, which are on target to meet the original or agreed revised completion date.
- Completed actions which are subject to a subsequent or follow up audit. These will remain on the report until this follow-up audit is completed.
- Completed actions that are of a Low risk and do not require a follow-up audit. These will be removed from the report once they have been reported as completed to the Policy and Challenge Group.
- Any actions that have been superseded by new actions. (Actions are removed from the report once they have been reported as superseded to the Policy and Challenge Group.)

### 3. Monitoring Report of Actions Arising from the Authority's Annual Governance Statement

- 3.1 The monitoring report of progress made to date against actions arising from the Authority's Annual Governance Statement is attached as Appendix B.
- 3.2 The monitoring report covers the actions within the 2015/16 Annual Governance Statement (if applicable) which was formally adopted by Members of the Audit and Standards Committee, on behalf of the Authority, at their meeting on 7 September 2016, as part of the 2015/16 Statement of Accounts.
- 3.3 There are no requests to extend the original completion date.

4. Priority Grades

- 4.1 The Service Audit Outcomes in Appendix A have a priority grading system. The table below explains the key to the priority grades:

RSM (formerly Baker Tilly & RSM Tenon)	High	Recommendations are prioritised to reflect RSMs assessment of risk associated with the control weaknesses.
	Medium	
	Low	

5. Organisational Risk Implications

- 5.1 The actions identified within internal and external audit reports and the Annual Governance Statement represent important improvements to the Authority's current systems and arrangements. As such, they constitute important measures whereby the Authority's overall management of organisational risk can be enhanced.
- 5.2 In addition, ensuring effective external and internal audit arrangements and the publication of an Annual Governance Statement are legal requirements for the Authority and the processes of implementation, monitoring and reporting of improvement actions arising therefore constitute an important element of the Authority's governance arrangements.

**ZOE EVANS**

**ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**



**Monitoring Report of Actions Arising from Audit Reports  
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

**APPENDIX A**

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
FM (16/17) 1	<b>RSM</b> Nov 16: Final Report (16/17)	Fleet Management  Head of Operational Support	Low	The Repair and Maintenance Policy will be updated to refer readers to the Health and Safety Policy and Vehicle Log books to prevent inconsistencies within documents.	<b>New</b> Meeting established with TEM and HSA to confirm alterations and implement changes required in both documents. The Policy has been updated in section 3,6,7,8 and the appendices and is in the process of being published.	<b>Original</b> Apr 17	Completed – to be confirmed by follow up audit
FM (16/17) 3	<b>RSM</b> Nov 16: Final Report (16/17)	Fleet Management  Head of Operational Support	Low	A review of MIS will be undertaken to establish whether it has the functionality to produce a report detailing all changes to fleet which can be reviewed against the schedule of works.	<b>New</b> Review of the MIS has been completed by BSSM/HQ and BIM/HQ, awaiting a response from ICT in relation to a new system.	<b>Original</b> Apr 17	Completed – to be confirmed by follow up audit
KFC (16/17) 3.1.2	<b>RSM</b> Feb 17: Final Report (16/17)	Key Financial Controls  Head of Finance and Treasurer	Medium	The Authority will ensure that any requests for sales invoices or credit notes to be raised are authorised by the requesting manager or the Chief Accountant / Head of Finance and reflect this in the policies & procedures.	<b>New</b> This has been added to the policy/procedure.	<b>Original</b> Dec 17	Completed – To be confirmed by follow up audit
SI (16/17) 1.2	<b>RSM</b> Dec 16: Final Report (16/17)	Stock and Inventory  Head of Operational Support	Medium	The Technical Support Manager will ensure stock is located and organised according to the space available to stores. Larger items may be stored externally away from stores due to available space.  A review of all OP numbers will take place to ensure they relate to the correct item and the correct shelf space.	<b>New</b> Stock take now completed, action complete.	<b>Original</b> Mar 17	Completed – To be confirmed by follow up audit

**Monitoring Report of Actions Arising from Audit Reports  
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
				The Technical Support Manager will ensure an interim stock take is performed on all stock held by the Technical department to ensure accuracy. This exercise will also ensure that stock is organised in a manner which will enable ease for future counts			
FM (16/17) 2	<b>RSM</b> Nov 16: Final Report (16/17)	Fleet Management  Head of Operational Support	High	<p>BFRA will update the repair and maintenance Policy and health and safety Policy to include a requirement for monthly reviews of the logbooks to ensure these are being completed in line with the policy. The logbooks will be updated to include a section where signoff can be included evidencing routine review of the logbooks to ensure they are being satisfactorily completed. The reviewer will also complete random monthly checks of the random sample vehicle to ensure the checks are being completed properly.</p> <p>Ancillary vehicles used as pool cars will be assigned an individual who checks the logbook every week and if the car has not been taken out will carry out the checks and update the logbook.</p>	<b>New</b> Workshops have now got a full complement of staff, the assistant workshop technician will now check all pool vehicles on a Monday and record the inspection details on a job card.	Original Apr 17	Completed – To be confirmed by follow up audit

**Monitoring Report of Actions Arising from Audit Reports**  
(incorporating any actions outstanding at 31 March 2017 from earlier reports)

**APPENDIX A**

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
FM (16/17) 5	<b>RSM</b> Nov 16: Final Report (16/17)	Fleet Management  Head of Operational Support	Medium	BFRA will ensure that a random monthly Freight Transport Agency (FTA) inspection is carried and documented as per the policy.	<b>New</b> Freight Transport Agency (FTA) inspection inspections have now taken place on a monthly basis for 2017.	<b>Original</b> Jan 17	Completed – To be confirmed by follow up audit
SI (16/17) 1.1	<b>RSM</b> Dec 16: Final Report (16/17)  <b>RSM</b> (Follow up) Mar 17: Final Report (16/17)	Stock and Inventory  Head of Finance and Treasurer	Medium	The Head of Finance/Treasurer will ensure that an overarching Stock and Inventory policy is in place which details the following: <ul style="list-style-type: none"> <li>• The type of stock held;</li> <li>• The principles to be followed with regards to receiving, reconciling and using the stock and inventory;</li> <li>• Roles and responsibilities for the stock/inventory held; and</li> <li>• Threshold values (and other factors such as risk) at which enhanced security measures are needed i.e. to ensure expensive or dangerous items such as explosives and flammable goods are secured</li> </ul>	<b>New</b> The stock policy is now in place, with all other recommendations implemented.	<b>Original</b> Feb 17	Completed – Confirmed by follow up audit
FC (15/16) 1	<b>RSM</b> (Follow up) May 16: Final Report (15/16)  <b>RSM</b> (Follow up) Mar 17: Final Report (16/17)	Fuel Cards  Head of Operational Support	Medium	The authority to undertake a review of the consistency and effectiveness of fuel reserve control activities to ensure these are effective and embedded, taking advantage of appropriate technologies to reduce manual systems.	Following a review of fuel allocation to Service vehicles I can confirm that there have been no reported issues in relation to mis-fueling of vehicles or instances where an incorrect fuel card has been used to purchase fuel for a Service vehicle.  Monthly fuel returns continue to be scrutinised by Station Commanders.	<b>Original</b> Mar 17	Completed – Confirmed by Follow up Audit

**Monitoring Report of Actions Arising from Audit Reports  
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
					<p>The Service is currently in the process of budget identification to enable the procurement of an electronic solution, to automate the issue and recording of fuel from Service sites that hold a bunkered stock.</p> <p>Following a further review of the fuel reserve control activities I can confirm that all Fire stations that hold a bunkered fuel reserve are now using the electronic recording system effectively, a few RDS Stations that do not hold a bunkered fuel reserve are awaiting their training on the electronic system to enable the recording of individual fuel purchase transactions to be recorded in the same manner.</p> <p>Monthly fuel returns are scrutinised by Stn/C's who confirm that fuel allocated aligns with the meter readings on station, any discrepancies that are identified are dealt with appropriately following investigation by the Stn/C.</p> <p>The reconciliation of monthly records provide a total figure for fuel purchase, allocation and bunkered stock held which is reported in the Transport and Asset Management plan.</p> <p>Work is ongoing to identify an appropriate technological solution to further reduce the manual element of fuel allocation, recording and monitoring.</p> <p>Budget is approved for 2018/19 and we will have funds to procure an automated system.</p>		

**Monitoring Report of Actions Arising from Audit Reports**  
(incorporating any actions outstanding at 31 March 2017 from earlier reports)

**APPENDIX A**

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
KFC (16/17) 2.1	<b>RSM</b> Feb 17: Final Report (16/17)	Key Financial Controls  Head of Finance and Treasurer	Low	The Finance Department will ensure that all signatories within the ASL are authorised by the authorised by Head of Finance or Chief Accountant in their absence, and that evidence of authorisation is maintained.	<b>New</b> This process has now been adopted, where the Chief Accountant or Head of Finance will authorise changes to the Authorised Signatory list.	<b>Original</b> Jan 17	Completed – No follow up required
SI (16/17) 1.4	<b>RSM</b> Dec 16: Final Report (16/17)	Stock and Inventory  Head of Operational Support	Low	The Authority will ensure that all departments utilise the Great Plains and MIS system to generate a monthly report identifying stock with low balances so these are reordered in timely fashion.	<b>New</b> Technical department work closely with Procurement department to ensure that Great Plains is utilised to generate monthly reports to identify low stock levels. CCAction complete.	<b>Original</b> Mar 17	Completed – No follow up required
FM (16/17) 4	<b>RSM</b> Nov 16: Final Report (16/17)	Fleet Management  Head of Operational Support	Low	A review of the processes in place to update FPS and MIS once jobs have been completed will be undertaken to ensure the most efficient process is used to update both systems consistently.	<b>New</b> Review of the MIS has been completed by BSSM/HQ and BIM/HQ, awaiting a reply from ICT to confirm their findings on the requirement for a new system. TSO completes a comparison regularly to confirm consistency between both systems.	<b>Original</b> Apr 17	Completed – No follow up required
FM (16/17) 6	<b>RSM</b> Nov 16: Final Report (16/17)	Fleet Management  Head of Operational Support	Low	The Terms of Reference for the SDAG will be updated to include: <ul style="list-style-type: none"> <li>Decision making and quorum requirements;</li> <li>Meeting frequency and reporting.</li> </ul> A review schedule will be put in place to ensure the policies are reviewed and Terms of Reference approved regularly.	<b>New</b> Service Delivery Action Group Terms of Reference has now been updated.	<b>Original</b> Jan 17	Completed – No follow up required

**Monitoring Report of Actions Arising from 2015/16 Annual Governance Statement (incorporating any actions outstanding from the 2014/15 Annual Governance Statement)**

No	Issue	Source	Planned Action	Progress to date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
1	Medium Term Budget/CRMP	Assurance Statements	Following the receipt of the four year funding deal, to review/consider and if appropriate sign up to this. The medium term funding gap still needs addressing for year 2020/21.	The FRA approved the 2017/18 budget on 9th February 2017. A budget gap remains in the medium term, but currently not until 2021/22. We await to see how the funding changes from April 2020 will impact the Authority.	Feb 2017	Completed

**Monitoring Report of Actions Arising from 2015/16 Annual Governance Statement (incorporating any actions outstanding from the 2014/15 Annual Governance Statement)**

No	Issue	Source	Planned Action	Progress to date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
2	Review of Authority Effectiveness	All actions from the 2015/16 Review of Authority Effectiveness Action Plan to be completed during 2016/17 and formally reviewed by Members as part of the following year's process	All actions from the 2015/16 Review of Authority Effectiveness Action Plan to be completed during 2016/17 and formally reviewed by Members as part of the following year's process.	<p>A Form of review of the FRA's Effectiveness Questionnaire was agreed and completed by Members at a facilitated meeting on 27 January 2016. On 17 March 2016, the Audit and Standards Committee considered the outcome of the Review, including any identified areas for improvement, and agreed performance objectives for the coming year.</p> <p>The 2015/16 Review of the FRA's Effectiveness and Action Plan for 2016/17 was agreed by the FRA on 19 April 2016 for inclusion in the FRA's Annual Governance Statement, which was agreed to be part of the 2015/16 Statement of Accounts.</p> <p>Proposals for the review of the Fire and Rescue Authority's effectiveness in 2016/17 was agreed at the Audit and Standards Committee on 7 September 2016 namely:</p> <p>Policy and Challenge Groups and Committee reviewed their effectiveness by considering three overarching questions to feed into the FRA Review of Effectiveness; and</p> <p>FRA Members were requested to complete a revised questionnaire for a facilitated annual review of the Fire Authority on 17 January 2017.</p> <p>The Review of Effectiveness carried out by the Policy and Challenge Groups, Audit and Standards Committee and from the facilitated annual review on 17 January 2017 was considered by Audit and Standards Committee on 16 March 2017. The effectiveness of each of the Policy and Challenge Groups and this Committee had been structured around a standard set of three questions, rather than a full questionnaire as had been used in previous years.</p>	Mar 2017	Completed

**Monitoring Report of Actions Arising from 2015/16 Annual Governance Statement (incorporating any actions outstanding from the 2014/15 Annual Governance Statement)**

No	Issue	Source	Planned Action	Progress to date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
2	Review of Authority Effectiveness (Cont.....)	All actions from the 2015/16 Review of Authority Effectiveness Action Plan to be completed during 2016/17 and formally reviewed by Members as part of the following year's process	All actions from the 2015/16 Review of Authority Effectiveness Action Plan to be completed during 2016/17 and formally reviewed by Members as part of the following year's process.	It was agreed at the meeting on 16 March 2017 that the 2016/17 Review of Effectiveness and the associated action plan be recommended for approval and incorporated into the Annual Governance Statement by the Fire and Rescue Authority on 27 April 2017.	Mar 2017	Completed



For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
21 June 2017  
Item No. 10

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**REPORT AUTHOR(S): HEAD OF FINANCE/TREASURER**

**SUBJECT: BUDGET MONITORING 2017/18**

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For further information on this Report contact: Gavin Chambers  
Tel No: x5016

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Background Papers: 2017/18 Budget Setting Papers

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Implications (tick ✓):

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

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

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## PURPOSE

To inform the Corporate Services Policy and Challenge Group of the forecast year end budget monitoring position as at 30 April 2017.

## RECOMMENDATION

That the Corporate Services Policy and Challenge Group:

1. Consider and comment on the forecast outturn for revenue and capital.
- 

1. Introduction

- 1.1 On 9 February 2017, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2017/18 of £28.716m and a Capital Programme of £1.278m.

2. Revenue Budget Monitoring

- 2.1 A full analysis of the Revenue Budget efficiency savings for 2017/18 to 2020/21 can be found in Appendix 1. This appendix forms part of the Government return, in order to receive the four year Government funding offer.
- 2.2 The funding of the 2017/18 Revenue Budget is by way of Government Funding £7.296m, local Business Rates redistribution £2.048m and Council Tax of £18.994m. There is also funding from a Collection Fund surplus of £0.378 m.

## 2.3 Forecasting Outturn:

2.3.1 Table 1 below is populated during the year in line with the spread sheet returns that Corporate Management Team (CMT) members submit to the Finance Team and also through the meetings that Finance Officers have with CMT members. The forecast outturn positions are as accurate as the information received from each CMT member.

2.3.2 Table 1 below details the current budget excluding salary budgets, for each CMT service area. The forecast year end outturn is shown in column three, with the variance and RAG (red, amber, green) status shown in columns four and five.

### 2.3.3 Table 1: 2016/17 Revenue Budget Forecast Outturn (excluding salary budgets)

Title	Current Budget	Forecast yr end outturn	Variance	RAG status (see note below**)
	£	£	£	
Strategic Management	61,400	61,400	0	Green
Head of Operations	887,700	887,700	0	Green
Head of Operational Support	521,300	521,300	0	Green
Head of Community Safety	201,400	190,400	(11,000)	Green
Head of Human Resources	163,100	163,100	0	Green
Head of Strategic Support	1,272,000	1,272,000	0	Green
Head of Safety and Special Projects	5,100	5,100	0	Green
Head of Training and Development	449,600	449,600	0	Green
Head of Finance and Treasurer	3,946,700	3,946,700	0	Green
<b>Total</b>	<b>7,508,300</b>	<b>7,497,300</b>	<b>(11,000)</b>	

\*\*RAG Status: Red would identify where there is a large overspend equal to or greater than £100,000 and/or a key service aspect was not being delivered. Amber would identify where there is a possibility of an overspend and/or a key service aspect may not be delivered. It may be that there are action plans in place to address an issue, where until they are successful it is flagged as Amber. Green identifies where service delivery is being performed and as above, where there are underspends. Underspends are not necessarily always green, if for example, there was a key service aspect not being delivered causing the underspend, it would be shown as Red.

2.3.4 There are currently no predicted over or under spends within any of the CMT service areas over £50k.

The £11k underspend in Head of Community Safety relates to an unbudgeted £11k contribution from Luton Borough Council for Community Safety partnership work. Members may recall this funding had led to an overspend during 2016/17, as the budgeted income did not materialise.

2.3.5 With the salary budgets being such a large proportion of the overall budget, the split from the budgets above is justified. Table 2 below details the salary budgets and forecast outturn.

**Table 2: 2016/17 Salary Budget Forecast Outturn**

<b>Title</b>	<b>Current Budget</b>	<b>Actual Spend as at 30<sup>th</sup> April 2017</b>	<b>Forecast year end outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Whole-time	13,286,300	1,008,931	13,286,000	0
Control	896,700	82,534	896,700	0
Retained	2,000,900	143,928	2,000,900	0
Non Uniform	4,918,300	381,937	4,918,300	0
Agency	105,700	15,626	105,700	0
<b>Total</b>	<b>21,207,900</b>	<b>1,632,957</b>	<b>21,207,900</b>	<b>0</b>

2.3.6 There are currently no predicted salary over or under spends within any of the CMT service areas.

## 2.4 Total Forecast Outturn, Salary and Non Salary:

2.4.1 The total forecast variance at year end including both the non-salary figure in Table 1 above and for pay and on costs, including agency staff shown in Table 2, is currently expected to be an underspend of (£11k). These figures do not include the reimbursement of pensions monies from the Home Office. These will be included following external audit approval of treatment in the 2016/17 year end accounts.

## 3. Capital Programme Monitoring

3.1 Table 3 below is a summary of the Authority's 2017/18 Capital Programme. The Red, Amber, Green (RAG) status indicates how well the schemes are progressing (Green being on target for year-end completion within budget; Amber indicating possible slippage or overspend; and Red indicating actual slippage/overspend or deletion of the scheme).

**Table 3: The 2016/17 Capital Programme**

Scheme	Budget 2017/18	Forecast Outturn	RAG status
	£'000	£'000	
Vehicles	864	864	Green
Whole-time availability system project	70	70	Green
Phase 2 Human Resource Project	50	50	Green
Smoke House renovation and upgrade	40	40	Green
Diesel dispensing monitoring equipment (across all sites)	35	35	Green
Refurbishment of Luton Station facilities	40	40	Green
Replacement of tannoy systems at Kempston & Stopsley	30	30	Green
Service wide – Capital works	80	80	Green
Fitness Equipment	20	20	Green
Core hydraulic hose	49	49	Green
<b>Total</b>	<b>1,278</b>	<b>1,278</b>	

3.2 It should be noted that the Vehicles, ICT and Property Capital Works Programmes need to be treated with fluidity as the costs and expected completion dates can vary considerably and span across financial years. However, in accordance with the financial regulations, any significant changes of expenditure over 10% of an approved capital scheme need to be reported back to the FRA.

3.3 **Capital Programme – Withdrawals, Additions or Variations:**

3.4 **Additions:**

There are no additions to the capital programme.

3.5 **Variations:**

There are no variations to the capital programme.

3.6 **Slippages:**

There are no slippages to the capital programme.

**GAVIN CHAMBERS  
HEAD OF FINANCE/TREASURER**

## Appendix A

Ref	Savings/Efficiencies	£'000s 2017/18	£'000s 2018/19	£'000s 2019/20	£'000s 2020/21
1	Continued roll out/removal of 24 Wholetime station-based posts through revision to Wholetime Shift Duty System.	157			
2	Service Control/Operational Support Establishment	34			
3	Reduction of One Area Commander post and a Service Operational Commander (SOC) allowance.	78	35		
4	Hydrant - contributions (estimated) from developers, therefore reduction in revenue budget	30	20		
5	Non-operational structure review	53			
6	Administrative post review service wide	47			
7	Anticipated initial savings from Insurance pooling	10			
8	Watch Manager Technical - Change post from Grey Book (operational) to Green Book (non-operational)	18			
9	Disclosure Barring Service checks - reduction to specific groups	5			
10	Potential for sharing Fire Investigation Service with Herts/Cambs FRS	0	7		
	<b>New items for 2017/18 budget round:</b>				
11	Changes resulting from Equal Pay policies	27	1		
12	Income from Property Sharing	10	7		
13	Resource and Contractual Savings resulting from the new HR system	21			
14	Control Income	0	15		
15	Health and Safety Officer (Grey to Green book)	25			
16	Collaborative working - Printing device contract saving	15			
17	Management Information System (MIS) - Whole-time Rota/Availability System, Human Resources, Technical Equipment	0	0	80	
18	Review and implementation of revised crewing arrangements	0	156	156	312
		<b>529</b>	<b>241</b>	<b>236</b>	<b>312</b>

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For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
21st June 2017  
Item No. 11

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**REPORT AUTHOR:** HEAD OF FINANCE AND TREASURER

**SUBJECT:** TREASURY MANAGEMENT – ANNUAL REPORT FOR 2016/17

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For further information on this Report contact: Mr G Chambers  
Head of Finance and Treasurer  
Tel No: 01234 845016

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Background Papers:

Treasury Management Strategy 2016/17, as detailed in the Budget Book 2016/17.

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Implications (tick ✓):

LEGAL		FINANCIAL	✓
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
ORGANISATIONAL RISK	✓	OTHER (please specify)	
		CORE BRIEF	

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

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## **PURPOSE:**

To consider the Authority's Annual Report for Treasury Management for 2016/17.

## **RECOMMENDATION:**

That Members consider the report.

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### 1. Introduction

1.1 Since 1 April 2006, the management of the Fire Authority's Treasury operations has been undertaken by the Authority's Finance staff. Treasury management activities are undertaken with the objective of maximising return/minimising cost, consistent with minimising risk. When investing, the over-riding principle is the maintenance of the capital sum.

In order to support this function, the Authority also employs Capita Asset Services to provide independent, professional treasury advice.

1.2 The Fire Authority's banking facilities are also arranged and monitored by the Finance staff.

1.3 The Fire Authority adopted the Code of Practice for Treasury Management in the Public Services published by the Chartered Institute of Public Finance and Accountancy (CIPFA), introduced in April 2004 and revised in November 2011. One of the requirements of the CIPFA Code is for there to be regular reports on Treasury Management to be presented to the appropriate 'committee'. This is the annual report for 2016/17.

Recent changes in the regulatory environment, place a much greater onus on Members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Authority's policies previously agreed by Members.

This Authority also confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Corporate Services Policy and Challenge Group before they were reported to the full Authority.

## 2. Borrowing/Investment Strategy for 2016/17

- 2.1 It was anticipated at the beginning of 2016/17 that the Authority would have surplus funds available for short-term investment either within its Special Interest Bearing Account (SIBA), at its bankers or through the money market. At the beginning of 2016/17 the SIBA account was paying a rate of 0.25%, this then decreased to 0.01% as from 5 August 2016.
- 2.2 The Authority's call-account with Barclays Bank has been used during 2016/17 at a daily rate of 0.20% plus an extra 0.20% annual bonus. The daily rate decreased from 0.20% to 0% as from 4 August and therefore, once the bonus had been received in December, all funds were removed on the 6 January 2017.
- 2.3 This Authority had also placed surplus funds into its 95-Day and 180-Day Interest accounts with Santander at a rate of 0.90% and 1.15%. However, these rates decreased to 0.65% and 0.90% as of 1 September. Funds were then withdrawn from the 95-Day account and placed in to a 120-Day Interest account with Santander, at a rate of 0.80%. No penalties were suffered for the instant withdrawal, as agreed with Santander. As of 31 March 2017 funds with Santander were £2.5M in the 120-Day account and just under £2.5M in the 180-Day account.
- 2.4 The Authority has re-invested funds with one foreign bank, Qatar National Bank, during 2016/17, still via our Treasury Agents, Capita. This investment was a fixed term investment for one year at a rate of 1.02%, and matured on 13 April 2017. We also invested with another foreign bank, Goldman Sachs, via Capita during 2016/17. This investment is a fixed term investment for six months at 0.76%, due to mature in August 2017.

## 3. Interest Rate Movements during 2016/17

- 3.1 Bank base rate was 0.50% at the beginning of the year but decreased to 0.25% as of 4 August 2016 and still remained the same as of 31 March 2017.

- 3.2 Interest rates applicable to temporary investments were short-term money market rates. These investments were fixed for a set period (between one month and one year), at a greater interest rate than bank base rate. During 2016/17, four investments reached maturity, and were re-invested. There were also another six new investments placed during 2016/17, one in August for £2M, one in November for £0.5M two in January for £1.5M and £1M, one in February for £2M and finally one in March for £1M.

When placing these, a number of factors were considered, including cashflow, security, return etc in order to meet our Policies and at the same time get the best return.

#### 4. Investment/Borrowing Operations

##### 4.1 **Investments:**

Surplus cash is invested on a temporary basis through the money market. Levels of investment have fluctuated from £6.7m at the start of 2016/17 to £11m and then down to £8.5m as at 31 March 2017. Investment interest of £0.080m was generated in the year. In addition, £0.001m was received through the local SIBA account, £0.001m through the Barclays account, £0.009m through the Santander 95-Day Account, £0.012m through the Santander 120-Day account and £0.025m through the Santander 180-Day account. However, interest on PWLB borrowings totals £0.423m, giving a net interest paid of £0.294m.

