



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Corporate Services Policy and Challenge Group.

Bedford Borough Councillors: M Headley

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

Luton Borough Councillors: R Saleem

A meeting of **Corporate Services Policy and Challenge Group** will be held at **Community Meeting Room - BFRS HQ** on **Thursday, 21 June 2018** starting at **10.00 am**.

Nicky Upton
Democratic and Regulatory and Services Supervisor

AGENDA

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

Item	Subject	Lead	Purpose of Discussion
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 (see note below).
4.	Communications	Chair	Including minutes of recent ICT Board meetings (Pages 5 - 8)
5.	Minutes	Chair	To confirm the minutes of the meeting held on 29 November 2017 and the notes of the informal meeting on 12 March 2018 (Pages 9 - 22)
6.	Review of Terms of Reference	Chair	To consider a report (Pages 23 - 28)
7.	Corporate Services Performance 2017/18 Quarter 4 and programmes to date	ACO	To consider a report (Pages 29 - 46)
8.	New Internal Audit Report Completed to date	ACO	To consider a report (Pages 47 - 88)
9.	Audit and Governance Action Plan Monitoring Report	ACO	To consider a report (Pages 89 - 100)
10.	Treasury Management Annual Report 2017/18	HFT	To consider a report (Pages 101 - 108)
11.	Asset Management Plans - ICT and Fleet	HICT (ICT), HSS (Fleet)	To consider a report (Pages 109 - 200)
12.	Update on GDPR	BCN	To consider a report (Pages 201 - 204)
13.	Review of the Information, Communications and Technology Shared Service	HICT	To consider a report (Pages 205 - 214)
14.	Corporate Risk Register	HSDA	To consider a report (Pages 215 - 220)
15.	Review of Work Programme 2018/19	Chair	To consider a report (Pages 221 - 226)

Item

Subject

Lead

Purpose of Discussion

Next Meeting

10.00 am on 13 September 2018 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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MINUTES OF THE ICT SHARED SERVICE GOVERNANCE BOARD MEETING HELD ON 1 FEBRUARY 2018 – PART ONE

Present:	Director of Resources (CFRS) [Chair]	M Warren (WW)
	Assistant Chief Officer (HR and Organisational Development) (BFRS)	Z Evans (ZE)
	Head of ICT (BFRS)	A Dosanjh (AD)
	Head of ICT (CFRS)	J Fagg (JF)
	ICT Project Manager (CFRS)	S Newton (SN)
	Principal Officers' Personal Assistant (Minute Taker)	L Girt
Apology:	ICT Service Delivery Manager (CFRS)	M Dix (MD)

ACTION

021801 Apologies

As noted above.

021802 Minutes and Action Points of the Meeting Held on 19 December 2017

The Minutes of the meeting held on 19 December 2017 were agreed.

The Action Points were updated as follows:

- **171203 (1)** – Completed.
- **171203 (2)** – There would be no charge before the new financial year. Completed.
- **171203 (3)** – Completed.
- **171208** – JF and AD had been covering. Completed. CFRS had been covering the gap. The only gap AD had seen was line reporting with Suzanne Hodgkiss.

021703 ICTSS Work Plan

A general overview on the projects was given:

Priority 1

- Generally looking quite good and each of the server teams had allocated projects and areas to focus on. SN was focused on planning. The number of projects was looking more reasonable:
 - Server refresh
 - VDI upgradeAD had a plan for resourcing and that need to be sharper and building in resources. Resources had been built into the server project. Need to also add on projects costs.
- **VDI** – VDI was quite stable in CFRS at the moment, however, the issues were still there. In BFRS there were sixty-five more complex users who would be rolled over to the new upgrade.
- **VDI Upgrade (Xen)** – Going through the procurement process and had met with four contractors. Proposals were to be submitted by 16 February 2018 and the contract would be awarded after that. The two biggest suppliers had done upgrade and were confident they would be able to get a supplier and in the timescales.
- **Resilience for VDI** – Had received a quote from EACS for support with a monthly charge for the existing VDI. The cost over twelve months was £30,000 between the two Services. JF would look at the Citrix licence to compare the cost against.
- **Server Refresh** – By 9 February 2018 would have the specification and would then go out for procurement. Looking at consultants between the two Services for set up and commissioning at a cost of £25,000 and to bring in by the end of June. Five years was normal life for a server and both BFRS and CFRS had extended. Would get another three years out of the VDI servers. Pure storage solution would get ten years out of them. JF to let ZE know how much VDI servers were.

JF

JF

- **Unified Comms** – Continues to be a worry and had been hoping to complete in March, however, there were still quite a lot of things outstanding. Had a couple of people live in BFRS at the moment. Medality had carried out testing this week which showed that it was not working properly. This week would be making sure that we had done everything before going back to Medality and pushing them to see that their test scripts. They would be going in on 12 February to look at. Need to communicate that the plans had not changed. The plan was to get Training Centre up with instant messaging but the problem was with Medality who kept putting things back. At some point if it was found out that they had not delivered a letter would be written to them on what they were failing to deliver. SN would send out a progress report. SN would send to ZE the communication that was being sent out to CFRS. AD talked about purchasing additional handsets as not all staff would want to use headsets. AD said that need to look at user profiling and show the user engagement group what they look like and test them. It was about managing the expectations of the Services.

SN
SN

- **Network Security** – The remaining elements, Minecast etc, were put in. Expected to be completed by March 2018. BFRS need to correspond on network messaging.

Should be in a good place in six months' time and then would be in a good place to plan for the future and put in plans.

Priority 2

- **SSCM** – Laptops had been completed in CFRS. An upgrade was being carried out in BFRS and then upgrade to CFRS.
- **PageOne Projects (BFRS)** – This was not going well and ICTCT was helping SCM with that.
- **Risk MDTs (BFRS)** – Looking at what can do with that. Might cause problems if need to get resources from the Server Team. An update needed to be provided at the next meeting.
- **Tannoy (BFRS)** – SN to add on projects that she knew there was scheduled work for the next meeting.

AD

SN

AD would recirculate the shared figures for each Service.

AD

021804 Recruitment Update

There had only been one post vacant for a Server Engineer, which had now been appointed to, who would predominantly be in CFRS, which would even up the support. All posts were now full.

ICTSCT, contract comes to an end in March 2018 and it was important to extend the contract. A report would go to a CMT diary meeting for the extra funding between the post and the contract.

Had another over establishment Server Engineer for six months and would like to extend his contract for an extra six months.

021805 Comms Update

An update to staff was needed on Unified Comms and the VDI upgrade. Would need to programme moving over the sixty-five users from BFRS that had not moved over to VDI.

SN

ZE needed another programme map that also covered SSCM.

SN

JF and AD were to share roadmaps to look at at the next meeting.

JF/AD

POPA/LAG
(*2.18)

MINUTES OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP MEETING HELD ON 29 NOVEMBER 2017

Present: Councillors Chapman, Duckett, Headley (Chair), McVicar and Waheed
CFO P Fuller, ACO Z Evans, AC D Cook, Mr J Atkinson and Mr G Chambers

17-18/CS/030 Apologies

There were no apologies for absence.

17-18/CS/031 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interest.

17-18/CS/032 Communications

The Group received the Minutes of the meeting of the ICT Shared Service Governance Board held on 26 September 2017.

ACO Evans advised that a report on the Authority's use of mod.gov would be submitted to the meeting of the full Authority on 14 December 2017.

RESOLVED:

That the Minutes of the ICT Shared Service Governance Board held on 26 September 2017 be received.

17-18/CS/033 Minutes

RESOLVED:

That the Minutes of the meeting held on 13 September 2017 be confirmed and signed as a true record.

17-18/CS/034 Corporate Services Performance 2017/18 Quarter 2 and Programmes to Date

ACO Evans submitted the Corporate Services programme, projects to date and performance against Corporate Services performance indicators and associated targets for the second quarter of 2017/18.

The Asset Management System project had been postponed due to limited capacity to support the development of the project. The project would be reconsidered in Summer 2018 and would be removed from the programme until that time. The paper based system currently in use was robust and this system would continue until an electronic system was developed and implemented.

The Website Procurement and Development project was rated as green as the development of a new website was being progressed and it was anticipated that the new website would be launched by March 2018.

The Fire Safety Management Information System project was currently reporting as amber due to the limited capacity within the ICT Team.

The Workbench Development – Sickness Absence Application had been completed and would be removed from the programme report. This had streamlined the sickness reporting process.

The Workbench Development – Non-Sickness Absence Application had not yet been completed and was reporting as red as the completion date of September 2017 had been missed. It was expected that this would now be completed by mid-January 2018.

The iTrent/MIS Synchronisation project was reporting as red as the completion date of September 2017 had been missed and would be completed by mid-March 2018.

The Training Centre Administration workstream was reporting as amber and a further update would be provided at the next meeting of the Group.

The HR/Payroll System and Services was reporting as amber although the system has been implemented successfully. The project had been audited by the external auditors and was being rated as amber to enable the high level of monitoring to continue by the project board.

The Retained Recruitment, Telephony Systems Replacement and the Community Defibrillator projects were green.

The Desktop Refresh project was substantially complete with only a small number of complex cases awaiting migration.

ACO Evans then reported on the second quarter performance information. All ICT indicators and all but one workshop indicator had met or exceeded target levels.

WS1a (Grade A defect response time (within 1 hour)) was reporting as amber for the quarter. AC D Cook advised that there had been a technician vacancy and this had affected the rota group. This post had now been successfully recruited to, with the applicant completing the training required to join the rota group. As such, performance against the indicator should improve in future quarters.

FNP5 (percentage of uncontested invoices paid within 30 days) was also reporting as amber, as it had missed its target of 96% by 2%. The processing of invoices had been delayed in certain departments due to changes in staffing, leave and sickness. The Finance Team was liaising with the departments concerned to ensure that performance against this indicator improved.

FNP6 (percentage of debt over 90 days old) had missed its target of 2.55% and was 9.66% at the end of the reporting period. There had been vacancies in the Finance Team during the period and following the successful recruitment to the post, the total debt outstanding as at 30 September 2017 was £37,000, with only £271.20, or 0.73%, over 90 days old.

The Chair suggested that the wording of FNP6 be revisited at the Group's target setting meeting on 13 March 2018 to ensure that debt over 90 days was being measured against the percentage of the total debt that had been raised.

RESOLVED:

1. That the progress made on Corporate Services Programmes and Performance be acknowledged.
2. That the Group consider amending the wording of FNP6 (percentage of debt over 90 days old) at its target setting meeting in March 2018.

17-18/CS/035 Audit and Governance Action Plan Monitoring Report

ACO Evans introduced her report on progress made to date against current action plans arising from internal and external audit reports. No extensions had been requested and all the actions from previous audits had been completed.

All actions arising from the Annual Governance Statement were in progress.

RESOLVED:

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

17-18/CS/036 Revenue Budget and Capital Programme Monitoring 2017/18

Mr G Chambers, the Head of Finance and Treasurer, submitted the forecast year-end budget position as at 31 October 2017. The forecast non-salary underspend was £24,500 and the forecast salary underspend was £65,000, resulting in a total forecast underspend of £89,500.

He reported that the underspend may be allocated to replace the earmarked reserves that had been used during the year.

The Head of Finance and Treasurer reported on the variations to the Capital Programme. The first was an additional £80,000 that was required to complete the refurbishment and upgrade of the Smoke House, which would be funded from the property earmarked reserve.

The Group was being asked to approve the addition of £25,000 for an aerial drone to be purchased in conjunction with Bedfordshire Police, funded by the collaboration reserve. The initial capital costs and the ongoing revenue costs would be split proportionally between the two organisations.

AC D Cook advised that the drone specification was currently out to tender. Drone pilot training would be provided through the Fire Services College and would incorporate Civil Aviation Authority guidance and information about the interaction with and no-fly zones around the County's airports.

In response to a question about the planned non-uniform efficiency saving which would not be achieved due to the ongoing necessity for the post, ACO Evans reported that investigations were ongoing to mitigate against this.

RESOLVED:

1. That the forecast outturn for revenue and capital be noted.
2. That the Fire and Rescue Authority be recommended to add an aerial drone to the capital programme, to be purchased in conjunction with Bedfordshire Police.

17-18/CS/037 Treasury Management Mid-Year Review Report

Mr G Chambers, the Head of Finance and Treasurer, introduced the Treasury Management Mid-Year review report which provided an update of the Authority's treasury management to 30 September 2017.

The Authority currently had investments with Barclays Bank, Santander, Qatar National Bank and Goldman Sachs. The use of money market funds would be considered for short-term investments.

It was noted that Members had received training from the Authority's treasury management advisors at a Member Development Day on 4 July 2017. The Authority's treasury management advisors were now known as Link Asset Services.

Councillor Duckett suggested that the Authority consider lending to neighbouring local authorities on a short-term basis as it may be mutually beneficial to the authorities involved. Central Bedfordshire Council regularly borrowed funds from its neighbouring local authorities.

It was not clear whether this would be permitted under the Authority's current Treasury Management Strategy and this could be considered at its annual review, with advice being sought from the Authority's treasury management advisors.

Questions were also posed regarding ethical investments and ACO Evans suggested that an equality impact assessment may need to be completed in relation to the Authority's investment activity. A policy statement on the issue of ethical investment could be added to the Strategy when it was next reviewed by the Group.

In response to a question, the Head of Finance and Treasurer confirmed that the figures detailing the Authority's interest rate exposure related to the amount of interest.

The Chair commented that there were now no limits set out for the maturity structure of borrowing and that these may need to be introduced.

The Chair also suggested that the limits for external debt and the operational boundary as set out in the prudential indicators may need to be reviewed as they appeared not to allow the Authority any flexibility.

The Head of Finance and Treasurer advised that he would liaise with Link Asset Services to confirm the accuracy of the interpretation and calculations relating to these limits.

Members agreed that it would be useful to include a session on the prudential indicators during the next training session treasury management.

RESOLVED:

1. That the report be acknowledged.
2. That the following be considered during the next review of the Authority's Treasury Management Strategy:
 - (a) lending to neighbouring authorities;
 - (b) the development of a policy statement on ethical investment;
 - (c) the prudential indicators and the limits for external debt.
3. That training on the prudential indicators be offered to Members as part of the Treasury Management training.

17-18/CS/038 Review of Corporate Services Policy and Challenge Group Effectiveness

The Group considered the following questions relating to its effectiveness during 2017/18:

- i. Does the Group/Committee consider that they have been effective and discharged their responsibility in regard to the Group's/Committee's terms of reference?

- ii. Considering the Group's/Committee terms of reference are there any areas that have not been considered and should be addressed?
- iii. Does the Committee/Group consider any training and development that would assist them with the areas of work of the Group/Committee?

The Group went through its terms of reference and agreed that it was fulfilling the majority of its responsibilities effectively.

During discussion, the Service Efficiency Plan was identified as an area that would benefit from greater Member scrutiny.

It was agreed that the Group should continue to focus on commissioning and overseeing reviews into specified areas of work on a more frequent basis and select items to consider in greater depth.

Members supported the continuation of training on the Statement of Accounts and treasury management and agreed that it would be useful for members to receive training on understanding the Service's assets, including IT, fleet and property. In this respect, it was suggested that Members may benefit from a property tour or greater access to the assets of the Service.

CFO Fuller expressed the view that this could be accommodated during some of the scheduled station visits, particularly in stations where specialist equipment and/or teams were located.

RESOLVED:

That the Minutes of the Group's discussion of its effectiveness be fed into the facilitated meeting to be held on 18 January 2018 to review the Fire Authority's Effectiveness in 2017/18.

17-18/CS/039 ICT Shared Service Agreement Extension

ACO Evans presented a report to advise the Group of the approaching five year end date for the ICT Shared Service Agreement with Cambridgeshire Fire and Rescue Authority and to seek the Group's support for the extension of that agreement. She tabled Schedule 3: the financial arrangements, for Members' information.

She confirmed that each Authority was responsible for its own budgets. Costs were captured as part of the budget monitoring process and were allocated in accordance with usage.

In response to questions, ACO Evans assured the Group that an exit clause (set out in Section 16 of the agreement) remained in the agreement which would allow either Authority to terminate the agreement prior to the end of the five year period.

A review of the structure in the Shared Service was currently being undertaken to ensure that the Service was resourced to adequately address the business change projects and programmes whilst continuing to deliver “business as usual” work requirements.

It was acknowledged that the introduction of the ICT Shared Service had improved performance against the performance indicators and increased customer satisfaction levels. It also enabled each Service to benefit from a greater breadth of ICT skills.

The Chair commented that the section on data protection would need to be updated to comply with the General Data Protection Regulations.

RESOLVED:

That the Authority be recommended to extend the Shared Services agreement between Bedfordshire Fire and Rescue Authority and Cambridgeshire Fire and Rescue Authority for a further period of five years with the same terms as the existing agreement, acknowledging that the agreement would have to be amended to ensure compliance with the General Data Protection Regulations.

17-18/CS/040 Corporate Risk Register

AC D Cook submitted an update on the Corporate Risk Register.

There were no changes to individual risk ratings. There had been updates to the following risks:

CRR29 (If we do not communicate well, both internal and external to the Service, then we will suffer from poor staff morale, miss the opportunity to promote ourselves and the excellent work we do and potentially impact upon our ability to deliver a full range of services): significant progress had been made in relation to the development of the Service’s new website. A focus group had been held with the service provider and a “base camp” facility was being introduced to facilitate the exchange of information and the resolution of any issues arising during the course of the project.

CRR05 (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): as reported earlier in the meeting, the current paper-based system was robust. Research into cloud based asset tracking systems would be undertaken in Summer 2018.

CRR04 (If there are a large number of staff absent from the workplace then our ability to deliver services to our communities is severely compromised and our reputation will be adversely affected): all staff were sent an e-voucher for a flu vaccination, although the take-up was not as high as the Service would have hoped and this will be reviewed next year.

RESOLVED:

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

17-18/CS/041 Review of Work Programme 2017/18

Members considered the Work Programme for 2017/18.

ACO Evans reported that the Asset Management Strategy would be submitted to the Group's next meeting. The ICT and Fleet Asset Management Plans would be considered at the Group's meeting in June 2018 with the Property Asset Management Plan submitted in September 2018. This would enable the Group to consider the individual documents in greater detail.

RESOLVED:

That the Work Programme for 2017/18 be received.

The meeting finished at 11.24am.

**NOTES OF AN INFORMAL CORPORATE SERVICES POLICY AND
CHALLENGE GROUP MEETING HELD ON 12 MARCH 2018**

Present: Councillors M Headley (Chair) and D McVicar

CFO P Fuller, ACO Z Evans, SOC C Ball, AC D Cook, Mr J Atkinson, Mr G Chambers and Mr A Dosanjh

17-18/CS/42 Apologies

42.1 An apology for absence was received from Councillor Chapman.

42.2 The absence of three members of the Group meant that the meeting was not quorate and the Secretary/Monitoring Officer advised that in those circumstances the Group could not make any decisions, including submitting recommendations to the FRA. However, it was possible for the items on the agenda to be discussed informally and for any matters requiring a decision to be forwarded to the FRA for decision.

17-18/CS/43 Declarations of Disclosable Pecuniary and Other Interests

43.1 There were no declarations of interest.

17-18/CS/44 Communications

44.1 There were no communications.

17-18/CS/45 Minutes

Deferred to the Group's next meeting.

17-18/CS/46 Corporate Services Performance 2017/18 Quarter 3 and programmes to date

46.1 ACO Evans submitted the Corporate Services programme, projects to date and performance against Corporate Services performance indicators and associated targets for the third quarter of 2017/18.

- 46.2 The Asset Tracking System was currently deferred pending a further report to the Service's Corporate Management Team.
- 46.3 The Website Procurement and Development project was making good progress and Members would shortly be sent a link to participate in user testing. The work undertaken by AC D Cook and his team on this project was recognised.
- 46.4 The Protection Replacement Management Information System remained on Amber as there were still ICT training issues to resolve. The Prevention part of the Information System project was rated as green.
- 46.5 The non-sickness absence synchronisation module of iTrent was rated red as issues had arisen due to a lack of capacity and the complexity of the integration. This would continue to be monitored. The people/person synchronisation was also rated red but would be completed by the end of the week.
- 46.6 The unified communications project was rated as amber as there had been some slippage arising from configuration issues. The provider had offered an on-site resource to drive through the changes required and the rate of progress had increased as a result.
- 46.7 The community defibrillator project was complete and would be closed down as a reportable project, as would the Desktop Refresh (VDI). A small group of users had not yet been migrated across but this would take place under the new VDI Upgrade project which would continue to be reported to the Group.
- 46.8 It was requested that a link to iTrent be recirculated to Members to enable them to access their P60s.
- 46.9 ACO Evans then reported on the performance indicators as at the end of the third quarter of 2017/18. All ICT and Fleet and Workshops indicators were reporting as green, with the exception of WS1a (Grade A defect response time (within 1 hour)), which had not recovered from poor first quarter performance caused by a vacancy in the workshop. The post had now been successfully recruited to and performance was meeting target levels for the quarter, but as performance was cumulative, it was still reporting as amber and was likely to do so at year end.
- 46.10 Mr G Chambers, the Head of Finance and Treasurer, reported on the indicators, two of which had not achieved target levels. FNP5 (percentage of uncontested invoices paid within 30 days) had missed its target by 1%. The Finance Team regularly liaised with departments to resolve issues with the late authorisation of invoices and/or raising of purchase orders which delayed payment of invoices.
- 46.11 FNP6 (percentage of outstanding debt over 90 days old) was red as a result of underperformance in quarter 1 arising from a vacancy. A table should have been included in the exception report to illustrate that performance against the indicator continued to

improve, with performance of 18.6% in quarter 1, 0.73% in quarter 2 and 1.49% in quarter 3. Changes were being proposed to the way this indicator was reported to give a more accurate reflection of quarterly performance.

