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 **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Thursday, 13 September 2018** starting at **10.00 am.**

Nicky Upton
Democratic and Regulatory Services Supervisor

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies		
2.	Election of Vice Chair	Chair	
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 21 June 2018 (Pages 9 - 18)
6.	2018/19 Revenue Budget and Capital Programme	HFT	To consider a report (Pages 19 - 26)
7.	2019/20 Revenue Budget and Capital Programme (Planning Arrangements)	HFT	To consider a report (Pages 27 - 34)
8.	Corporate Services Programmes and Performance Report, Quarter 1 2018/19	ACO	To consider a report (Pages 35 - 50)
9.	New Internal Audit Report Completed to date	ACO	To consider a report (Pages 51 - 52)
10.	Audit and Governance Action Plan Monitoring Report	ACO	To consider a report (Pages 53 - 62)
11.	Asset Management Plan - Property	HFT (Property)	To consider a report (Pages 63 - 98)
12.	Annual Review of the Operation of ICT Shared Service Agreement	HICT	To consider a report (Pages 99 - 120)
13.	Corporate Risk Register	HSDA	To consider a report (Pages 121 - 124)
14.	Review of Work Programme 2018/19	Chair	To consider a report (Pages 125 - 130)

Next Meeting 10.00 am on 27 November 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.

This page is intentionally left blank

MINUTES OF THE ICT SHARED SERVICE GOVERNANCE BOARD MEETING HELD ON 31 JULY 2018 – PART ONE

Present:	Director of Resources (CFRS) **(Chair)**	M Warren (MW)
	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 Service Delivery Manager (CFRS)	M Dix (MD)
	ICT Infrastructure Manager	W Murphy
	Typing/Secretarial Assistant (Minute Taker)	D Johnson
Apology	ICT Project Manager (CFRS)	S Newton

071801 Minutes from the Previous Meeting Held on 19 June 2018   **ACTION**

The Minutes were agreed as an accurate record.

071802 Action Points from the Previous Meeting Held on 19 June 2018

- **021803 ICTSS Work Plan – Server Refresh**
  JF was to let ZE know the ongoing costs for VDI servers. Ongoing.

- **021803 ICT Work Plan – Unified Comms**
  SN was to send out a progress report. Unified Comms had been sent out. Ongoing.

- **021803 ICT Work Plan – Risk MDTs (BFRS)**
  SN provided an update. The pilot device was now in use. They were now waiting to choose procurement for risk MDTs. Ongoing

- **021804 Recruitment Update**
  AD was to let Gavin Chambers know about the requirement for additional funding for the ICTSCT contract. Ongoing.

071803 ICTSS Work Plan (Including Workload Priorities)

An update was provided by WM in SN absence.

WM presented the ICT Projects timeline document. WM explained that the "must have projects" fundamentally need to be completed by next year (2019).

ICCS & Mobilising System; this is ongoing until December 2019. ZE to liaise with HSS regarding CFRS position and progress on this project with regards to station end equipment and the alerts solution used at BFRS.

ZE

JF noted that there may be some differences in the way BFRS and CFRS are alerting. JF to liaise with Tamsin regarding a diagram on how each of these areas work.

JF

It was agreed to add "ICCs and Mobilising System" to the Agenda as a standing item.

CMTSec

UC Stage Completion; this is aimed for completion by early October 2019, the project timeline has slipped by a couple of weeks due to a delay in server refresh. The full roll out will be completed next year and by May 2019 users will have more than they do currently. WM noted that SN is creating a document to bring to the next board meeting stipulating timescales.

ZE noted that she would like the ICT Projects timeline amended for the next project board, to show previous timescales that were put in place and where the timescales have slipped.

WM noted that the biggest cause of slippage for the UC is the pressure on both the Server and Network Team.

SN/WM

VDI Upgrade; WM noted that this will involve solely changing the software. There was a discussion regarding the 60/80 users at BFRS that have not yet been migrated over to the new system and that this was agreed would happen. JF and MW to liaise with SN to confirm if this had been built into the into the current timeframe.

Beds Sharepoint Replacement; AD noted that this "could have projects" item needs to be moved to "must have projects". It was agreed by MW, ZE and JF that prioritisation needs to be discussed.

JF/MW/SN

Beds tannoys (Luton); it was noted that this project is now complete.

071804 Service Desk Software

It was agreed that this item has been tasked to David Dawes (DD) so can therefore be closed off and removed as an ongoing agenda item. DD is to bring paper to the next board meeting.

DD to be invited to future board meetings.

Item 4.2

071805 ICT Programme Board Papers

An update was not provided at this time due to SN absence. To be carried forward to the next board meeting.

071806&7 Server Refresh & VDI Upgrade

These items were discussed under agenda item 3.

071808 Comms Update

MD noted that he is currently working on comms regarding the move to Camborne for both Beds and Cambs to explain the rationale and service expectations.
JF highlighted the importance that all calls need to be logged via the Service Desk moving forwards.
MD is aiming to finalise the comms to be published in the next BB. MD will send the comms to the team for feedback by the end of this week.

MD also noted that the Service Desk now have their own ID (email address) ICTSharedService.org.

071809 CPSN/EastNet

JF noted that a discussion had been had regarding the background of internet connection. An options appraisal was carried out and the risks around costs and challenges were identified. An interim report was provided.
It was noted that it would be complicated if BFRS and CFRS were to go with different options.
JF to facilitate Elli Nikolaou to meet with Tracey regarding the options available and the work carried out.   JF

ACTION POINTS OF THE ICT SHARED SERVICE GOVERNANCE BOARD MEETING AT 31 JULY 2018

Minute number	Details	Action
071803	*ICCS & Mobilising System;* ZE to liaise with HSS regarding CFRS position and progress on this project with regards to station end equipment and the alerts solution used at BFRS.	ZE
071803	JF noted that there may be some differences in the way BFRS and CFRS are alerting. JF to liaise with Tamsin regarding a diagram on how each of these areas work.	JF
071803	It was agreed to add "ICCs and Mobilising System" to the Agenda as a standing item.	CMTSec
071803	*UC Stage Completion;* ZE noted that she would like the ICT Projects timeline amended for the next project board, to show previous timescales that were put in place and where the timescales have slipped.	SN/WM
071803	*VDI Upgrade;* There was a discussion regarding the 60/80 users at BFRS that have not yet been migrated over to the new system and that this was agreed would happen. JF and MW to liaise with SN to confirm if this had been built into the current timeframe.	JF/MW/SN
071809	CPSN/EastNet: JF to facilitate Elli Nikolaou to meet with Tracey regarding the options available and the work carried out by Andy Reid.	JF

Item 4.4

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
13 September 2018
Item No. 5

MINUTES OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP MEETING HELD ON 21 JUNE 2018

Present: Councillors Chapman (Chair), Downing, Headley and McVicar

ACO Z Evans, SOC C Ball, BCN D Cook, Mr J Atkinson, Mr G Chambers and Mr A Dosanjh

18-19/CS/001 Apologies

1.1   An apology for absence was received from Councillor Duckett.

18-19/CS/002 Election of Vice Chair 2018/19

RESOLVED:
That the election of Vice-chair be deferred until the next meeting.

18-19/CS/003 Declarations of Disclosable Pecuniary and Other Interests

3.1   There were no declarations of interests.

18-19/CS/004 Communications

4.1   The Policy and Challenge Group received the Minutes of the ICT Shared Service Governance Board held on 1 February 2018 for information.

4.2   There were no other communications.

4.3   In response to a question from the Group Mr Dosanjh confirmed that there had been problems with changes of the chosen providers staff but the Service had worked with the provider who had recruited new staff. This had caused a delay to the project but all was now running smoothly.

RESOLVED:
That the Minutes of the ICT Shared Service Governance Board held on 1 February 2018 be received.

18-19/CS/005 Minutes

RESOLVED:
That the Minutes of the meeting held on 29 November 2017 be confirmed and signed as a true record and the notes of the inquorate meeting held on 12 March 2018 be received.

18-19/CS/006 Terms of Reference

6.1   Members were requested to review the Policy and Challenge Group's terms of reference.

6.2   The Chair commented that there was no Corporate Services Directorate (as referred to in point 6) and all references to a Director in the Group's Terms of Reference should be replaced with reference to Corporate Services functions.

6.3   ACO Evans further commented that the Terms of Reference would need to be reviewed yearly and this to be updated in the terms of reference. The terms of reference for all groups would also need to be considered after the internal audit had been completed.

RESOLVED:
1)   That the Fire and Rescue Authority be recommended to approve the following amendment to the Corporate Services Policy and Challenge Group's Terms of Reference: that all references to the Corporate Services Directorate be replaced with references to Corporate Services functions.

2)   That, an annual review be added to the terms of reference and the possibility acknowledged of a further review post the current audit.

<u>18-19/CS/007 Corporate Services Performance Monitoring Year End Report and Programmes to date</u>

7.1 ACO Evans submitted the 2017/18 year-end report on the Corporate Services programme, projects to date and performance against Corporate Services performance indicators and associated targets.

7.2 The ACO commented on the Project Exceptions detailed under Item 2 on page 7.3 of the report. She highlighted in particular the Protection Replacement Management Information System which was Amber due to an earlier slippage in timescales but which was now running smoothly. To avoid repeatedly reporting this same issue this would now be re-set Green with a new completion date of January 2019.

7.3 The new Payroll system had been operational since February 2018 and was Amber due to a 10% over-spend. Phase 2 was on target for delivery in January 2019.

7.4 Cllr Downing commented that, at a recent Police Governance Summit, he had met consultants who specialised in assisting organisations to ensure their various IT packages worked together.

7.5 In response to a question Mr Chambers commented that the target of 2.5% in relation to the 'Percentage of Outstanding Debt Over 90 Days Old' related to the debt over 90 days as a percentage of total debt. The percentage had been rising as overall debt had risen as a result of a greater number of jobs becoming chargeable.

7.6 The ACO commented that any delays in presenting end-of-year data on gas, electric and water services would be resolved in the following year as the process became automated.

RESOLVED:
That the progress made and matters arising from the Corporate Services Programmes and Performance be acknowledged.

<u>18-19/CS/008 New Internal Audit Reports Completed to date</u>

8.1 ACO Evans introduced the audits of Risk Management and the follow-up audit, both of which had been awarded an audit opinion of reasonable assurance with 7 low level and 2 medium level recommendations to act upon.

8.2 In presenting the Follow up audit, SOC C Ball commented that agreed action had been on-going throughout the year to repair and maintain the fleet of vehicles, to maintain appliances and to update logbooks. The Health and Safety Policy had also been updated.

8.3 An original audit action relating to stocks and inventory was to be challenged as it had been found to be impractical given the fixed sizes of boxes and shelves. However the intention of the action had been acted upon and SOC Ball was satisfied that all stock was fully accounted for.

8.4 A risk had previously been identified where newly recruited staff had failed to sign and return a contract of employment. Established employment law recognised that a person attending work demonstrated the existence of a work contract through their behaviour. This meant that lack of documentation was not an organisational risk. Notwithstanding that, work was still being done to encourage return of signed documentation and ACO Evans was able to confirm that all pre-employment checks were satisfactorily carried out.

RESOLVED:
1) That the internal audit reports be received

2) That the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report be endorsed.