- 4.2 The Fire Authority's budgeted investment return (interest receivable) for 2016/17 was £99,400, and actual performance £129,436. Therefore, performance was £30,036 above budget. The budgeted investment return set for 2017/18 is £75,400.

##### 4.3 **Long-Term Borrowing:**

No debt rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

The Capital Programme for 2016/17 was financed by revenue contributions and Capital Grants.

#### 4.4 Borrowing and Investments Outstanding:

	<b>Temporary Investments £000s</b>	<b>Long-Term Borrowing £000s</b>
As at 1 April 2016	6,700	10,087
Raised	15,500	0
Repaid	(13,700)	(100)
<b>Outstanding at 31 March 2017</b>	<b>8,500</b>	<b>9,987</b>

#### 5. Prudential Indicators

5.1 Under the prudential code the following Treasury Management indicators were set for 2016/17:

Authorised Limit for external debt	£12.1m
Operational Boundary	£10.1m
Limits for fixed interest rate exposure:	
Upper limit	£(293,000)
Limits for variable interest rate exposure:	
Upper limit	£(97,000)

5.2 Neither the authorised limit nor the operational boundary have been exceeded during the year. Actual interest rate exposure was as below:

Fixed interest rate exposure	£58,748
Variable interest rate exposure	£58,748

5.3 All the Prudential Indicators have been summarised for Members benefit in Appendix A attached, which has been updated in accordance with the 2016/17 Budget Book.

## 6. Performance Measurement

- 6.1 The success of cash flow management and hence the Fire Authority's temporary investment and borrowing activity is measured by comparing the actual rates of interest achieved and borne against a benchmark of the average Local Authority 7 Day Rate.
- 6.2 For the period ending 31 March 2017, the average interest rate achieved from temporary investments was 0.86%, higher than the average Local Authority 7 Day Rate over the same period of 0.1128%.

## 7. General Economic Conditions

7.1 In brief, this financial year has seen:

- Interest rate was at 0.50% in April 2016 and at 0.25% by March 2017 (-0.25% change).
- Inflation – Target Inflation (CPI) was at 0.30% in April 2016 and at 2.30% by March 2017 (2.00% change). Headline Inflation (RPI) was at 1.30% in April 2016 and at 3.20% by March 2017 (1.90% change).

7.2 See Appendix B for a copy of Sector's report on the Economy and Interest Rates throughout 2016/17.

## 8. Economic Forecast – (April CityWatch 2017 and Capita's revised Interest Rate Report May 17)

The Fire and Rescue Authority's Treasury Advisers, Capita Asset Services, provided the following forecast:

	<b>End Q2 2017</b>	<b>End Q3 2017</b>	<b>End Q4 2017</b>	<b>End Q1 2018</b>	<b>End Q2 2018</b>	<b>End Q3 2018</b>	<b>End Q4 2018</b>	<b>End Q1 2019</b>
Bank Rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%
5yr PWLB rate	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.80%	1.90%
10yr PWLB rate	2.10%	2.20%	2.30%	2.30%	2.40%	2.40%	2.50%	2.50%
25yr PWLB rate	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%
50yr PWLB rate	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	2.90%	3.00%

9. Conclusion

9.1 The Fire and Rescue Authority is requested to note the report.

**G CHAMBERS  
HEAD OF FINANCE AND TREASURER**

Prudential Indicator	2016/17 Indicator £000	As at 31 March 2017 Actual £000
Capital Financing Requirement (CFR)	9,899	9,385
Gross borrowing as at 1/04/16 and 31/3/16	10,087	9,987
Investments as at 1/04/16 and 31/03/16	6,700	8,500
Authorised limit for external debt	12,100	11,920
Operational boundary for external debt	10,100	10,020
Limit of fixed interest rates based on net debt	293	264
Limit of variable interest rates based on net debt	97	88
Principal sums invested > 365 days	0	0
Maturity structure of borrowing limits:		
Under 12 months	1%	0%
12 months to 2 years	0%	0%
2 years to 5 years	0%	0%
5 years to 10 years	0%	0%
10 years and above	99%	100%



## **The Economy and Interest Rates**

The two major landmark events that had a significant influence on financial markets in the 2016-17 financial year were the UK EU referendum on 23rd June and the election of President Trump in the USA on 9th November. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019. At its 4th August meeting, the Monetary Policy Committee (MPC) cut Bank Rate from 0.5% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth. In addition, it restarted quantitative easing with purchases of £60bn of gilts and £10bn of corporate bonds, and also introduced the Term Funding Scheme whereby potentially £100bn of cheap financing was made available to banks.

In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing quarter 1 of only +0.2% GDP growth, the three subsequent quarters of 2016 came in at +0.6%, +0.5% and +0.7% to produce an annual growth for 2016 overall, compared to 2015, of no less than 1.8%, which was very nearly the fastest rate of growth of any of the G7 countries. Needless to say, this meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum.

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**REPORT AUTHOR:** HEAD OF FINANCE/TREASURER

**SUBJECT:** ASSET MANAGEMENT PLANS 2017/18 to 2020/21

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For further information on this Report contact: G Chambers  
Head of Finance/Treasurer  
Tel No: 01234 845016

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Background Papers:

Previous Year's Asset Management Policy and Plans

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Implications (tick ✓):

LEGAL		FINANCIAL	✓
HUMAN RESOURCES		EQUALITY IMPACT	✓
ENVIRONMENTAL	✓	POLICY	
ORGANISATIONAL RISK	✓	OTHER (please specify)	

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

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**PURPOSE**

To present to the Corporate Services Policy and Challenge Group (CSP&CG) for approval, updated Asset Management Plans for 2017/18 to 2020/21 in respect of:

- Fleet and Transport (Appendix A)
- Information and Communications Technology (Appendix B)
- Land and Buildings (including performance/benchmark indicators for 2016/17 and 2017/18) (Appendix C),

**RECOMMENDATION:**

That CSP&CG consider and approve:

1. The attached updated Asset Management Plans for Fleet & Transport, Information & Communications Technology and Land & Buildings.

1. Introduction

- 1.1 The Authority maintains an overarching Asset Management Strategy, together with a series of underpinning Asset Management Plans comprising:

- Fleet and Transport;
- Information and Communications Technology and
- Land and Buildings.

The value of the Authority's Property, Plant and Equipment, as at 31st March 2017 was as follows:

Property, Plant and Equipment	£m at 31 March 2017
Vehicles, plant and equipment (incl Heritage Asset)	5,753
Land and buildings	23,955
Assets under construction	1,618
<b>Total fixed assets</b>	<b>31,326</b>

- 1.2 Whilst the Plans all have a medium-term (three to four year) timescale to align with the Authority's Community Risk Management and Medium Term Financial Planning framework, they are subject to an annual review and updating process.
- 1.3 The suite of Asset Management Plans produced in 2016/17 were approved by the Corporate Services Policy and Challenge Group in June 2016, in line with its terms of reference. The Asset Management Strategy was updated in 2014 and approved by the CSP&CG. There are no changes proposed to the strategy and it is therefore not attached to this report.
- 1.4 This paper, presents for consideration and endorsement by CSP&CG updated Asset Management Plans for 2017/18 to 2020/21 (attached at appendices 1 to 3).

### **Utilities**

- 1.5 Following the review of the 2016/17 year-end figures for utility usage, the benchmark 2017/18 performance indicators are proposed in the Land and Buildings plan.

For 2015/16 these benchmarks were based on averages over the prior two years for electricity and gas (2013/14 and 2014/15). The actual data provided for 2015/16 did contain some estimated meter readings.

The roll out of Automatic Meter Readers (AMR) will now greatly improve the regularity and reliability of data collection for both gas and electricity. The roll out has predominantly taken place during 2015/16 and 2016/17, this is further detailed in the Land and Buildings Asset Management Plan. All water supplies were already on meters.

The actual meter readings for 2016/17 are therefore the first year where all but one are on meters. As some meters we fitted in year, there isn't a full years actual new meter reading for all. However, using the 2016/17 figures as the base to set the benchmark, the usage of utilities should now be effectively monitored. Option for the service providers to manage the data and flag anomalies is being considered, with the review of costs, services provided and value for money.

- 1.6 **Queries from 2015/16 data used in the 2016/17 benchmark report:**
  - Water – Amptill, high average benchmark for 2015/16, from 2013/14 and 2014/15. This benchmark was too high, based on inaccurate estimates. The benchmark for 2017/18 is based on consistent actuals from 2015/16 and 2016/17.
  - Water – Shefford, actual usage for 2015/16 didn't appear correct, too high. This figure was inaccurate and revised down.

- Water – Toddington. The benchmark was low, again based on prior year averages. There is consistent actual usage over 2015/16 and 2017/18 to set the 2017/18 benchmark.

## 2. Contents of the Asset Management Plans

2.1 The detailed Asset Management Plans (Fleet and Transport, ICT and Land & Buildings) underpin the Asset Management Strategy. Whilst the detailed format and layout of each of the plans differs to reflect the differences in the types of assets covered, all are based on recognised best practice and Central Government guidance on public sector asset management. All contain:

- comprehensive information on the current assets within each group;
- a review of the relevant policies, practices and responsibilities for asset management;
- the wider strategic planning context and corporate priorities within which the plans have been developed and key changes planned over the medium-term;
- a focus on asset related performance measurement and management;
- capital and revenue expenditure implications of planned programmes of replacement, repair and maintenance;
- reviews of achievement over the past year and forward looking action plans for the next year and beyond.

## 3. Organisational Risk Implications

3.1 The use of the Asset Management Plans forms a crucial tool in minimising the risk of the Authority's major assets failing to support its overall aims, objectives and priorities and thus failing to support efficient and effective delivery of services to the community.

3.2 Establishing suitability of the current asset base, identifying future changes in Service need and monitoring the performance of assets is central to effective forward planning and ensuring assets support the service delivery requirements arising from Authority's strategic priorities and Community Risk Management Plan.

3.3 Good Practice guidance issued by Central Government continues to place ever increasing importance on effective public sector asset management in order to improve on efficiency and the better delivery of services. This philosophy was reinforced by both the national Comprehensive Performance Assessment and Comprehensive Area Assessment frameworks, which required Local Authorities to demonstrate that asset management arrangements were in place that allowed them to plan and improve upon the corporate use of major asset groups. Although these national audit frameworks have now ceased, a focus on robust and effective asset management across all public sector organisations remains core to the current Government's strategy for delivering significant reductions in public spending.

4. Financial Implications

- 4.1 The Asset Management Plans are essential tools in assisting the targeting of financial resources in the most efficient and effective way. They provide supporting information that enables the prioritisation of both capital and revenue expenditure on each of the asset groups to feed into the Authority's Medium-Term Financial Plan.
- 4.2 The focus on performance management of assets plays a crucial role towards the Authority's aims of securing measurable efficiency, effectiveness and value for money in delivery of its services.

5. Equality Impact Assessment

Equality Assessments will be picked up by each of the plans as and when necessary. For example, prior to the commencement of building works in the Capital Programme.

G CHAMBERS  
HEAD OF FINANCE/TREASURER

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# **Bedfordshire**

## Fire and Rescue Service

### **BEDFORDSHIRE FIRE AND RESCUE AUTHORITY**

#### **Transport**

#### **Asset Management Plan**

**2017/18 to 2019/20**

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## 1. THE NEED FOR A TRANSPORT ASSET MANAGEMENT PLAN (TAMP)

A Transport Asset Management Plan is necessary to ensure:

- Constantly improving customer and stakeholder satisfaction
- Improving use of natural resources
- The effective and efficient use of capital funds
- Compliance with statutory regulations
- Effective Corporate Management

This helps to:

- Deliver efficiency savings
- Continuously improve Service Delivery
- Implement new ways of working
- Maximise the safety of our Communities by reviewing operational resources to meet identified risks in the Community Risk Management Plan

## 2. HOW THE TAMP INTERLINKS WITHIN THE CORPORATE STRUCTURE AND OTHER STRATEGIES

The Authority has established a Community Risk Management Plan (CRMP) that outlines what it aims to achieve and how it will be achieved over this period, supported by a Medium Term Financial Plan (MTFP) In particular, the CRMP sets out the:

- Vision, aims and objectives
- Key policy priorities
- Action plan(s) for achieving the key delivery and planning objectives
- The MTFP sets out the Revenue and Capital strategies for delivering the CRMP

The TAMP provides a comprehensive and integrated approach to the management of the Authority's vehicular and other major operational assets. The TAMP is a 'live' document, which will evolve through time and reflect changes based on current and predicted working practices, legislation, environmental developments and availability of Capital.

The TAMP will link with, and inform, other strategic decisions and plans for the effective management of Bedfordshire Fire and Rescue Service (BFRS). The diagram below sets out the relationship between the TAMP and other Corporate plans:

Corporate Planning Framework



### 3. PURPOSE AND ROLE OF THE TRANSPORT SECTION WITHIN BFRS

The prime purpose of the Transport Section of BFRS is the supply and maintenance of vehicles and major operational equipment which meet:

- User and stakeholder needs;
- Fire and Rescue Service strategies
- Legislative requirements

And, which facilitates and promotes environmental sustainability through the principles of best value.

The services provided by the Transport Section cover three main functions:

- Fleet Supply
- Fleet Management
- Fleet Maintenance

The Transport Section is the main support provider for all transport or transport related services, and additionally provides support for the maintenance and management of many major operational assets, such as;

- The Rescue Boat
- Various trailers
- Positive Pressure Ventilation Fans
- Portable Pumps
- Hydraulic Rescue Equipment
- Ladders etc

#### 4. FUNCTIONS PERFORMED

Fleet Supply	<p>The research, specification, costing and tendering, acquisition, and disposal of all BFRS vehicles and significant operational equipment and vehicle mounted fire fighting equipment.</p> <p>Additionally, the current staffing structure in Transport has enabled a much higher degree of 'in-sourcing' to occur, resulting in many aspects of vehicle preparation for conversion to Fire Service use being undertaken 'in-house'.</p>
Fleet Management	<p>The management of the fleet:</p> <ul style="list-style-type: none"> <li>• Leasing contracts and management of leasing costs</li> <li>• Vehicle Excise Duty</li> <li>• Registration and Licensing</li> <li>• Type Approval Testing (VCA testing).</li> <li>• Fuel Management</li> <li>• Availability of vehicles and major operational equipment monitoring</li> </ul>
Fleet Maintenance	<p>The repair and maintenance of vehicles and vehicle mounted operational equipment, and the majority of operational equipment. The Transport Workshops undertake most of the tasks involved. Specialist external contractors are engaged for the repair and maintenance of equipment outside of the expertise or facilities available within the Workshop team / premises, which includes aspects such as major body work repairs, paint spraying and some larger items that require fabrication.</p>

## 5. LEGISLATIVE REQUIREMENTS

The operation of a fleet of vehicles is a heavily regulated area. The operation is affected by the following legislation, or best practice guidance:

- The Road Vehicles (Construction and Use) Regulations 1986
- The Road Vehicles Lighting Regulations 1989
- The Motor Vehicles (Driving Licences) Regulations 1999
- The Road Traffic Act 1991
- The Road Vehicles (Registration and Licensing) Regulations 2002
- The Health and Safety at Work Act 1974
- Provision and Use of Work Equipment Regulations 1998
- The Management of Health and Safety at Work Regulations 1999
- The Control of Pollution (Oil Storage) (England) Regulations 2001
- British and European Technical Standards
- The Management of Occupational Road Risk
- Chief Fire Officers' Association (CFOA) Recommendations on Emergency Fire Appliance Servicing and Maintenance
- CFOA Transport Officers Group Security Guidance on Decommissioning and Disposal

The list of Acts/guidance is not exhaustive, and by the very nature of the transport environment, various legislative requirements cut across other sections of the Authority. To adhere to vehicle operating legislation the Transport Section utilises a variety of procedures to ensure that the vehicle fleet complies with the relevant regulation(s). The following are some of the current procedures adopted to satisfy the legal requirements and also provide reassurance of the adoption of best practice methodology:

- Safety Inspection Programme
- Defect Reporting System
- Preventative Maintenance Schedule
- Vehicle Inventory
- Vehicle Condition Reports, specifically for the Service Delivery Asset Group (SDAG)

The CFOA guidance on the maintenance of fleet is particularly demanding. Whilst it encourages a frequent and thorough inspection and maintenance programme, it does not adequately reflect the current use of emergency vehicles, the modern technology and modern servicing requirements specified by the manufacturer. This leads to a costly maintenance programme.

The adoption of the full CFOA guidance is currently under review by BFRS. Initial changes being implemented is oil condition testing to reduce significantly the amount of oil used and disposed of annually.

## **6. TRANSPORT ASSETS – LOCATION, COST**

BFRS has a variety of transport assets located at 18 locations. The majority of vehicular assets are located at the Service's Fire Stations. The current fleet operated by BFRS consists of 115 items on the fleet list; and includes vehicles, trailers, boats and demountable modules.

The unaudited NBV figures as at 31 March 2017 are, Vehicles £4,844,930 (including £0.00 leased vehicles)

## **7. TRANSPORT ASSET NEED AND FUNDING, UTILISATION AND EMERGENCY VEHICLE REQUIREMENTS**

### **The 'Need' and Funding**

The vehicular assets of BFRS are determined by the needs of the community, as identified in the CRMP. This in turn, is interpreted by the Service to ensure the identified and predicted risks can be met with the correct equipment. Whilst public perception of Fire Service vehicles is the traditional 'Red Fire Engine', there are numerous supporting vehicles required to fulfil a variety of roles.

The need for a vehicle or asset may come as the result of a newly identified risk, or a changed risk, or the replacement of an 'end of life' vehicle or asset, or to support a new task or strategy.

When a replacement vehicle is required, the needs of the Service are reviewed and evaluated with the requirement being scrutinised to determine if the 'need' is still the same. With this information, the specification can be determined.



This specification must have some reflection of what is available in the open market and consider any new technology that could improve performance.

In April 2009, the Service Delivery Asset Group (SDAG) was established to:

1. Provide a Strategic Planning Group to consider the provision or replacement of major service delivery assets
2. Provide recommendations to Service Delivery Management Team (SDMT) on the provision or replacement of major service delivery assets
3. Allocate major service delivery asset provision or replacement projects
4. Monitor the utilisation of vehicular assets and make recommendations to SDMT to achieve best value

Once the need for a particular vehicle or asset has been established, SDAG report to the SDMT on what the need is, and possible solutions together with anticipated costs. The Chair of SDAG (Head of Operational Support) authorises the setting up of a working group to refine the service delivery needs and user specifications. These working groups consist of representatives from the End Users, Representative Bodies, Health and Safety Team, Workshops Technicians, Service Specialist Advisors and the Transport and Engineering Manager (TEM), and any other relevant persons as required. These working groups are chaired by the Technical Support Manager (TSM).

Where a new or changed risk is identified and additional capital is required to purchase suitable equipment, SDMT make recommendations to the Corporate Management Team (CMT) who authorise the capital investment.

A vehicle replacement Capital Programme has been developed to project the replacement frequency and potential costs for capital planning. This program is monitored through the Capital Strategy Team.

Any new equipment identified to improve service delivery or update old equipment is funded through the budget setting process set out in the MTFP, although the principles of identifying and specifying the equipment follow that detailed above. Where there is an urgent operational need or safety need, there are alternative streams of funding to resolve the issue, the approval by CMT to approach the Fire Authority (FA) for Capital Reserves.

## Utilisation

To obtain best value from the vehicular and other major operational assets, BFRS monitors their utilisation. This is accomplished by evaluating data from fuel returns, vehicle mileage sheets and actual use, together with condition reports as required.

The SDAG actively monitors the use of vehicles and major operational assets and reviews their disposition in order to maximise their service life. In addition, the vehicle replacement program is monitored and amended by the SDAG, which considers the vehicle condition reports and recommendations made by the TEM. This results in direction being provided to TEM about purchasing vehicles from lease, extending the life of vehicles and the disposal of obsolete or no-longer required assets.

Since SDAG was established in April 2009, it is estimated that through their monitoring, evaluation and direction, the Service has saved to date £888,757. These efficiency savings have been established via Finance and through the use of calculations agreed with the Head of Finance and Treasurer and the Chief Accountant.

## Emergency Vehicle Requirements

The size of the fleet of fire appliances needs to be given due consideration, as by its very nature it is impossible to 'manage the demand' of an emergency vehicle fleet. Statistical evidence is collected and maintained, which provides the best possible indication of the high and low demands on the fleet and is subsequently used to determine vehicle standby levels and numbers required, in order to best maintain full operational readiness.

The placement of the emergency vehicles is also important. It would seem that all new emergency vehicles should be allocated to the busiest stations. This provides the opportunity for maximum operational use, to identify any issues relating to vehicle warranty, and to get these defects rectified by the manufacturers. However, this means that new appliances are subject to maximum operational wear and tear in their early years in service, resulting in a tired looking, but still operationally sound appliance being allocated to stations where there is less operational use for their middle to end of service life.

SDAG will continue to monitor the impact of allocating new appliances to the busiest stations. If required SDAG can move appliances to smaller and less operationally active stations, in order to ascertain if vehicle life can be extended, by evening out the wear and tear and mileage throughout the vehicles life.

## 8. VEHICLE LIFE CYCLE

Vehicles and equipment have a predetermined life cycle. This life cycle follows a course that is set by a variety of factors:

- Legislation
- Procurement practices
- Disposal methods
- Best Practice methodology
- Maintenance and upkeep requirements and costs
- Requirements of end-user departments
- Cost and depreciation
- Level of specification
- Availability and use
- Dependability
- Flexibility
- Service life
- Environmental considerations

The Service's current vehicle replacement policy is:

Rescue Pumps	- Review at 12 years with maximum of 15 years life
Special Appliances	- Review at 15 years maximum of 20 years dependent upon type
Utility Vans	- Review annually from 7 years
Pool Cars	- Review annually from 3 years

This replacement policy allows for prudent financial capital planning by the Capital Strategy Team, but it only provides an indicative cost and due date for replacement. The actual period of replacement is determined by the utilisation and need, monitored by the SDAG, and the costs are dependent on the final user and technical specifications and the effect of the exchange rate and manufacturers' cost increases (inflation).

SDAG are tasked to monitor and review the provision and replacement of vehicular assets to achieve best value and derive the maximum benefit from operational vehicles. The group will, where necessary and appropriate, make recommendations to SDMT to extend the life of vehicles beyond the above guidelines where this can be achieved without affecting operational capability. This often involves the purchasing of vehicles from lease and extending their life. The implications of this are:-

1. A large number of vehicles were previously (from the mid 1990s) obtained through leasing arrangements. This was determined to be the best use of financial resources at the time, when the cost of capital borrowing was high, and it was more prudent to invest capital and utilise revenue to fund appliances and equipment.
2. The financial circumstances changed, and it became more efficient and effective to capital purchase appliances and equipment. That trend has once again reversed for some procurement decisions, and the best funding method for each procurement decision is evaluated, meaning that some assets may now either be leased or capital purchased. The Service utilises the expert knowledge of a consultancy company to provide the advice on which funding stream is the most appropriate for best value.
3. Previously, a large proportion of the fleet was secured through leasing arrangements. As those leasing periods come to an end an inspection of the condition of the vehicle is carried out to determine suitability of the vehicle for capital purchase from lease. This extends the life of the vehicle and reduces costs through the reduction in revenue leasing expenditure, and provides a residual value that the Service may realise upon disposal of the vehicle. Potential costs to return the vehicle to the leasing company are also reduced (the condition that the vehicles are required to be returned to the lease company in are specified in the lease contract and the Service may incur financial penalties if that specification is not met). The Service can purchase the vehicles for a considerable discount, extend the life of the vehicle and still have a saleable asset for less than the cost of either continuing the lease or returning the vehicle to the leasing company.
4. If a Vehicle asset is capital purchased from lease (utilising part of its future replacement capital funding allocation) and the asset is subsequently sold, the revenue from the sale will go back into the Capital Programme for Vehicles, to support the new replacement vehicle. This helps to ensure that the projected capital funding stream for the new vehicle will not be adversely affected by fluctuations in vehicle prices.

## 9. PROCUREMENT

A procurement process is undertaken to acquire the vehicle or equipment at the best possible price for the specification required. This may follow several different paths; all comply with current Service Orders and Legislative/Financial/Procurement requirements.

The majority of vehicles and major operational equipment is procured through framework agreements established by either the Chief Fire Officers' Association (CFOA) or the National Fire and Rescue procurement body 'The Consortium', or other existing frameworks where possible. These frameworks have been established to save on administration and advertising costs and meet the requirement to open up to competition from Europe through the Official Journal of the European Union (OJEU). Where the framework does not exist for a particular vehicle or asset the OJEU process is followed where required, according to the threshold value, and a tendering process is completed.

The final choice of supplier is determined by a tendering exercise based on quotations provided by approved suppliers on the relevant framework agreement.

The final stage of the procurement process is undertaken when the budget requirements for the year ahead are presented to and discussed with FRA Members at the budget setting workshops and then approved by the full Fire Authority in February each year. This takes the form of approval of the Capital Programme and incorporates budget requirements to support the vehicle and equipment replacement programme and details any new vehicles or proposed equipment for procurement for use in the Service.

## 10. OPERATIONAL LEASES

Prior to the introduction of the prudential capital finance system in April 2004, which removed the restrictions on the Authority to borrow to fund capital investment, the majority of the Authority's appliances were acquired utilising operational lease arrangements. This method of funding vehicle acquisition means that the vehicle is not owned by the Service. Instead, it is deemed to be the registered keeper of the vehicle or vehicles, or asset. During the predetermined lease period, the Service is required to make a number of annual leasing payments to the leaser. The operational lease arrangement does not include any maintenance responsibilities, these are financed and undertaken by the Transport Section.

When the end of each lease period is reached, the vehicle is inspected by the leaser to ensure that the vehicle complies with the return conditions and collection is arranged. Since April 2004, a financial option appraisal is undertaken to identify the most cost effective funding method for vehicle acquisitions and subsequently greater use of capital funding is now being utilised as described above.