46.12 Members asked that a link be sent to them to enable to access their P60s via iTrent.

17-18/CS/47 Proposed Corporate Services Indicators and Targets for 2018/19

- 47.1 ACO Evans introduced the proposed suite of Corporate Services performance indicators and associated targets for 2018/19 for incorporation into the Service's performance management framework.
- 47.2 She advised that, no significant changes were being proposed to the targets for the ICT performance indicators for 2018/19 to enable continued benchmarking of performance.
- 47.3 The property performance indicators would be based on historical and 2017/18 actual usage data for water, electricity and gas. As such, they would be reported to a future meeting of the Group, after year end.
- 47.4 In relation to the finance indicators, it was proposed that FNP2 (accuracy of net budget forecast) be subdivided into two measures reported at different times during the year, with both reported at year end and that FNP6 (percentage of outstanding debt over 90 days old) be revised to report the outstanding debt over 90 days old at the end of each quarter from the total debt raised in that quarter.
- 47.5 In response to a comment on collaboration, it was noted that the Service Delivery Policy and Challenge Group was the Group which had oversight of the majority of collaborative work the Service undertook with other emergency services.
- 47.6 The Chair requested that the amounts, rather than the percentages, be reported to Members under FNP6, with the target a figure based on the two year average.

17-18/CS/48 New Internal Audit Report Completed to date

- 48.1 ACO Evans introduced the internal audit report of Key Financial Controls which had been completed in January 2018.
- 48.2 The auditors had issued an opinion of substantial assurance. The controls upon which the Service relied on to manage the identified areas were suitably designed, consistently applied and operating effectively.
- 48.3 The Head of Finance and Treasurer reported that the three recommendations in the report had already been completed.

17-18/CS/49 Audit and Governance Action Plan Monitoring Report

- 49.1 ACO Evans introduced her report on progress made to date against current action plans arising from internal and external audit reports. No extensions had been requested and all the actions from previous audits had been completed awaiting follow up audits.

17-18/CS/50 Treasury Management Strategy and Practices

- 50.1 Mr G Chambers, the Head of Finance and Treasurer, submitted his report on the Treasury Management Strategy and Practices and referred to information on ethical investments that had been circulated to Members electronically with the agenda for the meeting.
- 50.2 It was noted that the Service's treasury management advisors, Link Asset Services, were not aware of any local authority that has invested in Ethical Investments.
- 50.3 The Treasury Management Strategy Statement had been updated in accordance with updates to the Code primarily relating to the commercial approach increasingly being taken by local authorities who were investing in property outside of their own areas. Inter-authority lending had also been included as an option following the discussion of this by Members at a previous meeting.
- 50.4 There had been no significant material changes to the Treasury Management Practices.
- 50.5 Changes in the presentation of the prudential indicators had also been made following consultation with the Chair and Link Asset Services.
- 50.6 The Chair requested that if any changes were made, following a meeting referred to between Officers and Link Asset Services, on the Capital Financing Requirement and the under/over borrowed position going forward, that these be reported back to the Group at its next available meeting.
- 50.7 The Chair confirmed that Members would wish to receive treasury management training on an annual basis and commented that the Treasury Management Scheme of Delegation as set out in Appendix 6 would need to be revised as it currently referred to powers of approval which the Group did not have.

The following officer recommendation was forwarded to the FRA for decision:

That the updated documents be referred to the Fire and Rescue Authority for adoption, subject to references to approval being removed from the Group's section of the Treasury Management Scheme of Delegation in Appendix 6 of the Strategy:

- i. Treasury Management Strategy Statement
- ii. Minimum Revenue Provision Policy and Annual Investment Strategy
- iii. Treasury Management Practices

17-18/CS/51 Asset Management Strategy for 2018/19

- 51.1 The Head of Finance and Treasurer introduced the proposed Asset Management Strategy and advised that no significant changes had been made to the Strategy.
- 51.2 In response to a question from the Chair, the Head of Finance and Treasurer confirmed that the Police and Crime Act 2017 would be referred to in section 3 of the Strategy which listed the legislation under which the Service had statutory obligations to meet.
- 51.3 It was also requested that reference to the post implementation review of all capital projects that were undertaken in section 4(d) of the Strategy be updated to detail that these were reported back to Members in the Asset Management Plans that were submitted to the Group for consideration on an annual basis.

The following officer recommendations were forwarded to the FRA for decision:

1. That the Asset Management Strategy be forwarded to the Fire and Rescue Authority for approval, with the inclusion of the Police and Crime Act 2017 in section 3 and the update to section 4(d) to clarify that post implementation review was undertaken by the Group during its consideration of the individual Asset Management Plans.
2. That the Strategy is reviewed every three years and the individual Asset Management Plans annually.

17-18/CS/52 Corporate Risk Register

- 52.1 AC D Cook submitted an update on the Corporate Risk Register. There were no changes to individual risk ratings. There had been updates to the following risks:
- 52.2 CRR29 (If we do not communicate well, both internal and external to the Service, then we will suffer from poor staff morale, miss the opportunity to promote ourselves and the excellent work that we do and potentially impact upon our ability to deliver a full range of services): the new website frames for both mobile and online versions of the website had been shared with Management at a briefing day and the Service continued to work closely with Zengenti over the content.
- 52.3 CRR04 (If there is a large number of staff absent from the workplace then our ability to deliver services to our communities is severely compromised and our reputation will be adversely affected): the adverse weather plan had been reviewed and the recent snow had not impacted on service delivery.

- 52.4 CRR05 (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): as reported earlier in the meeting, the asset management tracking project had been deferred but market research into cloud-based solutions continued with Officers recently visiting Durham and Darlington Fire and Rescue Service to view its asset management system
- 52.5 CRR15 (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 project closure document had been drafted for an anticipated closure of 31 March 2018. Work would continue under this work stream and would be handed over to the Head of Service Delivery as a service delivery function.
- 52.6 The Chair requested that the full Corporate Risk Register, and not an extract of just those risks which had changed or been updated, be submitted to the Group at a future meeting.

17-18/CS/53 Review of Work Programme 2017/18

- 53.1 Members considered the Work Programme for 2017/18.
- 53.2 It was noted that the three Asset Management Plans would not be considered at the same meeting in 2018/19 as they had in previous years.
- 53.3 CFO Fuller referred to the Officer resource involved in supporting the current structure of the Authority and the present number of Member meetings.
- 53.4 ACO Evans suggested that RSM be asked to consider the structure of Member meetings during the audit of Governance.

The meeting ended at 10.53 am

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
21 June 2018
Item No. 6

REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: TERMS OF REFERENCE

For further information on this Report contact: Nicky Upton
Democratic and Regulatory Services Supervisor
Tel No: 01234 845149

Background Papers: None

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 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 2018/19 to the Fire Authority.
-

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 2017 and are appended to this report.
- 2.2 Members are asked to consider the current Terms of Reference and recommend any changes required for 2018/19 to the Fire and Rescue Authority.
- 2.3 The Terms of Reference may need to be reviewed further following any recommendations from the Governance Audit.

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 functions.
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

All references to “Directorate” be removed – FRA Meeting 19 July 2017

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REPORT AUTHOR: ASSISTANT CHIEF OFFICER

SUBJECT: CORPORATE SERVICES QUARTER FOUR PROGRAMMES & PERFORMANCE REPORT 2017-18
(April 2017 to March 2018)

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

Background Papers: Previous Corporate Services Quarterly Performance Summary Reports

Implications (tick ✓):

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

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

PURPOSE:

To provide the Corporate Services Policy and Challenge Group with a report for 2017/18 Quarter Four, detailing:

1. Progress and status of the Corporate Services Programme and Projects to date.

2. A summary report of performance against Corporate Services indicators and associated targets for Quarter Four 2017/18 (April 2017 - March 2018).

RECOMMENDATION:

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

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:
 - No new projects have been added to the Corporate Services portfolio in the last period:
 - All existing projects continue to meet the criteria for inclusion within the strategic improvement programme.
 - All existing projects remain broadly on track to deliver their outcomes within target timescales and resourcing, apart from Virtual Desktop Infrastructure upgrade project which is subject to procurement issues, and Unified Communications, which has a dependency on the above.
 - All projects are within the medium-term strategic assessment for Corporate Services areas; and
 - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Service Delivery 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 Other points of note and changes for the year include the following:

- The **Asset Tracking System Project** is reported here under Business Systems Improvement (Corporate Services) but also included in the Service Delivery Report, at the request of AC Chris Ball, HoSS.
- The **Virtual Desktop Infrastructure Project** is now successfully completed with the majority of BFRS staff migrated.
- **Service Website Project:** The new Service website was successfully launched on 21st May. Some training remains to be delivered in July.
- The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board will now review the Programme quarterly with the next Programme Board review scheduled on 07 September 2018.

2. Summary and Exception Reports Q4 – 2017/18

Project Exceptions:

- 2.1 The **Protection Replacement Management Information System** is on Amber due to competing priorities for ICT resources experienced during summer 2017. Permission is sought to re-baseline. The original timeline for delivery was by April 2018, and delivery is now expected in January 2019.
- 2.2 The **Website Procurement and Development** remains on Amber as the completion of the project was delayed from April to May due to the amount of content that had to be loaded onto the new website. The site is now live.
- 2.3 The **Cloud-based processes (Training Centre Administration)** remains on Amber due to the need to explore various procurement routes to ensure best value.
- 2.4 The **HR/Payroll System and Services** is Amber due to previous cost overruns in Phase 1 which though within 10% tolerance, cannot be ameliorated. Phase 2 is Green, though there are some delays in implementing Time & Expenses in Phase 2 due to capacity issues. A realistic timeline for delivery of T&E is to be established in June.
- 2.5 The **Unified Communications** Project is Amber due to the initial user acceptance tests identifying issues that required resolution. A new timeline will be communicated shortly.
- 2.6 The **Virtual Desktop Infrastructure (VDI) Upgrade Project** is Amber due to procurement issues. Further work is required before a contract can be awarded.

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 Quarter Four (year end) performance summary 2017/18 and covers the period April 2017 to March 2018. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2017/18 planning cycle.
- 3.3 The status of each measure is noted using the following key:

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

4. Summary and Exception Reports

All performance indicators are on target with the exception of:

- 4.1 **FNP5 - Percentage of Uncontested Invoices Paid Within 30 days** - The Finance Team have been liaising with departments in order to resolve continuing issues with late authorisation of invoices and raising of orders. This has led to an improved rate for the last month of the year of 96.05%, however due to historic issues the target was missed when looking across the whole year. This target will be closely monitored going forward and where necessary finance will assist departments in ensuring prompt return and authorization of invoices.
- 4.2 **FNP6 - Percentage of Outstanding Debt Over 90 Days Old** - The cumulative target has been missed however the average debt figure has reduced further to an average debt of 3.88% across the year due to issues at the start of the financial year due to staff changes which have now been resolved. In Q4 the figure for outstanding debt over 90 days reduced to 0.33% (Debtor balance of £ 44,096.15 with over debtors 90 days being only £143.88).

4.3 **WS1a Grade A Defect Response Time & (within 1 hour)**

As previously reported this measure slipped into amber in quarter 1 due to a workshop staffing deficiency. Although that deficiency has now been resolved and we have been meeting the target on week by week basis seen we have been unable to move back into the green this financial year.

4.4 **ICT Measures (ICT1 and IM1- 4)** We are currently unable to advise on the year end results for these five ICT measures as these are having to be manually calculated within Cambridgeshire FRS. We will report as soon as the data is available.

**ZOE EVANS
ASSISTANT CHIEF OFFICER**

CORPORATE SERVICES PROGRAMME REPORT

Business Systems Improvement Programme

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

Project Description	Performance Status	Comments
Asset Tracking system	Green	<p>10 May 2018:</p> <p>The project is status Green, and progressing as expected within the agreed timescale. Most of the recent work has been investigating the benefits of transferring from a server based system to a cloud based system. A Paper is being prepared for CMT to be presented in June, laying out the pros and cons of each approach, and seeking agreement for the preferred direction. Following this, detailed planning will then be undertaken for delivery.</p>
Protection Replacement Management Information System	Amber	<p>18 May 2018:</p> <p>The status of the project remains at Amber due to competing priorities for ICT resources experienced during summer 2017 and has not been re-baselined. The project is now progressing as planned with a completion date planned for January 2019. Permission is sought to re-baseline with the new dates so that it can be shown as Green in future updates.</p> <p>The training of administrators and super users has now been completed. Further training of all users is now programmed for completion before July 2018. Selected Protection employees have now been trained to produce BFRS letter templates which need to be uploaded before the system goes live. Letter templates require producing in Infographics format. Staff sickness has affected this task.</p>

Project Description	Performance Status	Comments
<p>Prevention Replacement Management Information System</p>	<p>Green</p>	<p>18 May 2018:</p> <p>The status of this project is Green. A new Open Source application is being introduced to replace the current Home Fire Safety Check database, providing additional functionality around the management and recording of Safe and Well visits. Initial plans for this in-house development took place during May 2017 between the Prevention and Business Information Teams. The system has been developed iteratively, following Agile methodology, defined and customised specifically for BFRS needs.</p> <p>Phase one and two of the development are complete and have been in pilot with Stopsley station since January 2018. This is due to be rolled out Service-wide on the 25th May, with training sessions to be held on 23rd and 30th May. The new database should be significantly easier to use and offer a much improved and intuitive method of recording Home Fire Safety activity by Operations and Prevention staff.</p> <p>Subsequent phases of development to deliver additional features are planned for later in 2018.</p>

Project Description	Performance Status	Comments
SharePoint Upgrade	Not started	<p>15 May 2018:</p> <p>The existing SharePoint platform is end of life and needs to be upgraded. Capital funding has been set aside for the project. However this project requires resources to manage and drive it forwards which are not available. This has been further exacerbated by the departure of the Business Information Manager in 2017. The Head of ICT has proposed to May 2018 CMT meeting, that additional resources will be needed to push forward with the project and he will provide the costs for this to be considered.</p> <p>The project has therefore not yet been fully initiated.</p>
Unified Communications	Amber	<p>14th May 2018:</p> <p>The project status is Amber. The new platform is now up and running, with ICT currently undertaking testing. A workshop is being held on 22nd May with the staff who had previously volunteered to act as Unified Comms' Champions. The project is now being re-planned due to the findings of the initial tests, and a new timeline will be communicated shortly. It is envisaged that once ICT have finished testing, that the new Skype for Business functionality will then be released to those Champions who are currently mobile device users (i.e. laptops, iPad and iPhone users), for further User Acceptance Testing (UAT) next month. Feedback will be sought during UAT, before a decision is made to release the Skype for Business functionality to all remaining Mobile Device Users.</p> <p>Additional and replacement phones will be rolled out to the Kempston Training Centre in May and June.</p>

Project Description	Performance Status	Comments
Virtual Desktop Infrastructure (VDI) Upgrade Project	Amber	<p>14th May 2018:</p> <p>The project status is Amber due to procurement issues. It has been identified that further work is required before a contract can be awarded. The ICT Shared Service Team is working closely with the procurement teams in both fire services to help resolve this. It is anticipated award of contract will take place by July 2018 and it is envisaged that the project will be complete by December 2018, however until a supplier is selected delivery dates cannot be confirmed at this stage.</p> <p>The rollout of Unified Comms to all staff is dependent on the VDI upgrade project being completed.</p>
Virtual Desktop Infrastructure. (Joint Project CFRS)	Completed	<p>14th May 2018:</p> <p>This project has now closed.</p>

Project Description	Performance Status	Comments
<p>Website Procurement and Development</p>	<p>Amber</p>	<p>10 May 2018:</p> <p>The new Service website was successfully launched on Monday 21st May, and has been very well received. As the completion of the project was delayed from April to May due to the amount of content that had to be loaded onto the new website it stands as Amber. This was to ensure none of the problems of the old site were translated onto the new website; all content on the new website is fresh and not merged from the old site. The work on the project started in September 2017 with the supplier Zengenti, and in the last period has been in the final stages of being completed prior to its launch on 21 May.</p> <p>User Testing for the new website has now ended and fixes to identified issues are being made. The domain name bedsfire.gov.uk has been purchased. Accessibility software "ReciteMe" is being added to the new website to ensure a range of accessibly tools is available to users including a screen reader. All content has now been added to the new website and a final review of content, functionality and inter-connectedness of pages is underway as of this date.</p> <p>A soft launch approach will be taken whilst the new website beds down, with links to the new pages being made through social media posts. The old website will be maintained to ensure access to data during the transitional period and ensure those used to the old website can continue to find the information for which they are looking. Links from the old website to the new one will help guide users through the transition phase. Additional training on Content Management is planned for July.</p>

Business Process Improvement Programme

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

Project Description	Performance Status	Comments
Cloud-based processes (Training Centre Administration)	Amber	<p>15 May 2018:</p> <p>The project remains on Amber status. Training Centre has now reviewed the products available from STEP, iTrent and eFireService (PDR Pro).</p> <p>Training Centre (Training Delivery and Competence/Development) is now working with the Procurement Manager in exploring various procurement routes, and in obtaining, adopting and implementing an appropriate system based on the principles of best value.</p>
Cloud-based processes (On Call Recruitment)	Green	<p>15 May 2018:</p> <p>The project status is Green. Applications for the present recruitment of new on-call firefighters are being processed through the on-line, on-call recruitment portal, and can be tracked through the system. Work will continue with Cambridgeshire FRS to identify any further improvements. The collaborative development has been completed and therefore the project is now deemed complete.</p>

Project Description	Performance Status	Comments
Synchronisations	Completed	<p>Sickness Absence Notification Application - Completed The Sickness Absence Notification application has been live for all staff since November 2017, processing hundreds of sickness absences to date with no issues. Handover of monitoring application performance, environment and error handling has been completed and is being carried out as Business As Usual by the Business Information Team.</p> <p>Non-Sickness Absence Synchronisation - Completed The Non-Sickness Absence Synchronisation software was successfully completed and went live on 28th March. This synchronisation runs on a daily basis, transferring annual leave and other leave bookings from iTrent to Pharos to ensure accuracy of availability data, removing previous manual double keying of information . Handover of monitoring application performance, environment and error handling has been completed and is being carried out by the Business Information Team.</p> <p>People / Position Synchronisation - Completed The People/Position Synchronisation application was successfully completed and has been live since 28th March. Issues were discovered during testing delayed the completion date of this software however these were rectified and retested successfully. This synchronisation runs on a daily basis transferring changes to staff positions from iTrent to Pharos to ensure accuracy of availability data and removing previous manual double keying of information. Handover of monitoring application performance, environment and error handling has been completed and is being carried out by the Business Information Team</p>

Other Strategic Corporate Services Projects not in a Programme

Project Description	Aim	Performance Status	Comments
HR/Payroll System and Services	Implement a new HR/ Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service.	Phase 1 Amber	<p>10 May 2018:</p> <p>The ITrent system has been successfully implemented. The current status of this project is Amber due to previous cost overruns in Phase 1, which although within 10% tolerance, cannot be ameliorated. There has been minimal budget spend in Phase 2, and two contractors (Developer and IM lead) have now completed their contracts.</p> <p>Work to draw the HR & Payroll Project Phase 1 to a close is now almost complete, and there are now only a small number of tasks remaining to be finished, around absence configuration, tracking data, reporting, and completing training guides. The synchronisations development work is now completed, live and stable, with maintenance transferred to BaU.</p> <p>Regular quarterly account meetings are now planned with Midland HR, the first of which took place on 19 April. Current open queries are under investigation by MHR.</p> <p>Work is underway to formally capture the significant and far reaching benefits of the new HR platform within the Benefits Realisation Plan. General feedback in the Service shows from an end user perspective, there is definitely a marked improvement to the situation before its go live in Feb 2017. In addition, work has started on the production of an internal Business Continuity/Disaster Recovery Plan for the core HR and Payroll modules.</p>

Project Description	Aim	Performance Status	Comments
HR/Payroll System and Services, cont....		Phase 2 Green	<p>10 May 2018:</p> <p><u>Recruitment:</u></p> <p>Phase 2 work on implementing the online recruitment module is almost complete, with final links to the new Service website to be tested. Recruitment likely to go live by 30 June assuming the new website is up and running.</p> <p><u>Time and Expenses:</u></p> <p>Progress on Time and Expenses (T&E) has been very slow due to the focus on absence calculations, and capacity issues as PayPM has also been giving significant input to other projects e.g. Gartan and Wholetime Rota management. These commitments continue into the following period.</p> <p>A realistic timetable for implementation is being developed. Additional resources may also be required to write the test scripts and reports.</p>

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2017/18 QUARTER FOUR

Information and Communications Technology									
Measure				2017-18 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	Q4 2016-17	Q4 Actual	Q4 Target	Performance against Target	Comments
ICT1	User Satisfaction	Higher is Better	70%	n/a	92%	n/a	70%	n/a	See exception report
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Higher is Better	80%	97.17%	91.50%	n/a	80%	n/a	
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Higher is Better	96%	96.90%	99.00%	n/a	96%	n/a	
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Higher is Better	90%	97.28%	100.00%	n/a	90%	n/a	
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Higher is Better	90%	91.89%	93.13%	n/a	90%	n/a	
AV1	Core ICT services availability	Higher is Better	97%	98.83%	100.00%	100.00%	97%	Green	3% better than target
AV2	Business Applications Availability	Higher is Better	97%	98.63%	99.65%	99.91%	97%	Green	3% 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.