18-19/CS/009 Audit and Governance Action Plans Monitoring Report

9.1 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 actions from previous audits had been completed.

RESOLVED:
1) That the issues raised in the report and the progress made to date against the action plans be acknowledged

18-19/CS/010 Treasury Management Annual Report for 2017/18

10.1 The Head of Finance and Treasurer (HFT) presented the Treasury Management Annual Report for 2017/18.

10.2 The report set out the Authority's borrowing and investment strategy, as well as the range of investments held by the Authority during the year.

10.3 In response to questions from the Group the HFT commented that:

- In the table on Appendix A the Capital Finance Requirement was a technical indicator and it was acceptable for the actual amount to be below the indicator.

- On the table on Appendix A the difference in the figures for Authorised Limit for External Debt and Operational Boundary for External Debt was due to payroll costs.

- In relation to paragraph 5.2 of his report, the HFT would present a report to the next meeting of this Group to explain why the "Fixed interest rate exposure" and "Variable interest rate exposure" were identical figures.

RESOLVED:

1) That the report be noted.

2) That a report providing further clarification be received at the next meeting of this Group.

18-19/CS/011 Asset Management Policy and Plans – Fleet and Transport and Information and Communication Technology

11.1 The Head of Finance and Treasurer presented the covering report to the Asset Management Plans for 2018/19 to 2021/22 for Fleet and Transport and Information & Communications Technology.

Fleet & Transport

11.2 SOC C Ball introduced the updated Fleet & Transport Asset Management Plan. He highlighted the following points from the report:

- The fleet consisted of 115 items from trailers to fire engines with a total value of just under £5.5m. There were no lease costs.

- Savings of £950k had been achieved through a review of appliances.

- With new capital purchases the average life of the fleet had been reduced from 7 to 5 years, however the newer appliances, such as the 10 new rescue pumps, had a longer lifespan and the average life would rise again as the fleet aged. In general the age and standard of the fleet was good in comparison to some other services.

- Two storage tanks for red diesel were to be made operational, one at Bedford and one at Luton. Only two vehicles in the fleet could run on red diesel but they were less efficient vehicles and the fuel was 50p/litre cheaper so this initiative would generate savings.

- Looking to the future, electric vehicles and possibly hydrogen cell vehicles would reduce carbon emissions. The London FRS aimed to have no new fossil-fuelled vehicles by 2030. Electric charging points could be installed for staff but there would be tax implications. The first three electric vehicles would be vans, expected by the end of the year and having a range of around 190 miles.

- Despite having more efficient vehicles the overall carbon footprint had increased due to the greater number of jobs being undertaken by the Service, for instance in assisting the Police and Ambulance services.

- The Action Plan in section 21 of the report included a regular review of the fleet and appropriate replacement of vehicles. The average lifespan for a car was 4 years but each vehicle was assessed individually.

- Within the past 12 months hydrant vans had been supplied to the Bedfordshire and Cambridgeshire Services with three identical vehicles to each Service. This enabled greater efficiencies in training and procurement of equipment for the vehicles. Also in the past 12 months the sale of obsolete assets had paid for the total refurbishment of older fire engines.

11.3 In response to a question SOC Ball commented that the Service contributed to some personal lease costs. This was a benefit available to some staff as an alternative to an essential car user allowance. All such costs were reviewed on a regular basis.

Information and Communications Technology

11.4 Mr A Dosanjh highlighted the following points from the summary:

- Paragraph 9.1 listed a number of joint infrastructure projects which included upgrading the operating system to Windows 10. This was necessary as support for Windows 7 was due to end in December 2019. The upgrade would be implemented on the server and would not need to be enacted on each individual computer. Various 3rd party applications might also need upgrading to ensure compatibility with the new operating system.

- A benefit of the Microsoft Enterprise licence enabled staff to purchase the Microsoft Office suite for £10.

- Additional items in paragraph 9.2 included implementation of the Fire Safety Application Protection element and Safe and Well application element of 'Prevent and Protect'

- Included in the medium term capital plan at Item 11 was a Wi-Fi Refresh which would enable greater flexible working.

11.5 In response to a question Mr Dosanjh confirmed that the detail contained within this report was also used to benchmark performance throughout the year.

RESOLVED:

That, following due scrutiny by the Group, the updated Asset Management Plans for Fleet & Transport and Information & Communications Technology be recommended for approval by the Authority.

18-19/CS/012 Update on GDPR

12.1 [Note: this item was taken immediately after item18-19/CS/002 Election of Vice Chair]

12.2 BCN D Cook provided an update on the work being undertaken by the Service to meet the requirements of the General Data Protection Regulations which had come into force on 25 May 2018. The main principles of data protection remained largely unchanged and there were some new requirements which included fines for breaches.

12.3 To prepare for GDPR a Management Briefing Day had been held in February 2018 and implementation was being managed through the Corporate Management Team with a programme of staff training. A project plan had been developed which included 10 recommendations and 26 further actions, 17 of which were high priority and linked to the risk register. The head of ICT had been appointed as Data Protection Officer, supported by the Business Information Manager to ensure that total responsibility did not sit in one business area.

12.4 In response to a question BCN D Cook commented that the cost of implementation of GDPR was being absorbed into the time of existing staff.

RESOLVED:

1) That the contents of the report be noted.

2) That the effort of all involved to ensure that everything necessary is carried out be acknowledged.

18-19/CS/013 Review of the Information, Communications and Technology Shared Service

13.1 Mr A Dosanjh, the Head of ICT, introduced his report which provided an update in relation to the reorganisation of the ICT Shared Service Function, highlighting the better use of resources with change in technology. Staff consultation had been carried out and all comments had been considered. Staff were now applying for the new posts in the revised structure and this would lead into a

transition stage. Some contractors would be retained to mitigate the risk of a loss of skills. The project was on target for the new structure to go live on 1 August 2018.

13.2 In response to a question the Head of ICT commented that it was an unsettling time for staff with some embracing the changes and others not with location being an issue for some staff.

RESOLVED:
That the report be received and the contents be noted.

18-19/CS/014 Corporate Risk Register

14.1 ACO Z Evans presented the report on the Corporate Risk Register.

14.2 She reported that changes had been made to the following risk ratings:

CRR08 (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):

CRR27 (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):

CRR16 (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):

A number of risks on the Corporate Services Risk Register had been updated as follows:

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):

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):

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

18-19/CS/015 Work Programme 2018/19

15.1 Members received the Work Programme for 2018/19. It was noted that nothing on the Programme and been added or removed since the previous meeting.

RESOLVED:
That the Work Programme be agreed.

The meeting finished at 12.04pm

This page is intentionally left blank

For Publication

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

SUBJECT: **REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2018/19 AS AT 31 JULY 2018**

For further information on this Report contact: Gavin Chambers, Head of Finance/Treasurer

Background Papers: 2018/19 FRA Budget Papers

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 inform the Corporate Services Policy and Challenge Group (CSP&CG) of the forecast year end budget monitoring position as at 31 July 2018 and to seek agreement to the recommendations contained within.

Item 6.1

RECOMMENDATIONS:
That the CSP&CG:

1. Review and comment on the forecast outturns for revenue and capital.
2. That the £90k underspend already identified is recommended to the FRA to be moved to the Transformation Reserve.
3. To note the Drone capital purchase soley by the Authority.
4. To recommend to the FRA that the Asset Management/Fleet System is added to the 2018/19 Revenue Budget.
5. To recommend to the FRA that the Sharepoint and Xen Desktop capital schemes are transferred to revneue projects.

---

1.   Introduction

1.1   On 8 February 2018, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2018/19 of £29.437m and a Capital Programme of £1.253m.

2.   Revenue Budget Monitoring

2.1   The Revenue Budget efficiency savings for 2018/19 can be found in Appendix 1. The budgets have been reduced for these areas, therefore if they are not achieved it is likely this would lead to an overspend. This appendix forms part of the Government return, in order to receive the four year Government funding offer. It will also be used to populate the new NFCC savings and efficiencies return.

2.2   The funding of the 2018/19 Revenue Budget is by way of Government Funding £6.768m, local Business Rates redistribution £2.136m and Council Tax of £19.972m. There is also funding from a Collection Fund surplus of £0.291m, a further amount of £0.270m is funded from Corporate reserves.

2.3   **Forecasting Outturn:**

2.3.1   Tables 1 and 2 below are populated during the year in line with the spreadsheet returns that Corporate Management Team (CMT) members submit to the Finance Team and also through the meetings that Finance Officers have with CMT members. The forecast outturn positions are as accurate as the information received from each CMT member.

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

2.3.3 **Table 1: 2018/19 Revenue Budget Forecast Outturn (excluding salary budgets)**

Title	Current Budget £	YTD Actuals as at 31 July 2018	F/cast Yr-End Outturn £	Variance £	RAG status (see note below**)
Strategic Management	143,100	18,533	143,100	0	Green
Head of Finance and Treasurer	4,235,000	164,022	4,145,000	(90,000)	Green
Head of Response	1,028,600	322,970	1,028,600	0	Green
Head of Service Development and Assurance	186,300	89,866	186,300	0	Green
Head of Service Support	1,068,900	212,932	1,068,900	0	Green
Head of Protection	137,800	30,338	137,800	0	Green
Head of Information Communications Technology	1,303,400	313,477	1,303,400	0	Green
Head of Human Resources	199,700	27,355	199,700	0	Green
Total	**8,302,800**	**1,179,493**	**8,212,800**	**(90,000)**	

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

2.3.4 There is currently one predicted non-salary over spends within any of the CMT service areas.

2.3.5 The forecast underspend of (£90k) within Head of Finance and Treasurer relates to extra income from the Ministry of Housing, Communities & Local Government, following a recalculation of business rates from prior years which was unbudgeted. It is recommended that this (£90k) is moved in year to the Transformation Reserve, to support future years' budget setting.

2.3.6 The current year to date (YTD) spend as at 31 July 2018 looks low in a number of areas, the reasons for this are highlighted below;

Strategic Management includes an Earmarked Reserve for £47k to help fund defibrillators in the community which is ongoing across a number of years and any underspend will be carried forward into 2019/20 for spend in future years. There is also a budget for the service Awards evening that takes place in September 2018.

Head of Finance and Treasurer budget includes £2m of year-end adjustments for contributions to capital, loan principal and interest and also the income received from our local authority partners which is received over 11 months, so not equally apportioned across the financial year. Overall these varainces will be £0 at year end.

The budget for Head of Service Development and Assurance includes £20k which was earmarked from 2017/18 budget for development work on the new Corporate website and community consultation and engagement on the service CRMP for 2018/19. It is expected this will be spent by the end of the financial year.

The low spend to date within Head of Support Services relates mainly to unbudgeted income received in relation to theEmergency Services Mobile Communications Project (ESMCP) of £183k not yet spent, any unspent income will will be carried forward into future years at year end as the project crosses over a number of financial years.

There are unspent earmarked reserves within the budget for Head of Human Resources totalling £30k, this is for both legal work and pensions work which have not yet taken place due to their complexity however these are expected to be completed by year end.

The low spend in Head of Protection is mainly as a result of the budget for smoke alarms being profiled equally across the financial year however there is no pattern to the actual spend on these items and it is expected to show a nil (£0) variance at the year end.