The Service employs CAPITA to ensure the most cost effective method of vehicle acquisition is maintained, but with effect from 31<sup>st</sup> March 2017, the Service no longer have vehicles purchased on an operational lease. However should the Fire Authority decide to lease vehicles again in the future CAPITA would again be used to determine best value.

## 11. MAINTENANCE

All vehicular assets are purchased with a minimum of 12 months warranty from the vehicle manufacturer, the majority of light vehicles have a whole vehicle warranty of 24 months duration. In respect of vehicles above 3500 kg gross vehicle weight, the body is generally not produced by the chassis manufacturer and is built and warranted by a specialist bodybuilder.

The Transport Section provides the operational support to the vehicle fleet. This may be for unplanned repairs or scheduled preventative maintenance. The Transport Section has the responsibility to ensure that all vehicles stay within legislative and predetermined safety requirements.

CFOA provide best practice guidance for the servicing intervals and schedules for emergency fire appliances, which are stricter than those of the vehicle manufacturer.

The Fleet Transport Association is utilised as a third party to sample audit the maintenance work carried out by the Transport Section, in order to provide independent quality assurance.

The Transport Section provide support which includes a reporting mechanism to respond to day-to-day unplanned repairs, and a planned preventative maintenance and inspection schedule to reduce the number and severity of unplanned repairs required. All repairs are documented to ensure that works to vehicle assets are recorded to enable effective asset management. Throughout the vehicles life they are maintained in a safe, legal and roadworthy condition.

## **12. DISPOSAL (OF PURCHASED VEHICLES OR OTHER MAJOR OPERATIONAL ASSETS)**

Once an asset has reached the end of its service life it will be disposed of by one of the following methods:

The Fire and Rescue Authority (FRA) will consider recommendations for the disposal of assets with a value greater than £10,000 and individual requests for the donation of assets with a value exceeding £10,000. In relation to assets with a value of less than £10,000, the Chief Fire Officer holds delegated responsibility for their disposal.

1. Donate the vehicles to locally based charities and organisations subject to no cost to the FRA other than ensuring the vehicles are fit for purpose.
2. Donate the vehicles to charities working in developing countries subject to no cost to the FRA other than ensuring the vehicles are fit for purpose.
3. Dispose by auction through recognized auction houses i.e. Withams, CVA auctions.
4. Write-off the asset for disposal by destruction /scrapping or recycling in accordance with the relevant legislation.

In light of the current financial pressures, the consideration of income generated from the sale of an asset is one of the primary objectives enabling re-investment into the Service.

VAT rules stipulate the payment of VAT on the true value of assets disposed of by donation. This aspect must be considered when donating assets.

### 13. AGE PROFILE OF FLEET

The current vehicle fleet has evolved over the years to include vehicles ranging from new to circa 20 years old.

The average age of the whole fleet (appliance and support) is 7 years. Whilst it is generally accepted that the specialised, high value vehicles have a longer life and will, therefore, remain on the fleet for a longer period, the older the fleet, the more likely it will become redundant in terms of modern working practices and technology. The risk of obsolescence is a consideration in determining vehicle life extension and refurbishment programmes.

It should be noted that the decisions taken to purchase vehicles from the leasing programme and extend their life comes at the cost of providing an increasingly ageing fleet. The decision to procure vehicles from lease, and push the capital programme for replacement vehicles forward, has implications for both revenue and capital expenditure, as well as the overall age profile of the fleet.

The decision of when to replace vehicles is determined by several factors. Due to the high cost of the more specialised vehicles it becomes beneficial to spread the initial cost over a longer period in accordance with predicted useful life. The major drawback of this is that as technology moves on, there is a danger that the vehicle will become outdated in respect of technological developments. The vehicles effectiveness to the operational function becomes the 'obsolescence gauge' and must be balanced with financial considerations in deciding on vehicle life.

In respect of the 'non-specialised' fleet, the factors guiding obsolescence and subsequent replacement are not subject to the same drivers. Non-specialised vehicles tend not to be as expensive, and a higher residual value is anticipated, whilst the capability of the vehicle is not as restrictive for its intended use.

The decision of when to replace these types of vehicles is more financially based than operationally based, and is achieved by evaluating the condition and reliability history of the vehicle and the remaining useable life together with the residual value and replacement cost.



## **14. FLEET MANAGEMENT SYSTEM**

The current Fleet Management System (FMS) utilised by the Transport Section is the FMS module of the Services 'Sophtlogic' Management Information System. The system is used to record, monitor and manage the details of the fleet, information on servicing and maintenance, accident records, and costs.

During the fiscal year 2017/18 the Service is reviewing the need to procure a modern fleet management system.

## **15. FLEET SUSTAINABILITY**

### **15.1 Environmental Considerations**

The adoption of sustainable transport by the public sector is as a result of two key drivers. The Comprehensive Spending Review 2010 (CSR10) which made protecting the environment a key priority, and the pressure on the public sector to address climate change and global warming in response to a suite of International, European and National legislation, action plans and targets.

It is anticipated that all vehicle fleet owners will be required to adopt a sustainable fleet and BFRS are committed to addressing some of the key challenges by researching and implementing solutions that ensure its fleet balances the need for operational effectiveness and fleet sustainability. The Service will also use its influence with other stakeholders to improve environmental performance across a wide range of fire and rescue vehicles and equipment. In particular, the following areas will be the subjects for consideration over the five year period from 2013:

- The fuel management system
- Revised vehicle specification to take into account environmental concerns including the introduction of the Euro 5 (or later) emission regulations
- Investigate alternative fuels feasibility, including electric vehicles
- Manufacturer's environmental policies
- Introduce emissions testing as part of routine servicing
- The use of sustainable/renewable materials in the production of vehicles
- The use of lighter weight materials to reduce overall vehicle weights and therefore increase fuel efficiency
- The use of plastic bodies to improve service life and offer the potential for re-using the bodies on new chassis
- The Introduction of Oil testing to reduce oil usage and waste

## 15.2 Current Measures

BFRS encourages practical considerations to be introduced to improve the carbon footprint of the Service. Several environmental initiatives are currently in place within the Transport Section.

- The re-cutting, casing and recycling of tyres
- The recycling of lead acid and other batteries
- The environmentally safe disposal of waste engine oil and other engine and vehicle fluids
- The recycling of scrap metals including aluminium ladders
- The introduction of Continuously Regeneration Trap (CRT) exhaust particulate filters to our vehicles to reduce soot /carbon emissions
- The use of 'AdBlue' on some new Heavy Vehicles

## 15.3 Vehicle Emissions

The Inter-governmental Panel on Climate Change (IPCC) has identified the following as potentially harmful gases:

- Carbon Monoxide
- Methane
- Nitrous Oxide
- Hydro Fluorocarbons
- Sulphur Hexafluoride

The largest global emissions by volume are of carbon dioxide which originates from the burning of fossil fuels including the combustion process that occurs in compression ignition or spark ignition motor vehicle engines.

The recent purchase of new appliances has ensured compliance of Euro 5 and Euro 6 emissions standards whilst the proactive use of CRT exhaust systems and the AdBlue exhaust additives has also contributed to reduced emissions. Diesel exhaust fluid is an aqueous urea solution used in selective catalytic reduction to lower Nitrous Oxide concentration in the exhaust emissions from diesel engines. The solution may also be referred to as AUS32 shorthand for aqueous urea solution, or as AdBlue, a trademark held by the German Association of the Automobile Industry. As new vehicles are bought in to the Service, they will meet the current Euro standards, with the Euro 6 standard being the next to be implemented; however, this comes at a cost. Development of vehicles to meet these exacting standards inevitably leads to increased initial purchase cost.

#### **15.4 Bio Diesel**

Bio diesel is a mixture of mineral diesel fuel and vegetable derived fuel. The Service's fuel provider does not currently supply bio diesel and whilst the Service intends to investigate the use of it, there are two specific concerns with regards to bio diesel which will require addressing or mitigation by BFRS. They are:

1. Bio diesel has a reduced calorific value when compared to mineral diesel. This means that the power produced is slightly less than mineral diesel. This is obviously a concern to emergency fleets and their ability to respond quickly.
2. Bio diesel does not have the same lubricant properties as mineral diesel and using bio diesel in larger ratios may necessitate more frequent and regular engine oil changes.

Following a review in 2009, a number of issues surrounding the use of bio diesel have been identified including viscosity at sub-zero temperatures and filter blockages. Due to these findings, the Service has decided against using bio diesel at this time due to the potential implications for interruptions to operational service delivery and associated safety implications. This position will remain under review for future developments in the technical specification of bio diesels. Additives have started to be utilised to remove increased wear and tear on engines but information is still not clear on the potential failure of high performing engines such as response vehicles.

## 15.5 Carbon Footprint

Measurement of the carbon dioxide produced by the fleet emissions can be calculated using a formula established by the Freight Transport Association. A specific amount of carbon dioxide is produced for a quantity of fuel burned. This calculation assumes that fuel burns completely whilst in reality motor vehicle engines are not 100% efficient and will produce by products of the combustion process. The following formula represents a theoretical approach to quantifying the carbon dioxide emissions of a compression ignition engine:

One litre of diesel fuel burns completely (only if 100% efficient) to produce 2.66kg of carbon dioxide (CO<sub>2</sub>). Petrol equates to 2.33 kg of CO<sub>2</sub> for each Litre used.

By studying the fuel used by the fleet it is possible to calculate the fleet's carbon footprint. As new technology is introduced into the fleet, it is plausible that the current fuel usage of the BFRS fleet will reduce and subsequently the size of the carbon footprint. BFRS have begun the introduction of 'clean air technology' in the form of Continuous Regeneration Traps (CRT) and more carbon dioxide friendly engines; currently the Service's LGV fleet comprises of:

- 12 Scania Rescue Pumps (RP's) with Euro 3 engines fitted with Continuous Regeneration Traps
- 10 Scania RP's with Euro 6 engines fitted with AD Blue Tanks
- 2 Volvo Water Carriers with Euro 5 engines fitted with 'AdBlue' tanks
- 2 Volvo ALP with a Euro 5 engine fitted with 'AdBlue' tanks
- 3 MAN Rural Water Tenders with Euro 4 fitted with Clean Air Technology
- 6 Scania/Browns RP's with Euro 5 engines fitted with Exhaust Regenerations Gas Technology

From the above CO<sub>2</sub> conversion factors the calculated 2016/17 CO<sub>2</sub> emissions for the Service fleet of vehicles was 436.071 tonnes.

Emissions of Carbon dioxide over the last six years:

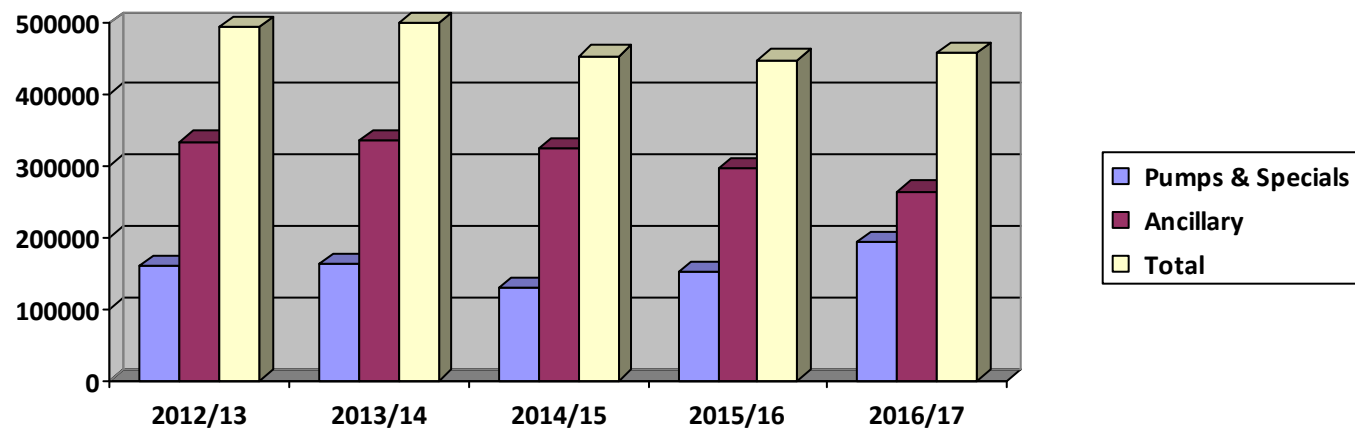
	2012/13	2013/14	2014/15	2015/16	2016/17
<b>Carbon Dioxide Emitted in Tonnes</b>	476.149	475.053	430.864	424.136	436,071

## 15.6 Fleet Monitoring

In 2016/17 the fleet covered 447,444 miles and consumed 159,957 litres of fuel at a cost of £149,216

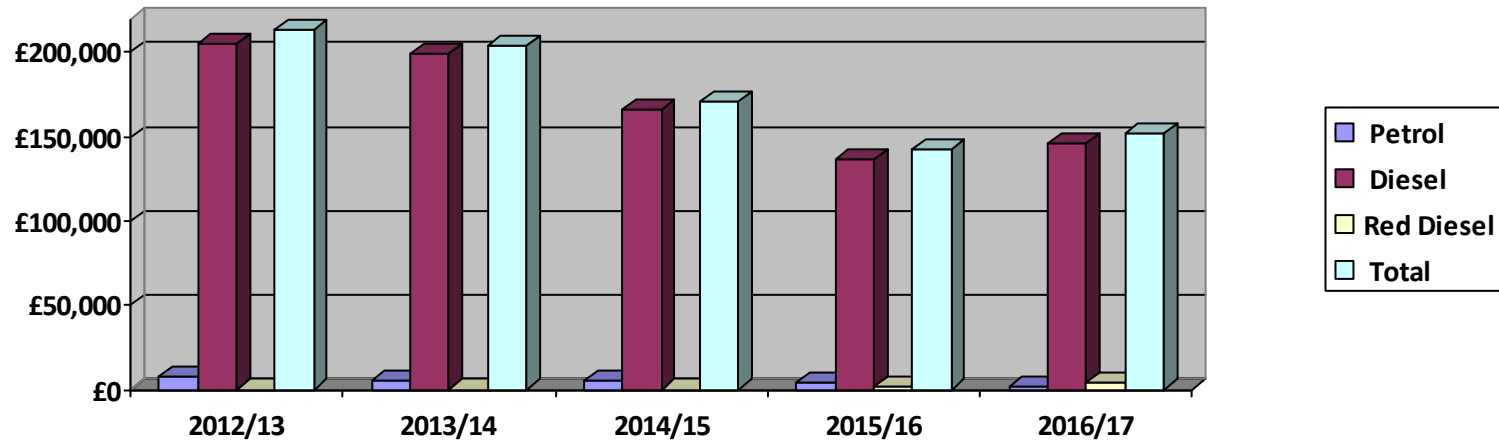
Total Mileage for vehicles: 2012/13-2016/17.

Vehicle	2012/13	2013/14	2014/15	2015/16	2016/17
<b>Pumps &amp; Specials</b>	160,016	162,895	129,527	152,275	192,709
<b>Ancillary</b>	333,451	335,415	323,498	295,169	263,756
<b>Total</b>	493,467	498,310	453,025	447,444	456,465



## TOTAL FUEL PURCHASED 2012/13-2016/17

Fuel Type	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £
Petrol	7,626	5,128	4,746	3,965	2,048
Diesel	205,561	199,179	165,897	137,182	146,125
Red Diesel	0	0	0	1,480	4,125
<b>Total</b>	<b>213,188</b>	<b>204,307</b>	<b>170,643</b>	<b>142,627</b>	<b>152,298</b>



DERV & PETROL PURCHASED AND PRICE PER LITRE 2012-13-2016/17

Fuel Type	2012/13		2013/14		2014/15		2015/16		2016/17	
	Litres	Price Per Litre £	Litres	Price Per Litre £	Litres	Price Per Litre £	Litres	Price Per Litre £	Litres	Price Per Litre £
<b>PETROL</b>	5,526	1.38	4,421	1.16	4,892	0.97	4,088	0.97	2,187	0.94
<b>DIESEL</b>	174,163	1.18	174,719	1.14	157,694	1.05	152,425	0.90	162,021	.91
<b>RED DIESEL (AP Bedford)</b>	N/A	N/A	N/A	N/A	N/A	N/A	3,444	0.43	4,125	.38

The ALP at Bedford currently uses Red Diesel as it is classed as 'PLANT' machinery. This is purchased externally as the Service currently does not have a facility to hold Red Diesel stock. During 2017/18 the Service will investigate and implement two Red Diesel storage units based at Bedford and Luton.

There is a substantial amount of maintenance required as the nature of the Service dictates that vehicles will operate on short unplanned journeys. The majority of miles covered are undertaken before the power unit reaches normal operating temperature. There are also a number of legal, safety and environmental issues that need to be constantly addressed, as mentioned previously.

There are a number of potential benefits that may be developed from fleet monitoring:

1. The Driving at Work guidelines published by the Health and Safety Executive/Department for Transport places more responsibility on employers to manage work related road safety
2. Live vehicle utilisation information, (CCTV, DATA downloads from vehicles)



3. Provide information on driving techniques to cut fuel consumption/exhaust emissions with the added benefit of reducing costs
4. Use the information obtained to structure the driver training programme
5. Help to reduce accidents by understanding the cause and use that information to implement changes to Service Policy
6. Support testimony in the current climate of claims culture (CCTV)
7. Utilising a GPS system with driver ID/location, would alleviate the need for the current manual system of driver's records of journeys

### **15.7 Service Fuel Contingency Plans**

During 2012, the Service was faced with the potential to invoke the Fuel Contingency Plan. Information from Government regarding the fuel situation indicated that Unite were balloting for strike action.

The Service reviewed its Fuel Contingency Plans and continued to plan for the possibility of a fuel strike in liaison with other Category 1 and 2 Responders in Bedfordshire Local Resilience Forum. The liaison meetings discussed progress on plans and action to be taken by each organisation to make sure that business continuity arrangements were in place.

The actions agreed and taken to minimise the fuel disruption risk include:

1. All stations should check their diesel stock (where held) and an order for sufficient fuel to top the tanks up to the maximum capacity.
2. A list of essential staff was compiled for the issue of Temporary Logos, which would allow prioritised access to fuel at Designated Filling Stations (DFS) when the Department of Energy and Climate Change (DECC) initiate the National Emergency Plan – Fuel (NEP-F). Under this plan, the Emergency Services Scheme (ESS) is designed to prioritise the distribution of fuel to Blue Light Emergency Services, with the DFS being pre-identified and having the sole purpose of

supplying fuel to priority users under the ESS. The use of the Temporary Logo and Service identification (and method of payment) will enable those designated as essential staff to buy fuel.

3. Dunstable station and the HQ site had old fuel pumps and storage tanks re-commissioned to increase fuel reserves.
4. The following Fuel Management Measures were implemented.
  - Use filling stations before using internal fuel supplies. (Refuel at filling stations to conserve station stocks: whilst this is more expensive, it allows for our stocks to be resilient and enables business continuity.)
  - Consider temporarily suspending events that would incur high fuel usage.

## **16. FUTURE FLEET AND WORKSHOP PROVISION**

The need to drive efficiency and effectiveness is ever presented by the fiscal climate and austerity measures being implemented by the Government.

This Service has previously reviewed the opportunities for collaboration with other local authorities. These reviews have not produced a significant saving in return for the projected investment, or required significant capital investment funded by grant. Previously, joint funding bids were unsuccessful and resulted in the termination of the collaboration projects.

The effect of this was to look more closely internally, to identify areas for improvement. One key area identified was the cost of outsourcing work, both for capital and revenue expenditure. A project to demonstrate the improved value (effectiveness, efficiency and quality) of insourcing work was completed, which made a clear business case for investing in human resource to deliver many previously outsourced aspects in-house. This has resulted in the increase of the staffing levels by one technician, and an increase in training in new skill areas, such as air conditioning repair and maintenance, tyre re-grooving, hose-reel testing, electrical installation testing, maintenance and repair (PAT Testing) and vehicle specific skills (such as required for the Aerial Ladder Platform). In addition, investment has been made in equipment to enable these skills to be used, and includes aspects such as computers to interrogate, alter and re-set the vehicle electronic systems, tyre re-grooving equipment and hose testing equipment, to name a few.

Through successful recruitment workshops has now a full complement of technicians resulting in the work that was outsourced being terminated.

The inclusion of all work back into the workshops has seen no detrimental increase in the downtime of vehicle servicing and defect reporting.

The Service has continued to work with Fire and Rescue Services in the Eastern Region to procure the replacement Rescue Pump fleet.

To date the Service has taken delivery of 10 new Rescue Pumps with a further 7 new pumps to delivered from November 2017

The Service will continue to undertake further collaborative work with other organisations and Fire and Rescue Services. Work has commenced with a meeting of Service Operational Commanders, to discuss and identify what areas of collaboration can be undertaken between Cambridgeshire and Bedfordshire FRS ,such as the purchase, design & functionality of replacement of 6 Hydrant vehicles

Firstly, a base-line of performance between the Services will occur, which will identify areas of best practice and enable mentoring arrangements to be initiated to drive change and improvements in both Services. Secondly, opportunities for sharing equipment, on-call technicians and software to manage the fleet will be explored.

A further area of potential saving identified is the cost of lease cars and essential user provision. During 2016/17, a review of the base cost for a lease car has been carried out that meets the Service minimum operational specification. This was based on enhanced safety requirements and operational resilience during spate conditions.

The base cost for operational lease cars will be reviewed annually by the TSM.

## **17. CHANGES IN THE USER'S OPERATION**

The Transport Section's operational strategy needs to be flexible to adjust to the requirements of the users. During previous years the Service has increased resources to the prevention and reduction of fires. This trend will no doubt continue and whilst this change of focus will not reduce the establishment costs of having an emergency fleet on standby, it will continue to reduce some of the operational running costs, as demonstrated by the reduction in Diesel fuel purchased year on year.

The improved targeting of the prevention of fires may produce a change in user needs and could reduce the number, or influence the design, of the emergency vehicles required.

## **18. PROJECTS 2017/18 to 2019/20**

As technology improves, both in vehicle design and fire fighting principles, the demand on the vehicle and major operational asset requirements will alter.

**The projects for the next 3 year include:**

<b>Project</b>	<b>Rationale</b>	<b>Completion Date</b>
Rescue Pumping Appliances	To replace 7 Rescue Pumping (RP) appliances with modern up to date units that meets the operational needs of the Service.	2017/18
Station Vans	To replace existing 4 x vehicles on Stations.	2017/18
Hydrant Technician Van	To replace existing 3 x vehicles	2017/18
Operational Support Unit 1	To replace existing unit that meets the changing needs of the Service, this will be reviewed annually.	2017/18
Pool Vehicles/ IT vehicles/ TCentre	To replace existing 9 x vehicles on fleet	2017/18
Workshops vehicle	To replace existing vehicle on fleet	2017/18
Property Vehicle	To replace existing vehicle on fleet	2017/18
Review the CFOA guidance for servicing and maintaining emergency vehicles	Reduce costs associated with servicing and maintenance, in accordance with manufacturers modern recommended servicing schedules and actual use of vehicles.	End of March 2018
Station AP CS vans	To replace existing 2 x vehicles on fleet	2018/19
Station vans	To replace existing 3 x vehicles on Stations	2018/19
Pool Minibus	To replace existing vehicle on fleet	2018/19
Site team van	To replace existing vehicle on fleet	2018/19
Welfare vehicle / Trailer	To replace existing vehicle on fleet	2018/19
CFS Van	To replace existing vehicle on fleet	2018/19
Pool Cars	To replace existing 2 x vehicles on fleet	2019/20
Station Vans Large	To replace existing 3 x vehicles on fleet	2019/20
Site team van	To replace existing vehicle on fleet	2019/20
Trailers	To replace existing 3 x trailers on fleet	2019/20
Review the base line for Service contribution to lease car provision	To re-align the Service contribution to lease contributions based on minimum vehicle specification.	Annually

**All vehicles before replacing will have a condition report completed by TEM to determine if vehicle replacement is required or to determine if vehicle can be on fleet for a further 12 months.**

## 19. FINANCIAL PLANNING

### 19.1 Capital

Broadly, 'Capital expenditure' is the term used to describe the acquisition of assets that have a long-term value to BFRS, in excess of a purchase cost of £3,000. The Transport Section capital expenditure will form part of the Authority's Capital Strategy and will be drawn from the replacement cycle of vehicles and equipment. The anticipated transport capital expenditure for the period 2017/18 to 2019/20 is detailed below:

Year	£000's
2017/18	825
2018/19	839
2019/20	755

### 19.2 Revenue Budgets

The Transport Section revenue budget will be heavily influenced by the Vehicle Replacement Programme mentioned above. It is unlikely that year-on-year capital spending will remain constant and there will be fluctuations in the costs transferred to the revenue budget. To even-out revenue expenditure it would be necessary to concentrate on the level scheduling of vehicle purchases over an anticipated lifespan, or to accept that fluctuations will occur between different years.

The contingency to counter this would be to make predictions and consequently financial provision for them in the years that they are likely to occur. A similar concept applies to vehicle maintenance expenditure - as vehicles age, more costs will be incurred. Unless the same numbers of vehicles of the same type are purchased each year there will be fluctuations in vehicle maintenance revenue expenditure. Improved asset management planning can ease the fluctuations to enable more even and accurate budget forecasting.

## **20. PERFORMANCE MANAGEMENT AND DATA**

### **20.1 National Performance Indicators**

The CFOA Transport Officers Group (TOG) undertook a pilot bench marking project which involved 15 Services took part. On the understanding that the CFOA TOG would determine if benchmarking could work and what difficulties there might be. The pilot proved successful although there was a considerable amount of work to be done to ensure comparable measurement. For example, is a 'support vehicle' a car used for Community Fire Safety or is a Community Fire Safety vehicle part of the operational fleet? Also is an annual service carried out in one FRS the same as a major service carried out in another?