SUMMARY OF WORKSHOPS FLEET PERFORMANCE 2017/18 QUARTER FOUR

APPENDIX B

Fleet & Workshops									
Measure				2017-18 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	Q4 2016-17	Q4 Actual	Q4 Target	Performance against Target	Comments
WS1a	Grade A Defect Response Time (within 1 hour)	Higher is Better	90%	94%	95%	89%	90%	Amber	Missed target by 1%
WS1b	Grade A Defect Response Time (within 2 hours)	Higher is Better	95%	99%	99%	97%	95%	Green	2% 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%	2.40%	2.29%	2.43%	5%	Green	51% 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%	3.36%	3.06%	2.91%	5%	Green	42% 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%	0.50%	0.37%	0.28%	3%	Green	91% 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%	0.79%	0.86%	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.	Lower is Better	93%	97.54%	97.57%	97.67%	93%	Green	5% better than target
WS6	Annual Services undertaken	Higher is Better	97%	100%	100%	100%	97%	Green	3% better than target

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SUMMARY OF CORPORATE SERVICES PERFORMANCE 2017/18 QUARTER FOUR

Finance									
Measure				2017-18 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	Q4 2016-17	Q4 Actual	Q4Target	Performance against Target	Comments
FNP1	Budget requirement of Fire and Rescue Service (£ per 1,000 population)	Lower is Better	n/a	£44.99	£44.69	£43.39	n/a	n/a	n/a
FNP2a	Accuracy of net budget forecast outturn at period 6 (Sept)	Lower is Better	£600k	£341,550	£89,000	£396k	£600k	Green	n/a
FNP2b	Accuracy of net budget forecast outturn at period 9 (Dec)	Lower is Better	£600k	£54,762	£7,000	£14k	£600k	Green	n/a
FNP3	% of Routine Financial Reports Distributed Within 6 Working Days of Period end closure	Higher is Better	90%	100%	100%	100%	90%	Green	Met Target
FNP4	Compliance of annual statement of accounts processes with statutory timescales and quality criteria	Higher is Better	100%	100%	100%	n/a	100%	n/a	See exception Report
FNP5	Percentage of Uncontested Invoices Paid Within 30 days	Higher is Better	96%	95.57%	95.40%	95.17%	96%	Amber	Missed target by 1%
FNP6	Percentage of Outstanding Debt Over 90 Days Old	Lower is Better	2.5%	1.41%	4.62%	3.88%	2.5%	Red	Missed target By 55%
FNP7	Percentage of annual planned efficiency savings achieved by year end	Higher is Better	100%	98.34%	91.70%	87%	75%	Green	16% better than target
FNP8	Return on investment	Higher is Better	0.7%	1.00%	0.86%	0.73	0.7%	Green	4% better than target

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2017/18 QUARTER FOUR (YEAR END)

Property									
Measure				2017-18 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
Pr01	Total Electricity Consumption	Lower is Better	These figures will be provided in the 2018-19 Q1 performance report once they are collated.						
Pr02	Total Gas Consumption	Lower is Better							
Pr02	Total Water Consumption	Lower is Better							

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
21 June 2018
Item No. 8

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

SUBJECT: NEW INTERNAL AUDIT REPORTS

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

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

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

Item 8.1

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.

2. Internal Audit Reports

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

- Risk Management (completed on 16 February 2018; report finalised on 25 April 2018 (Appendix A). Conclusion: Amber – Reasonable Assurance.
- Follow up (completed on 12 March 2018; report finalised on 5 June 2018 (Appendix A). Conclusion: Amber – Reasonable.

- 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 2018 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 & RESCUE AUTHORITY

Risk Management

FINAL

Internal audit report: 5.17/18

25 April 2018

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Debrief held	16 February 2018	Internal audit team	Daniel Harris - Head of Internal Audit Louise Davies - Client Manager Farjad Shah – Senior Auditor
Draft report issued	28 February 2018		
Responses received	25 April 2018		
Final report issued	25 April 2018	Client sponsor	Darren Cook - Group Commander
		Distribution	Darren Cook, Group Commander

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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 Background

An audit of Risk Management has been undertaken at the 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 were a total of 38 risks on the Corporate Risk Register.

As per the Service Assurance Framework, the Corporate Management Team is responsible for the risk management programme with the aid of the Head of Organisational Assurance.

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

- Corporate Services;
- Human Resources; and
- Service Delivery.

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 Leadership Team (SDLT) are also provided with an update on the Corporate Risk Register on a monthly and quarterly basis, respectively.

1.2 Conclusion

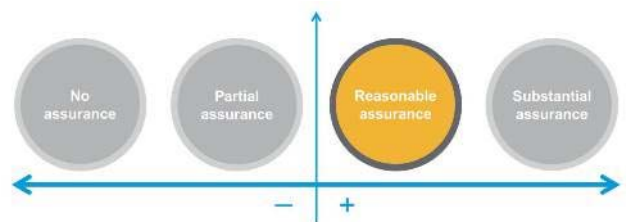
During our review, we found that the Corporate Risk Register (CRR) was largely complete (with only one action missing a due date and owner), with all risks being described using the cause-effect model. We also confirmed that there was a consistent process for the reporting of new risks to the Corporate Management Team (CMT) for review.

We noted issues, however, with the format of the CRR (it did not detail controls, assurances or gaps in controls and assurances), the scoring of risks (scoring was not undertaken using the correct rationale) and scrutiny of risk scores.

Further areas for improvement were found with respect to the Service Assurance Framework, risk management training and the Terms of References (ToRs) of various forums.

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:

Business Continuity Strategy

The Service is in the process of drafting a Business Continuity Strategy which sets out, in addition to business continuity related objectives, the link between risk management and business continuity. Through review of the Draft Business Continuity Strategy, we confirmed that a section had been included detailing the relationship between business continuity and risk management, and that various references to risk had been included throughout the document, demonstrating appropriate alignment to risk management.

Corporate Risk Register

Through review of the Corporate Risk Register, we noted that there was a total of 38 risks. In all cases, we confirmed that risks had been described using the cause-effect model and that a risk owner had been assigned against all risks.

We also confirmed that all risks were assigned an inherent and residual risk score using the scoring matrix in line with the Service Assurance Framework, with the total risk score being correctly calculated in all instances.

Risk Management Responsibility and System Training

We confirmed through review of the Service Assurance Framework that responsibility had been clearly assigned for the Service's risk management programme. We also confirmed during our review that operationally, the Corporate Risk Register was being maintained by the Head of Organisational Assurance, as identified in the Service Assurance Framework.

In terms of training with respect to the Abriska system, the Head of Organisational Assurance advised that they had not yet received system training since being assigned responsibility for the maintenance of Abriska. We were provided with email correspondence confirming that relevant system training had been booked in March 2018. We are therefore satisfied that this is receiving adequate management attention.

Corporate Management Team (CMT) and Service Delivery Leadership Team (SDLT)

Through review of the CMT meeting minutes for October 2017, November 2017 and January 2018 and the SDLT meeting minutes for July 2017, October 2017 and January 2018, we confirmed that the Corporate Risk Register was a regular agenda item being subject to review, with evidence of discussions taking place around key issues and changes/updates to risk. We also confirmed that actions were being included in the action logs with responsible owners and due dates assigned, and followed up during subsequent meetings.

We noted, however, the following issues, resulting in three 'medium' priority management actions:

Corporate Risk Register Format

A management action had been agreed during our 2016/17 Risk Management review in regard to the updating of the Corporate Risk Register with the following key columns: mitigating controls, assurances against controls and gaps in controls and assurances. We found, however, that the Corporate Risk Register had not been updated to reflect these requirements. This may result in risks not being effectively monitored and gaps not being identified in controls and assurances to mitigate against. **(Medium)**

Risk Scoring

As the Service do not document mitigating controls, we discussed the rationale behind the inherent and residual risk scoring with the Head of Organisational Assurance. We identified through our discussion that the Service assign the inherent risk score based on existing measures in place surrounding the risk, as opposed to a score based on the risk if no controls or other mitigating factors were in place. Moreover, we were advised that the residual risk score is according to mitigating actions being undertaken to address the risk, as opposed to existing controls in place.

Inappropriate risk scoring can lead to the ineffective prioritisation of risks, potentially leading to the Service not focusing their efforts on the most key risks. **(Medium)**

Corporate Risk Register Reports

The following management action had been agreed in the 2016/17 Risk Management review: "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."

Through review of the last two quarterly Corporate Risk Register Reports for the three Policy and Challenge Groups (between September 2017 and January 2018), we found that risk scores had not been included where updates were being provided for risks. Moreover, despite there being updates against 10 risks (positive assurances etc.), there had been no changes to risk scores.

Through review of the corresponding meeting minutes of the three Policy and Challenge Groups, we noted that there was a lack of evidence of discussion around the scoring of risk despite updates being provided against risks. This issue was also found to be the case during our review of risk reporting to the Audit and Standards Committee, with minimal discussion being noted around the scoring of risks.

If risk scores are not actively considered and revised in line with assurances and updates against risks, this can lead to risks not being prioritised and potentially managed appropriately. **(Medium)**

We have also agreed a further seven 'low' priority management actions, included in the detailed findings in section 2.

1.4 Additional information to support our conclusion

The following table highlights the number and categories of management actions made. The detailed findings section lists the specific actions agreed with management to implement.

Area	Control design not effective*		Non Compliance with controls*		Agreed actions		
	Low	Medium	High	Low	Medium	High	
Risk Management	7	(10)	3	(10)	7	3	0
Total	7				7	3	0

* 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 Progress made with previous audit findings

Date of previous audit	Low	Medium	High
Number of actions agreed during previous audit	0	4	0
Number of actions implemented/ superseded	-	0	-
Actions not yet fully implemented:	-	4	-

As part of this review, little progress has been demonstrated in implementing the management actions agreed during out 2016/17 Risk Management review:

- Policies and procedures had not been updated to include all agreed areas;
- The format of the Corporate Risk Register had not been updated to include key areas, such as mitigating controls and assurances;
- A Risk Champion had been assigned to carry out reviews of the Corporate Risk Register, however this was not at an appropriate frequency; and
- Risk scores were still not being provided as part of Corporate Risk Register reports to key forums (Policy and Challenge Groups and the Audit and Standards Committee).

2 DETAILED FINDINGS

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 regulatory scrutiny/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, regulatory scrutiny, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

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.

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Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
Area: Risk Management								
1	The Service is in the process of drafting a Business Continuity Strategy which will set out, in addition to business continuity related objectives, the link between risk management and business continuity. The Service has also produced a Service Assurance Framework in February 2018 which triangulates business continuity, information security and risk management,	No	N/A	Through review of the Draft Business Continuity Strategy, we confirmed that a section had been included detailing the relationship between business continuity and risk management, and that various references to risk had been made throughout the document, demonstrating appropriate alignment to risk management. We reviewed the Service Assurance Framework (produced in February 2018) and confirmed that it included coverage of risk management, business continuity and information security.	Low	The Service Assurance Framework will be updated to ensure that there is clear linkage between business continuity, information security and risk management.	31st May 2018	Darren Cook – Head of Organisational Assurance

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	detailing roles and responsibilities, key objectives and monitoring arrangements.			<p>We noted, however, that each area was referred to largely in isolation of other areas and there was little linkage between them.</p> <p>Without appropriate triangulation between business continuity, information security and risk management, the Service may not effectively benefit from the linkages between the arrangements of each area, such as the consideration of business continuity risks when carrying out a Business Impact Analysis (BIA).</p>				
2	<p>The Service have in place a Corporate Risk Management Policy which is supported by a Risk Management Service Order and details the various processes in place for risk management.</p> <p>These documents are out of date and have not been reviewed recently, as the documents are due to be replaced by the Service Assurance Framework.</p>	Yes	No	<p>A management action had been agreed during our 2016/17 Risk Management review with respect to updating of the Corporate Risk Management Policy and the Risk Management Service Order.</p> <p>We were advised by the Head of Organisational Assurance that the Policy and Service Order had not been updated as these are due to be replaced by the Service Assurance Framework, with relevant content being transferred as appropriate.</p> <p>We noted, however, that none of the above documents included key areas in respect of risk management, such as key risk definitions and the escalation process for risks identified by staff.</p>	Low	<p>When updating the Service Assurance Framework with content from the Corporate Risk Management Policy / Risk Management Service Order, the following additional information will be included:</p> <ul style="list-style-type: none"> • Key risk definitions; • Minimum frequency for risk reviews by risk owners; • Escalation process for new/emerging risks identified by staff; and • Risk appetite statement (clearly identifying the level of 	31st May 2018	Darren Cook – Head of Organisational Assurance

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
				<p>Moreover, although a section had been included on risk appetite, this was simply a 5x5 risk scoring matrix (impact and likelihood) and was not accompanied by any narrative or an indication as to what level of risk the Service were willing to tolerate in order to meet its objectives.</p> <p>The above can result in the overall ineffective management of risks, potentially leading to risks being realised. We have therefore agreed a new management action to address this issue.</p>		risk the Service are willing to tolerate).		
3	<p>The Abriska system is utilised for the documenting and subsequent management of Service risks. The system encompasses the Corporate Risk Register which details the following key information for each risk:</p> <ul style="list-style-type: none"> • Risk owner; • Risk scores and treatment; • Risk review date; and • Actions. <p>There are certain key fields, however, not included in the Corporate Risk Register, such as mitigating controls.</p>	No	N/A	<p>A management action had been agreed during our 2016/17 Risk Management review in regard to the updating of the Corporate Risk Register with key columns:</p> <ul style="list-style-type: none"> • Mitigating controls; • Assurances against controls; and • Gaps in controls and assurances. <p>We found, however, that the Corporate Risk Register had not been updated to reflect these requirements.</p> <p>This may result in risks not being effectively monitored and gaps not being identified in controls and assurances to mitigate against.</p> <p>We have therefore reiterated this management action.</p>	Medium	<p>The Corporate Risk Register will be updated to encompass the following fields:</p> <ul style="list-style-type: none"> • Mitigating controls; • Assurances against controls; and • Gaps in controls / assurances. 	31st August 2018	Darren Cook – Head of Organisational Assurance

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
4	<p>Each of the Service's risks are described using the cause-effect model, and each risk is assigned an inherent risk score and residual risk score using a 5x5 matrix.</p> <p>The scoring method is detailed in the Service Assurance Framework.</p>	Yes	No	<p>Through review of the Corporate Risk Register, we noted that there were a total of 38 risks. In all cases, we confirmed that risks had been described using the cause-effect model.</p> <p>We also confirmed that all risks were assigned an inherent and residual risk score using the scoring matrix in line with the Service Assurance Framework, with the total risk score being correctly calculated in all instances.</p> <p>As the Service do not document mitigating controls, we discussed the rationale behind the inherent and residual risk scoring with the Head of Organisational Assurance.</p> <p>We identified through our discussion that the Service assign the inherent risk score based on existing measures in place surrounding the risk, as opposed to a score based on the risk if no controls or other mitigating factors were in place.</p> <p>Moreover, we were advised that the residual risk score is based according to mitigating actions being undertaken to address the risk, as opposed to existing controls in place.</p> <p>Inappropriate risk scoring can lead to the ineffective prioritisation of risks, potentially leading to the Service not focusing their efforts on the most key risks.</p>	Medium	<p>A review of all risk scores will be undertaken in line with the following definitions:</p> <ul style="list-style-type: none"> • Inherent risk - the risk that an activity would pose if no controls or other mitigating factors were in place; and • Residual risk - the risk that remains after controls and other mitigating factors are taken into account 	31st August 2018	Darren Cook – Head of Organisational Assurance

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
				A management action has been agreed around including key risk definitions in the Service Assurance Framework, above.				
5	<p>As per the Service Assurance Framework, the Corporate Management Team is responsible for the risk management programme with aid of the Head of Organisational Assurance.</p> <p>The Head of Organisational Assurance and the Service Assurance Manager are due to undertake training on the risk management system in March 2018.</p> <p>There is, however, no general risk management training for key staff.</p>	No	N/A	<p>We confirmed through review of the Service Assurance Framework that responsibility had been clearly assigned for the Service's risk management programme. We also confirmed during our review that operationally, the Corporate Risk Register was being maintained by the Head of Organisational Assurance, as identified in the Service Assurance Framework.</p> <p>In terms of training with respect to the Abriska system, the Head of Organisational Assurance advised that they had not yet received system training since being assigned responsibility for the maintenance of Abriska (the previously trained staff member had left the Service).</p> <p>We were provided with email correspondence confirming that relevant system training had been booked in March 2018 for both the Head of Organisational Assurance and the Service Assurance Manager (who will assist with the administration of the system). We are therefore satisfied that this is receiving adequate management attention.</p> <p>We were advised by the Head of Organisational Assurance, however, that</p>	Low	The Service will introduce formal risk management training for risk owners and other key staff.	31st August 2018	Darren Cook – Head of Organisational Assurance

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
				<p>the Service does not have any formal training on general risk management for key staff.</p> <p>Without appropriate training, this can result in an inconsistent approach being undertaken to managing risk, or risks not being dealt with effectively, increasing the likelihood of risks being realised.</p>				
6	<p>Each Service risk is assigned a risk owner who is responsible for reviewing their risks. There is currently, however, no defined minimum frequency for risk reviews.</p> <p>Risk treatment actions are identified for each of the Service's corporate risks. This is to include details of the action along with the action owner and a proposed date for the completion of the action.</p>	No	N/A	<p>We reviewed the Corporate Risk Register and noted that for all 38 risks, a risk owner had been assigned.</p> <p>We found three instances, however, where risks had not been reviewed in line with their review dates as follows:</p> <ul style="list-style-type: none"> • CRR27 was due for review on 8th February 2018; • CRR38 was due for review on 11th January 2018; and • CRR42 was due for review on 31st December 2017. <p>We also noted that the Service had not defined a minimum frequency for risk review by risk owners and a management action has been agreed accordingly above.</p> <p>Without regular review of risks, this could lead to changes in the impact, likelihood or direction of the risk not being identified in a timely manner, thereby leading the risk not being managed appropriately.</p>	Low	<p>The Risk Champion review of the Corporate Risk Register will be undertaken on at least a quarterly basis to check key areas, including:</p> <ul style="list-style-type: none"> • Whether actions have responsible owners and due dates assigned; • Whether actions are completed in line with their due date (or reasoning has been provided where they are overdue); and • Whether risks are reviewed in line with their review date. <p>Where there is non-compliance with the above, this will be</p>	31st May 2018	Darren Cook – Head of Organisational Assurance

Ref Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
			<p>In terms of actions, we noted that a total of 61 actions had been included against the Service's 38 risks. We noted an instance, however, where an action had not been assigned a responsible owner or due date.</p> <p>We also found five cases where actions were overdue (due dates were 1st June 2013, 1st January 2018, 1st February 2018 for three of the actions and 8th February 2018 for the remaining two actions.</p> <p>In four of these cases, we were provided with sufficient reasoning as to why the action had not been closed, for instance, the Service were awaiting release of meeting minutes before closing the action. This should therefore be detailed on the system to enable sufficient monitoring.</p> <p>In the remaining case (CRR8), the action did not have an update or justification as to why the action was overdue and whether progress was being made against it.</p> <p>Without sufficient monitoring of actions, this could lead to mitigating measures not being implemented against risks in a timely manner, increasing the likelihood of risks materialising.</p> <p>A management action had been agreed in the 2016/17 Risk Management review for the assigning of a risk champion to regularly review the Corporate Risk</p>		<p>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	Action for management	Implementation date	Responsible owner
				<p>Register and escalate any issues, such as overdue actions and risks.</p> <p>We were advised by the Head of Organisational Assurance that they were the Services 'Risk Champion' and that an overall review of the Corporate Risk Register is undertaken on a six monthly basis. In light of the issues above, the overall Corporate Risk Register review should be undertaken more frequently.</p>				
7	<p>New / emerging risks are to be reported to the Head of Organisational Assurance for initial screening prior to the risk being reported to the Corporate Management Team (CMT).</p> <p>The process, however, has not been defined in the Service's risk management policies/procedures.</p>	No	N/A	<p>We noted during our review that the process of escalating newly identified risks has not been defined in the Service's risk management policies/procedures, and a management action has been agreed above.</p> <p>Through review of the last three meeting minutes of the Corporate Management Team (CMT) for October 2017, November 2017 and January 2018, we noted that two new risks had been reported to the CMT relating to data protection and the SharePoint system.</p> <p>We found, however, that where new risks had been reported, this was not accompanied by the proposed scoring of the risk.</p>	Low	Where new risks are reported to the Corporate Management Team (CMT), the proposed risk scoring will also be reported to ensure appropriate oversight prior to the risk being added to the Corporate Risk Register.	31st May 2018	Darren Cook – Head of Organisational Assurance