2.3.7 With the salary budgets being such a large proportion of the overall budget, the split from the budgets above is justified.

Table 2: 2018/19 Salary Budget Forecast Outturn

Category	Current Budget £	YTD Actuals as at 31 July 2018 £	Forecast year end outturn £	Variance £
Whole Time	13,231,100	4,300,216	13,231,100	0
Control	884,000	310,139	884,000	0
Retained	1,948,700	555,994	1,948,700	0
Non operational	5,280,180	1,622,281	5,280,180	0
Agency	210,520	146,709	210,520	0
Grand Total	**21,554,500**	**6,935,339**	**21,554,500**	**0**

2.3.8   There are currently no variances to budgets forecast on salaries, however, further work is being undertaken on these forecasts with particularly emphasis on Wholetime and Retained.

2.3.9   Should the 2% pay award for firefighters be agreed for July 2018 onwards, subject to continuing discussion with the Fire Brigades Union on the Firefighter role map, the underspend in 2018/19 to be set aside is £198k. To date there is an underspend relating to this totalling in the region of £60k, this includes an element relating to the 1% difference between the budgeted pay award and actual pay award on 1 July 2017 settlement and the pay award effective from 1 July 2018 which is yet to be agreed.

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

2.4.1   The total forecast variance at year end including both the non-salary figure in Table 1 above and for pay and on costs, including agency staff shown in Table 2, is currently expected to be an underspend of (£90k).

3.   Capital Programme Monitoring

3.1   Table 4 below is the 2018/19 Capital Programme. The Red, Amber, Green (RAG) status indicates how well the schemes are progressing (Green being on target for year-end completion within budget; Amber indicating possible slippage or overspend; and Red indicating actual slippage/overspend or deletion of the scheme

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

Table 4: The 2018/19 Capital Programme

Scheme	2018/19 £'000s	Forecast Outturn £'000s	RAG Status
Fleet:			
Vehicles/associated equipment	404	404	G
ICT Projects:			
IT Developments			
Server hardware renewal (deferred from 2015/16)	320	320	G
IT & Communications			
Renewal of Risk Information Mobile Data Terminals (GPS, premises information)	211	211	G
Xen Desktop (VDI phase 2) (to be reallocated to revenue)	104	104	A
SharePoint upgrade (to be reallocated to revenue)	77	77	G
General:			
Capital Works - Service Wide (roofs, drill grounds, etc)	80	80	G
Fitness Equipment Expenditure	15	15	G
Workshop vehicle lifting equipment	42	42	G
TOTAL	**1,253**	**1,253**	

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

3.3.1 Slippage and move to revenue – the Xen Desktop (VDI Phase 2) may slip into April 2019. Although work will progress towards completing this in year, the Amber status is to flag this potential delay due to ICT workloads. This is also to be removed from the Capital Programme and reallocated to revenue. The majority of spend is on new licences so not a capital asset.

Move to revenue - The Sharepoint upgrade noted above in Table 4 will be moved from the capital programme to a revenue scheme, as there will not be a capital asset at the end of the process. There are no funding implications as this will still be funded by revenue.

3.3.2   Variation - It is to be noted that the 2017/18 capital scheme for the purchase of a drone is progressing, however, the approved budget of £25k that was to be equally split with the police will now be met fully by the Authority. This will be met from revenue funding.

3.3.3   Addition – Asset and Fleet Management Project

The Asset Management System replacement is currently forecast at £300k in the 2020/21 Capital Programme. It is now required to be brought forward into 2018/19.

This project falls into two parts, the need to replace the fleet management system due to the withdrawal of the Service from the current system provision and the need to put in place an automated asset management system, as identified through internal audits by RSM.

The project status is currently Green, on track. The requirement to prepare "as is" business process maps for the principle business processes currently used for asset and fleet management is now complete and was presented on 17 August to the Project Executive, SOC C Ball. Following acceptance, the project will move forward to the mini-tender stage through the G Cloud Framework. Following FRA agreement to proceed this can be underway in September.

Looking at the options available on the G Cloud Framework, an indicative revenue figure of £60k is to implement a system, and ongoing annual license fee of £24k. The funding will be met in year from either revenue or an earmarked reserve.

GAVIN CHAMBERS
HEAD OF FINANCE/TREASURER

Medium Term Savings and Efficiencies 2018/19

CMT Lead	Ref	Savings/Efficiencies	2018/19 £'000s	RAG Status
HRes	1	Reduction of One Area Commander post and a Service Operational Commander (SOC) allowance (main financial impact was in 2017/18).	35	G – complete
HFAT	2	Income from Property Rents & Collaboration	15	G – complete
HP/HRes	3	Control Income generation	15	A – not progressed
		New Savings as part of the 2018/19 budget setting process		
HFAT	4	Saving following Procurement of new Fire Fighter PPE Contract	50	A – to be costed old v new contract
HSS	5	Air Bags (operational use for lifting)	35	G – complete
HFAT	6	Re-tender of service wide waste contract	20	G – complete
HFAT	7	Refreshments reduction at Committees and meetings	1	G – complete
HICT	8	Printers/Photocopiers leasing renegotiation	7	G – complete
		Total	**178**	

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
13 September 2018
Item No. 7

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

SUBJECT: **2019/20 REVENUE BUDGET AND CAPITAL PROGRAMME**

For further information on this Report contact: Gavin Chambers, Head of Finance/Treasurer

Background Papers: 2018/19 FRA Budget Papers

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 present the current planning arrangements for the 2019/20 Revenue Budget and Capital Programme and agree the timetable accordingly.

RECOMMENDATION:

That the report and timescales within be reviewed, considered and agreed.

_____

1.   Introduction

1.1   On 8 February 2018, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2018/19 of £29.437m and a Capital Programme of £1.253m.

1.2   This report introduces the process for 2019/20.

2.   The 2019/20 Revenue Budget and Capital Programme

2.1   **Funding Updates:**

2.1.1 **Revenue** – On 21st July 2016, the FRA considered and accepted the four year Government Grant funding offer, therefore giving some certainty of the funding that will be received between now and 2019/20. In order to be eligible for this the Authority is required to provide via our website information on our savings and efficiencies. These are monitored during the year by the Corporate Management Team and reported to the Fire and Rescue Authority (FRA). Although the Authority has a good indication of the funding the reductions are still large, the Revenue Support Grant (RSG) is forecast to reduce from £5.210m in 2013/14 to £1.855m in 2021/22. The medium term budget gap, which is currently circa £1m, therefore needs closing with new savings and efficiencies yet to be identified. In the medium term, there is also some uncertainty of the funding mechanism.

2.1.2 **Capital** – There was not any capital funding or bidding round launched for the 2018/19 financial year and it is anticipated that this will be the same position for 2019/20 too. The Capital Programme is fully funded by revenue, unless where a specific grant has been received.

2.2 **2018/19 Corporate Management Team (CMT) Post Budget Review:**

2.2.1 A post 2018/19 budget process review was held by CMT.

2.2.2 The outcome of this meeting was:

i. In the main, to continue with the process adopted for 2018/19.

ii. Continue to work on existing and new savings and efficiencies that will take place during the 2018/19 financial year and the 2019/20 to 2022/23 years.

iii. To introduce a Zero Base Budgeting (ZBB) exercise for the main areas of non-salary spend.

2.3 **Timescales:**

2.3.1 For 2019/20, there will be a draft budget set by the FRA on 13 December 2018 for consultation. The budgets and council tax will finally be set by the FRA, post consultation on 7 February 2019. The Authority will need to consult with the community and businesses. This will again be linked in with the Community Risk Management Plan (CRMP).

2.3.2 The proposed timetable for the 2019//20 budget process is attached at Appendix 1. The actions required to date have been met.

2.4   **Proposals:**

2.4.1 The proposals below are included for discussion and are currently anticipated being part of the 2019/20 revenue and capital budget setting process:

- *Roll Forward* – As agreed for the 2018/19 process last year, it is again proposed to roll forward the 2018/19 budget and scrutinise the appropriateness of the 2019/20 budgets during the officer review process.

- *Scrutiny/Revew* – As identified above, the scrutiny process will continue for 2019/20, reviewing the draft 2019/20 budgets, compared to 2018/19 actuals/forecast year end position and 2017/18 actuals.

- *Savings/Efficiencies* – The savings/efficiency work that CMT carried out for the 2018/19 budget cycle will need to be revisited to ensure initiatives previously proposed in future years are still appropriate and deliverable. There will again not be a fixed percentage to apply across the board to non-salary budgets. However, the budget scrutiny meetings will of course be looking for efficiencies on top of those worked up during the 2018/19 budget process. The 2018/19 planned savings/efficiencies will be monitored via CMT in year and FRA budget monitoring reports.

- *Budget Forms* – New bid forms were created for the 2016/17 budget process that combined revenue and capital bids and also incorporate project management aspects. These will be again used for the 2019/20 budget process.

- *Planning Assumptions* - A summary list of planning assumptions will be presented to Members during the budget process both for information purposes but also to input and agree on.

- Capital – The Capital Programme for 2019/20 onwards needs to be focussed on more than the forthcoming year. The returns to Government ask for our three year indicative capital expenditure figures.

2.4.2 Zero Based Budgeting

As presented to FRA Members last year during the 2018/19 budget setting process, the budget process for 2019/20 will incorporate zero based budgeting (ZBB). ZBB is a resource intensive exercise, so this will not cover all areas, but will cover the larger budgets with the potential greatest reductions. In summary, ZBB is starting a budget from zero and reviewing and justifying all the elements that make up the budget. These reviews will take place as part of the normal budget challenge meetings; most of these are already diarised.

The areas that I have initially identified to focus the ZBB exercise on are:

- ICT (most areas)
- Technical (Operational Equipment)
- Training (External Training)
- Procurement/Technical (PPE – new PPE budget overview)
- Property (Repairs & Maintenance Service Wide, Service Agreements)
- Pensions (Pension Fund, injury and ill health)
- Other areas to be confirmed

3.   <u>Summary</u>

3.1.1 This report introduces the 2019/20 budget timetable and process to Members. Members will be kept informed of progress.

PAUL FULLER   **GAVIN CHAMBERS**
CHIEF FIRE OFFICER   **HEAD OF FINANCE/TREASURER**

2019/20 BUDGET TIMETABLE

GROUP	AREA OF REVIEW	DATE
Corporate Management Team (CMT)	Budget memo sent out, including Budget Bid form. Cost centre sheets to be provided at least a fortnight before Finance review meetings.	w/c 30 July 2018
CMT	Budget bid requests (revenue and capital) back to Finance	3 September 2018
CMT	Initial budget report/verbal update	Late September 2018
CMT	*Head of Service and Finance Meeting, to review cost centre sheets (agree virements etc).*	*Throughout September*
Corporate Services Policy & Challenge Group (CSP&CG)	Initial budget report setting out timetable	13 September 2018
Capital Strategy Team	Review any Capital bids.	October 2018 (date tbc)
CMT Budget Meeting (excl Principal Officers)	Discuss current budget position/efficiencies.	16 October 2018
CMT Budget Meeting (excl POs)	Discuss current budget position/ efficiencies.	24 October 2018
CMT Budget Meeting (excl POs)	Budget meeting.	1 November 2018
CMT & POs	CMT and POs to review draft budget and CRMP prior to 1st Members budget workshop.	12 November 2018
FRA	1st Members budget workshop – draft budget and draft CRMP.	15 November 2018
CMT	Draft budget if required, prior to sending out FRA papers.	Late November 2018

FRA	Draft budget set and CRMP for consultation.	13 December 2018
Public Consultation on draft budget and CRMP	*From 13 December 2018 to 31 January 2019. Consultation may commence before this date.*	*13 December 2018 to 31 January 2019*
CMT	Update to CMT as required.	January 2019
FRA	2nd Members budget workshop – post main consultation period. Draft CRMP post consultation.	17 January 2019
FRA	2018/19 Budget and Council Tax Precept set. CRMP – with consultation outcomes incorporated.	7 February 2019

This page is intentionally left blank

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
13 September 2018
Item No. 8

REPORT AUTHOR: **ASSISTANT CHIEF OFFICER**

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

For further information
on this Report contact:

Adrian Turner
Service Performance Analyst
Tel No: 01234 845022

Prue Wullems
Service Improvement Manager
Tel: 01234 854018

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.