What was key to develop from the pilot was that benchmarking is not about changing one's own practices to mirror that of another FRS it is about understanding your position in the group and whether your resources meet your customer's needs.

However, enough learning was obtained to move to developing a user requirement in order to develop a national bench marking group through CFOA.

Work continues on the national bench marking and is constantly fed back to Regional TOG meetings.

The NPI's initially tracked, are as follows:

Standardised WLC	Whole life cost of vehicle/role to date using standardised figures for labour rate and fuel.
WLC per Available Day	Whole life cost of vehicle/role for the number of days it has been available for operational use - ie number of days – downtime.
Maintenance Costs	Cost for Service/Maintenance and Repair for Vehicle/Role.
% Availability	Percentage of reserve (spare) to core vehicles.
Vehicle Reliability	Number of workshop visits a vehicle/role experiences.
Vehicle Downtime	Amount of time a vehicle/role spends in the workshop.
Fuel Consumption	Average and actual fuel consumption for vehicle/role (need to consider pumping and idle running consumption).
Vehicle Utilisation	Number of miles per annum vehicle/role achieved.
Commissioning Costs	Cost of getting vehicle or modifying vehicle for FRS use.
Staff Ratios	Number of vehicles per vehicle technician - excludes operational/support technicians.
Mileage over Vehicle Life	Number of miles by vehicle/role achieves before it is disposed of - probably support fleet only.
Residual Values	Residual value achieved by vehicle/role on disposal.

## 20.2 Performance Indicators

Key Performance Indicators (KPIs) – those aspects that are key/essential to ensuring operational service delivery and safety. These KPIs are reported to the Fire Authority.

The Service Transport and Engineering Manager utilises Local Performance Indicators to manage other aspects of the fleet – these are not reported to the Fire Authority.



The following KPI's have been utilised since July 2014 (to be reviewed in 2017/18).

- Appliance = Operational Appliance – for example a Rescue Pump, but could be any operational vehicle. This excludes pool cars and ancillary vehicles that do not form part of the operational response capability.
- Special Appliance = Supporting Operational Appliance – for example a Rescue Unit, Aerial Ladder Platform, Water Carrier etc.

Grade of Defect:

- Grade A – requires immediate attention by Workshops.
- Grade B – requires attendance by Workshops within 24 hours of being reported.
- Grade C – requires attendance by Workshops within seven working days of being reported.
- Grade D – will be attended to during next service.

Examples of each grade of defect are listed at the end of the performance tables.

As only Grade A defects result in the loss of operational availability, these are considered to be KPIs. All other grades of defect are LPIs.

The time calculations are based on 24 hours x 365.25 per reporting period, 8766 total hours.

To provide context, where the percentages used in the PIs below relate to the number of days available, these are indicated in the following table as rounded days:

%	Days
1	4
2	7
3	11
4	15
5	18
10	36
85	310
90	328
100	365

**WS1a and WS1b - Grade A defect response time****What does this KPI measure?**

This KPI measures the speed of response to Grade A defect by a Service technician, to ensure operational appliances are kept available for Service Delivery Response.

Note: This KPI concerns the speed of response to the defect, not the resolution of the defect as this varies from a minor issue such as a headlight bulb, through to a major issue such as a gearbox or engine failure, or accident damage.

Most defects are relatively minor in nature; major defects will be reported separately as exceptions.

Purpose/Aim	To monitor the speed of response of workshop staff in attending to a Grade A defect, leading to reduced 'down time' of operational vehicles, enhancing fire fighter safety.
Definition/Calculation	The number of Grade 'A' defects that were attended by a Service technician within the target timescale from receipt of notification to the time of booking in attendance at the vehicle location, calculated as a percentage
Target	To respond to 85% of all Grade A operational appliances vehicle defects within 1 hour of being notified of the defect, and to 95% within 2 hours.
What is the information gathering process?	Vehicle defect reporting and job card system currently in place. A sample audit of the Automatic Vehicle Location System data will periodically be undertaken to confirm the details logged by the Technician are accurate.
<b>Result</b>	WS1a Grade A Defect 1 hour      95% WS1b Grade A Defect 2 hour      99%

<b>WS2a– Turn-a-Round Time - Rescue Pumping Appliances Unavailable for Operational Response</b>	<b>What does this KPI measure?</b>  Turn-a-round Time - The percentage of time that the Service's Rescue Pumping Appliances are unavailable for operational use due to defect/servicing/ other works (including minor accident damage that can be dealt with by Workshops, but excluding major accident repairs dealt with by external companies or requiring investigation or replacement vehicles) as required.
Purpose/Aim	To monitor the 'turn-a-round time' of operational rescue pumps, demonstrating the efficiency of workshops in dealing with servicing, repair and other works as required.
Definition/Calculation	The total time in hours expressed as a % when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works.  This work includes a significant amount of operational equipment servicing

	<p>specific to the appliance, including for example, ladders, hydraulic rescue equipment, light portable pumps, positive pressure ventilation fans, LOLER and PAT testing etc to meet legislative requirements.</p> <p>Work may also include minor accident damage repairs, and any major defects such as engine and gearbox repairs as occasionally required.</p> <p>The calculation is based on the number of hours the appliance is unavailable in the reporting period.</p> <p>This KPI is calculated from and defined as the time the vehicle entered workshops for the defect, service or other works until the time the vehicle is ready for collection – the turn-a-round time.</p> <p>Note: Appliances suffering from major accident damage are excluded from this KPI as they may require significant repair, replacement or investigation which will take time outside of the control of Workshops. These instances will be reported by exception.</p>
Target	A notional target has been set at 5%, subject to review after 12 months once historical data analysed.
What is the information gathering process?	Vehicle defect reporting and job card system currently in place.
<b>Result</b>	WS2a Rescue Pumps unavailable for Ops Response 2.29%.

<p><b>WS2b Aerial Ladder Platforms and WS2C Other Operational Appliances Unavailable for Operational Response</b></p>	<p><b>What does this KPI measure?</b></p> <p>‘Turn-a-round Time’:</p> <p>The percentage of time that the Service’s Operational Appliances (other than Rescue Pumps) are unavailable for operational use due to defect/servicing/other works (including minor accident damage that can be dealt with by Workshops, but excluding major accident repairs dealt with by external companies or requiring investigation or replacement vehicles) as required whilst they are in the Workshop.</p>
<p>Purpose/Aim</p>	<p>To monitor the ‘turn-a-round time’ of operational appliances, demonstrating the efficiency of workshops in dealing with servicing, repair and other works as required.</p>
<p>Definition/Calculation</p>	<p>The total time in hours expressed as a %, when Operational Appliances (other than Rescue Pumping Appliances) were unavailable for operational use due to an annual service, defect or other works.</p> <p>This work includes a significant amount of operational equipment servicing specific to the appliance, including LOLER and PAT testing etc to meet legislative requirements.</p> <p>Work may also include minor accident damage repairs, and any major defects such as engine and gearbox repairs as occasionally required.</p> <p>This KPI is calculated from and defined as the time the vehicle entered workshops for the defect, service or other works until the time the vehicle is ready for collection – the turn-a-round time.</p> <p>The calculation is based on the number of hours the appliance is unavailable in the reporting period.</p>

	Note: Appliances suffering from major accident damage are excluded from this KPI as they may require significant repair, replacement or investigation which will take time outside of the control of Workshops. These instances will be reported by exception.
Target	<p>An initial target has been set for each vehicle by type. This is because Special Appliances are complex and vary in the service times required.</p> <p>These targets will be reviewed following a complete reporting period, to ensure they are suitable to demonstrate the efficiency of Workshops and reflect the realistic timescales when improved measuring and monitoring processes are utilised.</p> <p>Aerial Ladder Platform – 5% Specialist Rescue Unit – 5% Other Units – 1%</p>
What is the information gathering process?	Vehicle defect reporting and job card system currently in place.
<b>Result</b>	WS2b ALP's & SRU unavailable for Ops Response      3.06% WS2c Other appliances unavailable for Ops Response      0.37%

<b>4. WS4 – All Appliances Unavailable for Operational Response</b>	<b>What does this KPI measure?</b>
	<b>Idle Time</b> - The total time in hours when ALL Appliances were unavailable for operational use due to waiting for an annual service, defect or other works to be completed, or awaiting return to operational service following such work.
Purpose/Aim	To monitor the 'idle time' of operational appliances, in order that they are only removed from service immediately prior to being accepted into workshops for work to commence, and are returned to operational service as soon as possible following completion of work.

Definition/Calculation	<p>This is based on the number of hours the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time.</p> <p>This is defined as the time the appliance was sent to workshops and was not available for operational use prior to entering workshops for the defect, service or other works to be completed, or following completion of the works prior to acceptance by the relevant Station – this is the ‘idle time’.</p>
Target	A notional target has been set at 2%, Subject to review after 12 months once historical data analysed.
What is the information gathering process?	Vehicle defect reporting and job card system currently in place.
<b>Result</b>	WS4 All appliances unavailable for Ops Response -Idle Time .86%

<b>WS5 – Total Time All Appliances Available for Operational Response</b>	<b>What does this KPI measure?</b>
	<b>Up Time</b> - The total time expressed as a % when ALL appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period.
Purpose/Aim	To monitor the total ‘up time’ of operational appliances, in order to demonstrate the total availability of all operational appliances.
Definition/Calculation	<p>This is based on the number of hours operational appliances are available for operational response in the reporting period.</p> <p>This is defined as the total time in the reporting period multiplied by the total number of operational appliances, minus the combined turn-a-round time and idle time, expressed as an overall percentage.</p>
Target	A notional target has been set at 93%, subject to review after 12 months once historical data analysed.
What is the information gathering process?	Vehicle defect reporting and job card system currently in place.
<b>Result</b>	WS5 Total Time All Appliances Available for Operational Response - Up time 98%

**EXAMPLES OF TYPES OF DEFECT ASSOCIATED WITH THE APPROPRIATE GRADE (THIS LIST IS NOT EXHAUSTIVE).**

Grade A	Type of defect
<p>Requires immediate attention by Workshops.  <b>Vehicles must be taken off the run immediately.</b>                      Steps should be taken to prevent the vehicle being used such as removing the keys and / or placing signage on the vehicle, until the grade of defect and whether the vehicle should remain off the run is confirmed either by advice given by telephone or following visual inspection by a vehicle technician.</p>	Lights not working
	Horn not working
	Brake defect
	Steering defect
	Suspension defect
	Windscreen wipers not working
	Puncture
	Worn out tyre – tread below 1.6mm (Car). Below 1mm (LGV)
	Insecure bodywork
	Defective seatbelt
	Accident damage – Major
	Cracked windscreen – Major
	Exhaust leak – Major
	Pump will not create a vacuum
	Rescue equipment defect
Anything suspect eg a knocking noise from underneath the vehicle	
Any concern for the safety of the vehicle where the crew do not have sufficient experience to make a judgement	



<b>Grade B</b>	<b>Type of defect</b>
Requires attendance by Workshops within 24hrs of being reported.	One blue light not working which is duplicated
	Audible warning not working but back up audible warning available
	Worn tyre treads between 1.6mm and 2mm (Car). 2mm and 3mm (LGV)
	CCTV System/Camera fault
	Delivery valve leak – Minor
	Door lock adjustment
	Accident damage – Minor
	Cracked windscreen – Minor
	Exhaust leak – Minor
	Ladder defect – Major
	Ladder defect – Minor
	Hosereel hose leak/damage
	Blocked water or air filters
	LPP defects
	PPV defects
	Headlamp washers defects
	Equipment stowage issues – Major
BA Stowage issues	
<b>Grade C</b>	<b>Type of defect</b>
Requires attendance by Workshops within seven working days of being reported.	Minor mechanical issues
	Bodywork damage – Minor
	Defective conspicuity – Major
	Worn tyres but still above 3mm both car and LGV
	Stowage issues – Minor
	General wear and tear

Grade D	Type of defect
Will be dealt with by Workshops on next Service	Defective conspicuity - Minor
	Bodywork damage - cosmetic
	Air conditioning
	Non safety related modifications
	Stowage issues - cosmetic

## 21. ACTION PLAN

The emphasis of the action plan is to determine the relevant stages of improving the management of the vehicular and major assets. The actions required to progress development of the TAMP will need to be commensurate with the pace at which action can be delivered with the resources available, these are indicated in the action plan below.

Action Point	Title	Description	Owner	Target Date for Completion	Notes
A	Review Fleet Management Systems	Research into the development of and migration to a new fleet management system.	TEM	March 2017  On going March 18	A review of the Fleet management system will be undertaken with the Chief Fire Officers Association Transport Officers Group (CFOA TOG) of other neighbouring FRS's. Potential for collaboration with other FRS in the joint research and implementation of a fleet management system will be explored.
B	Introduction of Asset Management system	Research into the development of and migration to a new physical asset management process for building, fleet and operational equipment.	Head of Strategic Support and TSM	March 2018	The Service is currently researching number of companies that provide asset tracking and tagging of equipment. The research is completed and we are confident of developing a solution that will provide robust detailed asset tracking information. A project group has been formed to initiate the implementation of the asset tracking software. Tender documentation is being completed pending release.

C	Establish relevant benchmarking syndicates	Will enable comparisons to be made on performance against other Fire and Rescue Services and potentially with other local authorities.	TEM	March 2018	The integration of this project to performance reporting will be in the timescales available within Strategic Support. Work is on-going with the CFOA TOG to develop benchmarks. This work is driven nationally and is still ongoing.
D	Compare and Contrast Workshops provision with surrounding FRS	Review working practices and results of attaining quality standards for efficiency and effectiveness. Benchmark against each other. Put in place arrangements to mentor each other for improvements in effectiveness and efficiency.	TEM/TSM	March 2018	This work will support the Service Savings and Efficiency plan, and will explore opportunities for collaboration.
E	Review the base line for Service contribution to lease car provision	To re-align the Service contribution to lease cost.	TSM	Annually	This work will support the Service to maintain high safety specification vehicles for operational response and resilience.
F	Compare and contrast Workshops with surrounding FRS	To undertake peer review of working practices in surrounding FRS workshops.	TEM/TSM	Annually	This work will support efficiency changes in Workshops to reduce the time vehicles are away from operational response. It will enable workshops to function more effectively.

**Anticipated Vehicle Replacement Programme 2017/18**

<b>DESCRIPTION</b>	<b>ALLOCATION £</b>
Rescue Pump x 7	215,000 each
Hydrant Vans x 3	23,000 each
Pool vehicles x 6	19,000 each
TC driving Vehicle	30,000
Workshop Van	25,000
OSU	35,000
Station Vans x 4	10,000 each
Property vehicle	15,000
<b>TOTAL</b>	<b>1,833,000.00</b>

**Performance Review 2016/17****1. Achievements**

The table below details the vehicles which were procured and brought into service over the last twelve months. # denotes vehicles that have been ordered or are in build, but we await delivery completion.

Fire Bike F28	Fire Bike F30
Specialist Rescue Pump F19	Rescue Pump F49
Mercedes MRV-Boat Support F20	#Rescue Pump F65
Rescue Pump F44	#Rescue Pump F80
Rescue Pump F45	#Rescue Pump F87
Rescue Pump F46	#Rescue Pump F91
Rescue Pump F47	#Rescue Pumps x7 (1 <sup>st</sup> stage payment made)
Rescue Pump F48	Movano Van Technical F123
Pool vehicle F126	Pool vehicle F127

During 2016 to 2017 Workshops staff completed a total of 110 annual services:

<b>Service by Type</b>	<b>Number of services</b>
Special Appliances	24
Rescue pumps	29
Ancillary vehicles	45
Trailers & Pods	12

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**MEMORANDUM****From:** SOC Christopher Ball**To:** Fire Authority Members**cc**

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**Transport Asset Management Plan 2017/18 to 2019/20****Summary**

The TAMP is a significant document that is in place to fully inform the reader of how the Service ensures;

- Constantly improving customer and stakeholder satisfaction
- Improving use of natural resources
- The effective and efficient use of capital funds
- Compliance with statutory regulations
- Effective Corporate Management

This helps to:

- Deliver efficiency savings
- Continuously improve Service Delivery
- Implement new ways of working
- Maximise the safety of our Communities by reviewing operational resources to meet identified risks in the Community Risk Management Plan

Due to the size of the document, as I have done previously, I have highlighted below the major differences to last year to ensure that FRA members can easily review the updates and raise questions accordingly.

**6. TRANSPORT ASSETS – LOCATION, COST**

BFRS has a variety of transport assets located at 18 locations. The majority of vehicular assets are located at the Service's Fire Stations. The current fleet operated by BFRS consists of 115 items on the fleet list; and includes vehicles, trailers, boats and demountable

modules. The unaudited NBV figures as at 31 March 2017 are, Vehicles £4,844,930 (including £0.00 leased vehicles)

### 10. OPERATIONAL LEASES

The Service employs CAPITA to ensure the most cost effective method of vehicle acquisition is maintained, but with effect from 31<sup>st</sup> March 2017, the Service no longer have vehicles purchased on an operational lease.

However should the Fire Authority decide to lease vehicles again in the future CAPITA would again be used to determine best value.

### 13. AGE PROFILE OF FLEET

The average age of the whole fleet (appliance and support) is 7 years. (Previously 8 years)

### 15.5 Carbon Footprint

Currently the Service's LGV fleet comprises of:

- 12 Scania Rescue Pumps (RP's) with Euro 3 engines fitted with Continuous Regeneration Traps
- 10 Scania RP's with Euro 6 engines fitted with AD Blue Tanks
- 2 Volvo Water Carriers with Euro 5 engines fitted with 'AdBlue' tanks
- 2 Volvo ALP with a Euro 5 engine fitted with 'AdBlue' tanks
- 3 MAN Rural Water Tenders with Euro 4 fitted with Clean Air Technology
- 6 Scania/Browns RP's with Euro 5 engines fitted with Exhaust Regenerations Gas Technology

From the above CO2 conversion factors the calculated 2016/17 CO2 emissions for the Service fleet of vehicles was 436.071 tonnes. (Previously 424,136 Tonnes)

### 15.6 Fleet Monitoring

In 2016/17 the fleet covered 447,444 miles and consumed 159,957 litres of fuel at a cost of £149,216

Total Mileage for vehicles: 2012/13-2016/17.

Vehicle	2012/13	2013/14	2014/15	2015/16	2016/17
<b>Pumps</b>	160,016	162,895	129,527	152,275	192,709

Item12.2 (Summary to Appendix A)

<b>&amp; Specials</b>					
<b>Ancillary</b>	333,451	335,415	323,498	295,169	263,756
<b>Total</b>	493,467	498,310	453,025	447,444	456,465

TOTAL FUEL PURCHASED 2012/13-2016/17

<b>Fuel Type</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Petrol</b>	7,626	5,128	4,746	3,965	2,048
<b>Diesel</b>	205,561	199,179	165,897	137,182	146,125
<b>Red Diesel</b>	0	0	0	1,480	4,125
<b>Total</b>	213,188	204,307	170,643	142,627	152,298

## 16. FUTURE FLEET AND WORKSHOP PROVISION

Through successful recruitment workshops has now a full complement of technicians resulting in the work that was outsourced being terminated.

The inclusion of all work back into the workshops has seen no detrimental increase in the downtime of vehicle servicing and defect reporting.

The Service has continued to work with Fire and Rescue Services in the Eastern Region to procure the replacement Rescue Pump fleet.

To date the Service has taken delivery of 10 new Rescue Pumps with a further 7 new pumps to delivered from November 2017.

## 21. ACTION PLAN

### Anticipated Vehicle Replacement Programme 2017/18

DESCRIPTION	ALLOCATION £
Rescue Pump x 7	215,000 each
Hydrant Vans x 3, (X 6 in collaboration with CFRS)	23,000 each
Pool vehicles x 6	19,000 each
TDC driving Vehicle	30,000
Workshop Van	25,000
OSU	35,000
Station Vans x 4	10,000 each
Property vehicle	15,000
<b>TOTAL</b>	<b>1,833,000.00</b>

### Performance Review 2016/17

#### 1. Achievements

The table below details the vehicles which were procured and brought into service over the last twelve months.

# denotes vehicles that have been ordered or are in build, but we await delivery completion.

Fire Bike F28	Fire Bike F30
Specialist Rescue Pump F19	Rescue Pump F49
Mercedes MRV-Boat Support F20	#Rescue Pump F65

Item12.4 (Summary to Appendix A)

Rescue Pump F44	#Rescue Pump F80
Rescue Pump F45	#Rescue Pump F87
Rescue Pump F46	#Rescue Pump F91
Rescue Pump F47	#Rescue Pumps x7 (1 <sup>st</sup> stage payment made)
Rescue Pump F48	Movano Van Technical F123
Pool vehicle F126	Pool vehicle F127

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# **Bedfordshire**

## Fire and Rescue Service

### **BEDFORDSHIRE FIRE AND RESCUE AUTHORITY**

#### **Asset Management Plan 2017/18 to 2020/21**

#### **Information and Communication Technology**

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## 1 THE NEED FOR AN ICT ASSET MANAGEMENT PLAN (AMP)

Bedfordshire Fire and Rescue Authority is responsible for the provision of the fire and rescue service within the Local Authority areas of Bedford Borough, Central Bedfordshire and Luton Borough. Its three main objectives are to:

- Respond effectively, manage risks and reduce the number of emergency incidents that we attend.
- Ensure high standards of corporate governance and continued service improvement.
- Create a safe, fair and caring workplace for our staff.

This Asset Management plan sets the context and a programme of action for ICT over the medium-term and is designed to facilitate rational ICT decision-making based on identified service priorities. It is intended as a tool which helps to define, plan, implement and measure how the Authority:

- Makes its investment decisions.
- Maintains and improves its assets.
- Increases the cost effectiveness of its portfolio.
- Promotes innovation and development in asset management.

It is intended for a wide audience including:

- Members - to support decisions on investment priorities in the portfolio.
- Service managers - to identify changes to meet their needs.
- ICT Staff involved in executing and prioritising deliverable work streams in the asset plan

This plan seeks to:

- Ensure the provision of user focussed and cost effective ICT, which will be sufficiently flexible to adapt to the Authority's long term requirements.
- Support the Authority's corporate risk management in relation to its legislative and environmental obligations.
- Deliver a cost effective and responsive service, which supports operational needs.
- Help to strategically plan ICT for the future.
- Contribute to the Authority's community safety initiatives through the provision of ICT infrastructure and applications.
- Provide the Authority with long-term value for money.

## 2 HOW THE ICT AMP INTERLINKS WITHIN THE CORPORATE STRUCTURE AND OTHER STRATEGIES

The Authority has an established Community Risk Management Plan that outlines what it aims to achieve and how during the next four years. It sets out in particular:

- Delivery of our Services
- Service Improvements
- Community Risks
- Who is at Risk
- Consultation Responses

The ICT AMP is a live document that evolves through time and reflects appropriate changes based on up to date practices.

The AMP links with and informs other strategic decisions and plans for the effective management of our fire and rescue service, specifically.

The ICT Strategy Plan

ICT Roadmap

Corporate financial planning cycle (capital and revenue)

The Corporate Risk Register

### **3 BACKGROUND**

In July 2013 Bedfordshire FRS and Cambridgeshire FRS established the ICT Shared Service responsible to the ICT Shared Service Governance Board comprising Principal Officers and Managers from both Services and reports against a combined set of performance indicators. This ICT Asset Management Plan takes advantage of the benefits that arise from joint working within this Shared Service, ensuring investment is appropriately managed, supported by renewal policies and reviews.

The development and support of business applications is managed for Bedfordshire through the Business Information Management Team which does not form part of the Shared Service. This team develops and manages information assets and ICT training function.

The ICT Shared Service is predominantly focused on infrastructure assets for both Fire Services, upgrade investment decisions for ICT assets are influenced and taken jointly to ensure economies of scale and ease of delivery is achieved in line with principles of establishing a shared service. This can result in each organisation being influenced by the others priorities and business need. One of the purposes of the Governance Board is to ensure no conflicts arise for resource scheduling, managing and developing each organisations ICT assets.

### **4 PURPOSE AND ROLE OF ICT**

The primary objective of the ICT Shared Service is the efficient, resilient and economical provision of infrastructure, communications and end user technologies in support of front line Services, support services and our partners. Users of these services are both internal (Fire and Rescue Headquarters, Area Offices, Fire Stations, Service Emergency Fire Control and the Service Training Centre) and external partner organisations.

The ICT Shared Service acts as the 'prime contractor' for all such technology services provided to users. Users, therefore, deal directly with the ICT Service Desk on all matters concerned with IT and communications; the Service Desk then in turn arranges the involvement of either internal expertise or external parties (e.g. computer vendors, software developers and user manual producers) as required.

The relationship between the ICT Shared Service and users has been formalised by the implementation of an ICT Services Catalogue with associated Service Level Agreements (SLA). This Service Catalogue enables Bedfordshire Fire and Rescue Service (BFRS) to optimise full use of ICT assets and the shared service, including business continuity resilience arrangements to support the delivery of frontline services.

#### 4.1 Functions Performed

The general functions performed by ICT are:

Infrastructure and delivery of

- Standard desktop applications
- Retained availability system
- Control GIS
- Email
- Finance management system
- Internet
- Intranet
- Mobile data terminals
- Data management information system
- Fireground radio
- Telephones fixed
- Telephones mobile
- Remote access
- Service desk
- Main Scheme Radio (Airwave service)
- Emergency call handling mobilising system

Corporate Functions supporting the delivery of frontline Services

- ICT Strategic direction aligned to Service vision and plans
- Contingency/disaster recovery
- Identification and maintenance of ICT risk information
- Policy documentation
- Project management
- ICT security and threat management.