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
				As a result, the priority of the risk may not receive sufficient oversight by the Committee to ensure it is appropriate.				
8	<p>The Corporate Management Team (CMT) and Service Delivery Leadership Team (SDLT, formerly the Service Delivery Management Team) are provided with an update on the Corporate Risk Register on a monthly and quarterly basis, respectively.</p> <p>A Terms of Reference is in place to define the remit of both forums, however, these do not include key areas, such as accountability lines and quorum.</p>	No	N/A	<p>Through review of the Terms of Reference (ToR) for the Corporate Management Team (CMT), we noted that it had not been reviewed since April 2015, and did not state a next review date/review frequency.</p> <p>In terms of content, although the ToR covered responsibilities, membership and meeting frequency, key areas had not been included, such as:</p> <ul style="list-style-type: none"> • Accountability lines; • Reporting requirements; and • Quorum. <p>We also reviewed the Service Delivery Leadership Team (SDLT) (this was in draft format due to a change in name from 'Service Delivery Management Team') and noted similar issues, whereby the following had not been detailed:</p> <ul style="list-style-type: none"> • Accountability lines; • Quorum; • Review frequency of the ToR; • Meeting arrangements; and • Membership. <p>Without an appropriate Terms of Reference in place which is subject to regular review, this can result in a lack of accountability, an</p>	Low	<p>The Terms of References of the Corporate Management Team and Service Delivery Leadership Team will be updated to include the following information:</p> <ul style="list-style-type: none"> • Accountability lines; • Reporting lines (both up and down); • Quorum; • Review frequency of the ToR; • Meeting arrangements; and • Membership. 	31st May 2018	Darren Cook – Head of Organisational Assurance

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no/ N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
				unclear remit, or the ToR not being reflective of current practice. We confirmed that both ToRs encompassed risk management responsibilities.				
9a	Three Policy and Challenge Groups are in place as follows: <ul style="list-style-type: none"> Corporate Services (CSPCG); Human Resources (HRPCG); and Service Delivery (SDPCG). A Terms of Reference (ToR) is in place detailing the remit of the Groups, although these do not include a next review date or review frequency.	No	N/A	Through review of the Terms of References (ToRs) for the Corporate Services, Human Resources and Service Delivery Policy and Challenge Groups, we confirmed that all were in a consistent format and had been last reviewed in the last 12 months. In terms of content, we confirmed all included key areas such as responsibilities, membership, quorum, reporting requirements and meeting arrangements. We found, however, that the ToRs did not include a next review date or review frequency. This can result in the ToRs not being subject to regular review to ensure they remain reflective of current practice and remit. The same issue was also noted for the ToR of the Audit and Standards Committee.	Low	The Terms of References of the Policy and Challenge Groups and the Audit and Standards Committee will be updated to include a next review date/review frequency.	31st May 2018	Karen Daniels – Service Assurance Manager
9b	A Corporate Risk Register Report is produced on a quarterly basis for review by each Policy and Challenge Group (for risks relating specifically to them) detailing	Yes	No	The following management action has been agreed in the 2016/17 Risk Management review: "Where updates and assurances against risks are reported as part of Corporate Risk Register reports,	Medium	Where updates and assurances against risks are reported as part of Corporate Risk Register reports to the Policy and Challenge Groups and	31st May 2018	Darren Cook – Head of Organisational Assurance

Ref Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
changes to risk ratings and any updates in relation to risks.			risk scores will also be included for review as to whether they require revising."		the Audit and Standards Committee, risk scores will also be included for review as to whether they require revising.		
			Through review of the last two quarterly Corporate Risk Register Reports for the three Policy and Challenge Groups (between September 2017 and January 2018), we confirmed that they were in a consistent format, highlighting whether there were any changes to risk scores and providing updates against risks as relevant.				
			We found, however, that risk scores had not been included where updates were being provided for risks. Moreover, despite there being updates against 10 risks (positive assurances etc.), there had been no changes to risk scores.				
			An example of this is where an update had been provided against CRR15 (Corporate Services Corporate Risk Register Report for September 2017) whereby it was confirmed that mobile terminals had gone live which completes the resilience benefits required by the Home Office, however, there was no evidence of consideration of changes to risk scores.				
			Through review of the corresponding meeting minutes of the three Policy and Challenge Groups, we confirmed that the Corporate Risk Register was being subject to regular review with discussion taking place around updated risks.				

Ref Control	Adequate control design (yes/no)	Controls complied with (yes/no/N/A)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
			<p>We noted, however, that there was a lack of discussion around the scoring of risk despite updates being provided against risks (only one meeting discussed changes to risk scoring, the Human Resources Policy and Challenge Group meeting in September 2017). This could be partly due to the fact that risk scores are not included in the Corporate Risk Register reports.</p> <p>This issue was also found to be the case during our review of risk reporting to the Audit and Standards Committee, with minimal discussion being noted around the scoring of risks.</p> <p>If risk scores are not actively considered and revised in line with assurances and updates against risks, this can lead to risks not being prioritised appropriately.</p>				

APPENDIX A: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The scope was planned to provide assurance on the controls and mitigations in place relating to the following areas:

Objectives of the area under review

To ensure that the risk management framework and processes are firmly embedded

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

Areas for consideration:

The Authority has recently undertaken an internal review of their risk management systems and processes. This audit will seek to provide assurance that a robust risk management framework has been established and embedded throughout the organisation. This will include ensuring that:

- There is an agreed Risk Management, Information Security and Business Continuity Strategy which has been made available to all relevant staff. This includes clear risk assessment procedures and a defined escalation process. The Information Security and Business Continuity Strategy clearly link to the Risk Management arrangements;
- Appropriate corporate and operational risk registers have been established;
- Responsibility for the review and maintenance of the Risk Registers has been formally delegated to appropriate groups and/or persons. Training has been provided where necessary;
- Responsibility for each risk has been assigned to an accountable person with the appropriate delegated authority to manage the risk;
- The cause and effect of each risk is evident. Each risk has a pre- and post- mitigating control risk score. Risk scoring takes into account the characteristics of the risk;
- Controls and assurances are identified for each risk. Gaps in the control and assurance frameworks have been identified and appropriate action plans have been developed;
- Processes are in place to identify and assess new or emerging risks at a team / department / project level and then escalate them appropriately; and
- Processes have been established to ensure that common operational level risks are identified through a comparison of operational risk registers.

Limitations to the scope of the audit assignment:

- This review will not comment on whether individual risks are appropriately managed, or whether the organisation has identified all of the risks and opportunities facing it;
- We will not conduct any testing to verify the outcome of any assurances received;
- We will not include compliance with the Information Security and Business Continuity Strategy;
- We will not comment on the appropriateness of any risk scores given;
- We will not confirm that the actions taken and controls implemented will mitigate the risk from being realised;
- We do not endorse a particular means of risk management;

- It remains the responsibility of the Authority and senior management to agree and manage information needs and to determine what works most effectively for the organisation;
- All testing will be compliance based sample testing only; and
- Our work 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.

APPENDIX B: FURTHER INFORMATION

Persons interviewed during the audit:

- Darren Cook – Head of Organisational Assurance
- Karen Daniels – Service Assurance Manager
- Lisa Langley – Corporate Management Team Secretary
- Alberdina Jenkins – Secretary to CMT

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
Substantial assurance	25%	
Reasonable assurance	37.5%	X
Partial assurance	37.5%	
No assurance	0%	

Management actions	Average number in similar audits	Number in this audit
Total	5.63	10

FOR FURTHER INFORMATION CONTACT

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BEDFORDSHIRE FIRE & RESCUE AUTHORITY

Follow Up of 2016/17 Actions

FINAL

Internal Audit - Follow Up Report 7.17/18

5 June 2018

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.

CONTENTS

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2 Findings and management actions	5
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Debrief held	12 March 2018	Internal audit team	Daniel Harris - Head of Internal Audit Louise Davies - Manager Charlie Davey – Internal Auditor
Draft report issued	2 May 2018		
Responses received	5 June 2018		
Final report issued	5 June 2018	Client sponsor	Karen Daniels - Service Assurance Manager
		Distribution	Karen Daniels - Service Assurance Manager Darren Cook - Head of Organisational Assurance

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at <http://www.icaew.com/en/members/regulations-standards-and-guidance>.

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. Management actions raised 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.

This report is solely for the use of the persons to whom it is addressed and for the purposes set out herein. 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 third party which obtains access to this report or a copy and chooses to rely on it (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.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

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 2017/2018 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:

- Fleet Management (2.16/17)
- Stocks and Inventory (3.16/17)
- Data Quality – Incident Reporting System (6.16/17)
- Governance: Transparency and Decision Making (7.16/17)
- Retained Recruitment (8.16/17)
- Follow Up (9.16/17)

The 11 management actions considered in this review comprised of one 'high' and 10 'medium' priority actions. The focus of this review was to provide assurance that all actions previously made have been adequately implemented. For actions categorised as 'low' we have accepted management's assurance regarding their implementation.

Through review, we noted that there were no medium or high actions in the previous Follow Up audit (9.16/17).

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 & Rescue Authority has demonstrated **reasonable** progress in implementing agreed management actions.

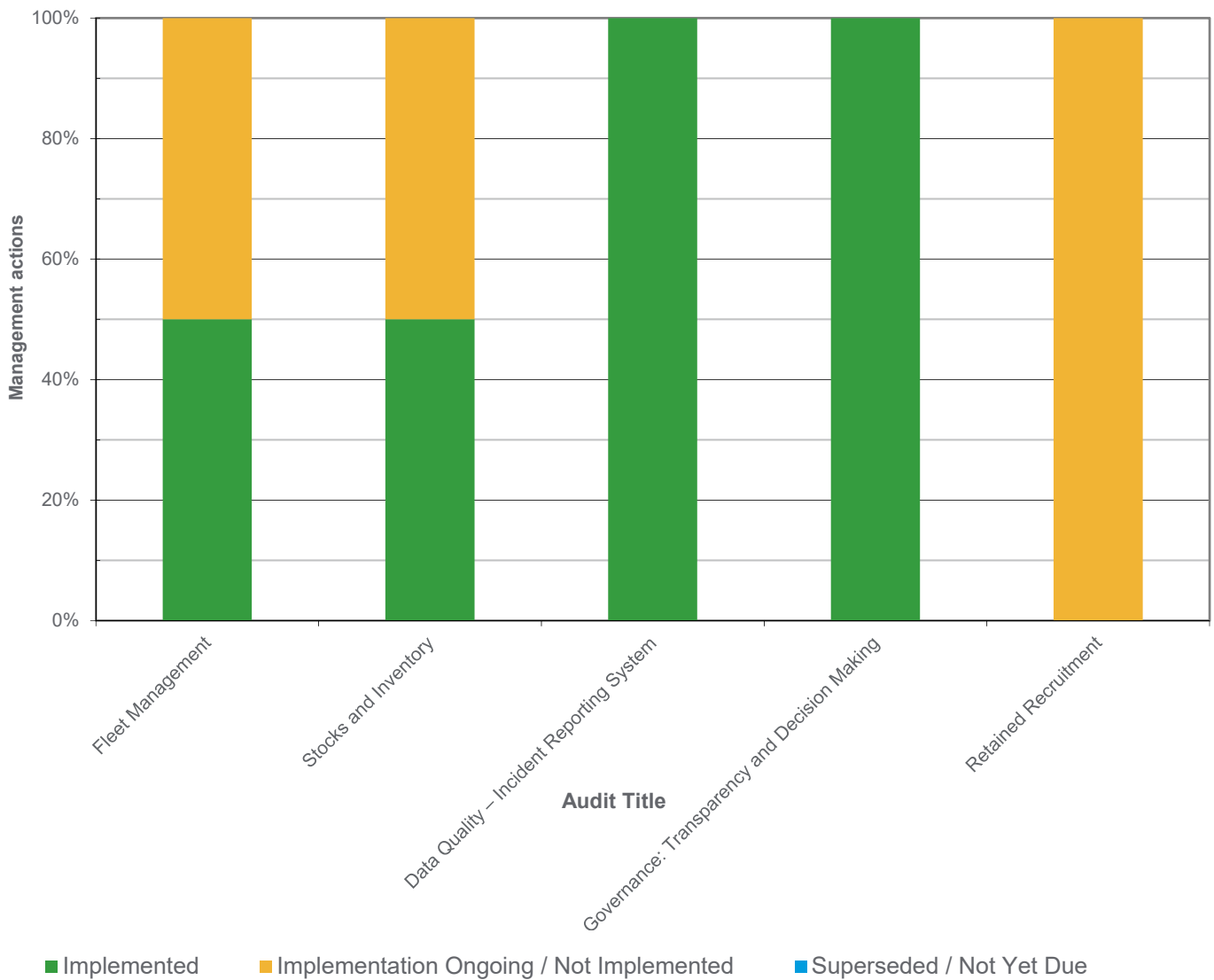
We have made new management actions where appropriate; these are detailed in section 2 of this report.

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 Bedfordshire Fire & Rescue Authority's management on a regular basis, with an update provided to the Audit and Standards Committee at each meeting. We have identified three instances where the implementation status of action reported by management to the committee differs from our own findings.

The following graph highlights the number and categories of actions issues and progress made to date:



Further details of progress made are provided in Section 2 of this report. It is important to note that until a management action is fully implemented, the organisation is still exposed to risk.

We have verified that the status of implementation of management actions, as reported to the audit committee via the internal action tracking process, is accurate for the following audits:

- Data Quality – Incident Reporting System (6.16/17)
- Governance: Transparency and Decision Making (7.16/17)

1.4 Progress on actions

Implementation status by review	Number of actions agreed	Status of management actions					
		Implemented (1)	Implementation ongoing (2)	Not implemented (3)	Superseded (4)	Not yet due (5)	Completed or no longer necessary (1) + (4)
2.16/17 Fleet Management	2	1	1	0	0	0	1
3.16/17 Stocks and Inventory	2	1	1	0	0	0	1
6.16/17 Data Quality – Incident Reporting System	3	3	0	0	0	0	3
7.16/17 Governance: Transparency and Decision Making	3	3	0	0	0	0	3
8.16/17 Retained Recruitment	1	0	1	0	0	0	0

Implementation status by management action priority	Number of actions agreed	Status of management actions					
		Implemented (1)	Implementation ongoing (2)	Not implemented (3)	Superseded (4)	Not yet due (5)	Completed or no longer necessary (1)+(4)
High	1	0	1	0	0	0	0
Medium	10	8	2	0	0	0	8
Totals	11	8	3	0	0	0	8

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.
5	The action is not yet due.

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ASSIGNMENT TITLE: 2.16/17 Fleet Management										
Ref	Management action	Original date	Original priority	Status reported to audit committee	Audit finding	Current status	Updated management action	Priority issued	Revised date	Owner responsible
1.1	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.	30 April 2017	High	1	We confirmed that an external company undertake checks on a monthly basis and issue a vehicle maintenance inspection report which is retained onsite. This will highlight any issues if checks are not completed properly. We received and reviewed the Health and Safety at Work Policy, Section 01/23 Driving at Work, and found that it states that the 'completion of the required vehicle user checks will be subject to periodic auditing and random sampling under Service auditing and monitoring policies' (30.4). We noted that although this covers the audit inspections of the vehicles, it	2	The Authority will update the Repair and Maintenance Policy and Health and Safety Policy to include a requirement for monthly reviews of the logbooks.	Low	Dec 09	Head of Service Support

The reviewer will also complete random monthly checks of the random sample vehicle to ensure the checks are being completed properly.

does not cover the monthly review and signing of the logbook.

We also reviewed the Appliances and Equipment Policy, section 01/19 Repair and Maintenance of Appliances, Vehicles and Equipment and found no note of the requirement of monthly reviews of the logbook.

If the requirement is not documented there is a risk that vehicle checks may not be undertaken and thus faults will not be identified. This increases the risk of accidents occurring which could cause financial and reputational damage to the Authority.

We therefore deemed that this action was part implemented, with an element ongoing. We have therefore amended the action to reflect the Authorities current position and risk exposure.

Action partly restated.

ASSIGNMENT TITLE: 3.16/17 Stocks and Inventory

Ref	Management action	Original date	Original priority	Status reported to audit committee	Audit finding	Current status	Updated management action	Priority issued	Revised date	Owner responsible
2.1a	<p>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.</p> <p>A review of all OP numbers will take place to ensure they relate to the correct item and the correct shelf space. 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.</p>	31 March 2017	Medium	1	<p>Through discussion with the StnC(t) Technical, we found that the Authority is currently undergoing a re-categorisation of all stock. Each stock item will be allocated a unique code starting with 'OP' followed by a letter coding relating to stock items area of use followed by a selection of numbers.</p> <p>Through review of the full stock list, we identified that only some areas have currently been completed, including:</p> <ul style="list-style-type: none"> • Toolbox; • Fire Investigation; • Electrical box; and, • Water rescue (currently in progress). <p>Through further discussion with the StnC(t) Technical, we found that the target for completion is March 2019.</p> <p>We also were informed that interim stock checks have occurred but no evidence is retained. There is a risk that stock could be damaged, stolen or misappropriated if it is not stored, checked and recorded appropriately.</p> <p>We therefore deemed that the full review of all OP numbers had not yet been fully completed.</p> <p>Action reworded.</p>	2	<p>The Authority will ensure that the review and update of all OP numbers is completed to ensure they relate to the correct item and the correct shelf space.</p> <p>The Technical Support Manager will ensure an interim stock take is performed on all stock held by the Technical department to ensure accuracy and evidence of this will be retained.</p>	Medium	<p>Initial trial at 1 station Dec 2019</p> <p>Full service implementation April 2020</p>	Head of Service Support

2.1b As above	31 March 2017	Medium	1	<p>We selected a sample of ten stock items, and found that in five instances the stock items were located in either stores or technical stores.</p> <p>We noted that in only one of these five instances was the stock item issued an OP number. In the other four out of five instances, the stock item had a correct label on the box but was on a shelf under the incorrect code or had not been labelled at all.</p> <p>In the remaining five instances we were informed that many of the stock items had been issued out and the remaining items were awaiting being issued to stores.</p> <p>We obtained an allocations spreadsheet which showed that large quantities of the stock had been allocated to toolkits and we were informed that some of the stock had been issued to other areas such as the MRVs or the sales engineer.</p> <p>We confirmed that in all five instances, the stock on the system was explained by the technical team but we could not view all items in person due to them being allocated to a variety of different sites.</p> <p>There is a risk that stock could be damaged, stolen or misappropriated if it is not stored, checked and recorded appropriately.</p> <p>We therefore found that the system was not up-to-date with stock levels and thus have found that the action is not yet completed.</p>	2	See action 2.1a
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ASSIGNMENT TITLE: 8.16/17 Retained Recruitment

Ref	Management action	Original date	Original priority	Status reported to audit committee	Audit finding	Current status	Updated management action	Priority issued	Revised date	Owner responsible
3.1	The Head of Training and Development will ensure that all required recruitment documents and checks are fully completed and performed prior to a Retained Firefighter starting at the Authority.	30 June 2017	Medium	1	<p>Through discussion with the Human Resources Administrator, we found that since February 2017 the Authority has a new online application process through IBM. The process requires fewer forms and also means that all documentation for each new starter is collated and kept in one singular location.</p> <p>We tested a sample of five Retained Firefighters which started in the Trust in November 2017 and found that in all five instances:</p> <ul style="list-style-type: none"> • An online application was filled out and included the Retained Firefighters availability; • a checklist of the checks to be undertaken which includes the DBS check (We noted that a separate DBS monitoring document is also maintained); • A DVLA check of the new starters driving licence; and • A medical confirmation form. <p>Whilst we found that in three instances, the new starter did not have both two character references and five years work history as required, we did note that in all instances the new starter had either five years work experience or if there were any gaps, then had two character references.</p>	2	The Authority will ensure that all new starters sign their contracts prior to their first day at work.	Medium	31 March 2018	Assistant HR Operations Manager.

Through discussion with the Assistant HR Operations Manager this was adequate and would have been agreed for each.

We also found that in four of the five instances the employees contract had not been signed. If the employees contract has not been signed, there is a risk that the employee will not be contractually obliged to any standards required by the Authority.

Action reworded.