Agenda Item 8

Item 8.1

PURPOSE:

To provide the Corporate Services Policy and Challenge Group with a report for 2018/19 Quarter One, 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 One 2018/19 (April 2018 - March 2019).

RECOMMENDATION:

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

1. **Programmes and Projects 2018/19**

1.1 Projects contained in this report have been reviewed and endorsed in February 2018 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.

1.2 The review of the current programme of strategic projects falling within the scope of the Corporate Services Policy and Challenge Group has confirmed that:

➢ 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 interdependency with the Server Refresh project, and Unified Communications, which has a dependency on the above.

Item 8.2

➢ All projects are within the medium-term strategic assessment for Corporate Services areas; and

➢ The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Corporate Services over the next three years.

1.3 Full account of the financial implications of the Corporate Services Programme for 2018/19 to 2021/22 has been taken within the proposed 2018/19 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2018.

1.4 Other points of note and changes for the year include the following:

- The **Asset Management & Fleet System Project** is reported here under Business Systems Improvement (Corporate Services) but also included in the Service Delivery Report, at the request of SOC Chris Ball, HSS. Following a detailed business process mapping exercise, this project is now seeking FRA agreement to move into the Procurement phase.
- **Service Website Project**: This project is now complete, and came in under budget.
- Phase 3 of the **Prevention Replacement Management Information System Project (Safe & Well)** is now live, following extended testing and training. Additional enhancements are now in development.
- The timeline for the **HR & Payroll Project Phase 2 (Time & Expenses module)** has now been planned, with delivery expected in January 2019.
- **The HR & Payroll Project Phase 2 (Recruitment – Green Book)** is now live.
- It is recommended that the **On Call Recruitment Project** be closed.

1.5 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 7 September 2018, and the following on 27 November 2018.

2.   Programme and Projects - Summary and Exception Reports Q1 – 2018/19

2.1 **Cloud-based processes (Training Centre Administration)** remains on Amber due to the need to explore various procurement routes and other solutions to ensure best value. It is likely that this project will shortly be closed. Enhancements to PDR Pro are under consideration as an alternative to implementing the full **Learning & Development (L&D) iTrent module**. The iTrent L&D module specifications will be reviewed to ensure it is not required

Item 8.3

to meet other HR or Payroll needs, and PDR Pro specifications will be checked to ensure PDR Pro can fully integrate with iTrent and other systems as required.

2.2   The **HR/Payroll System and Services Phase 1** is Amber due to previous cost overruns in Phase 1, which though within 10% tolerance, cannot be ameliorated.
Phase 2 is Green.

2.3   The **Fire Safety Protection Replacement Management Information System** remains on Amber due to issues identified during User Acceptance Testing which will take additional time to resolve.

2.4   The **Unified Communications Project** remains on Amber due to slippage caused by interdependency with other infrastructure work. The aim is to replace outdated and end of life telephony systems and implementation of additional facilities for collaboration across the BFRS estate. Variances to time line now for October 2019 (previously changed from April 2019) due to VDI slippage and due to other major projects. The revised timeline has also allowed for the Windows 10 upgrade, which will need the same resources for completion.

2.5   The **Virtual Desktop Infrastructure (VDI) Upgrade Project** is Amber. This project refers to upgrading the current VDI back office infrastructure with the successor Xen Desktop so as to have a supportable environment. Issues experienced in procurement stage have been resolved but has put the project back by approximately one month, compounded by lack of ICT resources who are focusing on Server Refresh activities. The VDI project is now due to complete approximately March/April 2019 (previously was December 2018). Once the ICT Team is fully resourced following the current recruitment campaign project timescales will be re-evaluated.

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

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 Management & Fleet System	**Green**	**20 August 2018:** The project status has now reverted to Green. It was on Amber due to a new requirement to prepare "as is" business process maps for the principle business processes currently used for asset management. This work is now complete and was presented on 17 August to the Project Executive, SOC C Ball. Following acceptance, the project is back on track, and a mini-tender through the G Cloud Framework can commence following FRA agreement to proceed. It is expected this will be well underway in September.
Fire Safety Protection - Replacement Management Information System	**Amber**	**22 August 2018:** The status of the project remains at Amber. The project is now progressing well with a structured User Acceptance Test (UAT) programme in place. However, UAT has identified that further work is required for data migration and in particular to ensure sufficient data is migrated to enable the services risk based audit programme to operate. There is also a sizeable amount of data weeding, which is yet to be worked through. Resolution of identified issues and necessary enhancements are formally logged with infographics, but take time to be rectified and retested creating a backlog of work that restricts further progress. Elements of UAT are being undertaken by fire safety administrative staff, but due to long term sickness and annual leave coupled with the need to maintain day to day administrative work progress has been limited. The use of additional resources is not practical due to the bespoke system in use. It is envisaged that the training of all users will commence in late 2018 with the system going operational by 1 April 2019.

Item 8.5

Project Description	Performance Status	Comments
Prevention Replacement Management Information System (Safe & Well)	**Green**	**21 August 2018:** The status of this project is Green. The open source application has been introduced into use to manage the Home Fire Safety Check Database. The title has been changed to Safe & Well database, in line with amendments to the work this supports. The database has been extensively tested with the developers in the Business Information Team (BIT) being supported by end user functionality tests facilitated by the Home Safety Adviser Team and a pilot by Stopsley Fire Station. The testing has proven successful with the functionality proving stable and reliable. Further refinements have resulted from the testing process and the flexibility of in house development has allowed for fast and efficient turnaround times for change implementation. Training sessions were carried out in May for the majority of significant users of the system. In line with the previous update these took place on the 23rd and 30 May 2018. This has now delivered phase 3 of the project implementation plan. The database is proving to deliver ease of use and the more intuitive experience expected. BIT are currently refining the reporting systems within the database to support the periodic reporting cycle. Further development work will see additional functionality added, equating to phases 4 – 7 of the development plan. These will be the additional features worked on during 2018.

Project Description	Performance Status	Comments
SharePoint Upgrade	**Not started**	**20 August 2018:** The existing SharePoint platform is end of life and needs to be upgraded. To successfully deliver this it will be a requirement to progress concurrently with the proposed Windows 10 upgrade. Capital funding has been set aside for the project. However this project requires resources to manage and drive it forwards which are not currently available. HICT has provided the costs for additional resources to CMT for consideration. The Communications and Engagement Manager will manage the "Content" work stream, and it has yet to be determined who will be the Technical Lead. No start date has as yet been set for the project to commence.
Unified Communications	**Amber**	**20 August 2018:** The project status remains at Amber until successful completion of the current project stage. New telephones have now been rolled out to the Training Centre. The project will reach a break point in the winter when no further work can be carried out until other interdependent projects are completed. Before the break point we will be: • providing user guides and training videos for the iOS apps; • rolling out new phones to Toddington and Leighton Buzzard ; • building and configuring the backend infrastructure for Cambridgeshire; • providing training for ICT staff. The Skype for Business application will be made available to all users with the upgrade of the VDI environment (Xen Desktop), due to start in the winter.

Project Description	Performance Status	Comments
Virtual Desktop Infrastructure (VDI) Upgrade Project	**Amber**	**20 August 2018:** The project status remains at Amber, as implementation has not yet begun. Procurement is now complete and the contract has been awarded. Work on the implementation stage of this project is due to commence on completion of the Server Refresh project and the configuration of Cambridgeshire's Unified Comms infrastructure.
Website Procurement and Development	**Completed**	**20 August 2018:** The Service Website Refresh Project is now completed. The site has been live since May 2018, and the old website was closed down on 10 August 2018 . Content Management Training was completed in mid-August, and each department and function are now able to update their own content. The project was slightly late in delivery, but within tolerance levels, and came in under budget, with an underspend of £14,560. A Project Closure Report and Benefits Handover document have been prepared and approved by the Project Executive for submission to the Programme Board on 7 September 2018, so that the project can be formally closed.

Item 8.8

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	**20 August 2018:** The project remains on Amber status. Whilst development of supporting training centre administration products using STEP has remained a focus, CMT have been presented with a solution using eFireService which builds on previous success with PDRPro and LearnPro to deliver an efficient and effective solution to training administration, recording and reporting for the Service. Should this proceed it would lead to a proposal to close this specific project. The iTrent L&D module specifications will be reviewed alongside proposed PDR Pro enhancements to ensure HR or Payroll needs are met. In addition, the Training & Development Team will undertake further investigation to ensure that PDR Pro can fully integrate with iTrent and other systems as required.
Cloud-based processes (On Call Recruitment)	Completed	**22 August 2018:** The work on the On Call recruitment Process is now completed, enabling on-call firefighter applicants to register their interest online, have their applications tracked and supported by managers, and manage course availability around the levels of interest. This process takes candidates up to the written application stage. To date a significant number (364) of candidate applications have been processed using this software, and there are currently 50 candidate applications within the system. Use of the application has reduced paper-based manual processing, shortened the lead time to progress applications, and generated efficiency savings of circa 30%.

Project Description	Performance Status	Comments
Cloud-based processes (On Call Recruitment), Cont…	**Completed**	Further enhancements would be the subject of a budget bid and additional scoping - to be considered in relation to wider organisational requirements. Project Closure and Benefits Handover reports have been written with a recommendation to the Programme Board that this initiative be closed.

Other Strategic Corporate Services Projects not in a Programme

Project Description	Performance Status	Comments
HR/Payroll System and Services	**Phase 1 Amber**	**20 August 2018:** Phase 1 of this project is now complete, with a Project Closure Report, Benefits handover Report, and Risk Mitigation Plan having been approved by the Project Executive. These will be submitted to the Project Board on 30 August 2018. The difficulties in finalising the Absence configuration have now been resolved following 2 days of consultancy from Midland HR; for user acceptance tests (UAT) completed to date, pay calculations are working as expected. An issue identified on SSP qualifying days is to be followed up by PayPM with HR and Payroll. The plan is for the configuration to be applied to the live iTrent environment on 21 August. There are now only a handful of other minor tasks to complete, which have been handed over to the business as usual (BaU). The majority of the benefits expected from this phase have now been delivered.