## 5 LEGISLATIVE REQUIREMENTS

ICT equipment is used and operated is affected by the following main legislation:

- Freedom of Information Act
- Data Protection Act
- Human Rights Act
- Regulation of Investigatory Powers Act (RIPA)
- Computer Misuse Act
- Radio Telegraphy Act
- Telecommunications Act
- Waste Electronic and Electrical Equipment Regulations

ICT Policy documents provide guidance on how the Authority complies with the above Acts. The Head of ICT monitors the requirements of existing and emerging legislation to ensure statutory compliance.

## 6 ICT ASSETS

BFRS has a variety of ICT assets located throughout the service area. This section examines the general location of those assets, the key stakeholders in maintaining the asset and maintenance contracts. A comprehensive ICT register is maintained and available on the Service IS Systems drive.

ICT staff are responsible for first line support and maintenance of all server hardware, Infrastructure hardware & cabling, desktop devices, wireless services, mobile and fixed phones, Fireground & national radio and mobile tablet devices. Second and third line support is provided by individual support or warranty arrangements. Repairs are usually covered by warranty. Cover for the Financial System software, is provided by a third party Microsoft gold partner. Our retained duty system Gartan server is supported by Gartan Technologies and our Management Information System (MIS) is provided by SophtLogic.

### Networks

All sites have primary and secondary high speed links connecting them to the corporate network. These are highly resilient and fully managed.

There are direct links to the station mobilising system via the Service Wide Area Network (WAN). Should the Service WAN fail then ISDN lines provide the connectivity. Should they fail as well connectivity is provided via PakNet radio bearers.

Connectivity between sites and to the internet (commonly known as the Wide Area Network) is a managed service with the Service being a founding member of the Cambridgeshire Public Sector Network.

The Communications Section within the ICT team is directly responsible for all maintenance. 24/7 cover for mobilising is provided via an external contract. BT is responsible for network lines feeding the control room.

### **6.1.1 Overview of Hardware Assets**

#### **Servers**

BFRS Virtual servers and key network assets are based on BFRS premises with mirrored services on Cambridgeshire FRS premises.

#### **Clients**

There are a variety of client devices deployed across the Service. These are a mixture of PC's, Laptops, Smartphones, tablets, thin clients as well as a range of Audio Visual (AV) equipment which includes projectors, amplifiers, speakers and DVD players. All fire stations and area offices have number of PC's, terminals, two e-learning and one audio-visual (AV) PC per , and a number of netbooks to assist in the completion of IRS data.

Desktop PCs and laptops are undergoing a programme of replacement with Virtual Desktop endpoints as working practises have evolved and equipment has become end of life a number of users have changed from using desktops to Laptops or tablets hence the figures are not currently included below until the project completes in July 2017.

The Incident Command Training Suite is equipped with PC, AV and telecoms equipment.

#### **Devices on Appliances**

All Rescue Pumps have incorporated a mobile data terminal on a hardened tablet PC platform and Automatic Vehicle Location System (AVLS). The Incident Command vehicle is provided with AVLS, laptops and other AV equipment. ICT staff are responsible for 1st line maintenance.

#### **Telephony**

Currently in use is a network consisting of three Meridian Option11 and Nortel BCM PBX. The network is interlinked using VoIP trunks over Private Wires. A variety of telephone instruments are deployed at all locations (analogue, digital and IP) and voice mail provided Fax machines are also provided at various locations throughout the Service. Primary fax machine is implemented

using call pilot (Meridian voice mail system) providing email fax message facilities. RDS stations are provided with a PSTN line. ICT staff are responsible for provision, changes, system maintenance and handsets. A maintenance contract for second line repair also exists with BT.

### **Portable Computer Equipment**

To assist flexible working practices, laptops, Smart Phones and tablet devices have been issued for use across the Service many Service laptops have full 3G connectivity. ICT staff are responsible for supply, administration, audit and first line maintenance. In addition, ICT have enabled a secure web service allowing up to 250 BFRS staff to have full access to the Corporate Network work from any computer with an internet connection in the event of civil contingency.

### **Message Pagers, Radio, and Mobile Phones**

These are provided as communication facilities for senior staff, flexible duty officers and lone working staff. ICT staff are responsible for the supply, administration, first line maintenance, and auditing of the above. Maintenance is on an as required basis with a local repair facility. Message pagers are rented on a three year contract.

### **Printers**

The multi-function printers across the BFRS provide secure printing, copying, scanning facilities. This is a managed service contract from Canon; ICT staff are responsible for contract management.

Message pagers	74
Mobile Telephones	122
Laptops	116
IPad Tablet devices	35
Printers	32

## 6.2 Overview of Software Assets

ICT manages the day to day running of the Services software assets. This includes server management, first line maintenance of the hardware and system security. Any major issues are escalated to the software suppliers via maintenance agreements including Microsoft Gold Partners.

Functional support, and training is provided through the Strategic Support (Business Information Team) in liaison with system owners and ICT.

### Business applications

Microsoft Dynamics GP - Is the Authority's financial management system which integrates all the Authority's financial ledgers and also provides a purchase ordering system, a stock control system and an electronic stock requisition system. The system is accessed on a daily basis by Finance staff, Budget Managers, Procurement Section, Stores and stations.

Pharos, supplied by Sophtlogic Ltd, is the system is used by the Service with a migration from it to 'best of breed'. Databases integrated from Pharos to other products include; Personnel, Employment Records, Sickness and Attendance, Training, and Fire Safety including Legislative Fire Safety. The system is also used to provide information to the Department of Communities and Local Government and in workforce planning. The day-to-day running, maintenance and development is managed and provided by Strategic Support (Business Information Team).

Work has been underway throughout 2016/17 to utilise 'best of breed' products which will replace the Pharos suite of applications, where applicable this will be supplemented with internally developed products using open source software. This migration will continue to 2018. These are listed below in section 7.

Other applications include MS Windows, MS Outlook, MS Office, MS Server, Incident Recording System, Gartan (Retained Availability), Support Works (ICT Service desk), ReqLogic (Procurement), IPDS and GGP.

The Service payroll application is provided and supported by Midland HR Ltd as a hosted Cloud based application.

### Corporate Performance System

Corporate performance data is managed and stored in Microsoft SharePoint. SharePoint provides a controlled document management and project management workspace and assists in analysing BFRS corporate performance.



## Integration and Process Automation

Automation of Service processes and integration of business applications is derived from Integration Bus and Business Process Manager delivered on servers operating AIX technologies amongst other tools, this underlying integration Bus is provided through IBM proprietary technologies. First line management is provided by the Strategic Support (Business Information) Team, with escalation through the maintenance and support contracts. This platform will be decommissioned over time due to cost considerations and the ICT Strategy evolving to move to open source software and further collaboration opportunities with other Fire & Rescue Services.

Bespoke applications have been developed using open source software using implementing micro services as middleware to provide system integration.

## 7 THE NEXT FOUR YEARS

The following changes are aligned to the Corporate Plan and Medium Term Financial Plan. They underpin the ICT Roadmap for the four years. As can be seen in the Medium Term Financial Plan, monies have been designated to ICT to deliver these services.

### 7.1 ICT Shared Service projects

The ICT Shared Service will continue to build on five joint infrastructure projects.

- **Shared servers and disaster recovery.** The underlying infrastructure has been established with BFRS and CFRS providing ICT back-up for each other. This is a public sector first and provides state of the art back-up and recovery. This is continuing to be enhanced providing real-time mirroring with enhanced high speed, highly resilient connectivity between the two services and server capability.
- **Wide Area Network.** The existing contract for the provision of Wide Area Network will come to an end in in June 2018 an 18 month extension will be put in place to extend it to December 2019 as part of a joint procurement approach. Work is underway to procure the replacement service known as 'Eastnet'. This continues to be a joint venture with other mid-Anglia public sector bodies and Cambridgeshire Fire and Rescue Service in order to leverage economies of scale.
- **Hardware replacement programme** based on policies which include a review of the asset at mid-point to identify opportunities for extended life to optimise the 'sweating of the asset' without compromising performance or security. These policies are described in Appendix 2. Server replacements will start from 2018 as these are approaching end of life.
- **Security and Resilience** including further enhancement of our network and cyber defence infrastructure. The programme of penetration testing continues as a yearly cycle.

- **Desktop Replacement.** Work has been underway to replace BFRS desktop estate with a 'Thin Client' Citrix VDI (Virtual Desktop Infrastructure) product. This project is on target to complete during July 2017 and has been implemented as a joint project with CFRS.
- **VDI Evolution.** A secondary project will be started to move the VDI on product to its next generation replacement Xen Desktop this project will be scoped during the latter half of 2017 with budget requirement and project start put in place for 2018/19.
- **An assessment of Cloud-ready capability** has been started to ensure the Service is able to take advantage of appropriate cloud technologies and infrastructure where possible. The initial assessment showed whilst the server estate is generally in position to be adopted in to a cloud based environment further work is underway to assess financial viability, due to the 24 hour nature of BFRS business, application servers are used through a wide time window meaning savings in capacity and uptime cannot be realised as much compared to other organisations.
- **Unified Communications.** A project is underway to deliver a number of communication products to enhance productivity, this will include replacement telephony system providing a resilient platform based on IP for all non 999 voice calls. In addition it will provide a suite of collaboration tools such as Desktop conferencing, Instant Messaging, Presence and facilities for video to the desktop. The project is due to complete in end of 2018.

## 7.2 ICT supported projects

### 7.2.1 Replacement Mobilising System

The Service's project to replace its existing mobilising system in partnership with Essex Fire and Rescue Service went live in January 2017 and has been well received by the Service. Rollout of Mobile Data terminals to drive efficiencies in deployment and despatch information with status messaging updates is being rolled out with a go live date for end of May 2017. Further enhancements to data integration and performance management information is being undertaken to extract optimum value from the system.

### 7.2.2 Retained Availability System

The Service has implementing a replacement retained availability system which provides significant improvements in the assessment of availability of our retained, on-call firefighters. The system, Gartan, also provides links to payroll replacing manual systems of record. Further work will take place to put in place a Whole-time availability system.

### 7.2.3 Open Source Development

In partnership with other Fire & Rescue Services BFRS continues to develop integration and process management technologies. Government innovation funding has led to the inception of a central team shared by the FRS partners, and development of a cloud environment that serves technology agnostic processes such as retained recruitment. It is anticipated that these processes will be further developed to the Fire Service Community over the next two years. The aims of this shared project include:

- Maximise the capture of data at source including from a mobile environment.
- Integrate business systems to provide a 'single version of the truth' data framework.
- Allow the automation of processes reducing time, cost and risk
- Have the ability to analyse the data effectively to provide 'intelligent information'.
- Make the information available in "real-time" to improve responsiveness and allow dynamic planning.
- Provide the right information to the right person at the right time.

The Service's own integration and process tools will be enhanced to provide support and handoff to new and existing business systems as the Service's Management Information System is replaced. A new platform has been put in place called Workbench as part of a collaboration effort with other Fire Service partners.

#### 7.2.4 HR and Payroll System

The HR and Payroll system is the Service's second cloud based application. The system was procured in April 2016 and has gone live with Core HR, payroll and manager self-service with some residual work to complete as part of Phase 1. Scoping for Phase 2 is expected to start in Quarter 3 2017/18.

#### 7.2.5 AddressBase Premium (previously the National Land and Property Gazetteer)

Address Base Premium is a national address gazetteer hosted and managed by Cambridgeshire FRS under the remit of an SLA. This ensures BFRS has resilient access to one corporate addressing dataset improving the provision of timely accurate incident mapping and analysis and to integrate this central addressing into business systems.

#### 7.2.6 Microsoft Operating Systems and Applications

BFRS is 'Enterprise Licenced' allowing upgrades to take place in-line with business need through the ICT Shared Service. The Service is assessing and evaluating the potential of cloud based and open source software where this is appropriate to our needs following central government direction.

#### 7.2.7 Asset Management and Asset Tracking

An Asset Management and Tracking tool, to assist the Service in maintaining accurate and timely records of all the Services' assets to include their location, servicing record, value, replacement date and modification record, forms part of the Business Systems improvement programme.

7.2.8 Replacement of Tannoy Systems at Kempston and Stopsley station will replace aging infrastructure, to optimise use of staff resources at the locations.

## **8 FINANCIAL PLANNING**

The Head of Information, Communications & Technology (HICT) is a member of the Service's Capital Strategy Group (CSG). HICT will annually provide capital bids using the Revenue and Capital Project Appraisal Form (FMS3/4) for consideration by CSG and the budget approval process.

Any Corporate Management Team member seeking an improved ICT facility that would be subject to a capital bid is required to discuss and consult with HICT. HICT is then required to provide the technical elements to the business case bid ensuring appropriate consultation is undertaken with CFRS to ensure opportunities for harmonisation of technologies are identified and acted upon. If agreed, the proposal will be taken to the Fire and Rescue Authority (FRA) for formal inclusion in the Capital Programme. The Services Objectives, plans, ICT Strategy and asset replacement policies provide the framework for forward planning of ICT requirements, including by means of annual reviews of this Asset Management Plan, with the associated ICT related budgetary provisions incorporated into the Service's Medium-Term Financial Plan.

## 9 REVIEW OF ACTION PLAN 2016/17

Progress against each of the actions is detailed in the table below:

REFERENCE NUMBER	ACTION	STATUS
ICT AMP01/16-17	Produce revised ICT Asset Management Plan for 2017/18 to 2020/21 updating previous content and incorporating new ICT roadmap and applicable corporate projects from Community Risk Management Plan.	Completed May 2017
ICT AMP02/16-17	Continue to participate in the Asset Management Project start-up to provide a method of managing and tracking assets including ICT Assets	Project deferred to 2018 to allow further scoping work
ICT AMP03/16-17	Facilitate the embedding of a replacement mobilising system for the Service (Strategic Project) with full implementation May 2017	System went live January 2017
ICT AMP04/16-17	Complete the core Roll out Virtual Desktop Infrastructure (VDI)	Core rollout completed to target
ICT AMP05/16-17	Implement remote access solution with dual authentication to complement VDI.	Completed September 2016
ICT AMP06/16-17	Implement applications packaging to support future complex user migration to VDI.	Business critical applications Completed
ICT AMP07/16-17	Implement Unified communications solution including replacement of switchboard and provision of voice and video conference, messaging and integration with VDI.	Work commissioned & underway
ICT AMP08/16-17	Review customer satisfaction and adopt findings into ICT Shared Service Plan as appropriate.	Completed on target July 2016
ICT AMP09/16-17	Review and refine ICT Strategy Roadmap.	Completed
ICT AMP10/16-17	Develop the strategy for and technical support to, the use of wraparound technologies and tools to provide an integrated and unified approach to service activities and business intelligence.	Completed - Workbench & STEP
ICT AMP 11/16-17	Comprehensive review and refresh of mobile working technologies and associated assets informing ESMCP project.	Deferred post VDI & MDT replacement to allow bedding in of complementary technologies

REFERENCE NUMBER	ACTION	STATUS
ICT AMP12/16-17	Embed a user focused ICT culture that engages across the Service by establishing an effective, consultative network of users to integrate thinking and inform the development and implementation of ICT plans and technologies.	Ongoing as Business as usual, ICT engages project plans and involved in all stages of delivery for business projects.
ICT AMP13/16-17	Complement secure email facility with additional solution to support secure communications with organisations operating outside of the government secure network.	Assessment underway
ICT AMP14/16-17	Upgrade of SQL Server and Share point environment providing technical infrastructure facilities.	Assessment of SQL completed
ICT AMP15/16-17	Upgrade Active Directory and Exchange to 2013	Completed Active Directory
ICT AMP16/16-17	Establish the ICT tactical response to the Emergency Services Mobile Communications Programme assessing technical requirements and impact on existing infrastructure and resources and future Strategies	Ongoing through the life of the project in line with national rollout plan
ICT AMP17/16-17	Work with CPSN partners to establish next generation Mid-Anglia Public Sector Network including actively supporting procurement process for PSN services.	Ongoing through the life of the project
ICT AMP18/16-17	Provide technical input into the design and implementation of real-time Business Intelligence services.	Embedded as Business as Usual

### 9.1 Other Achievements in 2016/17

- Implemented foundation Micro services for 'Workbench' to allow integration of applications to enhance data and functionality of applications
- Developed open source application for sickness absence reporting using Workbench platform
- Developed the prevention application for 'Safe & Well' using open source software on the Workbench platform
- Developed and implemented open source application for property defects using Workbench platform
- Implemented Retained Recruitment application developed as a collaboration STEP project
- Implemented a programme of infrastructure security testing including physical and social engineering testing

## 10 ACTION PLAN 2017/18

Activities planned for continuation, commencement or completion in 2017/18 are shown in the table below. It aims to build upon the previous year's achievements to ensure continuous improvement in ICT services delivery. Where particular projects or work streams are planned to complete in subsequent years, the phases within this 2017/2018 year are shown.

REFERENCE NUMBER	ACTION	TARGET DATE for COMPLETION
ICT AMP01/17-18	Produce revised ICT Asset Management Plan for 2017/18 to 2020/21 updating previous content and incorporating new ICT roadmap and applicable corporate projects from Community Risk Management Plan.	Completed May 2017
ICT AMP02/17-18	Deliver technical requirements for the forthcoming Asset Management Project which will provide a method of managing and tracking assets in line with requirements	Ongoing through the life of the project
ICT AMP03/17-18	Implement core hardware for Unified communications project for telephony upgrade and provision of collaboration tools incl. messaging and integration with VDI	January 2018
ICT AMP04/17-18	Review of annual customer satisfaction and adopt findings into ICT Shared Service Plan	July 2018
ICT AMP05/17-18	Review and refine ICT Strategy aligned to service requirements	July 2018
ICT AMP06/17-18	Develop Information management strategy and action plan to implement General Data Protection Regulation (GDPR)	May 2018
ICT AMP07/17-18	Enhance Cyber threat defence measures to protect our information and data assets	Throughout 2017/18
ICT AMP08/17-18	Implement ICT elements for new Website to provide enhanced customer experience and informative data analytics	October 2017
ICT AMP09/17-18	Upgrade of Share point environment providing technical infrastructure facilities.	March 2018
ICT AMP10/17-18	Develop strategy and roadmap for Workbench development applications in line with business priorities.	December 2017
ICT AMP11/17-18	Implement Phase 2 of HR (Recruitment) in line with required project timelines	Throughout 2017/18
ICT AMP12/17-18	Implement Whole-time Availability System in line with required project timelines	Throughout 2017/18

<b>REFERENCE NUMBER</b>	<b>ACTION</b>	<b>TARGET DATE for COMPLETION</b>
ICT AMP 13/17-18	Review and refresh of mobile working technologies and associated assets complementing ESMCP project.	March 2018
ICT AMP14/17-18	Complement secure email facility with additional solution to support secure communications with organisations operating outside of the government secure network.	January 2018
ICT AMP15/17-18	Upgrade existing Microsoft e mail Exchange platform to new version	March 2017
ICT AMP16/17-18	Establish the ICT tactical response to the Emergency Services Mobile Communications Programme assessing technical requirements and impact on existing infrastructure and resources and future Strategies	September 2017
ICT AMP17/17-18	Work with CPSN partners to establish next generation Mid-Anglia Public Sector Network including actively supporting procurement process for PSN services.	September 2017
ICT AMP 18/17-18	Replace Tannoy Systems at Kempston and Stopsley stations in line with estates plan.	By Feb 2018
ICT AMP 19/17-18	Provide additional WAN capacity for Camborne to provide enhanced support for the ICT estate	December 2017
ICT AMP 20/17-18	Finalise RMS Mobile Data Functionality	May 2017



## **11 ICT PERFORMANCE**

The ICT Services Catalogue provides a detailed description of the support the shared team provides to Bedfordshire Fire and Rescue Service (BFRS) and Cambridgeshire Fire and Rescue Service (CFRS). The catalogue identifies the shared ICT across both Services with annexes for those ICT systems that are unique to a particular Service. Each entry aims to describe the ICT service being delivered from a user perspective, when it is available, what is included and how the level of service is measured. The Catalogue was drawn up in collaboration with senior ICT users across both services. Their advice and guidance on how each system is used, where it is needed and when was critical in ensuring each ICT system was given an appropriate level of cover.

### **11.1 ICT Performance 2016/17**

The Table shown at Appendix 1 gives the performance for 2016/17 and targets for 2017/18.

The ICT Performance has continued to show a steady improvement as the practices, controls are embedded and infrastructure capacity increased, achieving or exceeding performance targets across most of the suite of ICT indicators.

### **11.2 ICT Performance Targets 2017/18**

In 2017/18 the performance targets have taken in to account resources against a background of project work and the need to maintain satisfactory performance. Customer satisfaction has for the first time met and exceeded target, showing the investment made in technologies such as VDI have proven worthwhile as well as investments in staff, recruitment and training plans.

ICT Corporate Indicator Targets are supported by local operations measures with stretch targets to assess, at a tactical level, the embedding and improvement of ICT services and practices over time.

**APPENDIX 1 – ICT PERFORMANCE 2016/17 AND TARGETS 2017/18**

ICT							
Measure		2016-17 Year End			2015/16	2014/15	
No.	Description	2016/17 Target	2016/2017 Actual	Comments	Actual (Target)	Actual (Target)	Average in over Last 5 Years
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	98%	92%	Due to low number incidents, 1 resolution of incident in the year caused target to be missed	100% (90%)	100% (90%)	n/a
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	96%	99%	Exceeded Target	100% (86%)	92% (86%)	n/a
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	90%	100%	Exceeded Target	100% (83%)	92% (83%)	n/a
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	90%	93%	Exceeded Target	94% (80%)	88% (80%)	n/a
AV1	Core ICT services availability	97%	100%	Exceeded Target	100% (97%)	97% (97%)	n/a
AV2	Business Applications Availability	97%	100%	Exceeded Target	100% (97%)	97% (97%)	n/a

**APPENDIX 1 – ICT PERFORMANCE 2016/17 AND TARGETS 2017/18**

<b>INFORMATION AND COMMUNICATION TECHNOLOGY PERFORMANCE TARGETS 2017/18</b>								
<b>Ref</b>	<b>Performance Indicator</b>	<b>Source of Performance Indicator</b>	<b>Frequency of Reporting</b>	<b>Benchmark Performance Data</b>	<b>BFRS Baseline Performance</b>	<b>BFRS Target 2016/17</b>	<b>BFRS Target 2017/18</b>	<b>Target Setting Rationale</b>
ICT1	User Satisfaction	Customer Survey	Annual	Better than ICTSS 60.2% starting benchmark set by earlier survey.	2014 - 60.73% 2015 - 67.5% 2016 - 89.0%	70%	70%	Performance improving from inception of ICT Shared Service. Target of 70% exceeded.
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Joint Catalogue of Services	Quarterly	Catalogue of Services SLA. All Mission Critical, Priority A and B Incidents resolved within 1 hour.	2014/15 - 100% 2015/16 - 100% 2016/17 - 92%	98%	80%	Resources are diverted from other incidents and work to deal with Mission Critical Services incidents. Target lowered due to the low number of incidents raised within this category Failure to meet the target for just 1 incident would mean failure to achieve the original target of 90% target.
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Joint Catalogue of Services	Quarterly	Catalogue of Services SLA. All Business Critical, Priority A and B Incidents resolved within 2 hours.	2014/15 - 92% 2015/16 - 100% 2016/17 - 99%	96%	96%	Performance has exceeded target since 2014/15. The 17/18 target acknowledges that resources may be diverted to Mission Critical Incidents and Projects. The small number of incidents of this type makes the impact of a single

**APPENDIX 1 – ICT PERFORMANCE 2016/17 AND TARGETS 2017/18**

IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Joint Catalogue of Services	Quarterly	Catalogue of Services SLA. All Business Operational, Priority A and B Incidents resolved within 4 hours.	2014/15 - 92% 2015/16 - 100% 2016/17 - 100%	90%	90%	incident on performance significant.
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Joint Catalogue of Services	Quarterly	Catalogue of Services SLA. All Administration I Priority A and B Incidents resolved within 8 hours.	2014/15 - 88% 2015/16 - 94% 2016/17 - 93%	90%	90%	The highest proportion of incidents fall into this category. The anticipated draw on resources to support priority projects throughout 2017/18 is expected to reflect in the performance outcome for these lower category incidents therefore recommended to maintain 90% target.
AV1	Core ICT services availability	Joint Catalogue of Services	Quarterly	Catalogue of Services Core ICT availability median 98%	2014/15 - 97% 2015/16 - 100% 2016/17 – 100%	97%	97%	Target meets the agreement for levels of Service from ICT.
AV2	Business Applications Availability	Joint Catalogue of Services	Quarterly	Catalogue of Services Core ICT availability median 98%	2014/15 - 97% 2015/16 - 100% 2016/17 – 100%	97%	97%	Target meets the agreement for levels of Service from ICT.