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 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 percent	None outstanding	None outstanding	All low actions outstanding are in the process of being implemented
Reasonable	51 – 75 percent	None outstanding	75 percent of medium actions made are in the process of being implemented	75 percent of low actions made are in the process of being implemented
Little	30 – 50 percent	All high actions outstanding are in the process of being implemented	50 percent of medium actions made are in the process of being implemented	50 percent of low actions made are in the process of being implemented
Poor	< 30 percent	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 Bedfordshire Fire & Rescue Authority manages the following objective:

Objective of the area under review

To review the implementation of high and medium priority management actions made previously to improve the control framework

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

Areas for consideration:

This review will assess the implementation of management actions for the following audit reports:

2.16/17 Fleet Management

3.16/17 Stocks and Inventory

6.16/17 Data Quality – Incident Reporting System

7.16/17 Governance: Transparency and Decision Making

8.16/17 Retained Recruitment

9.16/17 Follow Up

Staff members responsible for the implementation of management actions will be interviewed to determine the current status of each point. Audit testing will be completed, where appropriate, to assess the level of compliance with this status and the controls in place.

The audits listed above resulted in a total of one high and 11 medium priority management actions. We will follow up all high and medium priority management actions, we will not follow up low priority actions.

Limitations to the scope of the audit assignment:

- The scope of this work is limited to those areas examined and reported upon in the areas for consideration in the context of the objectives set out in for this review. It should not, therefore, be considered as a comprehensive review of all aspects of non-compliance that may exist now or in the future.
- Any testing undertaken as part of this audit will be compliance based and sample testing only.
- Testing will be undertaken to follow up actions agreed, it should therefore not be considered as a full assurance review of those areas.

Testing is limited to high and medium priority actions only.

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 actions
2.16/17 Fleet Management	BFRA will ensure that a random monthly Freight Transport Agency (FTA) inspection is carried and documented as per the policy.
3.16/17 Stocks and Inventory	<p>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"> • The type of stock held; • The principles to be followed with regards to receiving, reconciling and using the stock and inventory; • Roles and responsibilities for the stock/inventory held; and • 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.
6.16/17 Data Quality – Incident Reporting System	<p>1.) The Head of Operations will undertake periodic lessons learnt exercise to ensure that frequent issues can be identified with regards to the input of data.</p> <p>Action plans to address these issues will then be developed and monitored.</p> <p>2.) The Control Team will ensure that data on the number of outstanding IRS to be checked is produced and provided to ODT meetings on a monthly basis as prescribed.</p> <p>The Head of Operations will ensure that findings are actively discussed in meetings.</p> <p>3.) The Head of Operations will consider whether full programme refresher training will be beneficial for all staff involved in the input of IRS data.</p> <p>The Head of Operations will progress development of a training package to support induction of new control staff and new fire officers.</p>
7.16/17 Governance: Transparency and Decision Making	<p>1.) 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</p>

agreement with a value that exceeds £5,000 the service will include 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.

2.) The Authority will publish on an annual basis all Grants to voluntary, community and social enterprise organisations.

3.) The Authority will publish the following information relating to fraud:

- total amount spent by the authority on the investigation and prosecution of fraud total number of fraud cases investigated.
-

FOR FURTHER INFORMATION CONTACT

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For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
21 June 2018
Item No. 9

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

SUBJECT: AUDIT AND GOVERNANCE ACTION PLANS MONITORING REPORT

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

Background Papers:

- Action Plans contained in Internal and External Audit Reports
 - Action Plan contained in the Annual Governance Statement 2016/17
 - 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.

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 2016/17 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.

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 2018/19.

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 2018/19 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 2018/19 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.)

2.3 There are no requests to extend the original completion date. However, during the follow up audit two actions have been partly though not yet fully implemented. One action is partly restated and one action has been reworded following the audit.

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 2016/17 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 14 June 2017, as part of the 2016/17 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')
SI (16/17) 1.2	RSM Dec 16: Final Report (16/17) RSM Follow Up June 18: Final Report (17/18)	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. 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	Stock take now completed, action complete.	Original Mar 17	Completed – Not confirmed by follow up audit Implementation ongoing Action reworded Ref (Follow up 2.1a)
FM (16/17) 2	RSM Nov 16: Final Report (16/17) RSM Follow Up June 18:	Fleet Management Head of Operational Support	High	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	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.		Completed – Not confirmed by follow up audit Implementation ongoing

**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')
	Final Report (17/18)			<p>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>			Action Partly restated Ref (Follow up 1.1)
RM 1.2 (16/17)	RSM May17: Final Report (16/17) RSM April 18: RM Final Report (17/18)	Risk Management Head of Organisational Assurance	Medium	Key fields had not been included in the Corporate Risk Register, such as mitigating controls.	The corporate risk register contains two fields Inherent and residual. The Inherent risks are calculated without actions to implemented to control the risk. The residual risk is calculated with actions placed to control or mitigate risk to the service. Actions assigned to treated risks act as control measures to further reduce the risk to the service.	Original Dec 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)

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')
RM 1.3 (16/17)	RSM May17: Final Report (16/17) RSM April 18: RM Final Report (17/18)	Risk Management Head of Organisational Assurance	Medium	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.	All risks have been reviewed and have been assigned responsible owners. Due dates have been reviewed with the actions either completed or extended, with a detailed explanation why changes have been made.	Original Sep17	Completed - Confirmed by Follow up audit
RM 1.4 (16/17)	RSM May17: Final Report (16/17) RSM April 18: RM Final Report (17/18)	Risk Management Head of Organisational Assurance	Medium	Risk scores were not being actively revised in line with assurances and updates against risks.	All risks are reviewed monthly by the responsible owner. This includes risk score, actions, completion dates and review statements to the Fire Authority Policy and challenge Groups.	Original Sep17	Completed - Confirmed by Follow up audit
GOV 2 (16/17)	RSM May 17: Final Report (16/17) RSM Follow Up June 18: Final Report (17/18)	Governance Head of Finance and Treasurer	Medium	BFRS already publish a Contracts register containing details of contracts over £5,000 together with all transparency criteria. 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	Completed, this is now included on the web page under Transparency.	Original Apr 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')
				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 <ul style="list-style-type: none"> • 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. 			

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')
GOV 4 (16/17)	RSM May 17: Final Report (16/17) RSM Follow Up June 18: Final Report (17/18)	Governance Head of Finance and Treasurer	Medium	The Authority will publish on an annual basis all Grants to voluntary, community and social enterprise organisations.	These are now on the web under Transparency.	Original Apr 17	Completed - Confirmed by follow up audit
GOV 7 (16/17)	RSM May 17: Final Report (16/17) RSM Follow Up June 18: Final Report (17/18)	Governance Head of Organisation Assurance	Medium	The Authority will publish the following information relating to fraud: <ul style="list-style-type: none"> total amount spent by the authority on the investigation and prosecution of fraud total number of fraud cases investigated. 	These are now on the web under Transparency.	Original Jun 17	Completed - Confirmed by follow up audit
KFC (16/17) 3.1.2	RSM Feb 17: Final Report (16/17) RSM Jan18: KFC	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 &	This has been added to the policy/procedure.	Original Dec 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)**

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')
	Final Report (17/18)			procedures.			
FM (16/17) 5	RSM Nov 16: Final Report (16/17) RSM Follow Up June 18: Final Report (17/18)	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.	Freight Transport Agency (FTA) inspection inspections have now taken place on a monthly basis for 2017.	Original Jan 17	Completed – Confirmed by follow up audit
KFC (17/18) 1	RSM Jan 18: Final Report (17/18)	Key Financial Controls Head of Finance and Treasurer	Low	Management will ensure that the most recent Financial Regulations and procurement policy are readily available to stakeholders viewing the public website.	Now on the Service Website	Original Jan 18	Completed – No follow up required
KFC (17/18) 2	RSM Jan 18: Final Report (17/18)	Key Financial Controls Head of Finance and Treasurer	Low	Management will ensure independent checks are embedded in all supplier amendments to achieve consistency across all changes.	Completed with agreed actions	Original Jan 18	Completed – No follow up required

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')
KFC (17/18) 3	RSM Jan 18: Final Report (17/18)	Key Financial Controls Head of Finance and Treasurer	Low	Management will ensure all sales requisition raised dates are fully completed and authorised by the requesting manger.	Completed with agreed actions	Original Jan 18	Completed – No follow up required

Monitoring Report of Actions Arising from 2016/17 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	To continue to address the medium term funding gap.	This process has now been completed when setting the 2018/19 budget	Feb 2018	Completed
2	Review of Authority Effectiveness	All actions from the 2016/17 Review of Authority Effectiveness Action Plan to be completed during 2017/18 and formally reviewed by Members as part of the following year's process	All actions from the 2016/17 Review of Authority Effectiveness Action Plan to be completed during 2017/18 and formally reviewed by Members as part of the following year's process.	<p>Proposals for the review of the Fire and Rescue Authority's effectiveness in 2017/18 was agreed at the Audit and Standards Committee on 28 September 2017 namely:</p> <p>Policy and Challenge Groups and Committees reviewed their effectiveness by considering three overarching questions which fed into the FRA Review of Effectiveness. These were considered by the CSPCG on 29/11/2017, SDPCG on 30/11/2017, ASC on 6/12/2017 and HRPCG on 11/01/2018.</p> <p>The recorded Minutes of the meetings were fed into the facilitated meeting held on 18 January 2018 to review the Fire Authority's Effectiveness in 2017/18.</p> <p>A report on the outcomes was submitted to Audit and Standards Committee on 8/03/2018</p>	Mar 2018	Completed

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
21 June 2018
Item No. 10

REPORT AUTHOR: HEAD OF FINANCE AND TREASURER

SUBJECT: TREASURY MANAGEMENT – ANNUAL REPORT FOR 2017/18

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

Background Papers:

Treasury Management Strategy 2017/18, as detailed in the Budget Book 2017/18.

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.

PURPOSE:

To consider the Authority's Annual Report for Treasury Management for 2017/18.

RECOMMENDATION:

That Members consider the report.

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 Link Asset Services (formerly Capita) 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 2017/18.

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 2017/18

- 2.1 It was anticipated at the beginning of 2017/18 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 2017/18 the SIBA account was paying a rate of 0.01%, this then increased to 0.05% up to £1M and 0.15% over £1M, as from 6 November 2017.
- 2.2 The Authority's call-account with Barclays Bank has been used during Quarter 4 of 2017/18. As at the beginning of 2017/18 the Barclays account was paying a rate of 0%, this then increased to 0.30% as from 1 January 2018.
- 2.3 This Authority had also placed surplus funds into its 120-Day and 180-Day Interest accounts with Santander at a rate of 0.80% and 0.90%. However, these rates decreased to 0.70% and 0.80% as of 1 June.
- 2.4 The Authority has re-invested funds with two foreign banks, Qatar National Bank and Goldman Sachs, during 2017/18, still via our Treasury Agents, Link. Qatar National Bank investment was a fixed term investment for one year at a rate of 1.02%, and matured on 12 April 2018. The re-investment with Goldman Sachs, was also a fixed term investment for six months at 0.58%, and matured on 19 January 2018. Two new investments were placed with Goldman Sachs during 2017/18 for six months, again via Link, at rates of 0.73% and 0.79% and maturity dates of 19 July 2018 and 17 August 2018.

3. Interest Rate Movements during 2017/18

- 3.1 Bank base rate was 0.25% at the beginning of the year but increased to 0.50% as of 2 November 2017 and still remained the same as of 31 March 2018.
- 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 2017/18, five investments reached maturity, and were re-invested. There were also another two new investments placed during 2017/18, one in January for £3M, and one in February for £2M.

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 £8.5m at the start of 2017/18 to £10m and then down to £8.5m as at 31 March 2018. Investment interest of £0.068m was generated in the year. In addition, £0.001m was received through the local SIBA account, £0.001m through the Barclays account, £0.018m through the Santander 120-Day Account, £0.020m through the Santander 180-Day account. However, interest on PWLB borrowings totals £0.422m, giving a net interest paid of £0.314m.

4.2 The Fire Authority's budgeted investment return (interest receivable) for 2017/18 was £75,400, and actual performance £107,639. Therefore, performance was £32,239 above budget. The budgeted investment return set for 2018/19 is £90,400.

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 2017/18 was financed by revenue contributions and Capital Grants.

4.4 **Borrowing and Investments Outstanding:**

	Temporary Investments £000s	Long-Term Borrowing £000s
As at 1 April 2017	8,500	9,987
Raised	14,000	0
Repaid	(14,000)	0
Outstanding at 31 March 2018	8,500	9,987

5. Prudential Indicators

5.1 Under the prudential code the following Treasury Management indicators were set for 2017/18:

Authorised Limit for external debt	£12.0m
Operational Boundary	£10.1m
Limits for fixed interest rate exposure:	
Upper limit	£(312,000)
Limits for variable interest rate exposure:	
Upper limit	£(104,200)

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	£62,799
Variable interest rate exposure	£62,799

5.3 All the Prudential Indicators have been summarised for Members benefit in Appendix A attached, which has been updated in accordance with the 2017/18 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 2018, the average interest rate achieved from temporary investments was 0.73%, higher than the average Local Authority 7 Day Rate over the same period of 0.201%.

7. General Economic Conditions

7.1 In brief, this financial year has seen:

- Interest rate was at 0.25% in April 2017 and at 0.50% by March 2017 (+0.25% change).
- Inflation – Target Inflation (CPI) was at 2.30% in April 2017 and at 2.70% by March 2018 (0.4% change). Headline Inflation (RPI) was at 3.10% in April 2017 and at 3.60% by March 2018 (0.5% change).

7.2 See Appendix B for a copy of Link’s report on the Economy and Interest Rates throughout 2017/18.

8. Economic Forecast – (Link Updated Interest Rate Forecast – 11th May 2018)

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

	End Q2 2018	End Q3 2018	End Q4 2018	End Q1 2019	End Q2 2019	End Q3 2019	End Q4 2019	End Q1 2020
Bank Rate	0.50%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%
5yr PWLB rate	2.00%	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%
10yr PWLB rate	2.40%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%	2.90%
25yr PWLB rate	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%
50yr PWLB rate	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.00%	3.10%

9. Conclusion

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

G CHAMBERS
HEAD OF FINANCE AND TREASURER

APPENDIX A

Prudential Indicator	2017/18 Indicator £000	As at 31 March 2018 Actual £000
Capital Financing Requirement (CFR)	9,385	8,891
Gross borrowing as at 1/04/17 and 31/3/18	9,987	9,987
Investments as at 1/04/17 and 31/03/17	8,500	8,500
Authorised limit for external debt	11,957	11,905
Operational boundary for external debt	10,057	10,005
Limit of fixed interest rates based on net debt	312	283
Limit of variable interest rates based on net debt	104	94
Principal sums invested > 365 days	0	0
Maturity structure of borrowing limits:	Forecast	Actual
Under 12 months	0%	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	100%	100%

The Economy and Interest Rates

During the calendar year of 2017, there was a major shift in expectations in financial markets in terms of how soon Bank Rate would start on a rising trend. After the UK economy surprised on the upside with strong growth in the second half of 2016, growth in 2017 was disappointingly weak in the first half of the year which meant that growth was the slowest for the first half of any year since 2012. The main reason for this was the sharp increase in inflation caused by the devaluation of sterling after the EU referendum, feeding increases into the cost of imports into the economy. This caused a reduction in consumer disposable income and spending power as inflation exceeded average wage increases. Consequently, the services sector of the economy, accounting for around 75% of GDP, saw weak growth as consumers responded by cutting back on their expenditure. However, growth did pick up modestly in the second half of 2017. Consequently, market expectations during the autumn, rose significantly that the MPC would be heading in the direction of imminently raising Bank Rate. The minutes of the MPC meeting of 14 September indicated that the MPC was likely to raise Bank Rate very soon. The 2 November MPC quarterly Inflation Report meeting duly delivered by raising Bank Rate from 0.25% to 0.50%.

The 8 February MPC meeting minutes then revealed another sharp hardening in MPC warnings on a more imminent and faster pace of increases in Bank Rate than had previously been expected.

Market expectations for increases in Bank Rate, therefore, shifted considerably during the second half of 2017-18 and resulted in **investment rates** from 3 – 12 months increasing sharply during the spring quarter.

PWLB borrowing rates increased correspondingly to the above developments with the shorter term rates increasing more sharply than longer term rates. In addition, UK gilts have moved in a relatively narrow band this year, (within 25 bps for much of the year), compared to **US treasuries**. During the second half of the year, there was a noticeable trend in treasury yields being on a rising trend with the Fed raising rates by 0.25% in June, December and March, making six increases in all from the floor. The effect of these three increases was greater in shorter terms around 5 year, rather than longer term yields.

The major UK landmark event of the year was the inconclusive result of the **general election** on 8 June. However, this had relatively little impact on financial markets.

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
21 June 2018
Item No. 11

REPORT AUTHOR: HEAD OF FINANCE/TREASURER

SUBJECT: ASSET MANAGEMENT PLANS – FLEET AND TRANSPORT AND ICT

For further information on this Report contact: G Chambers
Head of Finance/Treasurer
Tel No: 01234 845163

Background Papers:

Previous Year's Asset Management Policy and Plans

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.

PURPOSE

To present to the Corporate Services Policy and Challenge Group (CSP&CG), updated Asset Management Plans in respect of:

- Fleet and Transport (Appendix A); and
- Information and Communications Technology (Appendix B)

RECOMMENDATION:

That CSP&CG consider and recommended for approval:

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

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 (to be presented to the CSP&CG meeting in September 2018).

The value of the Authority's Property, Plant and Equipment, as at 31st March 2018 was as follows:

Property, Plant and Equipment	£000 as at 31 March 2018
Vehicles, plant and equipment (incl Heritage Asset)	6,592
Land and buildings	25,139
Assets under construction	1,080
Total fixed assets	32,811

- 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 2017/18 were approved by the Corporate Services Policy and Challenge Group in June 2017, in line with its terms of reference. The Asset Management Strategy was updated in March 2018, reviewed by the CSP&CG and recommended to the FRA for approval. 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 Fleet and Transport (presented with a summary paper) and Information and Communications Technology (ICT changes from previous year highlighted in yellow) attached at appendices A and B.
- 1.5 The Asset Plan for Land and Buildings is scheduled to be presented to the CSP&CG in September 2018.
2. Contents of the Asset Management Plans
- 2.1 The detailed Asset Management Plans (Fleet and Transport and 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



Bedfordshire

Fire and Rescue Service

BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Transport

Asset Management Plan

2018/19 to 2020/21

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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"> • Leasing contracts and management of leasing costs • Vehicle Excise Duty • Registration and Licensing • Type Approval Testing (VCA testing). • Fuel Management • Availability of vehicles and major operational equipment monitoring
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 2018 are, Vehicles £5,467,000 (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 £953,757. 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.
Currently this is now not applicable as we do have any leased vehicles.

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

This is no longer applicable, as from April 1st 2017 all vehicles are Capital Purchased.

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 organizations 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 5.0 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 which would be highlighted in vehicle condition reports.

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 2018/19 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 'Ad Blue' 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 Ad Blue 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 Ad Blue, 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.

15.4 A Red diesel

A project is currently underway to install 1 x Red Diesel tank at Luton Fire Station and 1 x Red Diesel tank at Bedford Fire Station. The red diesel will be used by the 2 x Aerial Platform vehicles which are classed as "Plant" and can legally run on this fuel. This will save approximately 50p per litre on all Fuel used by these 2 vehicles

15.4B Electric Vehicles

Currently the Service is looking into the feasibility of using Electric vehicles in the support fleet. This would have a substantial effect on reducing the current Carbon footprint for the service. The introduction of electric vehicles will reduce the costs of fleet maintenance as no oil changes / filter changes are required on the vehicle reducing the time taken to service the vehicle.

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 (CO₂). Petrol equates to 2.33 kg of CO₂ 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:

- 9 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 2017/18 CO2 emissions for the Service fleet of vehicles was 443,010 tonnes.