Project Description	Performance Status	Comments
HR/Payroll System and Services, Cont….	**Phase 2 Green**	**20 August 2018:** Recruitment: The Online Recruitment module went live in early July and is working well. To date approximately 40 applicants are processing their application online, across 7 vacant posts. Time and Expenses: Following discussion at the last Project Board about capacity issues in the project team, a timeline has been developed for delivery of Time and Expenses – this has now been approved as January 2019. Further discussions need to be held internally about the 'Time' aspects and whether elements of this should be delivered through the Rotas and availability Project rather than through iTrent. Pending these discussions, PayPM is focussing on developing expenses; work is underway to complete the mileage schemes and to identify and write UAT scripts. Some MHR consultancy may be required to complete this piece of work, but there should be sufficient in the remaining allocation of consultancy days to complete this without compromising delivery of the remaining outstanding modules..

Project Description	Performance Status	Comments
HR/Payroll System and Services, cont….	**Phase 3** **Not started**	**20 August 2018:** Learning & Development: The Service is considering further development of PDR Pro as a separate project of works overseen by the Training Centre, rather than implement the full Learning & Development (L&D) iTrent module. A final review of the L&D module will be undertaken to ensure it is not required to meet other HR or Payroll aspects of the requirements specification. In addition, the Training & Development Team will undertake further investigation to ensure that PDR Pro can fully integrate with iTrent and other systems as required.

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 One performance summary 2018/19 covering the period April 2018 to June 2019. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2018/19 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. Performance Summary and Exception Reports

All performance indicators are on target with the exception of:

4.1 **Previously Unreported Measures** - The Property measures could not be reported until the year end data had been collected from all sites, the results are shown in Appendix C.

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

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2018/19 QUARTER ONE

	Information and Communications Technology								
	Measure			**2018-19 Quarter 1**					
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q1 2016-17**	**Q1 Actual**	**Q1 Target**	**Performance against Target**	**Comments**
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Higher is Better	80%	100%	100%	100%	80%	Green	25% better than target
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Higher is Better	96%	94%	100%	100%	96%	Green	4% better than target
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Higher is Better	90%	94%	100%	90%	90%	Green	Met Target
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Higher is Better	90%	88%	90%	92%	90%	Green	3% better than target
AV1	Core ICT services availability	Higher is Better	97%	97%	100%	100%	97%	Green	3% better than target
AV2	Business Applications Availability	Higher is Better	97%	100%	100%	100%	97%	Green	3% better than target

Notes:
1. *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.*

Item 8.14

SUMMARY OF WORKSHOPS FLEET PERFORMANCE 2018/19 QUARTER ONE   APPENDIX B

	Fleet & Workshops							
	Measure			**2018-19 Quarter 1**				
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q1 2017-18**	**Q1 Actual**	**Q1 Target**	**Performance against Target**	**Comments**
WS1a	**Grade A Defect Response Time (within 1 hour)**	Higher is Better	90%	92.79%	82.22%	95.56%	90%	Green	6% better than target
WS1b	**Grade A Defect Response Time (within 2 hours)**	Higher is Better	95%	96.97%	93.33%	100%	95%	Green	5% 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%	2.26%	2.90%	2.51%	5%	Green	50% 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%	3.37%	2.73%	2.78%	5%	Green	44% 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%	0.36%	0.34%	0.50%	3%	Green	83% 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%	0.84%	0.69%	1.27%	2%	Green	37% 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%	97.61%	97.46%	97.40%	93%	Green	5% better than target
WS6	**Annual Services undertaken**	Higher is Better	97%	100%	100%	100%	97%	Green	3% better than target

Item 8.15

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2018/19 QUARTER ONE

	Finance								
Measure				**2018-19 Quarter 1**					
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q1 2017-18**	**Q1 Actual**	**Q1 Target**	**Performance against Target**	**Comments**
FNP3	% of Routine Financial Reports Distributed Within 6 Working Days of Period end closure	Higher is Better	90%	100%	100%	100%	90%	Green	11% better than target
FNP5	Percentage of Uncontested Invoices Paid Within 30 days	Higher is Better	96%	95.34%	94.56%	96.15%	96%	Green	Met Target
FNP6	Percentage of Outstanding Debt Over 90 Days Old	Lower is Better	2.5%	6.37%	18.60%	0.04%	2.5%	Green	98% better than target

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

	Property					
Measure				**2016-17 Quarter 4**		
No.	**Description**	**Aim**	**2016-17 Outturn**	**2017-18 Outturn**	**Performance against Target**	**Comments**
Pr01	Total Electricity Consumption (Kwh)	Lower is Better	1,131,167	1,157,515	Green	2% Usage Increase
Pr02	Total Gas Consumption (M³)	Lower is Better	161,772	152,334	Green	6% Usage Reduction
Pr02	Total Water Consumption (M³)	Lower is Better	7,355	7,204	Green	2% Usage Reduction

Item 8.16

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
13 September 2018
Item No. 9

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 2018/19 to 2020/21

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.

RECOMMENDATION:

That Members acknowledge progress made to date.

---

1. <u>Background</u>

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. <u>Internal Audit Reports</u>

2.1 This report presents the internal audit report on:

- Governance (draft with Service, discussions with RSM continuing).

2.2 The actions arising from the above audits will be incorporated as 'new' actions within the Audit and Governance Actions Monitoring Report in November 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)

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
13 September 2018
Item No. 10

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

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

For further information   Karen Daniels
on this report contact: 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 2017/18
- 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 2018/19 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 second 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 *one* request to extend the original completion date.

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 2017/18 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 6 July 2018, as part of the 2017/18 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 2018 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')
RM (17/18) 5	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	Low	The Service will introduce formal risk management training for risk owners and other key staff.	*Due to the Service restructure and the HMICFRS, we have not yet implemented this action.* **A request is made to extend the completion date to 31/12/2018**	**Original** Aug 18	In Progress
FM (17/18) 2.1a	**RSM** Follow Up June 18: Final Report (17/18)	Stocks and Inventory Head of Operational Support	Medium	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 in stores. The Technical Support Manage will ensure an interim stoke take is performed on all stock held by the Technical department to ensure accuracy and evidence of this will be retained	A review of stock and its location is currently being untaken. Where needed stock and OP numbers are being relabelled	**Original** Dec 19	In Progress
RM (17/18) 3	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	Medium	The Corporate Risk Register will be updated to encompass the following fields: • Mitigating controls; • Assurances against controls; and • Gaps in controls / assurances.	The Corporate Risk Register (in Abriska) has been updated to encompass the following fields: • Mitigating controls; (Linked Controls) • Assurances against controls; and (Maturity Defined and Justified Proposed Maturity Defined and Justified) • Gaps in controls / assurances.	**Original** August 18	Completed – To be confirmed by follow up audit

Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2018 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')
RM (17/18) 4	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	Medium	A review of all risk scores will be undertaken in line with the following definitions: • 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	A review of all risk scores will be undertaken in line with the following definitions: • Absolute risk - the risk that an activity would pose if no controls or other mitigating factors were in place; and . Inherent risk - some risk controls in place, and action plan to address further risk. • Residual risk - the risk that remains after controls and other mitigating factors are taken into account	**Original** Aug 18	Completed – To be confirmed by follow up audit
RM (17/18) 9b	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	Medium	Where updates and assurances against risks are reported as part of Corporate Risk Register reports to the Policy and Challenge Groups and the Audit and Standards Committee, risk scores will also be included for review as to whether they require revising.	Completed - CMT will ensure they do this in there Review and monitor section for PCG reports.	**Original** May 18	Completed – Subject to follow up audit
RM (17/18) 1	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	Low	The Service Assurance Framework will be updated to ensure that there is clear linkage between business continuity, information security and risk management	The Service Assurance Framework has been updated to nure that there is a clear linkage between business continuity, information security and risk management	**Original** May 18	Completed – No follow up audit required

Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2018 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 (17/18) 2	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	Low	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: • 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 risk the Service are willing to tolerate)	The Service Assurance Framework has been updated with the following additional information:- 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 risk the Service are willing to tolerate)	**Original** May 18	Completed – No follow up audit required
RM (17/18) 6	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	Low	The Risk Champion review of the Corporate Risk Register will be undertaken on at least a quarterly basis to check key areas, including: • 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	A full report is discussed at CMT on a quarterly basis (September, December, March and April) and this is reflected in the Agenda and Minutes.	**Original** May 18	Completed – No follow up audit required

Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2018 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')
				line with their review date. Where there is non-compliance with the above, this will be escalated by the Risk Champion accordingly			
RM (17/18) 7	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	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.	This action is acknowledged and accepted and can only be completed when a new risk has been identified.	**Original** May 18	Completed – No follow up audit required
RM (17/18) 8	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	Low	The Terms of References of the Corporate Management Team and Service Delivery Leadership Team will be updated to include the following information: • Accountability lines; • Reporting lines (both up and down); • Quorum; • Review frequency of the ToR; • Meeting arrangements; and • Membership.	Service Delivery Leadership Team and CMT Terms of Reference have been updated to include:- • Accountability lines; • Reporting lines (both up and down); • Quorum; • Review frequency of the ToR; • Meeting arrangements; and • Membership.	**Original** May 18	Completed – No follow up audit required

Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2018 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')
RM (17/18) 9a	**RSM** Apr 18: Final Report (17/18)	Risk Management Head of Service Development & Assurance	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	The Terms of References of the Policy and Challenge Groups and the Audit and Standards Committee have been updated to include a next review date/review frequency	**Original** May 18	Completed – No follow up audit required
FM (17/18) 1.1	**RSM** Follow Up June 18: Final Report (17/18)	Fleet Management Head of Operational Support	Low	The Authority will update the Repair and Maintenance Policy and Health and Safety Policy to include a requirement for monthly reviews of the logbooks	The Authority has updated the Repair and Maintenance Policy and Health and Safety Policy to include a requirement for monthly reviews of the logbooks	**Original** Dec 18	Completed – No follow up required

Item 10.9 Appendix A

Monitoring Report of Actions Arising from 2017/18 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.	Budget work for the 2019/20 budget has commenced, with the normal timetable leading up to budget setting in February 2019. The budget gap will again be forecast as part of the budget setting process, which updates the position annually.	Mar 2019	In Progress
2	Review of Authority Effectiveness	All actions from the 2017/18 Review of Authority Effectiveness Action Plan to be completed during 2018/19 and formally reviewed by Members as part of the following year's process	All actions from the 2017/18 Review of Authority Effectiveness Action Plan to be completed during 2018/19 and formally reviewed by Members as part of the following year's process.	A review of effectiveness paper will be presented to the Audit and Standards Committee on 25 September 2018 .	Mar 2019	In Progress

Item 10.10 Appendix B

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
13 September 2018
Item No. 11

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

SUBJECT: **ASSET MANAGEMENT PLAN – LAND AND BUILDINGS**

For further information   G Chambers
on this Report contact: 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), the updated Asset Management Plan in respect of:

- Land and Buildings (Appendix A)

RECOMMENDATION:

That CSP&CG consider and recommended for approval:

1.   The attached updated Asset Management Plan for Land and Buildings.

---

1.   Introduction

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

- Fleet and Transport;
- Information and Communications Technology (both presented to the CSPCG meeting in June 2018); and
- Land and Buildings.

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 the CSP&CG an updated Asset Management Plan for Land and Buildings (with changes from previous year, excluding date updates, highlighted in yellow) attached at appendix A.