## APPENDIX 2 – ICT ASSET MANAGEMENT REPLACEMENT POLICIES

Renewal Policy	Renewal Point	Consideration	Renewal Restriction	Applying the policy
Desktop Hardware/end points	5yrs Due 2020	Limit of Warranty or major software upgrade compatibility	Like for like functionality	Additional functionality that is not available within the specification of a like for like replacement will be payable from Function Budget
Servers	5yrs Due 2018	Limit of Warranty, technology viability	Subject to the ICT Strategy and Asset Plan	At Y3 the Service will commence review of future requirement aligned to ICT Strategy to be built into an options appraisal at leading into Procurement process (including specifications and requirements) Options examples - extend life, explore new technologies- replace like for like.
Major Business Software Systems	10 yrs.	Legislation, Supplier roadmaps and technology viability	Subject to Service Business Plan and Technology Plan.	A requirements document will be prepared for each business system and reviewed annually by the System Owner supported by BIM. Yr. 7 - Options Appraisal. Yr. 8 Confirmation of Requirements, Assessment of Market Yr. 9 Procurement Process begins (may be deferred in time if OJEU not required)

## APPENDIX 2 – ICT ASSET MANAGEMENT REPLACEMENT POLICIES

Renewal Policy	Renewal Point	Consideration	Renewal Restriction	Applying the policy
Network hardware	5yrs	Limit of warranty, technology viability	Subject to the ICT Strategy and Asset Plan	At Y3 the Service will commence review of future requirement aligned to ICT Strategy to be built into an options appraisal at leading into Procurement process (including specifications and requirements) Options examples - extend life, explore new technologies- replace like for like.
Mobile technology	3yrs	Limit of warranty, external national projects infrastructure	Subject to the ICT Strategy and Asset Plan	Review at Yr. 3. The mobile phones/smart devices are commoditised items which are generally replaced due to wear and tear during the three year plan of the total system.
Structured Cabling	5 yrs.	Technology Standards	Subject to the ICT Strategy and Estates Plan	All Service sites, however an assessment will be undertaken at the time and where possible the extend the replacement lifecycle
Paging Systems	3 yrs.	Commodity	Subject to Service delivery strategy	Review at Yr. 3. The pagers are commoditised items which are generally replaced due to wear and tear during the three year plan of the total system.
Printers	5 yrs.	Managed contract	Subject to the ICT Strategy and Asset Plan	Review at Yr3 with start of options appraisal. Procurement to begin at Yr4

**APPENDIX 2 – ICT ASSET MANAGEMENT REPLACEMENT POLCIES**

<b>Renewal Policy</b>	<b>Renewal Point</b>	<b>Consideration</b>	<b>Renewal Restriction</b>	<b>Applying the policy</b>
Main Telephony	5yrs (8yrs) Due 2017	Technology Standards	Subject to the ICT Strategy and Asset Plan	Review at 5 years with view to extend to 8

## APPENDIX 2 – ICT ASSET MANAGEMENT REPLACEMENT POLICIES

### 11.3 Contract Provision & Renewal

The ICT function manages a large number of contracts on behalf of the Fire Service for the provision and ongoing support of technology products and services. These contracts are let in line with Public Sector procurement rules and legislation. Where new projects involve the purchase of services, funding for the first year ongoing support contract is normally part of the project cost. Subsequent years funding will form part of the ICT budget bid in line with Bedfordshire Fire & Rescue Services annual financial planning cycle.

As support contracts terms reach end of term, planning is put in place for procurement of the new contract. These are shown below for contracts due to expire in 2017/18:-

Service	Start date	End date
Solarwinds Monitoring Software Maintenance Renewal	23/12/2016	22/12/2017
Application packaging and virtualisation	03/06/2015	31/12/2017
Annual Software Support & Maintenance	01/04/2015	31/03/2018
Microsoft subscription licences	30/12/2014	29/12/2017
Printing/Multi-functional devices	27/05/2014	26/05/2017
DCLG-Airwave Services Rental Charges. Firelink Communications	01/10/2011	31/03/2018
Penetration testing for BFRS	01/10/2015	30/09/2017
GP Licence/Software Support	05/09/2013	04/06/2017
E-learning Learn Pro Subscription	01/10/2013	30/09/2017
Maintenance of phone switches at HQ sites	04/12/2014	25/01/2018



## APPENDIX 2 – ICT ASSET MANAGEMENT REPLACEMENT POLICIES

Radio Licence	30/07/1999	01/06/2017
Software licence	01/10/2006	30/09/2017
Trade Mark Licence Renewal	14/10/2011	08/10/2017
Software & Escrow Agreement	22/04/2004	31/03/2018
Software licence and support	01/10/2012	30/09/2017
WAN & LAN Web Services	07/11/2011	20/06/2018
Enterprise Vault Maintenance	11/05/2015	10/05/2017
Software licence and support	01/06/2013	30/09/2017
Call Logger Maintenance	01/10/2013	30/09/2017
Desktop package, messaging service	08/06/2015	07/06/2017
Escrow Agreement 37626	01/03/2016	28/02/2018
Chemdata Pocket Licences	01/10/2013	30/09/2017
SAN (50% CSA Waverley).	01/06/2016	31/05/2017

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## MEMORANDUM

**From:** HoICT – Amrik Dosanjh

**To:** Fire Authority Members

**Date:** 12 June 2017

**cc:**

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### Information Communications & Technology – Asset Management Plan

This note is brought to you to summarise the ICT Asset Plan document, to allow the reader to easily identify the main points of the larger documented plan.

The ICT Asset Management plan sets out the context and a programme of action for ICT over the medium-term and is designed to facilitate decision-making aligned to identified service priorities.

It is a live document and is a tool which helps to define, plan, implement and measure how the Authority:-

- Makes its investment decisions.
- Maintains and improves its assets.
- Increases the cost effectiveness of its portfolio.
- Constantly improves customer satisfaction
- Promotes innovation and development in asset management.
- Provides workload planning tool for improving ICT Assets

It is intended for a wide audience including:

- Members - to support decisions on investment priorities in the portfolio.
- Service managers - to identify changes to meet their needs.
- ICT Staff involved in executing and prioritising deliverable work streams in the Asset Plan

### **3. BACKGROUND**

Bedfordshire FRS and Cambridgeshire FRS have an established ICT Shared Service.

The ICT Shared Service is predominantly focused on infrastructure assets, upgrade investment decisions are taken jointly to ensure economies of scale.

The development and support of business applications, information assets and ICT training function is managed for Bedfordshire through the Business Information Management Team which does not form part of the Shared Service.

### **6. ICT ASSETS**

ICT Shared Service staff are responsible for first line support and maintenance of all server hardware, Infrastructure hardware & cabling, desktop devices, wireless services, mobile and fixed phones, Fireground & national radio and mobile tablet devices.

Second and third line support is provided by individual support or warranty arrangements.

## Networks

All sites have primary and secondary high speed links connecting them to the corporate network. These are highly resilient and fully managed.

### 6.1.1. Overview of Hardware Assets

#### Servers

BFRS Virtual servers and key network assets are based on BFRS premises with mirrored services on Cambridgeshire FRS premises.

#### Clients

There are a variety of client devices deployed across the Service. These are a mixture of PC's, Laptops, Smartphones, tablets, thin clients as well as a range of Audio Visual (AV) equipment.

Desktop PCs and laptops are undergoing a programme of replacement and rationalisation with Virtual Desktop endpoints, hence the numbers are not shown here.

#### Devices on Appliances

All Rescue Pumps have incorporated a mobile data terminal on a hardened tablet PC platform and Automatic Vehicle Location System (AVLS).

#### Telephony

Currently in use is a network consisting of three Meridian Option11 and five Nortel BCM PBX. Voice mail and Fax machines are also provided.

#### Portable Computer Equipment

Message pagers	74
Mobile Telephones	122
Laptops	116
IPad Tablet devices	35
Printers	32

## 6.2 Overview of Software Assets

### Business applications

**Microsoft Dynamics GP** - Is the Authority's financial management system which integrates financial ledgers and also provides a purchase ordering system, a stock control system and an electronic stock requisition system.

**Pharos**, supplied by Sophtlogic Ltd, is the system is used by the entire Service. Databases integrated include; Pay and Personnel, Employment Records, Sickness and Attendance, Training, and Fire Safety including Legislative Fire Safety.

Work has been underway throughout 2016/17 to utilise 'best of breed' products which will replace the Pharos suite of applications where applicable this will be supplemented with internally developed bespoke products using open source software. This migration will continue to 2018.

**iTrent** the new HR and Payroll application has recently been implemented and all processes are being migrated away Pharos (HR). The project is continuing throughout 2017.

Other applications include MS Windows, MS Outlook, MS Office, MS Server, Incident Recording System, Gartan (Retained Availability), Support Works (ICT Service desk), ReqLogic (Procurement), IPDS and GGP.

### **Corporate Performance System**

Corporate performance data is managed and stored in Microsoft SharePoint.

## **7. THE NEXT FOUR YEARS**

### **7.1. ICT Shared Service projects**

The ICT Shared Service will continue to build on joint infrastructure projects aligned to the medium term Capital plan.

- **Shared servers and disaster recovery.** This is continuing to be enhanced providing real-time mirroring with enhanced high speed, highly resilient connectivity between the two services and server capability.
- **Wide Area Network.** The existing contract for the provision of Wide Area Network will come to an end in in June 2018 an 18 month extension will be put in place to extend it to December 2019 as part of an joint procurement approach. Work is underway to procure the replacement service known as 'Eastnet'. as a joint venture with other mid-Anglia public sector bodies and Cambridgeshire Fire and Rescue Service.
- **Hardware replacement programme** Server replacements will start from 2018 as these are become end of life.
- **Security and Resilience** including further enhancement of our network infrastructure. The programme of penetration testing continues as a yearly cycle.
- **Desktop Replacement.** Work has been underway for to replace BFRS desktop estate with a 'Thin Client' Citrix VDI (Virtual Desktop Infrastructure) product. This project is on target to complete during July 2017 and has been implemented as a joint project with CFRS.
- **VDI Evolution.** A secondary project will be started to move the VDI on product to its next generation replacement Xen Desktop this project will; be scoped during the latter half of 2017 with budget requirement and project start put in place for 2018/19.
- **An assessment of Cloud-ready capability** has been started to ensure the Service is able to take advantage of appropriate cloud technologies and infrastructure where possible.
- **Unified Communications.** A project is underway to deliver a number of communication products to enhance productivity, the project is due to complete in end of 2018.

## 10. ACTION PLAN 2017/18

REFERENCE NUMBER	ACTION	TARGET DATE for COMPLETION
ICT AMP01/17-18	Produce revised ICT Asset Management Plan for 2017/18 to 2020/21 updating previous content and incorporating new ICT roadmap and applicable corporate projects from Community Risk Management Plan.	Completed May 2017
ICT AMP02/17-18	Deliver technical requirements for the forthcoming Asset Management Project which will provide a method of managing and tracking assets in line with requirements	Ongoing through the life of the project
ICT AMP03/17-18	Implement core hardware for Unified communications project for telephony upgrade and provision of collaboration tools incl. messaging and integration with VDI	January 2018
ICT AMP04/17-18	Review of annual customer satisfaction and adopt findings into ICT Shared Service Plan	July 2018
ICT AMP05/17-18	Review and refine ICT Strategy aligned to service requirements	July 2018
ICT AMP06/17-18	Develop Information management strategy and action plan and implement General Data Protection Regulation GDPR	May 2018
ICT AMP07/17-18	Enhance Cyber threat defence measures to protect our information and data assets	Throughout 2017/18
ICT AMP08/17-18	Implement ICT elements for new Website to provide enhanced customer experience and informative data analytics	October 2017
ICT AMP09/17-18	Upgrade of Share point environment providing technical infrastructure facilities.	March 2018
ICT AMP10/17-18	Develop strategy and roadmap for Workbench development applications in line with business priorities.	December 2017
ICT AMP11/17-18	Implement Phase 2 of HR (Recruitment) in line with required project timelines	Throughout 2017/18
ICT AMP12/17-18	Implement Whole-time Availability System in line with required project timelines	Throughout 2017/18
ICT AMP 13/17-18	Review and refresh of mobile working technologies and associated assets complementing ESMCP project.	March 2018
ICT AMP14/17-18	Complement secure email facility with additional solution to support secure communications with organisations operating outside of the government secure network.	January 2018
ICT AMP15/17-18	Upgrade existing Microsoft e mail Exchange platform to new version	March 2017
ICT AMP16/17-18	Establish the ICT tactical response to the Emergency Services Mobile Communications Programme assessing technical requirements and impact on existing infrastructure and resources and future Strategies	September 2017
ICT AMP17/17-18	Work with CPSN partners to establish next generation Mid-Anglia Public Sector Network including actively supporting procurement process for PSN services.	September 2017
ICT AMP 18/17-18	Replace Tannoy Systems at Kempston and Stopsley stations in line with estates plan.	By Feb 2018
ICT AMP 19/17-18	Provide additional WAN capacity for Camborne to provide enhanced support for the ICT estate	December 2017
ICT AMP 20/17-18	Finalise RMS Mobile Data Functionality	May 2017

**Appendix A - ICT PERFORMANCE 2016/17 AND TARGETS 2017/18**

<b>Measure</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/2018</b>
<b>Description</b>	<b>Actual (Target)</b>	<b>Actual (Target)</b>	<b>Actual (Target)</b>	<b>Comments</b>	<b>Target</b>
IM1 <b>The Number of Incidents on Mission Critical services resolved within 1 Hour</b>	100% (90%)	100% (90%)	92% (98%)	Due to low number incidents, 1 resolution of incident in the year caused target to be missed	80%
IM2 <b>The Number of Incidents on Business Critical services resolved within 2 Hours</b>	92% (86%)	100% (86%)	99% (96%)	Exceeded Target	96%
IM3 <b>The Number of Incidents on Business Operational services resolved within 4 Hours</b>	92% (83%)	100% (83%)	100% (90%)	Exceeded Target	90%
IM4 <b>The Number of Incidents on Administration Services resolved within 8 Hour</b>	88% (80%)	94% (80%)	93% (90%)	Exceeded Target	90%
AV1 <b>Core ICT services availability</b>	97% (97%)	100% (97%)	100% (97%)	Exceeded Target	97%
AV2 <b>Business Applications Availability</b>	97% (97%)	100% (97%)	100% (97%)	Exceeded Target	97%

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# **Bedfordshire**

## Fire and Rescue Service

### **BEDFORDSHIRE FIRE AND RESCUE AUTHORITY**

#### **Land and Buildings**

#### **Asset Management Plan**

#### **2017/18 to 2020/21**

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## 1. INTRODUCTION

### 1.1 The Need for a Land and Buildings Asset Management Plan

Bedfordshire Fire and Rescue Authority is responsible for the provision of the fire and rescue service within the Local Authority areas of Bedford Borough, Central Bedfordshire and Luton Borough. Its two main aims are to:

- To maximise the safety of our communities by whatever means possible.
- To deliver a modern, well managed and effective Fire and Rescue Service of which we can all be proud.

In order to support the Authority's primary functions, it is necessary to provide or secure use of a range of premises from which to:

- deliver emergency response and community safety services
- train and develop staff
- provide technical and administrative support, and
- house certain staff and their families

As at 31 March 2017, the Authority owns land and property with a value of £23.995m. The Statement of Accounts for year ending March 2017 is currently being finalised. Each financial year, the planned revenue expenditure for on-going management and maintenance of the Authority's premises is circa £1.25m (including salaries, repairs and maintenance, gas, water, electricity, rates, waste disposal, cleaning, insurance, but excluding income) and the planned capital expenditure on premises improvement projects is £0.120m, which when including some 2016/17 slippage and planned plus ad hoc 2016/18 additions is likely to be higher.

Budgeted income totals £85

k from the houses, garages and charges for the use of stations as bases by other emergency services.

This Land and Buildings Asset Management Plan identifies the key strategic policy and resource influences which are impacting upon the Authority's approach to managing its land and buildings portfolio and sets a broad direction for the **management of these assets over the medium term (three to five years)**. The overall aim of this Plan is to enable the Authority's property portfolio and associated professional support services to be optimised to meet the identified strategic needs.

The plan sets the context and **a programme of action for the property portfolio over the medium-term** and is designed to facilitate rational property decision-making based on identified service priorities. It is intended as a practical tool which helps to **define, implement and measure how the Authority:**

- **Makes its investment decisions.**
- **Maintains and improves its assets.**
- **Increases the cost effectiveness of its portfolio.**
- **Promotes innovation and development in asset management.**
- **Listens and responds to property users.**

The Plan has been developed in line with the Authority's overarching Asset Management Strategy and implements a comprehensive approach to the management of the Authority's property assets. It is intended for a wide audience including:

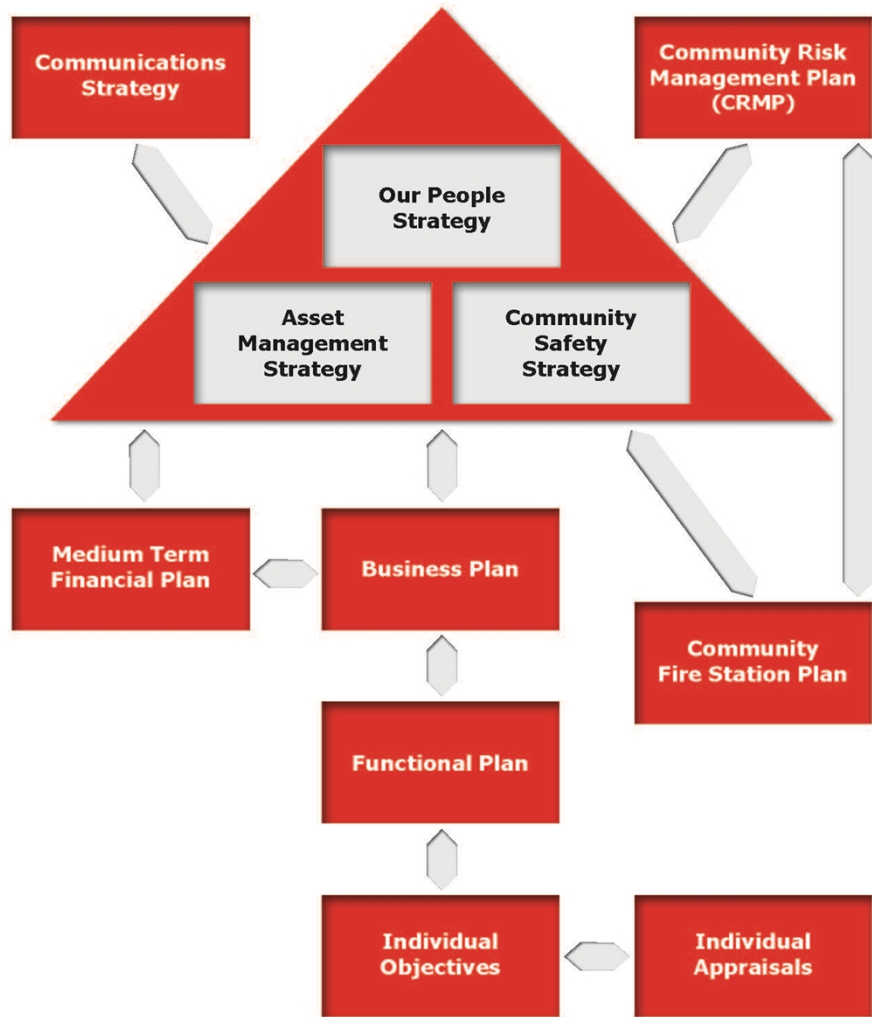
- **Members** - to support decisions on investment priorities in the portfolio.
- **Service managers** - to identify portfolio changes to meet their needs.
- **The community** – as a statement of the Authority's asset management practices and priorities. The Plan also takes account of national guidance and recognised best practice in public sector asset management, including that contained within 'Building On Strong Foundations – A Framework For Local Authority Asset Management' (Communities and Local Government, February 2008) and the Operational Efficiency Review – Property (HM Treasury, May 2009). In line with this guidance, this plan seeks to:
  - Ensure the provision of **high quality and cost effective accommodation**, which will be sufficiently **flexible to adapt to the Authority's long term requirements**.
  - **Deliver a cost effective and responsive service, which supports operational needs.**
  - **Help to strategically plan accommodation for the future.**
  - **Contribute to the Authority's community safety initiatives through the design of fire stations and other facilities.**
  - **Provide the Authority with long-term value for money.**
  - **Support the Authority's corporate risk management in relation to its legislative and environmental obligations.**

## 1.2 How the L&B AMP links with Other Corporate Plans

This Plan also links with and informs other corporate plans for the effective management of the Service. The Plan is designed to support and integrate with these other plans by reflecting how the Authority's property portfolio and its management needs to be developed to ensure the Authority's priorities are delivered. The diagram below outlines the key relationships between the Asset Management Plan for Land and Buildings and other corporate plans:

Relationship of Asset Management Plan for Land and Buildings with other Corporate Plans

Corporate Planning Framework



### 1.3 Format and Content of the Plan

Following this introductory Section, the plan is arranged in four further Sections:

- Section 2 provides a statement of **strategic direction for property asset management** through an analysis of the environment in which the Authority is operating and its own priorities in response to this.
- Section 3 describes the Authority's current policy and practice with respect to asset management, and is designed to provide a commentary against current **'Best Practice' in asset management**.
- Section 4 provides information on the size and nature of the property portfolio under thematic headings, providing a review of portfolio **performance and highlighting specific current and emerging issues in the estate**.
- Section 5 reviews the asset management actions and **capital programme of major property projects undertaken over the previous year and details the major property projects for the current year. The action plan is structured in accordance with the broad strategic direction** defined through Section 2.

## 2. THE PLANNING CONTEXT AND STRATEGIC DIRECTION

### 2.1 External Influences for Change

As noted in Section 1.2 above, this Plan does not exist in isolation but is set within the context provided by other corporate plans. These plans are in part a response to the wider external drivers impacting on Bedfordshire Fire and Rescue Authority. In this broader context, the following five broad external factors have been identified as having significant property asset implications for Authority:

- a. ***Changing Patterns of Service Delivery*** – With the removal of prescriptive national standards of fire cover in 2004 and their replacement by local Integrated Risk Management Planning, the focus for emergency response has shifted from property risk to life risk. There are also other major shifts in patterns of response including the impact of fire prevention contributing to reduced numbers of fire incidents, increasing responses to road traffic collisions and the increasing demands of wider civil emergencies such as inland water rescues and flood related incidents from climate change. In addition, there are specific responsibilities for responses to other incident types such as mass decontamination and urban search and rescue incidents under Civil Contingencies legislation. These changes in the demands of emergency response have clear implications for the location and design of fire stations. Equally fundamental in its implications for the design of operational premises is the increasing and wide

ranging role of the service in preventative, community safety and broader community wellbeing initiatives. As these modified service delivery models evolve – for both response and prevention, they are driving revised patterns of accommodation to support them.

- b. **Demographic Changes and Local Development Plans** – By 2021, the population in the county is expected to grow to 679,400. This population growth may change the geographic pattern of risk and hence require review of the positioning of, and response times from the existing portfolio of fire stations. The changing demography of the area may also affect the distribution and nature of demand for the Service’s response. The infrastructure needs associated with new housing and population growth plus a changing demographic profile, such as an increasingly elderly population, will contribute to a changing geography of risk and hence of service response. Again this may support re-profiling of facilities, including relocation of existing facilities to ensure adequate response is maintained.

There is currently a planning consultation taking place for the redevelopment of Leighton Buzzard town centre that potentially has implications for the Fire Station there. The Service is engaging in the consultation as necessary.

- c. **Expenditure Constraints** - The current climate of severe public expenditure constraints and, within this, the Authority’s own budgetary pressures are likely to have continuing impact over the medium term and beyond. The requirements to reduce public expenditure will result in increased pressures to reduce overall property costs, in both absolute and relative terms, in order to protect front-line operational services. There will be a need to demonstrate that the portfolio is optimised as far as is possible and that no unnecessary expenditure is being incurred. This will include considering closely the opportunities to release monetary resources tied-up in buildings as a mechanism to modernise and improve service performance.

- d. **Collaboration, Partnership Working and Shared Services** - There is a continuing and growing expectation that all public sector organisations vigorously pursue opportunities for efficiencies through collaboration, developing shared service models or outsourcing. In addition, there is a continuing Government agenda to promote ‘joined up’ local services through initiatives which seek to be more customer- focused, integrated service delivery models and improved resource efficiency through better or shared use of accommodation and improved integration between public sector agencies. These are all drivers for potentially significant changes to the Authority’s property portfolio which may lead to co-location of functions with partner Authorities/agencies or removing the need for accommodation for some functions altogether.

The Policing and Crime Act 2017 mandated all Fire and Rescue Services to pursue closer working and collaboration under “The Pillars of Reform”. In pursuit of this, BFRS jointly chairs a Project Board with Bedfordshire Police which oversees a range of workstreams bringing not only BFRS and Bedfordshire Police closer together but also explores initiatives involving East of

England Ambulance Service. The Service currently has four stations used and paid for by the Ambulance Service and currently two with the police. This is likely to increase in number. Both Services secured £37.5k funding from the One Public Estate (OPE) initiative to fund joint working at stations. A submission for funding under OPE 6 will be for feasibility study/option appraisal for a joint headquarters building.

During 2016/17, the Service has also welcomed both Midshires Search and Rescue and the Road Victims Trust to Bedford Station.

## 2.2 The Authority's Strategic Priorities and Aspirations

In accordance with its corporate planning cycle, the Authority undertakes a strategic assessment each year to consider the strategic environment within which the Service is operating and set overall priorities and direction to guide corporate strategies and plans for the following year and the medium-term. **The Land and Buildings Asset Management Plan will adapt to ensure it is aligned to the these priorities.**

## 2.3 The Financial Resources Context (Revenue and Capital Expenditure)

The Authority's Medium-Term Financial Strategy (MTFS) for 2017/18 to 2020/21 recognises the extreme revenue budgetary pressures facing the Authority and the public sector in general, with a requirement to do more with less.

Whilst it is recognised that staff costs represent circa 80% of Authority revenue expenditure, the current budget climate also necessitates a focused approach to asset management to identify efficiencies.

The annual budgeted premises running costs are circa £1.25m. This includes the Property Team, repairs and maintenance, utilities, contracts, insurance etc

The capital budget for property projects in 2017/18 amounts to £0.160m and is likely to be higher than this amount that is in the Capital Programme, when including 2016/17 slippage and additions in 2017/18.

Funding for the current years capital programme has been achieved from revenue contributions, without the need to undertake any further borrowing in the form of Public Works Loan Board. The capital funding from the DCLG or Home Office, via direct grant or through a bidding process has ceased.