Emissions of Carbon dioxide over the last six years:

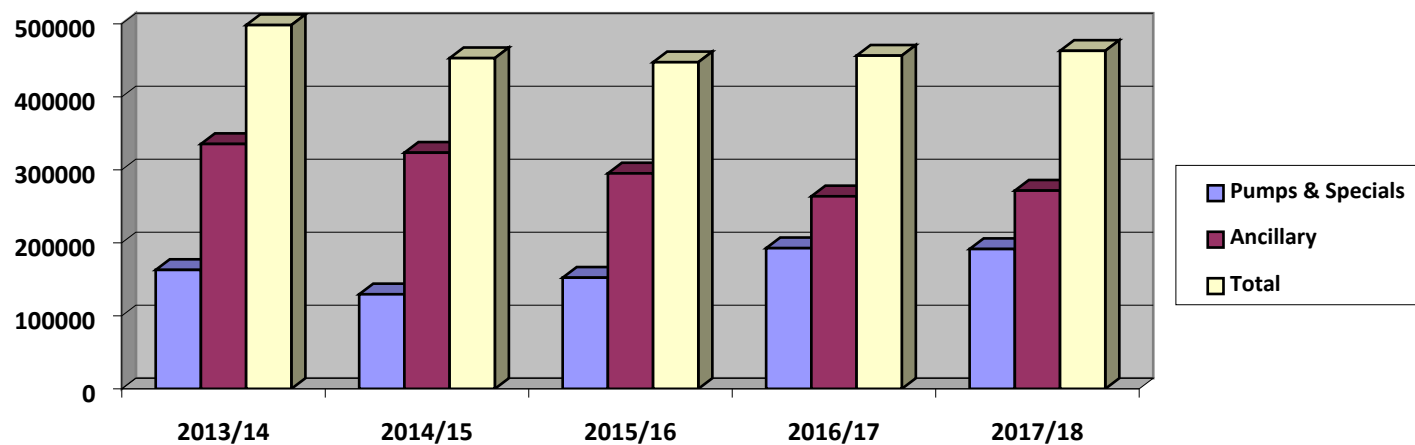
	2013/14	2014/15	2015/16	2016/17	2017/18
Carbon Dioxide Emitted in Tonnes	475,053	430,864	424,136	436,071	443,010

15.6 Fleet Monitoring

In 2017/18 the fleet covered 463080 miles and consumed 169373 litres of fuel at a cost of £161,169

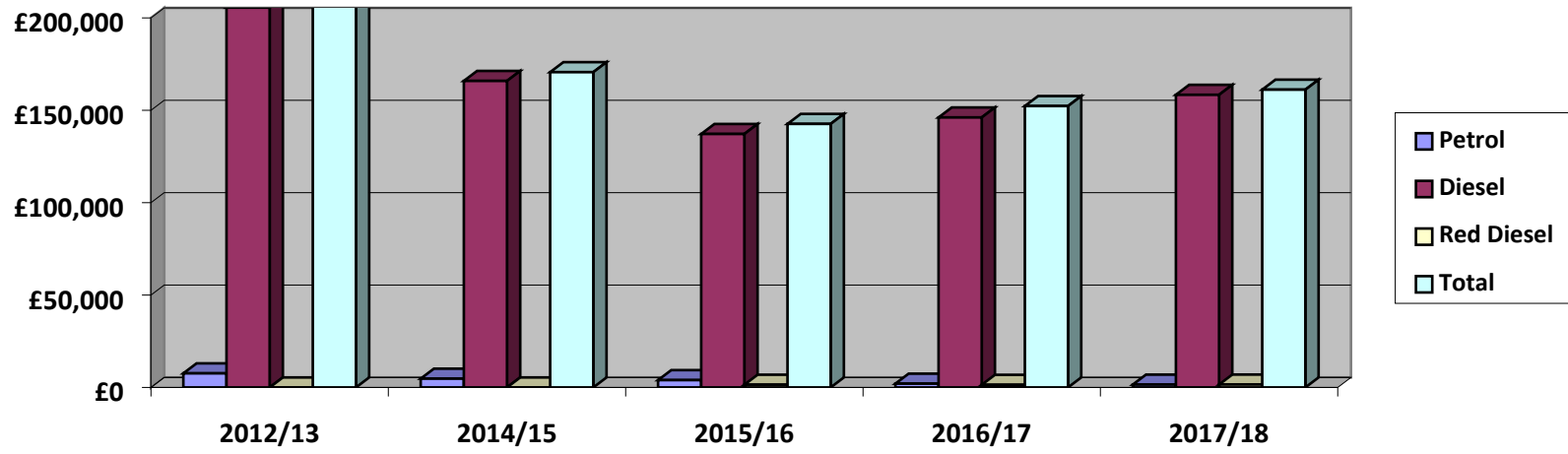
Total Mileage for vehicles: 2013/14-2017/18.

Vehicle	2013/14	2014/15	2015/16	2016/17	2017/18
Pumps & Specials	162,895	129,527	152,275	192,709	191,527
Ancillary	335,415	323,498	295,169	263,756	271,553
Total	498,310	453,025	447,444	456,465	463,080



TOTAL FUEL PURCHASED 2012/13-2016/17

Fuel Type	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £
Petrol	5,128	4,746	3,965	2,048	1,527
Diesel	199,179	165,897	137,182	146,125	158,377
Red Diesel	0	0	1,480	1,425	1,560
Total	204,307	170,643	142,627	152,298	161,169



DERV & PETROL PURCHASED AND PRICE PER LITRE 2013-14-2017/18

Fuel Type	2013/14		2014/15		2015/16		2016/17		2017/18	
	Litres	Price Per Litre £	Litres	Price Per Litre £	Litres	Price Per Litre £	Litres	Price Per Litre £	Litres	Price Per Litre £
PETROL	4,421	1.16	4,892	0.97	4,088	0.97	2,187	0.94	1,493	1.01
DIESEL	174,719	1.14	157,694	1.05	152,425	0.90	162,021	.91	164729	.96
RED DIESEL (AP Bedford)	N/A	N/A	N/A	N/A	3,444	0.43	4,125	.38	3151	.48

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 2018/19 the Service will implement two Red Diesel storage units based at Bedford and Luton, this will allow the Service to hold its own stock of Red Diesel providing savings in the future.

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 permanent 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 June 2018.

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 2017/18, 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 2018/19 to 2019/20

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

The projects for the next 3 year include:

Project	Rationale	Completion Date
Rescue Pumping Appliances	To replace 7 Rescue Pumping (RP) appliances with modern up to date units that meets the operational needs of the Service.	2018/19
Station Vans	To replace existing 6 x vehicles on Stations.	2018/19
Hydrant Technician Van	To replace existing 3 x vehicles (B/F 2017/18 – ongoing)	2018/19
Operational Support Unit 1	To replace existing unit that meets the changing needs of the Service, this will be reviewed annually.	2018/19
FSOT vehicle	To replace existing vehicle	2018/19
Property Vehicle	To replace existing vehicle on fleet	2018/19
Pool vehicles	To replace existing 2 x vehicles	2018/19
Workshop Pickup	To replace existing vehicle	2019/20
Station AP CS vans	To replace existing 2 x vehicles on fleet	2020/21
Pool Minibus	To replace existing vehicle on fleet	2019/20
Site team van	To replace existing vehicle on fleet	2019/20
Welfare vehicle / Trailer	To replace existing vehicle on fleet	2019/20
CFS Van	To replace existing vehicle on fleet	2018/19
Station Vans Large	To replace existing 3 x vehicles on fleet	2019/20
Site team van	To replace existing vehicle on fleet	2020/21
Trailers	To replace existing 3 x trailers on fleet	2019/20
Rescue Pumps	To replace 2 x Rescue Pumps	2020/21
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 2019
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
Fleet Management Project	To identify, procure and implement a Fleet Management System with which to manage the entire Service fleet.	

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 2018/19 to 2020/21 is detailed below:

Year	£000's
2018/19	839
2019/20	755
2020/21	521

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 2018/19).

- 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	<p>What does this KPI measure?</p> <p>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.</p> <p>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.</p> <p>Most defects are relatively minor in nature; major defects will be reported separately as exceptions.</p>
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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.
Result	WS1a Grade A Defect 1 hour 89% WS1b Grade A Defect 2 hour 97%

WS2a– Turn-a-Round Time - Rescue Pumping Appliances Unavailable for Operational Response	What does this KPI measure? 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 specific to the appliance, including for example, ladders, hydraulic rescue

	<p>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.
Result	WS2a Rescue Pumps unavailable for Ops Response 2.43%.

<p>WS2b Aerial Ladder Platforms and WS2C Other Operational Appliances Unavailable for Operational Response</p>	<p>What does this KPI measure?</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> <p>Note: Appliances suffering from major accident damage are excluded from</p>

	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.
Result	<p>WS2b ALP's & SRU unavailable for Ops Response 2.91%</p> <p>WS2c Other appliances unavailable for Ops Response 0.28%</p>

4. WS4 – All Appliances Unavailable for Operational Response	What does this KPI measure?
	Idle Time - 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.
Result	WS4 All appliances unavailable for Ops Response -Idle Time .86%

WS5 – Total Time All Appliances Available for Operational Response	What does this KPI measure?
	Up Time - 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.
Result	WS5 Total Time All Appliances Available for Operational Response - Up time 97.67%

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. Vehicles must be taken off the run immediately. 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 e.g. 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	

Grade B	Type of defect
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
	Hose reel hose leak/damage
	Blocked water or air filters
	LPP defects
	PPV defects
	Headlamp washers defects
Equipment stowage issues – Major	
BA Stowage issues	

Grade C	Type of defect
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 2019 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 2019	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 2019	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 2019	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 2018/19

DESCRIPTION	ALLOCATION £
FSOT Vehicle	35,000
Rescue Pump x 7	225,000 each
OSU	135,000
Station Vans x 6	16,000 each
Property Vehicle	15,000
PO Cars x 2	35,000 each
CFS Van (LWB)	20,000
TOTAL	1,911,000

Performance Review 2017/18**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.

Pool car – Flt 124	Scania Rescue Pump Flt87
Pool car – Flt 125	Scania Rescue Pump Flt 91
Pool car – Flt 129	T Centre Car Flt 55
Pool car – Flt 133	Technical Van Flt 114
Pool car – Flt 134	#Rescue Pumps x 7 (3 rd stage payment made)
Pool car – Flt 135	Hydrants Vans x 3 Flt 105, 106, 113
CFS VAN– Flt 119	Workshops Van F123
Scania Rescue Pump Flt 65	
Scania Rescue Pump Flt 80	

During 2017 to 2018 Workshops staff completed a total of 112 annual services:

Service by Type	Number of services
Special Appliances	24
Rescue pumps	29
Ancillary vehicles	46
Trailers & Pods	13

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MEMORANDUM

From: SOC Christopher Ball

To: Fire Authority Members

cc

Transport Asset Management Plan 2018/19 to 2020/21

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 2018 are, Vehicles £5,467,000 (including £0.00 leased vehicles).

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

Since SDAG was established in April 2009, it is estimated that through their monitoring, evaluation and direction, the Service has saved to date £953,757. 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.

8. VEHICLE LIFE CYCLE

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. Currently this is now not applicable as we do have any leased vehicles.

10. OPERATIONAL LEASES

This is no longer applicable, as from April 1st 2017 all vehicles are Capital Purchased. 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 5 years. (Previously 7 years).

15.4 A Red diesel

A project is currently underway to install 1 x Red Diesel tank at Luton Fire Station and 1 x Red Diesel tank at Bedford Fire Station. The red diesel will be used by the 2 x Aerial Platform vehicles which are classed as “Plant” and can legally run on this fuel. This will save approximately 50p per litre on all Fuel used by these 2 vehicles

15.4 B Electric Vehicles

Currently the Service is looking into the feasibility of using Electric vehicles in the support fleet. This would have a substantial effect on reducing the current Carbon footprint for the service. The introduction of electric vehicles will reduce the costs of fleet maintenance as no oil changes / filter changes are required on the vehicle reducing the time taken to service the vehicle.

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 2017/18 CO2 emissions for the Service fleet of vehicles was 443.010 tonnes. (Previously 436.071 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: 2013/14-2017/18.

Vehicle	2013/14	2014/15	2015/16	2016/17	2017/18
Pumps & Specials	162,895	129,527	152,275	192,709	191,527
Ancillary	335,415	323,498	295,169	263,756	271,553
Total	498,310	453,025	447,444	456,465	463,080

TOTAL FUEL PURCHASED 2012/13-2016/17

Fuel Type	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £
Petrol	5,128	4,746	3,965	2,048	1,527
Diesel	199,179	165,897	137,182	146,125	158,377
Red Diesel	0	0	1,480	4,125	1,560
Total	204,307	170,643	142,627	152,298	161,169

During 2018/19 the Service will implement two Red Diesel storage units based at Bedford and Luton, this will allow the Service to hold its own stock of Red Diesel providing savings in the future.

18 Project 2018/19 to 2019/20

Project	Rationale	Completion Date
Rescue Pumping Appliances	To replace 7 Rescue Pumping (RP) appliances with modern up to date units that meets the operational needs of the Service.	2018/19
Station Vans	To replace existing 6 x vehicles on Stations.	2018/19
Hydrant Technician Van	To replace existing 3 x vehicles (B/F 2017/18 – ongoing)	2018/19
Operational Support Unit 1	To replace existing unit that meets the changing needs of the Service, this will be reviewed annually.	2018/19
FSOT vehicle	To replace existing vehicle	2018/19
Property Vehicle	To replace existing vehicle on fleet	2018/19
Pool vehicles	To replace existing 2 x vehicles	2018/19
Workshop Pickup	To replace existing vehicle	2019/20
Station AP CS vans	To replace existing 2 x vehicles on fleet	2020/21
Pool Minibus	To replace existing vehicle on fleet	2019/20
Site team van	To replace existing vehicle on fleet	2019/20
Welfare vehicle / Trailer	To replace existing vehicle on fleet	2019/20
CFS Van	To replace existing vehicle on fleet	2018/19
Station Vans Large	To replace existing 3 x vehicles on fleet	2019/20

Site team van	To replace existing vehicle on fleet	2020/21
Trailers	To replace existing 3 x trailers on fleet	2019/20
Rescue Pumps	To replace 2 x Rescue Pumps	2020/21
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 2019
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
Fleet management Project	To identify, procure and implement a Fleet management system with which to manage the entire Service flee.	

21. ACTION PLAN

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Pool car – Flt 135	Hydrants Vans x 3 Flt 105, 106, 113
CFS VAN– Flt 119	Workshops Van F123
Scania Rescue Pump Flt 65	
Scania Rescue Pump Flt 80	

In addition to this work a significant amount of work has been completed in 2017/18 to completely refurbish 3 Rescue pumps and return them to operational service. This work has been completed by the sale of obsolete assets, effectively saving the Service circa 110k. The Technical and Workshop facility will continue to explore alternative methods of providing operational appliances to get best value for the Service.

STRATEGIC OPERATIONAL COMMANDER CHRISTOPHER BALL
HEAD OF SERVICE SUPPORT

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Bedfordshire
Fire and Rescue Service

BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Asset Management Plan 2018 to 2021

Information Technology

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1 THE NEED FOR AN **INFORMATION TECHNOLOGY** 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 aligns to a programme of action for Information Technology over the medium-term (4 years) and shows specific actions plans for the short-term (1 year). This plan is submitted for review and approval on a yearly basis and is designed to provide visibility of work plans for the forthcoming year based on identified service priorities and tracks actions & performance from previous year. 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.
- Information Technology 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 Technology function, 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 Information Technology 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 2017 the ICT Shared Service Governance Board comprising Principal Officers and Managers from both Bedfordshire Fire and Rescue Service (BFRS) and Cambridgeshire FRS undertook the five yearly review of the ICT Shared Service agreement and agreed to its continuation for a further five years. This agreement was ratified by Bedfordshire Fire Services Authority through the Corporate Services Policy and Challenge Group.

The ICT Shared Service upgrade and investment decisions for ICT assets are influenced and taken jointly to ensure economies of scale and ease of delivery are optimised in line with principles and purpose 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 organisation's ICT assets.

The development and support of business applications is managed for BFRS through the Business Information Management Team (BIT), which does not form part of the Shared Service. This team develops and manages information applications/assets and ICT training function. The ongoing development, upgrade and investment decisions for information applications and assets are taken through the Corporate Management Team (CMT) with ownership of specific projects assigned to members of CMT to ensure user focused service based on priorities identified by BFRS. Investment decisions align to the Medium Term Financial Plan which is monitored through the quarterly Capital Strategy Board and progress on delivery is monitored monthly through the CMT as well as BFRS Programme Board on a quarterly basis.

This Information Technology Asset Management Plan takes advantage of the benefits that arise from joint working within the ICT Shared Service, as well as the separate Business Information Team which when seen together combine to provide a comprehensive Information Technology capability.

4 PURPOSE AND ROLE OF ICT SHARED SERVICE

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 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, support and delivery of

- Standard desktop applications
- Email
- Finance management system

- Internet
- Database Management
- Mobile data terminals
- Fire ground radio
- Telephones fixed
- Telephones mobile
- Remote access
- Service desk
- ICT security and threat management.
- Main Scheme Radio (Airwave service)
- Emergency call handling mobilising system

5. PURPOSE AND ROLE OF THE BUSINESS INFORMATION TEAM

The purpose of the Business Information Team (BIT) is to support day to day business activities and decision making through the analysis and optimisation of business processes and management of information. Working in collaboration with the ICT Shared Service, the BIT focuses on software applications, business processes and data management. Systems providing enhanced functionality will require training and application testing, products such as VDI, Windows 10 upgrade require working across both ICT Shared Service and the BIT.

As the functions of the BIT are specifically linked to the way BFRS carries out its business as opposed to operating a series of common infrastructure platforms, this function is not part of the ICT Shared Service. BFRS operates a combination of commercially off the shelf software products as well as internally developed software applications and integration services.

The BIT provides application support to end users via the ICT Shared Service Desk where calls regarding software issues are logged and managed to resolution by the BIT. The BIT in turn arranges the involvement of external parties (e.g. software developers and suppliers) as required.

5.1 Functions performed by BIT

The general functions performed by BIT are:

Line of business application development and support

- Business Process Improvement

- Applications Systems Administration Support
- Application and System Training
- Staff Induction
- Systems Integration
- Systems & Applications Development
- Information Management and Security
- Database Management
- Business Intelligence and Reporting Solutions

6 CORPORATE TECHNOLOGY FUNCTIONS SUPPORTING DELIVERY OF FRONTLINE SERVICES

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

7 LEGISLATIVE REQUIREMENTS

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

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

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.

8 ICT ASSETS

BFRS has a variety of ICT assets located throughout the Service area. This section examines where these assets are used and the key stakeholders in maintaining the asset and maintenance contracts. A comprehensive ICT register is maintained and available on the Service IS Systems drive.

Networks

All sites have Wide Area Network (WAN) high speed links connecting them to the corporate network, in addition three of the main sites, HQ, Bedford and Luton stations have secondary links for resilience. These are fully managed through the network contract, including internet connectivity with BFRS being a founding member of the Cambridgeshire Public Sector Network (CPSN).

There are direct resilient links (provided by a separate network supplier – Up Data) to the HQ mobilising system from Essex FRS who host the mobilising system as part a joint collaborative procurement. BFRS effectively operates its own mobilising system as a remote satellite link to Essex FRS. BT is responsible for network telephone lines feeding the control room.

8.1 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, and a number of portable computing devices including iPads.

Desktop PCs have undergone a programme of replacement with Virtual Desktop endpoints as part of the VDI project. 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. The VDI project has been closed down in March 2018 through the Corporate Programme Board.

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 Meridian Option11 and Nortel BCM PBX. 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 SS staff are responsible for provision, changes, system maintenance and handsets. A maintenance contract for second line repair also exists with BT. All of these PABX will be replaced by a Unified Communications platform (Skype for Business), the project is due to close at end of 2018.

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 SS staff are responsible for supply, administration, audit and first line maintenance. In addition, ICT have enabled a secure remote service allowing BFRS staff to have full access to the Corporate Network work from any computer with an internet connection as part of providing flexibility in working practises and also 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 SS staff are responsible for the supply, administration, first line maintenance, and auditing of the above. Maintenance is 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 SS staff are responsible for contract management.

Message pagers	60
Mobile Telephones & Sim Cards	315
Printers	32

8.2 Overview of Software Assets

The BIT manages the day to day running of the Services software assets. Any major issues are escalated to the software suppliers via maintenance agreements including Microsoft Gold Partners. Functional support, and training is provided through the BIT in liaison with system owners and ICT.

Business applications

Microsoft Dynamics Great Plains - 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 an integrated Employee Resourcing Platform (ERP) used widely through the Service. Databases integrated include; Training, Fire Safety including Legislative Fire Safety, Fleet Management and Whole time Duty rostering. The day-to-day running, maintenance and development is managed and provided by the BIT.

Work has been underway since 2016 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 into 2019.

There are in excess of 50 applications used throughout the Service, notable applications include:

Gartan -Retained Duty System (rostering for retained firefighters, supplied and supported by Gartan.

Infographics Fire Safety (Protection) which is the replacement product

iTrent- HR/Payroll provided as a cloud based hosted application by Midland HR Ltd

ReqLogic (Procurement),

Incident Recording System Cloud based application provided by Home Office for upload of performance data.

Microsoft Office Suite of productivity tools

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 bespoke system integration between applications has been developed using open source software including micro services for middleware. These have been based predominantly on .net language with a limited number using Java open source. Support is provided by the BIT, without further third party support costs.

9 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.

9.1 Technology Projects

The ICT Shared Service will continue to build on joint infrastructure projects as well as application upgrades. In a number of these the BIT and ICT Shared Service work in conjunction with each other.

- **Shared servers and Hardware replacement programme.** Contained in the medium term financial plan the use of the existing assets have been 'sweated' to extend their life without compromising performance or security to maximise use of finances. The Server replacement project has started in 2018 as these are now end of life. As part of the implementation of the new hardware, disaster recovery testing is planned to be take place once implementation is completed. The underlying infrastructure has been established with BFRS and Cambridgeshire FRS providing back-up infrastructure for each other.
- **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 has been put in place to extend it by 12 months plus 6 months, to December 2019 as part of a joint procurement approach. Procurement for the replacement service known as 'Eastnet' has reached a major milestone with contract award to a new supplier. This continues to be a joint venture with other mid-Anglia public sector bodies and Cambridgeshire FRS in order to leverage economies of scale.
- **Security and Resilience, Penetration Testing and Enhancements.** The programme of penetration testing continues as a yearly cycle. Further enhancement of cyber protection has taken place with active email and advance threat detection put in place during early 2018. Rollout of secure messaging will continue in 2018/19.
- **VDI Upgrade.** A secondary project has been started to move the VDI on product to its next generation replacement Xen Desktop this project has been scoped for a completion date of Q3 of 2018.