1.5 The Asset Plans for Fleet and Transport and Information and Communications Technology were presented to the CSP&CG in June 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. <u>Financial Implications</u>

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. <u>Equality Impact Assessment</u>

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

Land and Buildings

Asset Management Plan

2018/19 to 2021/22

Contents

1. INTRODUCTION

1.1 The Need for a Land and Buildings Asset Management Plan

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

- To maximise the safety of our communities by whatever means possible.

- To deliver a modern, well managed and effective Fire and Rescue Service of which we can all be proud.

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

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

As at 31 March 2018, the Authority owns land and property with a value of £25.139m. Each financial year, the planned revenue expenditure for on-going management and maintenance of the Authority's premises is circa £1.25m (including salaries, repairs and maintenance, gas, water, electricity, rates, waste disposal, cleaning, insurance, but excluding income) and there is annually a planned capital expenditure on premises improvement projects. Budgeted income totals £100k from the houses, garages and charges for the use of stations as bases by other emergency services.

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

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

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

The Plan has been developed in line with the Authority's overarching Asset Management Strategy and implements a comprehensive approach to the management of the Authority's property assets. It is intended for a wide audience including:
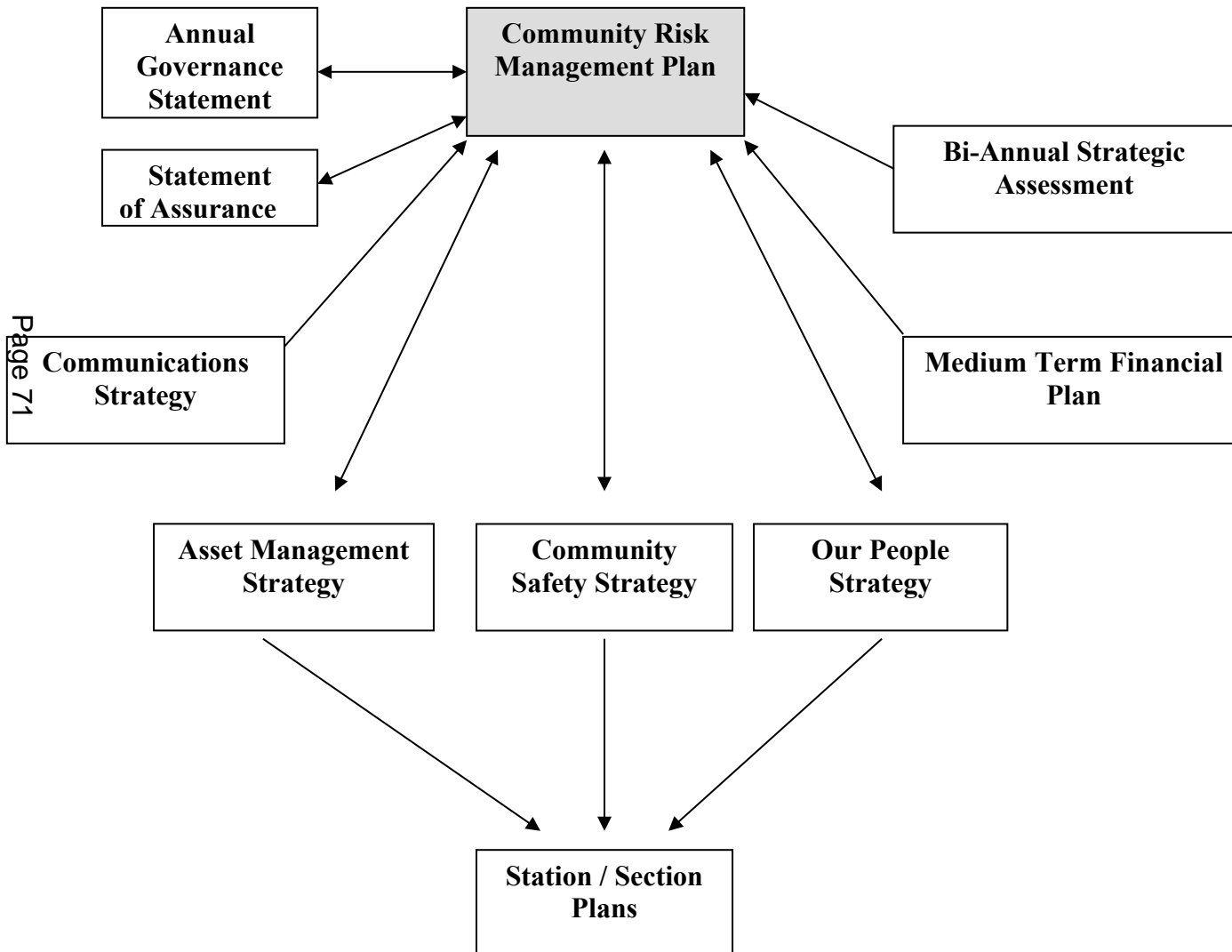
- **Members** - to support decisions on investment priorities in the portfolio.
- **Service managers** - to identify portfolio changes to meet their needs.
- **The community** – as a statement of the Authority's asset management practices and priorities. The Plan also takes account of national guidance and recognised best practice in public sector asset management.

- Ensure the provision of **high quality and cost effective accommodation**, which will be sufficiently **flexible to adapt to the Authority's long term requirements**.
- **Deliver a cost effective and responsive service, which supports operational needs.**
- **Help to strategically plan accommodation for the future.**
- **Contribute to the Authority's community safety initiatives through the design of fire stations and other facilities.**
- **Provide the Authority with long-term value for money.**
- **Support the Authority's corporate risk management in relation to its <u>legislative and environmental obligations.</u>**

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

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

Corporate Planning Framework

Annual Governance Statement	**Community Risk Management Plan**	
Statement of Assurance		**Bi-Annual Strategic Assessment**
Communications Strategy		**Medium Term Financial Plan**
Asset Management Strategy	**Community Safety Strategy**	**Our People Strategy**
	Station / Section Plans	

5

1.3 Format and Content of the Plan

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

- Section 2 provides a statement of **strategic direction for property asset management** through an analysis of the environment in which the Authority is operating and its own priorities in response to this.

- Section 3 describes the Authority's current policy and practice with respect to asset management, and is designed to provide a commentary against current **'Best Practice' in asset management.**

- Section 4 provides information on the size and nature of the property portfolio under thematic headings, providing a review of portfolio **performance and highlighting specific current and emerging issues in the estate.**

- Section 5 reviews the asset management actions and **capital programme of major property projects undertaken over the previous year and details the major property projects for the current year. The action plan is structured in accordance with the broad strategic direction** defined through Section 2.

2. THE PLANNING CONTEXT AND STRATEGIC DIRECTION

2.1 External Influences for Change

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

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

modified service delivery models evolve – for both response and prevention, they are driving revised patterns of accommodation to support them.

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

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

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

The Policing and Crime Act 2017 mandated all Fire and Rescue Services to pursue closer working and collaboration under "The Pillars of Reform". In pursuit of this, BFRS jointly chairs a Project Board with Bedfordshire Police which oversees a range of workstreams bringing not only BFRS and Bedfordshire Police closer together but also explores initiatives involving East of England Ambulance Service. The Service currently has four stations used and paid for by the Ambulance Service and currently three with the police. This is likely to increase in number. Both Services secured £37.5k funding from the One Public Estate

(OPE 5) initiative to fund joint working at stations.   An interest free loan bid of £220k was successful under OPE 6, should it be required, for feasibility study/option appraisal for a joint headquarters building.

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

2.2   **The Authority's Strategic Priorities and Aspirations**

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

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

The Authority's Medium-Term Financial Strategy (MTFS) for 2018/19 to 2021/22 recognises the extreme revenue budgetary pressures facing the Authority and the public sector in general, with a requirement to do more with less.

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

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

The annual capital budget for property projects are circa £80k and this is likely to increase as part of the 2019/20 budget process, following a comprehensive Condition Survey that the Property Manager has carried out.

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

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

2.4   Strategic Direction for Land and Buildings Asset Management

Based upon the above considerations, the over-arching strategic direction for land and buildings asset management over the next four years can be summarised as a continued robust and systematic challenge to the need for and performance of the assets in the portfolio. A collaborative approach is being taken with key partners, with discussions continuing with the police regarding joint HQ options. This as well as providing a response to the key issues identified above, clearly using assets collaboratively, set a broad strategic direction around which resources and action can be coordinated. This direction can be summarised as:

- **Reviewing the operational asset base** - This is an on-going activity at the core of the Authority's service obligations and in furthering its strategic priorities under the theme of a more rigorous, business like approach, the Authority continues to 'Match Operational Resources to Risk'. The phases of the project have involved an in-depth analysis of the need for the number, type and location of fire stations in order to explore the full range of possible options, comparing the existing portfolio against a 'blank canvas' plan for the number, type, size and location of fire stations and what opportunities this might allow for asset rationalisation. In terms of operational and resource efficiency, questions were raised in relation to some Retained Duty System fire stations as to whether the same level of service and response times be provided from the existing full time urban stations or from a reconfigured smaller portfolio. The outcomes of the work undertaken to date have indicated that there is no clear case, at present, to dispose of or change the location of any of the Authority's fire stations and the capital programme for buildings for 2018/19 onwards has been developed on this basis. However, a new review called Intelligence Led Response, will commence in 2018/19 to reassess the current and potential future service requirements.

Changes that have been made in the past following the above work includes the crewing at Toddington Fire Station, with the removal of day crewing.

A key step in the rationalisation and use of our premises was made during 2013/14, where the Operational Support Team moved out of leased premises and into HQ and other sites. This was achievable through the better utilisation of available space, after making some changes to building layouts.   This process also brought together the Functional Heads into one floor at HQ, rather than being spread across the county at numerous sites.

- **Active portfolio management** – In line with the Authority's commitment to a businesslike approach and the planning and financial context, there is an increasing need to ensure that the property portfolio is contributing effectively to the Authority's core objectives and that every opportunity is taken to minimise cost, generate income, to enhance or release value. This requires a much more robust approach to performance measurement and management of the portfolio. **Within asset management there is need to embrace and demonstrate consistency with best practice, use of performance measures and a strategic, innovative and collaborative approach to the use of assets.** This includes, for example, more active recognition that unused or under-utilised space is a hidden cost which needs to be minimised and that similarly buildings can in certain circumstances **provide the basis to generate income**

from third party lettings. This is especially true of the non-operational space such as offices, training facilities and other ancillary facilities. Whilst a relatively small portfolio and thus any efficiency gains from improved utilisation maybe limited, it is nevertheless an area which requires robust challenge through examining whether, for example:

- o   better promotion of flexible working practices could reduce demand for office space and intensify utilisation;
- o   joint working arrangements with partners are being exploited to ensure facilities are fully utilised (this is clearly already adopted);
- o   income earning opportunities are being actively sought;
- o   there is equity in office facilities in different parts of the portfolio;
- o   as noted above, with the cessation of the Authority's one leased property, the Authority owns all the premises that it uses.

Discussions continue to take place with other emergency services and partners with a view to utilisng our assets effectively. This will generate income to the Authority, albeit in the main to contribute to existing costs such as rates, heating, lighting etc.