**The Authority is also aware that its property portfolio itself represents latent capital (locked up in land, bricks and mortar) and the release of this form of capital could make an important contribution to reducing future revenue and capital budget pressures.**

## **2.4 Strategic Direction for Land and Buildings Asset Management**

Based upon the above considerations, the over-arching strategic direction for land and buildings asset management over the next three years can be summarised as a continued robust and systematic challenge to the need for and performance of the assets in the portfolio. A collaborative approach is being taken with other key partners, with a One Public Estate submissions planned for in July 2017, regarding the options appraisal review of a joint Police/Fire Headquarter.

This as well as providing a response to the key issues identified above, clearly using assets collaboratively, set a broad strategic direction around which resources and action can be coordinated. This direction can be summarised as:

- **Reviewing the operational asset base** - This is an on-going activity at the core of the Authority's service obligations and in furthering its strategic priorities under the theme of a more rigorous, business like approach, the Authority continues to 'Match Operational Resources to Risk'. The phases of the project have involved an in-depth analysis of the need for the number, type and location of fire stations in order to explore the full range of possible options, comparing the existing portfolio against a 'blank canvas' plan for the number, type, size and location of fire stations and what opportunities this might allow for asset rationalisation. In terms of operational and resource efficiency, questions were raised in relation to some Retained Duty System fire stations as to whether the same level of service and response times be provided from the existing full time urban stations or from a reconfigured smaller portfolio. The outcomes of the work undertaken to date have indicated that there is no clear case, at present, to dispose of or change the location of any of the Authority's fire stations and the capital programme for buildings for 2017/18 onwards has been developed on this basis.

Changes that have been made in the past following the above work includes the crewing at Toddington Fire Station, with the removal of day crewing.

A key step in the rationalisation and use of our premises was made during 2013/14, where the Operational Support Team moved out of leased premises and into HQ and other sites. This was achievable through the better utilisation of available space, after making some changes to building layouts. This process also brought together the Functional Heads into one floor at HQ, rather than being spread across the county at numerous sites.

- **Active portfolio management** – In line with the Authority's commitment to a businesslike approach and the planning and financial context, there is an increasing need to ensure that the property portfolio is contributing effectively to the Authority's core objectives and that every opportunity is taken to minimise cost, generate income, to enhance or release value. This requires a much more robust approach to performance measurement and management of the portfolio. **Within asset management there is need to**

**embrace and demonstrate consistency with best practice, use of performance measures and a strategic, innovative and collaborative approach to the use of assets.** This includes, for example, more active recognition that unused or under-utilised space is a hidden cost which needs to be minimised and that similarly buildings can in certain circumstances **provide the basis to generate income from third party lettings.** This is especially true of the non-operational space such as offices, training facilities and other ancillary facilities. Whilst a relatively small portfolio and thus any efficiency gains from improved utilisation maybe limited, it is nevertheless an area which requires robust challenge through examining whether, for example:

- better promotion of flexible working practices could reduce demand for office space and intensify utilisation;
- joint working arrangements with partners are being exploited to ensure facilities are fully utilised (this is clearly in train);
- income earning opportunities are being actively sought;
- there is equity in office facilities in different parts of the portfolio;
- as noted above, with the cessation of the Authority's one leased property, the Authority owns all the premises that it uses.

As noted above, discussions continue to take place with other emergency services and partners with a view to utilising our assets effectively. This will generate income to the Authority, albeit in the main to contribute to existing costs such as rates, heating, lighting etc.

- **Using Authority assets to support wider community role** - In line with its aspirations for demonstrating civic leadership and playing a wider community role, the Authority and Service are increasingly being recognised as a focus for the community. With this community role allied to the increasing preventative nature of the service there is a requirement to ensure buildings are welcoming and easily accessible to the public. Due to the nature of the service it is not possible to make all areas of fire stations publicly accessible and so the approach needs to focus on use of ancillary areas of existing stations or within new stations to provide community facilities without compromising safety, security or effective response to incidents. There is a need to define the nature of this community role and issues such as how the community focus supports the BFRS mission and overall objectives; the operating basis of community facilities (subsidy or self-supporting), facilities provided; mixing of operational and community activities need to be considered. The Dunstable station provides the model of such community engagement.

### 3. LAND AND BUILDINGS ASSET MANAGEMENT POLICY AND PRACTICE

#### 3.1 Overall Approach

In line with the priority of a rigorous, business-like approach, asset management is gaining an increasingly high profile within the Authority and Service.

The following sections provide a brief overview of some of the key arrangements for the Authority's land and buildings asset management.

### 3.2 Roles and Responsibilities

The following posts/groups undertake key roles in the asset management process for land and buildings:

Individual/Group	Role
Fire and Rescue Authority	Approve the Community Risk Management Plan and Medium-Term Financial Plan, including annual capital programme and revenue budget for property.
Corporate Services Policy and Challenge Group	Approve Asset Management Policy and Asset Management Plans. Monitor implementation and performance of plans, scrutinising and challenging as appropriate.
Capital Strategy Team (Principal Officers and Head of Finance/Treasurer)	<p>Develop Asset Management Strategy and Plans.</p> <p>Develop Capital Programme for property for approval by Authority and monitor/oversee implementation, receiving regular update reports.</p> <p>Prioritise capital investment proposals.</p> <p>Assign and consider post implementation reviews.</p>
Corporate Management Team (Principal Officers and Functional Heads)	Develop Community Risk Management Plan and annual revenue budget for approval by Authority and monitor and manage in-year implementation.
Head of Finance/Treasurer	<p>Undertakes the role of 'Corporate Asset Officer.'</p> <p>Monitors and reports capital and revenue expenditure against budget/programme to Authority, Capital Strategy Team and Corporate Management Team.</p> <p>Oversees day to day operation and implementation of the Asset Management Policy and Land &amp; Buildings Plan.</p>
Property Manager	Undertakes role of 'asset officer' for land and buildings – has day to day responsibility for all property related matters.

	<p>Manages implementation of the Asset Management Plan and implements Capital Programme and revenue budget for property (project managing, procuring services, monitoring progress/outcomes, prioritising work, managing budget etc).</p> <p>Liaises closely with the Head of Finance/Treasurer on asset related issues.</p>
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### 3.3 Management of Capital Programme Property Projects

Proposals for capital property projects are invited on an annual basis, when Service managers submit a pro forma for consideration by Capital Strategy Team which comprises the three Principal Officers plus the Head of Finance/Treasurer. The process commences annually in July and is supported with technical information from the Property Manager. All proposals are scrutinised and evaluated against Service strategic priorities. The proposals are then presented to Members for discussion and challenge at successive budget workshops prior to the final programme being agreed by the Authority in February as a component of its annual budget.

The Asset Management Review found that the allocation of funding reflected the priorities as identified in the Community Risk Management Plan and other strategic plans and that the process was undertaken in an open way with key proposals on property matters presented to Members for decision with appropriate recommendations.

### 3.4 Managing Properties in Use

The Property Team maintains records of the nature, location and function of all the Authority's property. A compliance register is also maintained, which is vital to the effective management of the property which includes asbestos, legionella, gas checks, electricity checks, lightening checks, Health & Safety matters, Environmental and Equality & Diversity etc.

A continuous condition survey is carried out on the whole portfolio to obtain an up to date assessment of the properties and the priority to medium term capital and revenue works that are required. This will then inform the following year's budget process with the latest capital and revenue expenditure forecasts.

Budget bids and condition surveys are discussed at regular meetings between the Head of Finance/Treasurer and Property Manager and are linked into the Property Manager's annual personal action plan.

The day-to-day management of the operational buildings is the responsibility of the station/section managers although they have the support of the Property Team as and when maintenance issues arise.

### **3.5 Review of Need, Utilisation and Cost**

Data held by the Authority which can support not only an effective asset management function but also a robust and systematic process of challenge to the need for and performance of individual property assets includes:

- Asset values for capital accounting purposes are undertaken on a five yearly basis or more frequently if there have been significant movement in values. They were fully re-valued as at 31 March 2017.
- Property running costs are available for each property through the financial management system. The costs of 'owning' and 'occupying' property is known and readily identified through the financial management system for individual managers.
- The development potential of all operational properties sites are continually assessed.

### **3.6 The Transparency Code**

The Code requires local authorities to publish details of all land and building assets, amongst other areas. There are some exclusions that may apply for the Authority where details are not required, such as assets of national security.

For each land or building asset, the following information must be published together in one place:

- Unique asset identity
- Name of building/land or both
- Street number
- Street name
- Postal town
- UK postcode
- Geocode (easting and northing)
- Whether freehold or leasehold
- Whether land only or land with permanent building

The above information is published on the Authority's website, there is a dedicated page for the full suite of Transparency Code subject areas including procurement, the organisational structure etc.

The above data should be published at least annually.

### 3.7 Collaboration and Partnership Working in Property Asset Management

The Authority has undertaken some partnership working with the ambulance trust and has responded favourably to initiatives as they have arisen. For example, there was considerable direct engagement with the public on the provision of community facilities at Dunstable. St Johns Ambulance does have a rental agreement with the Authority too for use of part of Dunstable Station.

Whilst it may not be expected for the Authority to take a lead on collaborative asset management it is keen to play an active part in multi-agency projects, particularly where related to community safety.

## 4. REVIEW OF PROPERTY PORTFOLIO

### 4.1 Number and Type of Premises

The Authority has a duty to provide premises that are safe for users and visitors, accessible for staff and public and provide an economic and effective service to the public. The Authority will provide buildings that make efficient use of energy, minimise any harmful effects to the environment and make a positive contribution to the appearance of the local community. A summary of the numbers and types of premises occupied by the Authority is listed in the Table below:

Summary of Property Occupied by the Fire and Rescue Authority (All property assets are owned by the Authority)

<b>Premises Type</b>	<b>No</b>
Fire Stations – Shift Duty System (one of which located on Headquarters site)	5
Fire Stations – Day Crewing Duty System	1
Fire Stations – Retained Duty System	8
Service Control (located on Headquarters site)	1
Service Training Centre (located on Headquarters site)	1
Vehicle Servicing and Maintenance Workshops (located on Headquarters site)	1

Headquarters Offices	1
Area Offices	2
Houses	7

#### 4.1.1 Fire Stations

The locations, types and sizes of fire stations are determined by the risk to the community and the ability to respond to incidents in terms of the time and number of appliances according to specific types of incidents. The positioning of fire stations is therefore location sensitive with proximity to the road network and areas of risk being critical.

Staff duty systems (wholetime, day crewed or retained) influence the provision of facilities at each station. Wholetime stations are in use around the clock and require some staff to spend extended periods in these buildings; day-crewed fire stations are in use for large parts of the day, whilst retained fire stations have far less staff activity on site and therefore require fewer facilities. In general terms the pattern of fire station provision is for whole-time and day crewed fire stations to be in urban centres and retained fire stations to be in rural areas.

Fire station design has over recent years been significantly affected by the aspirations of the Authority for community safety services and a wider community role. This has led to design of a range of public access areas on the sites of some stations (a specialised interactive community fire safety education facility has been built at the Luton Fire Station site) as well as within the existing station buildings themselves (such as the extensive community facilities at the Dunstable Community Fire Station).

As the principal requirement for fire stations is to meet standards of emergency cover, it is essential that this Asset Management Plan is based on a sound understanding of the existing and possible future emergency cover requirements.

Following the replacement of national standards of fire cover with local Integrated Risk Management Planning in 2004, the Authority developed and implemented local standards of incident response that matched fire appliance attendance times against risk. These locally determined standards will be a primary influence on any options for change to location of stations. The Authority's Community Risk Management Plan (CRMP) details how the Authority assesses community risk and its current arrangements for managing that risk through prevention, protection and response.

#### 4.1.2 Emergency Fire Control Centre

The location and design of the Emergency Fire Control Centre is determined by a number of factors including the fact that it operates 24 hours per day, 365 days per year and forms a vital part of the Service's operational capability. The loss of use of this facility can impact more significantly on the operational effectiveness of the service than any other single building and so the premises and services are to

the highest standard of reliability and security. In addition, alternative facilities are provided in case of an emergency evacuation of the main control room.

#### **4.1.3 Training Facilities**

The Authority has a specialist Service Training Centre comprising a range of facilities including teaching rooms, a 'hot' and 'cold' fire training complex, driver training and domestic facilities.

In addition, a range of specialist training facilities are required at fire stations including 'smoke' houses, drill towers and yards. All fire stations are provided with multi-media equipment to allow training to be carried out in lecture room environments.

#### **4.1.4 Servicing of Vehicles, Equipment and Supplies**

The Authority has vehicle and equipment workshops and a supplies facility at Fire and Rescue Headquarters. They provide all the necessary technical support to equip and maintain the fire and rescue service.

#### **4.1.5 Residential Accommodation for Day Crewing and Retained Staff**

Firefighters who operate at the day crewing station provide extended hours of cover. They are required to live in close proximity to the fire station to enable them to respond to the fire station when a fire call is received. The Authority provides two houses for staff at the Leighton Buzzard Fire Station. The accommodation must be suitable for the normal domestic requirements of the staff and their families.

There is also housing available for retained firefighters at the Toddington Fire Station, where under a licence to occupy the fee paid is at a comparable public sector market rate.



#### 4.1.6 General Standards

The Authority will apply certain standards to all buildings, regardless of their function, although the way standards are achieved will vary according to the specific needs. These include:

**Health and Safety:** The Authority protects the health, safety and welfare of its employees and visitors, and provides a safe working environment in the premises under its control.

**Accessibility:** The Authority is committed to providing an 'inclusive environment'. For reasons of safety, it is not possible to provide public access to all areas on fire stations; however, it is the aim to provide welcoming and clearly available access to relevant parts of the Authority premises. All new buildings and refurbishment will include specific provision for access. In existing premises, the Authority will seek effective ways of providing access to services.

**Equality and Diversity:** Until relatively recently, fire stations have been designed to accommodate the traditionally exclusively male operational fire fighting staff. The designs of older fire stations did not include gender segregated showering and changing facilities for operational staff, although the more limited facilities necessary for female non-operational staff were provided. All stations operating the wholtime duty system and retained stations now have adequate facilities with improvements carried out in 2015/16. The Property Team have now documented all E&D related facilities at the Authority's premises and will liaise on an ongoing basis with the Diversity Advisor. Any required works will be met from the annual capital works budget.

**Sustainability:** The Authority is committed to ongoing measures to ensure the property portfolio contributes to its aspiration to minimise the adverse environmental impact of its activities and to reduce its overall carbon footprint. An overall reduction in space used is an important contribution to this target, as is promoting sustainability through procurement and design of new buildings and retro-fit of existing buildings through measures such as use of double glazing, insulation, energy efficient lighting and appliances. The age profile of the Authority's portfolio creates some challenges in this respect and means that continuing consideration will need to be given to the environmental aspects of buildings, such as energy and water consumption and to the overall carbon footprint of the portfolio.

**Building Standards:** In addition to meeting the legislative and planning requirements, the Authority will seek to provide buildings that offer a cost effective solution to the planned whole life of the building. It will not be assumed that all stations will have a life of 50 – 80 years, particularly in areas of the county where significant changes that may affect fire cover are foreseeable. Where appropriate, low cost modern building systems will be used. Buildings will be sympathetically designed and will make a positive contribution to the environment of the local community. Building methods and services will be selected to meet the requirements of the Building Regulations and, as described above, to minimise the use of energy and water, therefore, making a positive contribution to a sustainable environment. Statutory and regulatory controls are managed by structured inspection and testing regimes.

## 4.2 Cost of Ownership and Occupation

There is a recurring cost borne from the revenue budget to own and occupy property. Assuming the portfolio is fit for purpose and in a reasonable state of repair the objective should be to minimise this expenditure in order to release revenue for operational priorities.

Such expenditure includes smaller items of routine maintenance that are identified within the condition surveys, items of preventative maintenance carried out on a pre-determined cycle, regular premises cleaning and dealing with unforeseen repairs. The budget also meets all costs arising from heating and lighting and payment of premises related insurance, rents and rates. In each financial year the planned revenue expenditure for such ongoing maintenance and management of the Authority's premises is circa £1.25m.

## 4.3 Value and Income

The Authority owns land and property with a value of £23.995m, as at 31 March 2017.

As well as providing the accommodation from which to deliver services, property can also be considered as a 'productive asset' which is capable of releasing value (from property disposals) or generating income (from rental lettings). Although not its primary purpose, this can make a valuable offsetting contribution to capital projects or operating costs.

In 2017/18, the Authority has a budget for rental income from property lettings of approximately £85k. This budget may be exceeded with additional rental income from discussions with partners that are currently progressing.

The Authority continues to consider the commercial value of its premises and land particularly those located in prime town centre areas or areas of high residential property values. It is recognised that on-going discussions with developers may generate opportunities for the Authority to benefit from the disposal of older premises on commercially valuable sites, using the income to fund replacement stations. There are also areas of station land that could be sold off in the future should there be a financial or other requirement to drive this.

The operational considerations of such proposals are paramount and because of the essential operational requirements for strategic locations, this approach may not yield usable options. As the approach is dependant on the availability of alternate sites or shared sites, and the commercial value of existing sites, the Authority's options will be kept under constant review.

#### 4.4 Condition of Premises

It is important to understand the condition of the building stock in order to be aware of immediate health and safety issues in the portfolio, incipient risks and liabilities to the Authority; and the investment needs associated with ensuring buildings are in a reasonable state of repair - as required by the Authority to meet its service obligations. It is also an important element of 'Best Practice' within current asset management guidance.

The bulk of the portfolio buildings (70%) are over 30 years old with less than 20% aged less than twenty years. This age profile may indicate incipient issues in the portfolio related to building maintenance and constrain the ability to promote a 'green' portfolio which is consistent with the Authority's sustainability objectives. The age profile of the Authority's premises is identified in the table below:

Age Profile of Premises

<b>Building</b>	<b>Duty Systems Employed</b>	<b>Date of Construction and Major Extension</b>
Amphill Fire Station	Retained	1953
Bedford Fire Station	Wholetime & Retained	1968 and 1988
Biggleswade Fire Station	Retained	1959 and 1985
Dunstable Fire Station	Wholetime	2008
Harrold Fire Station	Retained	1971
Kempston Fire Station	Wholetime & Retained	1970 and 1989
Leighton Buzzard Fire Station	Day Crewing & Retained	1961 & 1987
Luton Fire Station	Wholetime	1956
Potton Fire Station	Retained	1973
Sandy Fire Station	Retained	1957 & 1992
Shefford Fire Station	Retained	1968
Stopsley Fire Station	Wholetime	1984 & 2009
Toddington Fire Station	Retained	1973
Woburn Fire Station	Retained	1997
Service Headquarters	Not Applicable	1970 & 1997
Service Training Centre	Not Applicable	1987 & 1997
Area Office (North)	Not Applicable	1968
Area Office (South)	Not Applicable	1956

The age profile shows that a significant number of fire stations and other buildings that are owned by the Authority were built during the 1950s, 1960s and 1970s. Eight properties have had major extensions since they were first built. However, age of buildings is not necessarily the sole driver of replacement plans; indeed, all the fire stations are in good structural condition and have the potential to last many more years. On the other hand, due to the increasing development in the Authority's area there may be a future need to consider the location of fire stations to ensure they meet the requirements of the Community Risk Management Plan.

Nevertheless, it is essential that a proactive programme of repair, maintenance and refurbishment takes place. The Authority has completed a data and condition survey that is used as the basis for planning programmes of work. A five year rolling programme was developed that identifies the condition of the main elements of buildings and generates a score. These scores are utilised to help develop programmes of work either specific to the elements considered or to whole premises. This methodology helps to target those premises in greatest need of attention and to ensure that programmes of work are targeted in a balanced and structured way. Legislative requirements for premises are also considered and specific programmes for improvements to premises to comply with food hygiene regulations and other health and safety issues are in place.

## **5. PROGRAMME OF PROPERTY PROJECTS AND ASSET MANAGEMENT ACTIONS**

### **5.1 Capital Programme of Property-Related Projects**

Based upon all the above considerations and factors, the Authority develops a programme of major property refurbishment and improvement projects which aims to make the best use of the existing strategic sites and buildings by enhancing and sustaining suitable premises and extending their effective life. Such refurbishment requires significant investment and entails some disruption to the users of the building. Premises and works included in the in the programme will reflect an assessment of cost and benefits of investing in the property or site and will, in the case of fire stations, take account of any potential need to remove or relocate the station to meet changed requirements for emergency cover.

Such major property-related projects form an integral part of the Authority's Capital Programme as contained within the Medium-Term Financial Plan.

### 5.1.1 Review of Capital Programme Property Projects 2016/17

Much of the activity in the Property Team during 2016/17 was on responsive and planned maintenance, monitoring and recording compliance of areas such as gas, legionella etc and ensuring that building plans were up to date. There was also a turnover of staff during 2016/17.

Capital works included:

- Commencing on the full refurbishment of a service house, 126 Brooklands Drive, Leighton Buzzard
- The Control Centre Kitchen
- Arranging the tenders for station re-roofing
- Special Operations Team garage at Leighton Buzzard
- Improvements to various stations

Some of the more significant achievements over recent years, through which the Authority demonstrated its commitment to asset management include:

- Compliance registers – asbestos, gas, electricity, air conditioning, lightening protection, legionella etc
- Drawings/plans – numerous, covering lighting, drainage, asbestos, fire alarms, security alarms, door/room numbers, heating etc
- Generators, UPS review/servicing
- Drop down charges for Rescue Pumps in all station bays
- Energy saving replacement windows where a priority
- Movement detection sensors for internal lighting and external floodlights
- Replacement of lighting with new LED economical upgrades
- New economical A rated boilers
- Development of asset registers for each property
- Service house improvements
- Disabled access improvements – door widening, flooring improvements
- Office improvements

### 5.1.2 Planned Programme for 2017/18 to 2020/21

In the 2017/18 Capital Programme, the specific projects for the Property Team are:

- The refurbishment of the male and female toilets and showers at Luton Station
- Smoke House works and improvements
- Continuation of Security works
- Continued Floodlighting upgrades
- Car parks and drill yards
- Appliance bay floors
- Re-roofing older stations

Some of the above will be funded from the annual capital budget for Condition Survey related work of £80k. This is as well as revenue budgets for minor works and repairs and maintenance.

All future work will be considered against the possibility of future co-location to a yet to be determined extent. Therefore works, including those noted above, will be subject to a final review before proceeding.

Areas of revenue and capital priority will include:

- Running Costs: Assessing how to improve the energy efficiency of the portfolio, which may include cavity wall insulation, replacing single glazed windows with double glazed, Reducing energy costs and introduction of cyclical painting programs that should in turn reduce the repairs budget. New economic LED lighting, with movement detectors to reduce wasted energy, timers on heating and lights, Installation of new AAA rated boilers to reduce CO2 and reduce energy etc.
- Energy management & Utilities :Linked with the above, is the collation and analysis of accurate utility usage data for water, electricity and gas. This will be much improved in the future with the roll out of automatic meter readings for electricity and gas, the installation of which has now commenced.
- Equality Diversity and Accessibility: Identifying the priority needs for Equality, Diversity and Accessibility. New widened front doors some with electronic access, widened doors to community rooms .New DDA toilets. Giving access to more areas within building & scope for promoting shared asset use
- Health & Safety. Review of Drill yards and parking area assessments with special review of any hazardous areas , new one way systems & protected or proscribed pedestrian walk ways & DDA parking bays that may lead to works



- Building Standards. Sustainability Improvements to: - Station bay floor works. Update of Kitchens, Toilets, renewal of roofs, Repointing & painting programs
- Space utilisation - Improved use of buildings
- Compliance .Statutory, Regulatory and Best Practice. New management systems for the continual use of premises making sure of sustainability within the Estate. This would include continuation of the removal of asbestos when works are undertaken at premises, lighting protection, GAS Safe program & Electrical periodicals
- New Cyclical maintenance program to reduce call out costs and reduce overall maintenance costs
- Security – assessment and remedial works to improve security, particularly around HQ and Control.
- Generators/Uninterrupted Power Supply (UPS) - a service review and works where necessary for the generators and UPS. Changes of requirements include Control with the new mobilising system and associated communications.

## 5.2 Summary Strategic Themes and Actions

The analysis of the planning context in Section 2.0 and the identification of strategic direction provide a framework within which to set key actions for asset management. A programme of action to respond to key the issues identified over the short, medium and long-term is presented below under the four identified strategic themes.

The actions identified are the strategic actions concerned with developing asset management and are in addition to the more regular actions which are set through the Property Team's annual action plan. There is no implied priority or sequencing for the identified actions and similarly no identified lead or target date for completion. The identified actions were considered as part of the annual corporate planning processes of the Authority and actions will be progressed according to available resources and organisational capacity and in light of corporate priorities reflected through the CRMP. It is anticipated however that many of the actions listed below will be reflected through the Property Team's action plan over the coming years.

### Key Asset Management Themes and Actions

#### Review of the operational asset base

- Ensure full integration of asset management considerations and principles into on-going implementation of the 'Matching Operational Resources to Risk' project.

#### Active portfolio management

- To annually review the expenditure on utilities (water, gas and electricity) and look into any anomalies.
  - To ensure that an up to date compliance register is in place and being regularly used and updated.

#### Use of assets to support wider community role

- To assist the Community Safety Team and Station Commanders in utilising the accommodation to the best effect with community groups.

#### Promoting shared asset use

- Continual review of existing and potential future opportunities for shared use of property assets.

## 5.3 Performance Indicators and Targets for 2017/18 onwards

The Authority procures gas and electricity through the LASER group. LASER is a public sector energy buying group and part of Kent County Council's Commercial Services division. LASER was founded in 1989 to manage the procurement opportunities created by the deregulation of the gas and electricity markets. LASER purchases energy on behalf of circa 115 Local Authorities and 45 wider public

sector bodies. Current contracted volumes for electricity and gas amount to 6.7 TWhs of energy, equating to an annual delivered spend of over £350m. This is approximately 1.7% of the UK's non-domestic energy demand.