- **Cloud Services.** The Service has been able to take advantage of appropriate cloud technologies and infrastructure where possible. BFRS operates a hybrid environment with applications such as iTrent, hosted as Cloud based services with the predominant number internally hosted using Virtual Server based on VM Ware virtualisation technology.
- **Unified Communications.** A project is underway to deliver a suite of communication products to enhance productivity as part of the Microsoft Skype for Business product. 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 April 2019.
- **Windows 10 Upgrade.** A project will be incepted during 2018 to upgrade the underlying Windows Operating System from Windows 7 as this will become end of life and no longer supported after December 2019. Whilst this will upgrade the underlying operating system the compatibility and upgrades of a number of applications may be necessary to ensure functionality is not compromised. Compatibility testing is underway in 2018.
- **SharePoint Upgrade.** The existing SharePoint product is a multifaceted platform that provides various productivity tools and an information knowledge environment. These range from an Intranet function for communications and knowledge sharing, document management, collaboration platform and document sharing. The upgrade will increase its functionality and stabilise an end of life hardware environment.

9.2 Technology supported projects

Replacement Mobilising System

The BFRS Options Appraisal for a new mobilising system to replace Frequentis and Remsdaq is now complete, and the FRA has approved a partnership with Cambs and Suffolk Fire and Rescue Services. The new mobilising system Project has been aligned to the national ESMCP project. Work will continue through the next two years.

Whole Time Availability System

The Service is implementing a replacement Whole Time Availability system which will provide significant improvements in the assessment of availability and deployment of our whole time firefighters.

HR and Payroll System - iTrent

The HR and Payroll system is the Service's cloud based application. The system was procured in April 2016 and has gone live with Core HR, payroll and manager self-service as part of Phase 1. Phase 2 has commenced and will replace the PharOS system with new recruitment, time and expenses functionality and is expected to complete by end of financial year 2018/19.

Cloud Based Products 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.

Asset Management and Asset Tracking

An Asset Management and Tracking tool is being assessed to assist the Service in maintaining accurate and timely records of all the Service's assets to include their location, servicing record, value, replacement date and modification record.

Replacement of Public Address Systems

Following extensive surveys at four stations Luton station has been deemed to be the priority to replace aging infrastructure, to optimise deployment of staff resources at the locations.

Implementation of Fire Safety Application Protection element of 'Prevent and Protect'

As part of migrating from the PharOS suite of applications, a Fire Safety application which contains and manages information relating to premises and Fire Safety checks, visits and compliance orders has been procured and is being implemented throughout 2018.

Implementation and Go Live of Safe & Well application element of 'Prevent and Protect'

A new in-house developed Open Source application has been developed iteratively, following Agile methodology, defined and customised specifically for BFRS needs. This is being introduced to replace the current Home Fire Safety Check database, providing additional functionality around the management and recording of Safe and Well visits. The product went live in May 2018 with further customer driven enhancements being developed throughout 2018/19.

10. 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 Cambridgeshire FRS to ensure opportunities for harmonisation of technologies are identified and acted upon. If agreed, the proposal will be taken to the 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.

11. MEDIUM TERM CAPITAL PLAN – TECHNOLOGY INVESTMENT PROFILE

The table below shows the planned technology infrastructure upgrades and replacements contained within the medium term Capital Plan. Before proceeding with any replacement the costs are justified and considered as part of the project business case. In certain cases due to the rapid pace of change and working practises such as the move to mobile technologies from fixed technology costs are being re-balanced and shifted from one area to the other to accommodate the need for the organisation to become more flexible.

	Project	2018/19	2019/20	2020/21	2021/22
		£000's	£000's	£000's	£000's
1	Server & Storage Hardware Renewal	320			
2	Unified Communications	197			
3	Primary Network Switch Replacement		100		
4	Network Structured Cabling Replacement		60		
5	Local Area Network (LAN) Replacement		50		
6	Secondary Network Switch replacement			35	
7	Renewal of Mobilising System Mobile Data Terminals (who & where resources available)		276		
8	VDI Upgrade (Xen Desktop)	104			
9	SharePoint Upgrade	77			
10	Wi-Fi Refresh		tba		
11	End Point Refresh				tba
12	Public Address Systems Replacement	30			
13	Upgrade Unified Communications				tba

12. CONTRACT PROVISIONS & RENEWALS

The ICT function manages a large number of contracts on behalf of the 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 BFRS 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 2018/19:-

Service	Start date	End date
Annual Software Support & Maintenance	01/04/2015	31/03/2019
Penetration testing on behalf of BFRS and CFRS	01/10/2015	30/09/2020
BlueLight Tender Management and Contracts Register	01/11/2015	31/10/2018
Airtime & Silver Service Level Support	01/02/2015	31/01/2019
Software - RDS mobilisation system	03/07/2015	02/07/2019
GP Licence/Software Support	05/09/2013	03/09/2018
OH Software	01/10/2015	11/01/2019
Maintenance of phone switches at HQ sites	04/12/2014	25/01/2019
Trade Mark Licence Renewal	14/10/2011	07/10/2018
Pharos 10 Software	22/04/2004	31/03/2019
WAN & LAN Web Services	07/11/2011	31/12/2019

Marketing	01/08/2011	06/08/2018
Software licence and support	01/06/2013	30/09/2018
Licences for EU-Supply CTM Contract Management	01/04/2015	06/04/2019
ChemData Coporate Licences (x75)	01/04/2014	31/03/2019
Desktop package, messaging service	08/06/2015	07/06/2018
Escrow Agreement 37626	01/03/2016	28/02/2019
Chemdata Pocket Licences	01/10/2013	30/09/2018
Supply and fit of communication devices and audible and visual vehicle mounted warning systems (blue light)	01/11/2016	31/10/2018
Specialist ICT Contractor Services	08/09/2016	07/08/2018
ICT Hardware Maintenance Support	01/07/2016	30/06/2019
Unified Comms	29/03/2017	28/03/2019
Microsoft subscription licences	01/01/2018	31/12/2018
Service Management for CPSN	01/12/2015	30/06/2018
BSI H&S Professional Services Subscription/Licences (H&S) - Barbour	01/10/2017	30/09/2018

13. REVIEW OF ACTION PLAN 2017/18

Progress against each of the actions is detailed in the table below, where particular business cases are deferred or projects or work streams re-baselined to complete in subsequent years, these are shown below.

REFERENCE NUMBER	ACTION	STATUS
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 2018
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	Project suspended to recommence 2018/19
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	Core Hardware completed April 2017
ICT AMP04/17-18	Review of annual customer satisfaction and adopt findings into ICT Shared Service Plan	Completed July 2018
ICT AMP05/17-18	Review and refine ICT Strategy aligned to service requirements	Reviewed and ongoing development
ICT AMP06/17-18	Develop Information management strategy and action plan to implement General Data Protection Regulation (GDPR)	Ongoing enhancements
ICT AMP07/17-18	Enhance Cyber threat defence measures to protect our information and data assets	Completed early 2018 and ongoing as BAU
ICT AMP08/17-18	Implement ICT elements for new Website to provide enhanced customer experience and informative data analytics	Completed May 2018
ICT AMP09/17-18	Upgrade of Share point environment providing technical infrastructure facilities.	To commence
ICT AMP10/17-18	Develop strategy and roadmap for Workbench development applications in line with business priorities.	Ongoing
ICT AMP11/17-18	Implement Phase 2 of HR (Recruitment) in line with required project timelines	Ongoing through 2018
ICT AMP12/17-18	Implement Whole-time Availability System in line with required project timelines	Ongoing through until Q1 2019
ICT AMP 13/17-18	Review and refresh of mobile working technologies and associated assets complementing ESMCP project.	Review undertaken implementing Risk MDT's through 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.	System in place

REFERENCE NUMBER	ACTION	STATUS
ICT AMP15/17-18	Upgrade existing Microsoft e mail Exchange platform to new version	Completed summer 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	Ongoing in line with national time scales
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.	Achieved in line with partner requirements
ICT AMP 18/17-18	Replace Public Address Systems at Kempston and Stopsley stations in line with estates plan.	Re-baselined to 2018 for Luton
ICT AMP 19/17-18	Provide additional WAN capacity for Camborne to provide enhanced support for the ICT estate	Completed Summer 2017

13.1 Other Achievements in 2017/18

- Completed and in live use, three internally developed open source applications for Sickness Absence, People Position and Other Absences using Workbench platform
- Go Live of internally developed prevention application for 'Safe & Well' using open source software on the Workbench platform
- Go Live of Retained Recruitment application developed as a collaboration STEP project
- Replacement of Service wide pagers, used for response and deployment.
- Implementation of Information Audio Visual screens at HQ
- Implementation of station screens at Whole time stations

14 ACTION PLAN 2018/19

Activities planned for continuation, commencement or completion in 2018/19, are shown in the table below. It aims to build upon the previous year's achievements to ensure continuous improvement in Technology & ICT service delivery. Where particular projects or work streams are planned to complete in subsequent years, the phases within this 2018/2019 year are shown. Where dates have not been confirmed within each of the projects, the nearest estimated month is shown.

REFERENCE NUMBER	ACTION	TARGET DATES
ICT AMP 01-18/19	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 June 2018
ICT AMP 02 - 18/19	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 AMP 03 -18/19	Implement Unified Communications for telephony upgrade and provision of collaboration tools incl. messaging and integration with VDI	Completion April 2019
ICT AMP 04 -18/19	Implement upgrade, server & storage refresh project	October 2018
ICT AMP 05 -18/19	Implement VDI upgrade project	By December 2018
ICT AMP 04 -18/19	Review of annual customer satisfaction and adopt findings into ICT Shared Service Plan	August 2018
ICT AMP 06 –18/19	Review and refine ICT Strategy aligned to service requirements	Throughout 2018/19
ICT AMP 07 –18/19	Implement a series of further control measures & enhancements to ensure ongoing compliance for General Data Protection Regulation (GDPR)	January 2019
ICT AMP 08 –18/19	Enhance Cyber threat defence measures to protect our information and data assets	Throughout 2018/19
ICT AMP 09 –18/19	Upgrade of Share Point environment providing technical infrastructure facilities.	March 2019
ICT AMP 10 –18/19	Implement Phase 2 of HR (Recruitment) in line with required project timelines	Throughout 2018
ICT AMP 11 -18/19	Implement Whole-time Availability System in line with required project timelines	Throughout 2018
ICT AMP 12 -18/19	Implement replacement Fleet Management application in line with required project time scales	Throughout 2018/19

REFERENCE NUMBER	ACTION	TARGET DATES
ICT AMP 13 -18/19	Complete rollout of Risk Mobile Data Terminals	Complete by October 2018
ICT AMP 14 –18/19	Implement applications compatibility testing and complete upgrade where needed ready for Operating System upgrade for Windows 10	March 2019
ICT AMP 15 –18/19	Implement Operating System upgrade for Windows 10	September 2019
ICT AMP 16 -18/19	Provide ICT support to the Emergency Services Mobile Communications Programme assessing technical requirements and impact on existing infrastructure and resources and future Strategies	In line with Project time scales
ICT AMP 17 -18/19	Establish implementation plan for next generation Network 'Eastnet' Wide Area Network working with Mid-Anglia Public Sector partners.	September 2018
ICT AMP 18 -18/19	Replace Public Address System at Luton stations in line with estates plan.	By December 2018
ICT AMP 19 -18/19	Carry out Penetration Testing and implement any improvements from its findings	September 2018

15 ICT PERFORMANCE

The ICT Services Catalogue provides a detailed description of the support the shared team provides to 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.

15.1 ICT Performance Review 2017/18

Performance in the ICT Shared Service has shown a steady improvement as practices and controls were introduced, generally achieving or exceeding performance targets across the range of ICT indicators over the last three years.

In 2017/18 there was increased pressure to maintain the performance that had been established in previous years due to staff shortages. However the Virtual Desktop Infrastructure that has been rolled out helped to maintain good levels of support through the ability to resolve incidents remotely as part of a standardised environment.

Targets achieved for last quarter for 2017/2018 are not yet available as these are being calculated. These figures will be reported as soon as the data is available.

15.2 ICT Performance Targets 2018/19

For 2018/19 we are maintaining previous years' targets taking into account the severity of each incident, these are aligned to ICT systems delivering an efficient service ensuring the Service's primary objectives can be met effectively. This approach continues to build upon the foundations that have been laid, in preparation for structural changes planned in the ICT organisation which aims to stabilise resources and improve performance in the area of project delivery and business change through introducing new technologies as part of the Medium Term Capital Programme.

APPENDIX 1 – ICT PERFORMANCE 2017/18 AND TARGETS 2018/19

Measure		2014/15	2015/16	2016/17	2017/2018	
No.	Description	Actual (Target)	Actual (Target)	Actual (Target)	Actual (Target)	Comments
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	100% (90%)	100% (90%)	92% (98%)	n/a (80%)	Comparative TBA
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	92% (86%)	100% (86%)	99% (96%)	n/a (96%)	Comparative TBA
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	92% (83%)	100% (83%)	100% (90%)	n/a (90%)	Comparative TBA
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	88% (80%)	94% (80%)	93% (90%)	n/a (90%)	Comparative TBA
AV1	Core ICT services availability	97% (97%)	100% (97%)	100% (97%)	100% (97%)	3% Better than target
AV2	Business Applications Availability	97% (97%)	100% (97%)	100% (97%)	100% (97%)	3% Better than target

APPENDIX 1 – ICT PERFORMANCE 2017/18 AND TARGETS 2018/19

INFORMATION AND COMMUNICATION TECHNOLOGY PERFORMANCE TARGETS 2018/19								
Ref	Performance Indicator	Source of Performance Indicator	Frequency of Reporting	Benchmark Performance Data	BFRS Baseline Performance	BFRS Target 2017/18	BFRS Target 2018/19	Target Setting Rationale
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 has been showing steady improvement from inception of ICT Shared Service to Target being achieved in 2016. As this is the first time this target has been achieved and not established over time it is proposed to maintain at the same level.
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%	80%	80%	Target based on Services SLA. Resources are diverted from other incidents and work to deal with Mission Critical Services incidents. 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 overall target of 80%. For this reason it is proposed to leave at 80%.

APPENDIX 1 – ICT PERFORMANCE 2017/18 AND TARGETS 2018/19

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 2015/16 with lower performance in 2016/17 but still exceeding Target. For this reason it is proposed to maintain the existing Target acknowledging resources may be diverted to Mission Critical Incidents. The small number of incidents of this type makes the impact of a single incident on performance significant.
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%	Target based on Services SLA. The 2018/19 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 incident on performance significant. Therefore proposed to be retained at 90%.
IM4	The Number of Incidents on Administration Services resolved	Joint Catalogue of Services	Quarterly	Catalogue of Services SLA. All Administration I	2014/15 - 88% 2015/16 - 94% 2016/17 - 93%	90%	90%	Target based on Services SLA. The highest proportions of incidents fall into this

APPENDIX 1 – ICT PERFORMANCE 2017/18 AND TARGETS 2018/19

	within 8 Hour			Priority A and B Incidents resolved within 8 hours.				category. The anticipated draw on resources to support priority projects throughout 2018/19 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 Catalogue of Services. It is proposed to maintain the Target at 97% which has been met for the last two years.
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. Catalogue of Services. It is proposed to maintain the Target at 97% which has been met for the last two years.

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 Then 2023	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	10 to 15 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

Renewal Policy	Renewal Point	Consideration	Renewal Restriction	Applying the policy
Unified Communications/ Telephony	5yrs	Technology Standards as these are software driven systems	Subject to the ICT Strategy and Asset Plan	Review at 3 years with view to extend to 5

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
21 June 2018
Item No. 12

REPORT AUTHOR: **BOROUGH COMMANDER NORTH**

SUBJECT: **GENERAL DATA PROTECTION REGULATIONS**

For further information on this Report contact: Borough Commander North Darren Cook
Tel No: 01234 845010

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To update Corporate Services Policy and Challenge Group on the work being undertaken by the Service to meet the requirements of the General Data Protection Regulations.

RECOMMENDATION:

That Members note the contents of the report.

1. Introduction

- 1.1 The General Data Protection Regulations (GDPR) is the biggest change to data protection law in over 20 years. The regulation is EU law and came into force automatically on 25 May 2018. Notwithstanding some uncertainty following the Brexit decision, compliance with the GDPR will be required despite the decision for the UK to leave the EU.

2. Background

- 2.1 Whilst the fundamental principles of data protection will remain largely unchanged, the new GDPR laws include a number of new approaches and concepts, and will see the Data Protection Act 1998 repealed and replaced with a more detailed regime. The GDPR places increased demands on data controllers which Bedfordshire Fire and Rescue Service (BFRS) is one, requiring them to evidence everything from the legal basis for processing to the sharing of personal information and mandates that they evidence compliance.
- 2.2 Data protection compliance will become a more significant issue for BFRS. Sanctions on data controllers include potential financial sanctions for non-compliance, which can result in a maximum fine of up to 10 million euros with a fine of up to 20 million euros for a data breach.
- 2.2 To ensure that BFRS will be in a position to comply with the new data protection laws including the significant and necessary changes to processes, systems, policies, guidance, staff training etc. an intensive work programme has been put in place from information from an internal gap analysis by RSM the Services' internal auditor.

3. What is new under GDPR?

- 3.1 While the GDPR has many similarities to the Data Protection Act (DPA) at its core it addresses the processing of personal data in a digital age, imposing new obligations on controllers and data processors. It addresses the rights individuals have over the use of their personal information impacting people, processes and technology across all functions of the Service.

3.2 A key change requires organisations to be able to demonstrate how in each case it has complied with GDPR requirements as well as showing compliance through existence of policies and procedures and staff training. It requires accountability at Principal Officer level, evidencing a 'whole system' ethos in the way the organisation protects, governs and understands its data.

4. Work being undertaken to implement GDPR

- 4.1 GDPR briefing sessions have been carried out at a Management Briefing Day in February to raise awareness and GDPR is reported monthly at the Corporate Management Team meeting (CMT). Staff training is in the process of being finalised with an external provider to cover the requirements of an Information Governance structure, Senior Information Risk Owner (SIRO), Accounting Officer (AO) and Information Asset Owners (IAO).
- 4.2 A cross-departmental project team reporting to the ACO (HR&OD) - who is the Senior Information Risk Owner (SIRO) for BFRS - been set up to enable to BFRS to meet its obligations under the GDPR. The project team covers work streams in the following areas – Policy and Governance, Data Subject Rights, Communications, Training, Information Collection & Sharing, ICT, Incident Breach Management and Records Management.
- 4.3 A project plan to map, drive and take action to ensure delivery of each component of the project has been drawn up following an internal gap analysis undertaken by RSM; our internal auditors. Work has commenced to improve understanding on what personal information BFRS holds by contacting Information Asset Owners (Functional Heads of department) to facilitate an information audit to capture a 'what we have now' baseline.
- 4.4 The action plan provided by RSM contains 10 Service-wide recommendations that need to be completed to ensure compliance with GDPR. A further 26 departmental actions have been identified that will be tracked against progress by the Organisational Assurance Manager. These actions are made up of 17 High, 8 Medium and 1 Low priority.
- 4.5 GDPR has been placed on the BFRS Corporate Risk Register held and managed by the Head of Service Development and Assurance (HSDA). BFRS have appointed the Data Protection Officer (DPO) to the Head of ICT with support from Business Information Manager (BIM) and Service Assurance Manager (SAM).

- 4.6 BFRS has completed 22 data processing registers. These registers record where we hold personal data and what processes BFRS have in place to ensure the security of the data. The data registers are dynamic documents and will be reviewed annually by the department responsible for the system to document further changes, such as company take overs, servers moving to the EU or compliance with ISO 27001 being reached. The audit will be carried out by the HSDA to ensure updates and reviews have taken place and have been recorded.
- 4.7 26 policies have been identified as requiring a review and have been prioritised as high. This is a significant amount of work, which is in progress already and will need to cover areas such as:
- The right to be informed;
 - The right of access;
 - The right to rectification;
 - The right to erasure;
 - The right to restrict processing;
 - The right to data portability;
 - The right to object; and
 - The right not to be subject to automated decision-making, including profiling.

5. Governance

- 5.1 Work will continue to complete the outstanding actions in the plan and this will be reported to the SIRO and CMT monthly.

6. Risk

- 6.1 The legal implications are incorporated within the report.

BOROUGH COMMANDER NORTH DARREN COOK

For Publication

**Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
21 June 2018
Item No. 13**

REPORT AUTHOR(S): HEAD OF ICT

SUBJECT: REVIEW OF THE INFORMATION, COMMUNICATIONS & TECHNOLOGY SHARED SERVICE

For further information
on this Report contact: Amrik Dosanjh
Head of ICT
Tel No: 01234 845015

Background Papers: None

PURPOSE

To provide an update for the Corporate Services Policy and Challenge Group in relation to the reorganisation of the ICT Shared Service Function.