- **Using Authority assets to support wider community role** - In line with its aspirations for demonstrating civic leadership and playing a wider community role, the Authority and Service are increasingly being recognised as a focus for the community. With this community role allied to the increasing preventative nature of the service there is a requirement to ensure buildings are welcoming and easily accessible to the public. Due to the nature of the service it is not possible to make all areas of fire stations publicly accessible and so the approach needs to focus on use of ancillary areas of existing stations or within new stations to provide community facilities without compromising safety, security or effective response to incidents. There is a need to define the nature of this community role and issues such as how the community focus supports the BFRS mission and overall objectives; the operating basis of community facilities (subsidy or self-supporting), facilities provided; mixing of operational and community activities need to be considered. The Dunstable station provides the model of such community engagement.

3.   **LAND AND BUILDINGS ASSET MANAGEMENT POLICY AND PRACTICE**

3.1   **Overall Approach**

In line with the priority of a rigorous, business-like approach, asset management is gaining an increasingly high profile within the Authority and Service.

The following sections provide a brief overview of some of the key arrangements for the Authority's land and buildings asset management.

3.2 Roles and Responsibilities

The following posts/groups undertake key roles in the asset management process for land and buildings:

Individual/Group	Role
Fire and Rescue Authority	Approve the Community Risk Management Plan and Medium-Term Financial Plan, including annual capital programme and revenue budget for property.
Corporate Services Policy and Challenge Group	Approve Asset Management Strategy and Asset Management Plans. Monitor implementation and performance of plans, scrutinising and challenging as appropriate.
Capital Strategy Team (Principal Officers and Head of Finance/Treasurer)	Develop Asset Management Strategy and Plans. Develop Capital Programme for property for approval by Authority and monitor/oversee implementation, receiving regular update reports. Prioritise capital investment proposals. Assign and consider post implementation reviews.
Corporate Management Team (Principal Officers and Functional Heads)	Develop Community Risk Management Plan and annual revenue budget for approval by Authority and monitor and manage in-year implementation.
Head of Finance/Treasurer	Undertakes the role of 'Corporate Asset Officer.' Monitors and reports capital and revenue expenditure against budget/programme to Authority, Capital Strategy Team and Corporate Management Team. Oversees day to day operation and implementation of the Asset Management Policy and Land & Buildings Plan.
Property Manager	Undertakes role of 'asset officer' for land and buildings – has day to day responsibility for all property related matters. Manages implementation of the Asset Management Plan and implements Capital Programme and revenue budget for property (project managing, procuring services, monitoring progress/outcomes, prioritising work, managing budget etc). Liaises closely with the Head of Finance/Treasurer on asset related issues.

3.3 Management of Capital Programme Property Projects

Proposals for capital property projects are invited on an annual basis, when Service managers submit a pro forma for consideration by Capital Strategy Team which comprises the three Principal Officers plus the Head of Finance/Treasurer. The process commences annually in July and is supported with technical information from the Property Manager. All proposals are scrutinised and evaluated against Service strategic priorities. The proposals are then presented to Members for discussion and challenge at successive budget workshops prior to the final programme being agreed by the Authority in February as a component of its annual budget.

The Asset Management Review found that the allocation of funding reflected the priorities as identified in the Community Risk Management Plan and other strategic plans and that the process was undertaken in an open way with key proposals on property matters presented to Members for decision with appropriate recommendations.

3.4 Managing Properties in Use

The Property Team maintains records of the nature, location and function of all the Authority's property. A compliance register is also maintained, which is vital is the effective management of the property which includes asbestos, legionella, gas checks, electricity checks, lightening checks, Health & Safety matters, Environmental and Equality & Diversity etc.

A continuous condition survey is carried out on the whole portfolio to obtain an up to date assessment of the properties and the priority to medium term capital and revenue works that are required. This will then inform the following year's budget process with the latest capital and revenue expenditure forecasts.

Budget bids and condition surveys are discussed at regular meetings between the Head of Finance/Treasurer and Property Manager and are linked into the Property Manager's annual personal action plan.

The day-to-day management of the operational buildings is the responsibility of the station/section managers although they have the support of the Property Team as and when maintenance issues arise.

The Property Manager is currently considering efficient and effective options for an electronic property management system.

3.5   Review of Need, Utilisation and Cost

Data held by the Authority which can support not only an effective asset management function but also a robust and systematic process of challenge to the need for and performance of individual property assets includes:

- Asset values for capital accounting purposes are undertaken on a five yearly basis or more frequently if there have been significant movement in values. They were fully re-valued as at 31 March 2017, with a desk top update exercise carried out as at 31 March 2018.
- Property running costs are available for each property through the financial management system. The costs of 'owning' and 'occupying' property is known and readily identified through the financial management system for individual managers.
- The development potential of all operational properties sites are continually assessed.

3.6   The Transparency Code

The Code requires local authorities to publish details of all land and building assets, amongst other areas. There are some exclusions that may apply for the Authority where details are not required, such as assets of national security.

For each land or building asset, the following information must be published together in one place:
- Unique asset identity
- Name of building/land or both
- Street number
- Street name
- Postal town
- UK postcode
- Geocode (easting and northing)
- Whether freehold or leasehold
- Whether land only or land with permanent building

The above information is published on the Authority's website, there is a dedicated page for the full suite of Transparency Code subject areas including procurement, the organisational structure etc.

The above data should be published at least annually.

3.7   **Collaboration and Partnership Working in Property Asset Management**

The Authority has undertaken some partnership working with the ambulance trust and has responded favourably to initiatives as they have arisen. For example, there was considerable direct engagement with the public on the provision of community facilities at Dunstable. St Johns Ambulance does have a rental agreement with the Authority too for use of part of Dunstable Station.

Whilst it may not be expected for the Authority to take a lead on collaborative asset management it is keen to play an active part in multi-agency projects, particularly where related to community safety.

4.   **REVIEW OF PROPERTY PORTFOLIO**

4.1   **Number and Type of Premises**

The Authority has a duty to provide premises that are safe for users and visitors, accessible for staff and public and provide an economic and effective service to the public. The Authority will provide buildings that make efficient use of energy, minimise any harmful effects to the environment and make a positive contribution to the appearance of the local community. A summary of the numbers and types of premises occupied by the Authority is listed in the Table below:

Summary of Property Occupied by the Fire and Rescue Authority (All property assets are owned by the Authority)

Premises Type	No
Fire Stations – Shift Duty System (one of which located on Headquarters site)	5
Fire Stations – Day Crewing Duty System	1
Fire Stations – Retained Duty System	8
Service Control (located on Headquarters site)	1
Service Training Centre (located on Headquarters site)	1
Vehicle Servicing and Maintenance Workshops (located on Headquarters site)	1
Headquarters Offices	1
Area Offices	2
Houses	7

4.1.1 Fire Stations

The locations, types and sizes of fire stations are determined by the risk to the community and the ability to respond to incidents in terms of the time and number of appliances according to specific types of incidents. The positioning of fire stations is therefore location sensitive with proximity to the road network and areas of risk being critical.

Staff duty systems (wholetime, day crewed or retained) influence the provision of facilities at each station. Wholetime stations are in use around the clock and require some staff to spend extended periods in these buildings; day-crewed fire stations are in use for large parts of the day, whilst retained fire stations have far less staff activity on site and therefore require fewer facilities. In general terms the pattern of fire station provision is for whole-time and day crewed fire stations to be in urban centres and retained fire stations to be in rural areas.
Fire station design has over recent years been significantly affected by the aspirations of the Authority for community safety services and a wider community role. This has led to design of a range of public access areas on the sites of some stations (a specialised interactive community fire safety education facility has been built at the Luton Fire Station site) as well as within the existing station buildings themselves (such as the extensive community facilities at the Dunstable Community Fire Station).

As the principal requirement for fire stations is to meet standards of emergency cover, it is essential that this Asset Management Plan is based on a sound understanding of the existing and possible future emergency cover requirements.

Following the replacement of national standards of fire cover with local Integrated Risk Management Planning in 2004, the Authority developed and implemented local standards of incident response that matched fire appliance attendance times against risk. These locally determined standards will be a primary influence on any options for change to location of stations. The Authority's Community Risk Management Plan (CRMP) details how the Authority assesses community risk and its current arrangements for managing that risk through prevention, protection and response.

4.1.2 Emergency Fire Control Centre

The location and design of the Emergency Fire Control Centre is determined by a number of factors including the fact that it operates 24 hours per day, 365 days per year and forms a vital part of the Service's operational capability. The loss of use of this facility can impact more significantly on the operational effectiveness of the service than any other single building and so the premises and services are to the highest standard of reliability and security. In addition, alternative facilities are provided in case of an emergency evacuation of the main control room.

4.1.3 Training Facilities

The Authority has a specialist Service Training Centre comprising a range of facilities including teaching rooms, a 'hot' and 'cold' fire training complex, driver training and domestic facilities.

In addition, a range of specialist training facilities are required at fire stations including 'smoke' houses, drill towers and yards. All fire stations are provided with multi-media equipment to allow training to be carried out in lecture room environments.

4.1.4 Servicing of Vehicles, Equipment and Supplies

The Authority has vehicle and equipment workshops and a supplies facility at Fire and Rescue Headquarters. They provide all the necessary technical support to equip and maintain the fire and rescue service.

4.1.5 Residential Accommodation for Day Crewing and Retained Staff

Firefighters who operate at the day crewing station provide extended hours of cover. They are required to live in close proximity to the fire station to enable them to respond to the fire station when a fire call is received. The Authority provides two houses for staff at the Leighton Buzzard Fire Station. The accommodation must be suitable for the normal domestic requirements of the staff and their families.

There is also housing available for retained firefighters at the Toddington Fire Station, where under a licence to occupy the fee paid is at a comparable public sector market rate.

4.1.6 General Standards

The Authority will apply certain standards to all buildings, regardless of their function, although the way standards are achieved will vary according to the specific needs. These include:

Health and Safety: The Authority protects the health, safety and welfare of its employees and visitors, and provides a safe working environment in the premises under its control.

Accessibility: The Authority is committed to providing an 'inclusive environment'. For reasons of safety, it is not possible to provide public access to all areas on fire stations; however, it is the aim to provide welcoming and clearly available access to relevant parts of the Authority premises. All new buildings and refurbishment will include specific provision for access. In existing premises, the Authority will seek effective ways of providing access to services.

Equality and Diversity: Until relatively recently, fire stations have been designed to accommodate the traditionally exclusively male operational fire fighting staff. The designs of older fire stations did not include gender segregated showering and changing facilities for operational staff, although the more limited facilities necessary for female non-operational staff were provided. All stations operating the wholetime duty system and retained stations now have adequate facilities with improvements carried out when required.
The Property Team have now documented all E&D related facilities at the Authority's premises and will liaise on an ongoing basis with the Diversity Advisor. Any required works will be met from the annual capital works budget.

Sustainability: The Authority is committed to ongoing measures to ensure the property portfolio contributes to its aspiration to minimise the adverse environmental impact of its activities and to reduce its overall carbon footprint. An overall reduction in space used is an important contribution to this target, as is promoting sustainability through procurement and design of new buildings and retro-fit of existing buildings through measures such as use of double glazing, insulation, energy efficient lighting and appliances. The age profile of the Authority's portfolio creates some challenges in this respect and means that continuing consideration will need to be given to the environmental aspects of buildings, such as energy and water consumption and to the overall carbon footprint of the portfolio.