LASER's flexible procurement model aggregates the energy volumes of all customers. LASER closely monitors energy market prices and drivers, purchasing the energy requirements in multiple blocks over a period of time, prior to the point of use. Gas and electricity market prices are highly volatile and price movements of more than 10% in a week are not unprecedented. To spread market price risk, and to avoid buying during periods of peak market pricing, the Pan Government Energy Project recommended that 'all public sector organisations adopt aggregated, flexible and risk-managed energy procurement', which LASER provides.

Water is supplied to the Authority by two providers, Anglian Water and Affinity. An external company is currently involved in supporting the reduction of water usage.

#### Meter Readings:

Water is monitored accurately via meters. For Gas and electricity, the accuracy of the manual readings has in past years led to inaccurate figures being used. The Automatic Meter Readers were rolled out during 2015/16 and in early 2016/17 across nearly all of the service premises and this will now significantly improve the management information available going forward. The meters start from a reading of zero, hence why some of the figures below are again estimates (albeit from old and new meter readings). However, as most of these have been fitted during 2015/16, the real time monitoring of the accurate information can commence for the 2016/17 year.

The usage of gas and electricity can vary considerably between years with a cold winter one year, followed by a mild winter the next.

**Water:**

Water consumption based on cubic meters (m3) used. The benchmark below will be used to assess the usage in 2017/18. The target is to reduce water usage. This is being enabled by the use of an external organisation supporting our water usage reduction with aids such as limiters and timers on pipes reducing water usage.

Location	Average 2013/14 and 2014/15 for 2015/16 Benchmark	2015/16 Usage	2016/17 Benchmark	2016/17 Actual	Proposed 2017/18 Benchmark	Comments
<b>Ampthill Supply 1+2</b>	345.49	182.26	345	170.15	190	2016/17 benchmark set too high, based on inaccurate readings/estimates in prior years. Now revised on 16/17 actual from meter, that aligns with 15/16 figure
<b>Bedford</b>	850.83	867.75	850	912.38	1000	7% up on benchmark. Benchmark increase due to Police and Fire Community Team now moved in.
<b>Harrold</b>	101.20	99.51	100	88.28	95	12% down
<b>Control</b>	189.09	166.32	170	208.82	200	23% up, 2016/17 benchmark too low, <b>Monitor</b>
<b>Kempston &amp; HQ</b>	2,131.06	2008.58	2010	1874.55	1900	7% down
<b>Potton</b>	85.02	50.33	65	33.8	40	Meter change in year 48% down. 2016/17 benchmark too high based on 15/16 and 16/17 usage
<b>Sandy</b>	90.54	60.25	80	51.57	55	36% down, benchmark too high based on 15/16 and 16/17 usage

<b>Shefford</b>	134.71	217 (554.84 was incorrect in the last report)	135	98.91	100	27% down, reset benchmark based on 16/17 actuals
<b>Toddington</b>	196.53	291.27	200	271.41	280	2016/17 benchmark 35% up, 2015/16 usage 7% down. Revise benchmark on 2016/17 actuals from meter
<b>Woburn</b>	88.07	79.72	80	62.81	70	21% down, revise benchmark
<b>Leighton Buzzard</b>	361.95	387.89	380	557	560	47% up, revise benchmark and <b>Monitor</b>
<b>Biggleswade</b>	129.84	124.11	125	150.17	140	20% up and <b>Monitor</b>
<b>Dunstable</b>	957.75	949.28	950	1051.8	1000	11% up
<b>Luton supply 1+2</b>	1,862.89	1,758.26	1800	1094.05	1100	Meter change in year, 39% down. High in prior year due to leak.
<b>Stopsley</b>	651.78	623.77	650	608.84	625	6% down

### Electricity and Gas:

Unlike water, electricity and gas supplies were not all on meters and therefore the accuracy of the usage has in prior years caused the monitoring to be inaccurate. As noted above, predominantly all premises have had meters installed during 2015/16, these dates are shown in the tables below. When the meters are fitted, they start from a nil reading, so the proposed benchmark below is based on using the best available usage data from the old and new systems. From 2016/17 the usage will now be accurately monitored with real time information, to enable monthly reviews and stations to be advised if there are peaks in usage, to therefore try to establish the cause of these and take remedial action. Future tables will detail more accurate information, including usage detail compared to benchmark per station.

Overall, the benchmark set for electricity usage in 2015/16 was 1,164,441 kwh compared to an estimated usage total of 1,332,505 kwh (estimated to be over by 14%). The 2015/16 gas benchmark was 196,521 M3, compared against an estimated usage of 194,419 M3 (under by 1%).

Electricity Usage - Location	2016/17 Benchmark	Date Meter fitted	2016/17 Actual Usage	Proposed 2017/18 Benchmark	Comments
<b>Ampthill</b>	21,000	27/10/15	15596	17000	26% down. To monitor. Increased benchmark following Police at station now.
<b>Bedford</b>	80,000	30/05/16	78944	80000	1 % down. Maintained benchmark due to joint Fire and Police Community Teams moving in early 17/18
<b>Biggleswade</b>	16,500	30/10/15	17199	17200	4% up
<b>Control</b>	181,000	Prior year	190224	190230	5% up
<b>Dunstable</b>	188,000	Prior year	192680	192680	2% up
<b>Harrold</b>	18,000	27/10/15	9685	9690	47% down. To <b>monitor</b>
<b>HQ</b>	333,000	Prior year	331800	331800	0.4% down
<b>Leighton Buzzard</b>	24,000	17/02/16	21408	21410	11% down
<b>Luton (incl SAO)</b>	105,000	26/04/16	106934	160940	2% up
<b>NAO</b>	10,000	27/10/15	10773	10780	7% up
<b>Potton</b>	18,000	30/10/15	9358	9360	52% down To <b>monitor</b>

Sandy	14,000	30/10/15	9920	9920	31% down. <b>Monitor</b>
Shefford	21,000	16/03/16	23995	24000	14% up
Stopsley	41,000	26/10/15	50736	50740	23% up
Toddington	24,000	17/02/16	17040	17040	39% down. <b>Monitor</b>
Woburn	52,000	Prior year	44875	44880	14% down

Gas Usage - Location	2016/17 Benchmark M3	Meter installed	2016/17 Actual Usage	Proposed 2017/18 Benchmark	Comments
Ampthill	4,400	26/06/15	4113	4120	6.5% down
Bedford	No gas				
Biggleswade	6,000	15/05/15	5101	5110	15% down
Control	6,000	25/08/15	5483	5490	8.6% down
Dunstable	20,000	09/08/16	20034	20040	Accurate
Harrold	3,900	26/06/15	3668	3670	6% down
HQ	60,000	21/06/16	39484	39490	34% down. <b>Monitor</b>
HQ Training and gym	16,500	To be installed	11163	11170	32% down <b>Monitor</b>
L. Buzzard	19,250	14/08/15	16092	16100	16% down
Luton	28,000	12/06/15	28520	28520	2% up
NAO	2,500	29/05/15	2114	2120	15% down
Potton	1,850	17/11/15	885	890	52% down <b>Monitor</b>
Sandy	1,790	29/02/16	1730	1730	3% down
Shefford	3,425	29/02/16	3519	3520	3% up
Stopsley	No gas				

Toddington	12,000	02/09/15	10928	10930	9% down
Woburn	No gas				
SAO	7,235	30/03/16	8938	8940	24% up <b>Monitor</b>



For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
21 June 2017  
Item No. 13

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**REPORT AUTHOR:** HEAD OF FINANCE/TREASURER

**SUBJECT:** The Fire and Rescue Indemnity Company (FRIC)

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For further information on this Report contact: Gavin Chambers, Head of Finance/Treasurer

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Background Papers: Reports to the Corporate Services Policy & Challenge Group dated 3<sup>rd</sup> February 2014, subsequently to the Fire and Rescue Authority (FRA) of 19<sup>th</sup> February 2014 and an update report to the FRA on 21<sup>st</sup> October 2015.

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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.*

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## **PURPOSE**

To inform the Corporate Services Policy and Challenge Group of the Authority's current position regarding the Fire and Rescue Indemnity Company

## **RECOMMENDATION:**

That the CSP&CG consider the report and subject to any comments, note the positive achievement of the first year's operation.

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### **1. Introduction**

1.1 In February 2014 Members agreed five recommendations supporting the Authority's participation in the establishment of a protection pool to replace conventional insurance arrangements. The recommendations were:

- Agree to the Authority participating in establishing a Fire and Rescue Authorities Hybrid Discretionary Mutual to pool protection and become a full member of the Company.
- Authorise the Treasurer, to take all necessary steps to achieve this.
- Agree that the Treasurer may serve as a Director of the pooling entity and be empowered to represent the Authority's interests at any formal meetings and to vote on its behalf.
- Agree that the Authority utilises the pooling arrangement for its corporate property, liability, motor and other miscellaneous insurance requirements for a minimum period of three years with effect from 1 November 2014 or thereafter, subject to final arrangements being in place.
- Agree to participate in a financial guarantee for supplementary premiums should claims against the pool exceed the funding available, and authorise the Treasurer, to take all necessary steps to achieve this.

- 1.2 The arrangements were subsequently finalised and FRIC commenced providing protection on 1 November 2015. The FRIC member authorities are:

Bedfordshire Fire and Rescue Authority  
Cambridgeshire and Peterborough Fire Authority  
Cheshire Fire Authority  
Devon and Somerset Fire and Rescue Authority  
Essex Fire Authority  
Kent and Medway Fire and Rescue Authority  
Hampshire Fire and Rescue Authority  
Leicester, Leicestershire and Rutland Combined Fire Authority  
Royal Berkshire Fire Authority

## 2. **Update following one year of operation**

- 2.1 Attached at Appendix 1 is the press release from FRIC following the first year of operation. It is very positive, as £471k has been held in general reserves following a successful first year. This has been achieved in the main due to a lower than anticipated number and cost of claims. In particular the absence of any major losses (claims over £100k) during the year. Another factor has been the drive to speed up motor claim notification times, which enables the Authority and the company's claim handlers to determine liability quickly and contact any third parties involved to arrange their repairs and car hire, rather than allowing their insurer to do so. Initial indications suggest that where this can be achieved it reduces claims costs by around two-thirds.

In addition to the surplus above, a significant sum has been held in earmarked reserves for claims that had not been reported as at 31<sup>st</sup> October 2016. The general reserves figure should therefore increase following the partial un-earmarking of these reserves held for unreported claims as the next three years proceed.

- 2.2 The Authority's Head of Finance/Treasurer has been a Director of FRIC since 7<sup>th</sup> July 2015 and this continues.
- 2.3 The company's strategy for additional Fire and Rescue Services to join FRIC. The successful first year should assist in attracting other services. Interest has been shown, with one authority joining the risk management group (FARRG – the Fire and Rescue Risk Group), with a view to joining FRIC when their current contracts expire.

### 3. **Next Steps**

3.1 The operation of FRIC continues. The first Annual General Meeting took place on 25<sup>th</sup> May 2017.

3.2 As noted in the Appendix, FRIC was shortlisted for a second award at the Chartered Institute of Public Finance and Accountancy (CIPFA) new Innovation Awards under the category of Alternative Delivery Model. It was one of the finalists in the category but didn't win. The submission for the award was prior to the first year end and therefore did not include the positive financial position achieved.

FRIC has previously been "Highly Commended" in the Partnership category of the ALARM awards.

### 4. **Implications**

#### 4.1 **Financial**

4.1.1 A FRIC contribution model will be developed over 2017/18, leading to authorities contributions being based on agreed criteria.

4.1.2 The reserves will initially be built up within the company. Lower contributions may follow in future years if low claims continue and the reserves increase to above the desired level.

#### 5.1 **Legal**

5.1.1 There are no legal implications

#### 6.1 **Equality, Human Resources, Environmental, Policy, Other:**

6.1.1 None to report.

**PAUL FULLER**  
**CHIEF FIRE OFFICER**

**GAVIN CHAMBERS**  
**HEAD OF FINANCE/TREASURER**

## FRIC PRESS RELEASE/ARTICLE

### FIRE & RESCUE MUTUAL COMPLETES SUCESSFUL FIRST YEAR

**The Fire & Rescue Indemnity Company (FRIC), the mutual protection provider, set up and run by nine Fire and Rescue Authorities, has completed its first year of operations culminating in a reported surplus of £471k and being shortlisted for the Public Finance Innovation Awards 2017 in the Alternative Service Delivery Model category.**

Set up to provide an alternative to traditional insurance and give member fire and rescue authorities greater control over the cover provided and the management and settlement of claims, FRIC commenced operations on 1 November 2015 providing motor, property and casualty protection to Fire & Rescue Authorities. In February 2017, the Board approved the final accounts for the first year's activity and has reported a trading surplus of £471k, well above initial expectations.

This performance is due primarily to lower than expected claims experience, which is at the lower range of the scenarios predicted. FRIC, via its risk management group, the Fire & Rescue Risk Group (FARRG), uses the extensive claims management information available from its bespoke claims portal, to analyse and review the causes of claims and develop additional controls to help prevent future claims events. Sharing best practice and learning together from past incidents helps all member authorities to improve their risk management and contribute to the reducing claims experience, and thereby lower costs to FRIC.

Another contributing factor has been a drive to improve motor claims reporting times, enabling early third party capture for "at fault" claims. Early evidence suggests that third party costs can be as much as two thirds lower if contact is made with third party claimants quickly and claims handled by the Mutual rather than third party insurers. The claims portal provides real time claims data, information on the progress of individual claims and a single source of documentation related to each claim.

Speaking about the results, FRIC Chairman Mike Clayton said "This is a significant result for FRIC and shows what can be achieved when fire authorities collaborate in an innovative and mutually beneficial manner. This is money that would otherwise have gone out of the public sector, instead it can be retained to support further improvements and drive better risk management and ultimately, deliver lower costs for FRIC's members. If we can achieve this level of saving with nine members, think what might be achieved with twelve, or twenty, or all of the British Fire Service."

Providing an exceptional Member experience is a key objective of the Company and feedback at the end of the first underwriting year for all aspects of service delivery has been very positive. Being shortlisted in the best Alternative Service Delivery Model category of the Public Finance Innovation Awards 2017, is the icing on the cake for the company and is FRIC's second independent recognition, having received a "Highly Commended" in the Partnership category of the 2016 Alarm Risk Awards.

FRIC is keen to welcome new members that wish to share the benefits of mutuality and a continuous improvement culture. To aid transition the Mutual aims to offer cost neutral protection for the first 2 years to enable new members to establish their own risk profile and develop their risk controls in line with other members. Thereafter, contributions are based on risk and claims performance, with members sharing in the financial benefits from each year in which they are a member. As a wholly owned and controlled local authority company, there is no need for Fire Authorities to undertake a tender process to join, and membership can start on the expiry of your existing arrangements. All members have an equal say in the management and control of the company and nominate Directors. Member benefits include fire service specific protection wording; extensive fire service expertise, dedicated claims support and an on-line claims portal and extensive claims management information.

Membership of the Fire and Rescue Risk Group (FARRG) is however open to any authority looking to work collaboratively to improve its claims experience with no obligation to join FRIC. FARRG Chairman, Richard Feltham said, "We welcome any Fire and Rescue Authority willing to share its knowledge and experiences, and prepared to work collaboratively to develop improved risk controls and reduce claims. We look to develop mutually agreed policies and procedures, and provide funded access to joint training, risk management products and expertise. The bigger we are, the stronger we get".

For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
21 June 2017  
Item No. 14

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**REPORT AUTHOR:** HEAD OF PROJECTS, SAFETY AND BUSINESS SUPPORT

**SUBJECT:** Corporate Services Risk Register

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For further information on this Report contact: Group Commander Darren Cook  
Head of Projects, Safety and Business Support  
Tel No: 01234 845163

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Background Papers: None

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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.*

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**PURPOSE:**

To consider the Service's Corporate Risk Register in relation to Corporate Services.

## RECOMMENDATION:

That Members note and approve the review by the Service of the Corporate Risk Register in relation to Corporate Services.

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### 1. Introduction

1.1 Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.

1.2 An extract of the Corporate Risk Register showing the risks appropriate to the Corporate Services Policy and Challenge Group together with explanatory notes regarding the risk ratings applied is appended to this report.

### 2. Current Revisions

2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Corporate Services Policy and Challenge Group are attached for your information and approval.

2.2 Changes to individual risk ratings in the Corporate Risk Register:

- **CRR00039: If we have inadequate data management due to poor implementation, inappropriate specification of requirements or poor quality control measures then we are at risk of using the wrong information throughout the organisation and thus potentially affecting the delivery of our services:** Following a review of the risk, including the associated controls and the action plan has resulted in the Inherent Impact increasing from 3 to 4. Whilst this has increased the overall Inherent score from 9 to 12 the Residual risk remains the same and is being managed within the Head of the department.



- **CRR00038: If we suffer virus / hacking damage to business critical or vital computer systems then this will significantly affect our ability to deliver risk critical services such as emergency response:** Following a review of the risk, including the associated controls and the action plan has resulted in the Inherent Likelihood increasing from 1 to 4 raising the Inherent rating from 4 to 16. However the overall Residual Risk rating remains low and is being managed by the Head of the department

### 2.3 Updates to individual risks in the Corporate Risk Register:

- **CRR00005: If we are unable to provide adequate asset management and tracking facilities then we may cause serious injuries to our staff due to a lack of safety testing. We may also incur unnecessary significant costs and be in breach of health and safety legislation:** Following discussion with members of CMT a decision was agreed to place this project on hold pending a full feasibility study due to complete in autumn 2017. In the interim a manual system is in place and embedded which will remain active and continue to sample audit to demonstrate compliance against current testing and maintenance schedules until an alternative system is procured.
- **CRR00015: If we do not properly manage the work issues that can potentially be caused by collaboration or shared services including: 1. Redundancy 2. Relocation 3. Cost of work for the convergence of procedures 4. Use of inexperienced staff familiar with FRS operations 5. Increase in staff numbers and associated cost; then there will be a negative cultural impact upon the service and the projects may fail:** The RMS project went live operationally for *voice mobilisation* in November 2016 with over 12,000 incidents being efficiently managed by Bedfordshire and Essex since then.

The RMS project for data mobilisation is scheduled to go live shortly using MDT's on appliances. This is awaiting accreditation for the code of connection from the Home Office. The on-going management of the contract for the project will be managed by a shared services agreement between Essex and Bedfordshire FRS.

- **CRR00043: If the Service suffers a terrorist attack then there is the potential for elements of the Critical National Infrastructure (CNI) to be compromised, our ability to respond to emergency incidents could be significantly affected, we would be unable to fulfil our duties under the Civil Contingencies Act and our reputation could be adversely affected:** The Threat Level from international terrorism changed on the 23rd May 2017 from 'Severe' to 'Critical' following the Manchester Arena bombing incident. In addition communications with relevant partner agencies have been maintained to ensure that the Service is able to respond quickly to any changes in the threat and risk that the current level of security presents. Staff have had regular and

timely communication and reminded to be vigilant and remain aware of their personal and premises security. For Operational Personnel, there will be further information provided on essential safety critical learning that will be required to be revisited in order to inform and prepare for potential incidents.

**GROUP COMMANDER DARREN COOK**  
**HEAD OF PROJECTS, SAFETY AND BUSINESS SUPPORT**

Explanatory tables in regard to the risk impact scores, the risk rating and the risk strategy.

Risk Rating

Risk Rating/Colour	Risk Rating Considerations / Action
<b>Very High</b>	<p>High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to:</p> <ul style="list-style-type: none"> <li>? reduce the likelihood of a disruption</li> <li>? shorten the period of a disruption if it occurs</li> <li>? limit the impact of a disruption if it occurs</li> </ul> <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
<b>High</b>	<p>These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls <i>should</i> be implemented to reduce the risk rating as the aim above. These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
<b>Moderate</b>	<p>These are moderate risks. New risk controls should be considered and scoped. Where practical and proportionate, selected controls should be prioritised for implementation. These risks are monitored and reviewed by CMT.</p>
<b>Low</b>	<p>These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.</p>

## Risk Strategy

Risk Strategy	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc)
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with BLFRS
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function

For Publication

Bedfordshire Fire and Rescue Authority  
Corporate Services Policy and Challenge Group  
21 June 2017  
Item No. 15

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**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** REVIEW OF WORK PROGRAMME 2017/18

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For further information on this report contact: Karen Daniels  
Service Assurance Manager  
Tel No: 01234 845013

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Background Papers: None

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Implications (tick ✓):

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

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

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**PURPOSE:**

To review and report on the work programme for 2017/18 and to provide Members with an opportunity to request additional reports for the Corporate Services Policy and Challenge Group meetings for 2017/18.

**RECOMMENDATION:**

That Members review the work programme for 2017/18 and note the 'cyclical' Agenda Items for each meeting in 2017/18.

**PAUL M FULLER CBE QFSM  
CHIEF FIRE OFFICER**

**CORPORATE SERVICES POLICY AND CHALLENGE GROUP (CSPCG) PROGRAMME OF WORK 2016/17**

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
9 June 2016	<ul style="list-style-type: none"> <li>• Election of Vice Chair</li> <li>• Terms of Reference</li> <li>• Minutes of Shared Service IT Governing Body</li> <li>• New Internal Audit Reports Completed to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• Corporate Services Performance 2015/16 Year End Report and Programmes to date</li> <li>• Treasury Management Annual Report</li> <li>• Asset Management Policy and Plans – ICT, Land &amp; Buildings and Transport</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2016/17</li> <li>• Review of Use of the Regulation of Investigatory Powers Act (RIPA)</li> </ul>	<p>Included in Review of Monitored Policies at Dec's Audit and Standards</p>		

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 September 2016	<ul style="list-style-type: none"> <li>• Minutes of Shared Service IT Governing Body</li> <li>• Revenue Budget and Capital Programme Monitoring 2016/17</li> <li>• 2017/18 Revenue Budget and Capital Programme (Planning Arrangements)</li> <li>• New Internal Audit Reports Completed to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• Corporate Services Performance 2016/17 Quarter 1 and Programmes to date</li> <li>• Annual Review of the Operation of ICT Shared Service Agreement'</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2016/17</li> </ul>		<ul style="list-style-type: none"> <li>• Community Facilities Charges at Stations</li> </ul>	Added at FRA Briefing 24 May 2016



Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
6 December 2016	<ul style="list-style-type: none"> <li>• Minutes of Shared Service IT Governing Body</li> <li>• Revenue Budget and Capital Programme Monitoring 2016/17</li> <li>• New Internal Audit Reports Completed to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• Corporate Services Performance 2016/17 Quarter 2 and Programmes to date</li> <li>• Treasury Management Mid Year Review Report</li> <li>• Review of the Fire Authority's Effectiveness</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2016/17</li> </ul>			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 March 2017	<ul style="list-style-type: none"> <li>• Minutes of Shared Service IT Governing Body</li> <li>• New Internal Audit Reports Completed to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• Corporate Services Performance 2016/17 Quarter 3 and Programmes to date</li> <li>• Proposed Corporate Services Indicators and Targets 2017/18</li> <li>• Treasury Management Strategy and Practices</li> <li>• Corporate Risk Register</li> <li>• Review of Work Programme 2016/17</li> </ul>	Review IM1, Workshop PIs and FNP6		

**CORPORATE SERVICES POLICY AND CHALLENGE GROUP (CSPCG) PROGRAMME OF WORK 2017/18**

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 June 2017	<ul style="list-style-type: none"> <li>• Election of Vice Chair</li> <li>• Terms of Reference</li> <li>• Minutes of Shared Service IT Governing Body</li> <li>• New Internal Audit Reports Completed to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• Revenue Budget and Capital Programme Monitoring 2017/18</li> <li>• Corporate Services Performance 2016/17 Year End Report and Programmes to date</li> <li>• Treasury Management Annual Report</li> <li>• Asset Management Policy and Plans – ICT, Property and Fleet</li> <li>• Risk Register</li> <li>• Work Programme 2017/18</li> </ul>		<p>Review of Protection Programme and Insurance Provision</p> <p>Update on review into utility usage and stations where usage is higher than expected</p> <p>Fraud Update (possible pink paper)</p> <p>Fire and Rescue Idemnity Company (FRIC)</p>	<p>HFT – March 2016</p> <p>Requested June 2016 – to be included in Asset Management Plan</p> <p>HFT – April 2017</p>

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
13 September 2017	<ul style="list-style-type: none"> <li>• Minutes of Shared Service IT Governing Body</li> <li>• Revenue Budget and Capital Programme Monitoring 2017/18</li> <li>• 2018/19 Revenue Budget and Capital Programme (Planning Arrangements)</li> <li>• New Internal Audit Reports Completed to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• Corporate Services Performance 2017/18 Quarter 1 and Programmes to date</li> <li>• Annual Review of the Operation of ICT Shared Service Agreement'</li> <li>• Annual Review of the Operation of ICT Shared Service Agreement'</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2017/18</li> </ul>		Report / Presentation on Investment in the Service's servers and other ICT infrastructure	Requested at CSPCG meeting 6 December 2016

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
29 November 2017	<ul style="list-style-type: none"> <li>• Minutes of Shared Service IT Governing Body</li> <li>• Revenue Budget and Capital Programme Monitoring 2017/18</li> <li>• New Internal Audit Reports Completed to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• Corporate Services Performance 2017/18 Quarter 2 and Programmes to date</li> <li>• Treasury Management Mid Year Review Report</li> <li>• Review of the Fire Authority's Effectiveness</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2017/18</li> </ul>			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
13 March 2018	<ul style="list-style-type: none"> <li>• Minutes of Shared Service IT Governing Body</li> <li>• New Internal Audit Reports Completed to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• Corporate Services Performance 2017/18 Quarter 3 and Programmes to date</li> <li>• Proposed Corporate Services Indicators and Targets 2018/19</li> <li>• Treasury Management Strategy and Practices</li> <li>• Corporate Risk Register</li> <li>• Review of Work Programme 2017/18</li> </ul>	Review of ICT Targets		

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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