RECOMMENDATION

That members of Corporate Services Policy & Challenge Group receive the report and note its contents

1. Introduction

- 1.1 In February 2018 Fire & Rescue Authority Members agreed the 2018/19 Revenue Budget. This included provision of growth related to the proposed restructure of ICT Shared Services function. This paper sets out the current position and progress in relation to the proposed restructure.

2. Background

Reason for Proposed Restructure

- 2.1 On 22 October 2013 Bedfordshire Fire and Rescue Authority and Cambridgeshire and Peterborough Fire Authority authorised the completion of an ICT Shared Service (ICT SS) Agreement for a term of five years. Schedule 4 of the ICT Shared Service agreement requires that an annual review of the operation of the ICT SS is carried out. The review is passed to the ICT SS Governance Board and subsequently reported to each Fire and Rescue Authority accordingly.
- 2.2 The previous two annual reviews have highlighted that the ICT SS faces increasing challenges to meet the current and future demands of both Services. Additionally, a series of informal workshops were held with ICT SS staff in August 2017 to elicit views on identifying and understanding issues and how service could be improved.

A summary of the issues identified included:

- A large demand for new business systems and applications;
- The increasing cyber security threat landscape and associated requirement to improve/maintain system security;
- The increasing maintenance of enlarged IT environment;
- Lack of resilience in the Communications support function;
- The requirement for maintenance/refresh of infrastructure;
- The changing technology environment (introduction of VDI and Unified Communications) provided an opportunity
- The location of staff hinders knowledge sharing and effective work allocation
- The recruitment and retention of staff;
- A lack of database support within BFRS.

2.3 The recommendations from the annual reviews and comments from the workshops were taken into account during the compilation of a Business Case (BC) that proposed a restructure, with the BC presented to both Services in Oct 2017 and agreement given to proceed. Since then, work has been underway to put together and obtain agreement for the detailed proposal from both Services, obtain the necessary budget approvals, produce revised job descriptions, complete job evaluations and to compile a Consultation document.

3. Proposed Structure

3.1 The proposed structure is made up of 19 posts. A diagram detailing the structure is shown in Figure 2. The changes are intended to re-align resources:-

3.2 The Support team will move from a model of dedicated service desk operators to one where all members of the support team will participate in service desk support duties. This provides more flexibility in resource allocation and provides further opportunities for wider skills to be gained, whereas previously dedicated service desk operators duties were more limited, this change allows a wider remit to all support activity either based at Cambourne or any of the sites, with wider experience it allows better opportunities for career progression either through the senior roles within the team or moving to other roles within the department.

The Support team will be reduced by one FTE to allow a move of the post to the Server team. This is possible through the VDI environment, which will be supported by the Server team as all desktop images are contained in the server environment and maintained centrally, whereas previously there was a heavy reliance on supporting each desktop which contained specific number of generic builds.

3.3 The Network team will be reorganised by merging the existing Communications team into it. The remit and the scope of the team will remain the same, but by merging and relocating staff, resilience will be increased. The implementation of Unified Communications will have a positive resource impact through the bringing of technologies into the data network and rationalisation of the systems into one platform, allowing one of the existing posts from the merged team to be moved into the Server team. The opportunities for career progression will remain, with an enlarged and merged team it will be possible to employ posts that are more junior should vacancies arise as the resilience will be higher than before.

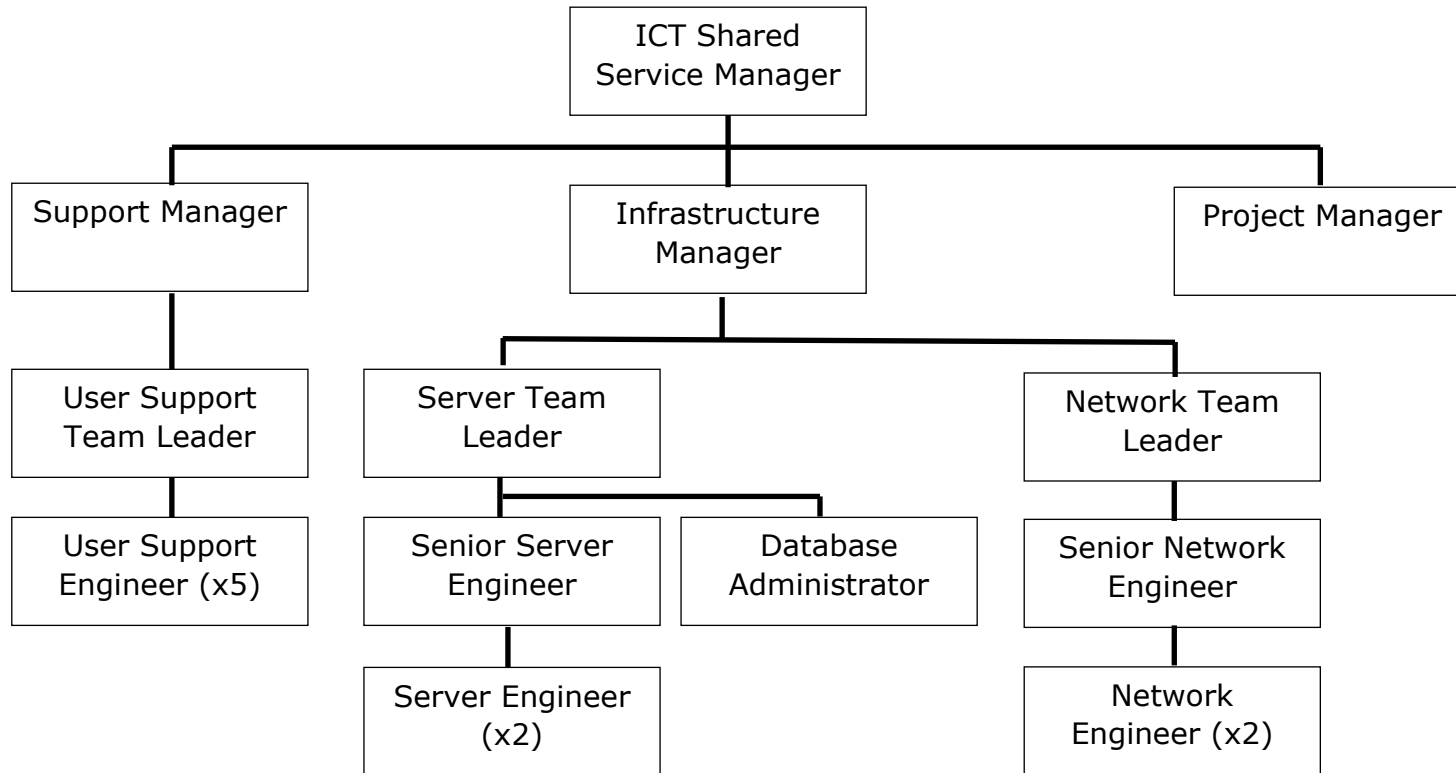
3.4 The Server Team will be increased by 3 FTEs and a structure introduced to improve management and provide opportunities for career development. It has been particularly difficult to recruit to this team and retain staff. The creation of two new Server Engineer posts will enable employment of less experienced engineers and provide career opportunities. This should help with

addressing the lack of resources in the team, to support and maintain systems and resource projects, as well as improving staff retention.

The additional post proposed will be a Database Administrator which currently sits outside the ICT SS and is a CFRS post. Both Services have a number of databases deployed, however only CFRS have a dedicated Database Administrator (DBA). Within each Service a number of applications and reporting management information is derived from the (Microsoft SQL) database linked to each application. These databases are not static and need to be regularly maintained through a process known as database tuning. A lack of regular administration on databases leads to reductions in responsiveness of applications and a waste of ICT resources. It is proposed to include the DBA position within the ICT Shared Service to ensure databases are kept maintained in both Services. Moving the post into the Shared Service allows BFRS to have a capability that on its own that would be expensive either through internal dedicated post or through the use of suppliers to maintain the databases. A single DBA resource providing dedicated support for the databases for both Services would provide benefit allowing for a more joined up approach to problem resolution that can be flexibly used as needed and frees resource from the Support team through having more reliable databases.

- 3.5 Through moving 2 existing resources within ICT SS (1 from the Communications team and one from the Support team), the Server team is enlarged without incurring additional expenditure. This methodology allows, should it be economically advantageous to use Cloud services in the future. It has to be borne in mind that any potential use of Cloud services still requires Server engineers or Software Applications staff to configure and use services.
- 3.6 The proposed model will still require for larger projects, additional resources on a contract basis to be brought in to augment existing ICT staff when required. This method has the advantage of shifting costs to the project so that the true cost of the project can be seen.

3.7 Figure 1 Proposed ICT Shared Service Structure



4. Progress of Proposed Restructure and Timescales

4.1 Formal Staff consultation and implementation of the proposals are presented here;

Formal Staff Consultation 16 April – 18 May 2018

The consultation period commenced on 16 April and ended on 18 May 2018.

There is no minimum statutory consultation period required under the relevant employment legislation, but to provide an opportunity for full and meaningful consultation to take place both Services undertook a 33 day consultation period. A meeting was held with all staff to launch the start of the proposed restructure.

Each staff member was given the Proposal document as well as a presentation given by Heads of IT from both Services, to explain the rationale and timescales, providing an opportunity for questions and answers. In addition Trade Union representatives were sent copies of the documents beforehand from both Services. Feedback received from the Trade Union resulted in extending the closing date by one week for the vacant post of ICT Shared Service Support Manager allowing staff the opportunity to apply for the post, this extension was highlighted to staff at the meeting.

During the Consultation Period individual consultation meetings were held with each member of staff and opportunity extended for further meetings where needed. These meetings had minutes taken and copies sent to each staff member to sign and agree.

4.2 Consideration of Feedback from Staff - 22 May 2018

The ICT SS Governance Board sat to consider all the feedback from the consultation period and agree whether or not to make any changes to the proposals set out under the proposals based on the feedback received. As a result of this, some changes (as outlined below) were agreed to be made to the proposal.

The ICT SS Governance Board agreed to progress with the restructure based on the original timescales, with a go-live date of the new service on 1 August 2018.

Themes of Feedback Received During Consultation Period

During the formal 1:1 meetings held, as part of the consultation process, a number of themes emerged and the responses from the ICT SS Governance Board are summarised below.

Co-location

The co-location of staff to Cambourne is a fundamental part of the proposal this remains to be the position for the restructure.

Allocation of work between new teams

The ICT SS Governance Board acknowledged the feedback and need to ensure knowledge transfer between team members will need to take place to allow reallocation of work between Teams. The reallocation of work continues to be the preferred option.

On-call Support Provision

An alternative solution to on-call provision was proposed during the consultation period, The ICT SS Governance Board supported the alternative model proposed. This approach will be reviewed by the ICT SS Delivery Manager after 6 months and fed back to the Board.

Transition of Skills/Knowledge

The ICT SS Governance Board recognised that a period of training and knowledge sharing will be required over the first few months to ensure smooth transition to the new model. Priority for knowledge sharing will be on the areas requiring 24/7 support. The ICT SS Governance Board agreed to extend the contracts for the existing support engineer and server engineer for a limited period to aid the knowledge transfer.

Team Leader Roles – Management Responsibility

The ICT SS Governance Board did not agree to make any changes to the proposed management responsibilities of these roles and existing staff should only consider applying for these roles if they are prepared to take on staff management responsibilities.

Use of Pool Cars

The use of pool vehicles for ICT SS travel continues to be the preferred option. Where dedicated ICT SS pool vehicles are not available, the short term use of pool vehicles from other areas of the service should be considered (where applicable).

Errors/changes to Job Descriptions

A few minor errors have been identified with the reporting responsibilities within the Job Descriptions of the Server Team Leader and ICT SS Delivery Manager roles. These will be amended. Additionally, a number of changes to the JD for the Project Manager will be made.

4.3 Feedback from the Consultation Period - Week commencing 28 May 2018

Feedback from the consultation period has been provided to affected employees and Trade Union representatives.

4.4 Selection processes 11 June 2018 – 31 July 2018

Selection processes will commence.

Where relevant the following will also occur:

- Job offers, job descriptions and new contracts will be issued. Where necessary any new or revised terms and conditions of employment will be outlined.
- External adverts will be placed.
- Redeployment will be considered for the duration of the notice period.
- Each employing organisation retains the right to refuse or consider a request for voluntary redundancy

4.5 Selection Processes

As part of the proposal the methodology to be used to move staff into the new structure has been aligned to both Fire Services with HR team members working through the various considerations. These processes were described fully in the Consultation documents and explained to staff at each of the one to one meetings.

There are four ways in which an employee may secure a role in the proposed new shared services structure:

- (i) Slotting in where the new post is considered to be the same as an existing post
- (ii) Offer of slotting in where the post may be considered suitable alternative employment
- (iii) Ring-fenced selection process
- (iv) External advertising and recruitment for any posts remaining after above processes applied

4.6 Go Live of the New Structure - 1 August 2018

Proposed “go-live” date for the new ICT Shared Service team.

5. Conclusion

- 5.1 Taking in to account the current resource levels it is not possible to adequately maintain systems or meet project resource requirements with the existing configuration of the ICT Shared Service. Through undertaking a restructure more efficient use of resources can be obtained and with minimal growth a better service can be provided to both Fire Service’s.

The proposed restructure is progressing in a planned and coordinated manner as shown within this document.

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For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
21 June 2018
Item No. 14

REPORT AUTHOR: HEAD OF SERVICE DEVELOPMENT AND ASSURANCE

SUBJECT: CORPORATE SERVICES RISK REGISTER

For further information on this Report contact: Service Operational Commander Andy Peckham
Head of Service Development and Assurance
Tel No: 01234 845129

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To 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.

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:

- **CRR00008: If we do not monitor our key external suppliers of goods and services, particularly in regard to business continuity, then we may suffer a significant and detrimental impact on our ability to deliver our full range of services including emergency response:** Therefore following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has reduced from 3 to 2 and the Inherent Impact has remained the same resulting in the overall Inherent rating from 6 to 4.
- **CRR00027: If we receive a poor budget settlement from government and reduce funding from our Local Unitary Authorities, and/or we have an adverse response from our Council Tax Precept increase consultation processes, then our ability to deliver a full range of services could be significantly affected. Potential key pressures for 2018/19 onwards may be the Firefighters pay award, the employer pension contributions and the**

funding of these: Therefore following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has reduced from 5 to 4 and the Inherent Impact has remained the same resulting in the overall Inherent rating from 15 to 12.

- **CRR00016: If there is an unforeseen change of direction for the FRS (e.g. government request to do something which does not currently fall under the remit of the UK FRS), or there are changes in Government or EU policy on fire and rescue matters or other policy directly affecting the FRS then this may have an impact on our ability to deliver a full range of services due to the need to resource such changes:** Therefore following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has increased from 1 to 2 and the Inherent Impact has remained the same resulting in the overall Inherent rating from 2 to 4.

2.3 Updates to individual risks in the Corporate Risk Register:

- **CRR00029: If we do not communicate well, both internal and external to the Service, then we will suffer from poor staff morale, miss the opportunity to promote ourselves and the excellent work that we do and potentially impact upon our ability to deliver a full range of services.** The new website was launched on the 21st May 2018, this is continually being monitored to ensure all links and platforms function correctly. Analytics are being measured to monitor hits on the website and to ensure customer engagement is maintained.
- **CRR00004: If there are a large number of staff absent from the workplace then our ability to deliver services to our communities is severely compromised and our reputation will be adversely affected:** The adverse weather plan has been removed from the action log as the plan has been reviewed and is now BAU. The risk score remains at 16 with the residual score of 12.

**STRATEGIC OPERATIONAL COMMANDER ANDY PECKHAM
HEAD OF SERVICE DEVELOPMENT AND ASSURANCE**

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
Very High	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: <ul style="list-style-type: none"> • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
High	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.
Moderate	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.
Low	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

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

Risk Assessment Process

Risk = Likelihood x Impact

Likelihood is made up of two variables, vulnerability and probability, each giving a possible value of 1 – 5. An average of both values is taken to calculate likelihood.

Impact is a direct value, from 1 – 5, which when multiplied by the averaged likelihood score gives a level of risk to the Service.

Vulnerability - Factors within the Service's control

Vulnerability is a component of likelihood, below are the levels that have to be defined to allow threats to be rated against this variable. For each threat, a vulnerability score is assessed. This is a 1-5 rating that takes into account the Service's current levels of control that could prevent this threat.

Number	Variable Level Name	Variable Level Description
5	Very High	No controls in place. Large number of vulnerabilities exist
4	High	No controls in place to prevent threat materialising.
3	Medium	Limited controls in place to prevent threat. Responsibilities not defined/unknown.
2	Low	Known/documentated controls are in place to prevent threat materialising. Responsibilities relating to controls are known and practised.
1	Very Low	Mature and embedded controls in place to prevent this threat.

Figure 3 – Vulnerability

Probability - Factors outside of the Service's control

Probability is another component of likelihood. Below are the levels that have to be defined to allow threats to be rated against this variable. This reflects both the historical occurrence of a threat taking place and the estimated frequency for that threat based on intelligence available at the time of risk assessment.

Number	Variable Level Name	Variable Level Description
5	Almost Certain	Probability of occurrence is above 90% in the next five years
4	Highly Likely	Probability of occurrence is between 66% and 90% in the next five years
3	Likely	Probability of occurrence is between 36% and 65% in the next five years
2	Unlikely	Probability of occurrence is between 11% and 35% in the next five years
1	Rare	Probability of occurrence is below 10% in the next five years

Figure 4 – Probability

Impact

Below are the levels that have to be defined to allow threats to be rated against this variable. In the example shown, the impact of the threat is defined in relation to the resources within the risk assessment e.g. people, premises, technology etc. Each of these would be justified in terms of loss of life/injury, financial loss or damage to stock and equipment.

Number	Variable Level Name	Variable Level Description
5	Catastrophic	Catastrophic impact upon long term Service prospects due to non-delivery of regulatory or compliance obligations and reputational damage within industry
4	Critical	Critical impact, immediate action required to prevent affecting long term prospects of the Service
3	Major	Major impact which requires active involvement of senior staff to contain
2	Moderate	Moderate impact which can be effectively managed
1	Minor	Minor impact which can be effectively managed

Figure 5 – Impact

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
21 June 2018
Item No. 15

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: REVIEW OF WORK PROGRAMME 2018/19

For further information on this report contact: Nicky Upton
Democratic and Regulatory Services Supervisor
Tel No: 01234 845149

Background Papers: None

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 review and report on the work programme for 2018/19 and to provide Members with an opportunity to request additional reports for the Corporate Services Policy and Challenge Group meetings for 2018/19.

RECOMMENDATION:

That Members review the work programme for 2018/19 and note the 'cyclical' Agenda Items for each meeting in 2018/19.

**PAUL M FULLER CBE QFSM DL
CHIEF FIRE OFFICER**

CORPORATE SERVICES POLICY AND CHALLENGE GROUP (CSPCG) PROGRAMME OF WORK 2018/19

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 June 2018	<ul style="list-style-type: none"> • Election of Vice Chair • Terms of Reference • Minutes of Shared Service IT Governing Body (<i>under Communications</i>) • New Internal Audit Reports Completed to date • Audit and Governance Action Plan Monitoring Report • Corporate Services Performance 2017/18 Year End Report and Programmes to date • Treasury Management Annual Report 2017/18 • Asset Management Plans – ICT and Fleet • Corporate Risk Register • Work Programme 2018/19 		<p>Note on GDPR to be provided – deferred from March 2018</p> <p>ICT structure and recruitment issue – deferred from March 2018</p>	<p>Requested at the ASC of 06.12.17 to go to CSPCG</p> <p>Briefing meeting held 21.11.17</p>

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
13 September 2018	<ul style="list-style-type: none"> • Minutes of Shared Service IT Governing Body (<i>under Communications</i>) • Revenue Budget and Capital Programme Monitoring 2018/19 • 2019/20 Revenue Budget and Capital Programme (Planning Arrangements) • New Internal Audit Reports Completed to date • Audit and Governance Action Plan Monitoring Report • Corporate Services Performance 2018/19 Quarter 1 and Programmes to date • Annual Review of the Operation of ICT Shared Service Agreement • Asset Management Plans - Property • Corporate Risk Register • Work Programme 2018/19 			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
27 Nov 2018	<ul style="list-style-type: none"> • Minutes of Shared Service IT Governing Body (<i>under Communications</i>) • Revenue Budget and Capital Programme Monitoring 2018/19 • New Internal Audit Reports Completed to date • Audit and Governance Action Plan Monitoring Report • Corporate Services Performance 2018/19 Quarter 2 and Programmes to date • Treasury Management Mid Year Review Report • Review of Corporate Services Policy and Challenge Group Effectiveness • Corporate Risk Register • Work Programme 2018/19 			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
27 Feb 2019	<ul style="list-style-type: none"> • Minutes of Shared Service IT Governing Body (<i>under Communications</i>) • New Internal Audit Reports Completed to date • Audit and Governance Action Plan Monitoring Report • Corporate Services Performance 2017/18 Quarter 3 and Programmes to date • Proposed Corporate Services Indicators and Targets 2019/20 • Treasury Management Strategy and Practices • Corporate Risk Register • Asset Management Strategy for 2019/20 • Review of Work Programme 2018/19 			