Building Standards: In addition to meeting the legislative and planning requirements, the Authority will seek to provide buildings that offer a cost effective solution to the planned whole life of the building. It will not be assumed that all stations will have a life of 50 – 80 years, particularly in areas of the county where significant changes that may affect fire cover are foreseeable. Where appropriate, low cost modern building systems will be used. Buildings will be sympathetically designed and will make a positive contribution to the environment of the local community. Building methods and services will be selected to meet the requirements of the Building Regulations and, as described above, to minimise the use of energy and water, therefore, making a positive contribution to a sustainable environment. Statutory and regulatory controls are managed by structured inspection and testing regimes.

4.2   Cost of Ownership and Occupation

There is a recurring cost borne from the revenue budget to own and occupy property. Assuming the portfolio is fit for purpose and in a reasonable state of repair the objective should be to minimise this expenditure in order to release revenue for operational priorities.

Such expenditure includes smaller items of routine maintenance that are identified within the condition surveys, items of preventative maintenance carried out on a pre-determined cycle, regular premises cleaning and dealing with unforeseen repairs. The budget also meets all costs arising from heating and lighting and payment of premises related insurance, rents and rates. In each financial year the planned revenue expenditure for such ongoing maintenance and management of the Authority's premises is circa £1.25m.

4.3   Value and Income

The Authority owns land and property with a value of £25.139m, as at 31 March 2018.

As well as providing the accommodation from which to deliver services, property can also be considered as a 'productive asset' which is capable of releasing value (from property disposals) or generating income (from rental lettings). Although not its primary purpose, this can make a valuable offsetting contribution to capital projects or operating costs.

In 2018/19, the Authority has a budget for rental income from property lettings of approximately £100k. This budget may be exceeded with additional rental income from discussions with partners that are currently progressing.

The Authority continues to consider the commercial value of its premises and land particularly those located in prime town centre areas or areas of high residential property values. It is recognised that on-going discussions with developers may generate opportunities for the Authority to benefit from the disposal of older premises on commercially valuable sites, using the income to fund replacement stations. There are also areas of station land that could be sold off in the future should there be a financial or other requirement to drive this.

The operational considerations of such proposals are paramount and because of the essential operational requirements for strategic locations, this approach may not yield usable options. As the approach is dependant on the availability of alternate sites or shared sites, and the commercial value of existing sites, the Authority's options will be kept under constant review.

4.4   Condition of Premises

It is important to understand the condition of the building stock in order to be aware of immediate health and safety issues in the portfolio, incipient risks and liabilities to the Authority; and the investment needs associated with ensuring buildings are in a reasonable state of repair - as required by the Authority to meet its service obligations. It is also an important element of 'Best Practice' within current asset management guidance.

The bulk of the portfolio buildings (70%) are over 30 years old with less than 20% aged less than twenty years. This age profile may indicate incipient issues in the portfolio related to building maintenance and constrain the ability to promote a 'green' portfolio which is consistent with the Authority's sustainability objectives. The age profile of the Authority's premises is identified in the table below:

Age Profile of Premises

Building	Duty Systems Employed	Date of Construction and Major Extension
Ampthill Fire Station	Retained	1953
Bedford Fire Station	Wholetime & Retained	1968 and 1988
Biggleswade Fire Station	Retained	1959 and 1985
Dunstable Fire Station	Wholetime	2008
Harrold Fire Station	Retained	1971
Kempston Fire Station	Wholetime & Retained	1970 and 1989
Leighton Buzzard Fire Station	Day Crewing & Retained	1961 & 1987
Luton Fire Station	Wholetime	1956
Potton Fire Station	Retained	1973
Sandy Fire Station	Retained	1957 & 1992
Shefford Fire Station	Retained	1968
Stopsley Fire Station	Wholetime	1984 & 2009
Toddington Fire Station	Retained	1973
Woburn Fire Station	Retained	1997
Service Headquarters	Not Applicable	1970 & 1997
Service Training Centre	Not Applicable	1987 & 1997
Area Office (North)	Not Applicable	1968
Area Office (South)	Not Applicable	1956

The age profile shows that a significant number of fire stations and other buildings that are owned by the Authority were built during the 1950s, 1960s and 1970s. Eight properties have had major extensions since they were first built. However, age of buildings is not necessarily the sole driver of replacement plans; indeed, all the fire stations are in good structural condition and have the potential to last many more years. On the other hand, due to the increasing development in the Authority's area there may be a future need to consider the location of fire stations to ensure they meet the requirements of the Community Risk Management Plan.

Nevertheless, it is essential that a proactive programme of repair, maintenance and refurbishment takes place. The Authority has completed a data and condition survey that is used as the basis for planning programmes of work. A five year rolling programme has been developed that identifies the condition of the main elements of buildings and generates a score. These scores are utilised to help develop programmes of work either specific to the elements considered or to whole premises. This methodology helps to target those premises in greatest need of attention and to ensure that programmes of work are targeted in a balanced and structured way. Legislative requirements for premises are also considered and specific programmes for improvements to premises to comply with food hygiene regulations and other health and safety issues are in place.

5.   PROGRAMME OF PROPERTY PROJECTS AND ASSET MANAGEMENT ACTIONS

5.1   Capital Programme of Property-Related Projects

Based upon all the above considerations and factors, the Authority develops a programme of major property refurbishment and improvement projects which aims to make the best use of the existing strategic sites and buildings by enhancing and sustaining suitable premises and extending their effective life. Such refurbishment requires significant investment and entails some disruption to the users of the building. Premises and works included in the in the programme will reflect an assessment of cost and benefits of investing in the property or site and will, in the case of fire stations, take account of any potential need to remove or relocate the station to meet changed requirements for emergency cover.

Such major property-related projects form an integral part of the Authority's Capital Programme as contained within the Medium-Term Financial Plan.

5.1.1 Review of Capital Programme Property Projects 2018/19

The Property Services team experienced a further turnover of temporary staff during 2018/19 however, a new permanent full-time Property Manager was appointed in March 2018 and a new permanent full-time Property Support Officer was appointed in August 2018. The year's focus had been on continuing to maintain robust compliance activities and recording as well as undertaking further capital and planned works.

Capital works included:

- The refurbishment of the Fire and Smoke House training facilities

- Luton Fire Station Re-roof

- The refurbishment of Luton Smoke House training facility

- Improvements to various stations

A stock condition survey has now been carried out and the resulting report will identify future capital and planned works requirements by year with approximate budget costs. This will be incorporated into the forthcoming budget setting process and medium term financial plans.

Some of the more significant achievements over recent years, through which the Authority demonstrated its commitment to asset management include:

- Compliance registers – asbestos, gas, electricity, air conditioning, lightening protection, legionella etc

- Drawings/plans – numerous, covering lighting, drainage, asbestos, fire alarms, security alarms, door/room numbers, heating etc

- Movement detection sensors for internal lighting and external floodlights

- Replacement of lighting with new LED economical upgrades

- New economical A rated boilers

- Service house improvements

- Disabled access improvements – door widening, flooring improvements

- Office improvements

- Carrying out an in-house condition survey of the Authority's built assets

- The extension of Kempston HQ's main car park to accommodate an additional 21 vehicles overall

5.1.2 Planned Programme for 2018/19 to 2021/22

In the 2018/19 Capital Programme, the specific projects for the Property Team are:

- The refurbishment of the male and female toilets and showers at Luton Station, (carried forward from 17/18)
- The refurbishment of the male and female toilets and showers at Leighton Buzzard station
- The refurbishment of the male toilets and showers at Kempston station
- Continuation of Security works
- Continued Floodlighting upgrades
- Car parks and drill yard major repairs
- Appliance bay floors
- Re-roofing older stations
- Heating & hot water boiler replacements
- Drill tower major works remedials, (ie Biggleswade)
- Automatic LED lighting to replace manually switched traditional lighting
- The replacement of the Emergency Generator at Bedford station
- Phase 2 of the boiler room insulation works

Some of the above will be funded from the annual capital budget for Condition Survey related work of £80k. This is as well as revenue budgets for minor works and repairs and maintenance.

All future work will be considered against the possibility of future co-location to a yet to be determined extent. Therefore works, including those noted above, will be subject to a final review before proceeding.

Areas of revenue and capital priority will include:

- Running Costs: Assessing how to improve the energy efficiency of the portfolio, which may include cavity wall insulation, replacing single glazed windows with double glazed, Reducing energy costs and introduction of cyclical painting programs that should in turn reduce the repairs budget. New economic LED lighting, with movement detectors to reduce wasted energy, timers on heating and lights, Installation of new AAA rated boilers to reduce CO2 and reduce energy etc. The Carbon Trust is being commissioned to carry out an assessment and to produce a report making energy efficiency recommendations for the Kempston HQ complex. This will be funded by the OPE5 monies.

- <u>Energy management & Utilities</u> :Linked with the above, is the collation and analysis of accurate utility usage date for water, electricity and gas. This will be much improved in the future with the roll out of automatic meter readings for electricity and gas, the installation of which has now commenced. A tendering exercise to commission a specialist Utilities Management Agent is to take place with a view to outsourcing the management of our utilities.

- *Equality Diversity and Accessibility*: Identifying the priority needs for Equality, Diversity and Accessibility. New widened front doors some with electronic access, widened doors to community rooms .New DDA toilets. Giving access to more areas within building & scope for promoting shared asset use. The refurbishment of the male and female toilets and showers at Leighton Buzzard station.

- <u>Health & Safety.</u> Review of Drill yards and parking area assessments with special review of any hazardous areas , new one way systems & protected or proscribed pedestrian walk ways & DDA parking bays that may lead to works.

- <u>Building Standards.</u> Sustainability Improvements to: - Station bay floor works. Update of Kitchens, Toilets, renewal of roofs, Repointing & painting programs.

- <u>Space utilisation</u> - Improved use of buildings.

- <u>Compliance</u> .Statutory, Regulatory and Best Practice. New management systems for the continual use of premises making sure of sustainability within the Estate. This would include continuation of the removal of asbestos when works are undertaken at premises, lighting protection, GAS Safe program & Electrical periodicals

- <u>New Cyclical maintenance</u> program to reduce call out costs and reduce overall maintenance costs. All cyclical maintenance is in the process of being competitively tendered to bring on board term contractors.

- <u>Security</u> – assessment and remedial works to improve security, particularly around HQ and Control.

- <u>Generators/Uninterrupted Power Supply (UPS)</u> - a service review and works where necessary for the generators and UPS. Changes of requirements include Control with the new mobilising system and associated communications. The replacement of the Emergency Generator at Bedford station is under discussion.

5.2   Summary Strategic Themes and Actions

The analysis of the planning context in Section 2.0 and the identification of strategic direction provide a framework within which to set key actions for asset management. A programme of action to respond to key the issues identified over the short, medium and long-term is presented below under the four identified strategic themes.

The actions identified are the strategic actions concerned with developing asset management and are in addition to the more regular actions which are set through the Property Team's annual action plan. There is no implied priority or sequencing for the identified actions and similarly no identified lead or target date for completion. The identified actions were considered as part of the annual corporate planning processes of the Authority and actions will be progressed according to available resources and organisational capacity and in light of corporate priorities reflected through the CRMP. It is anticipated however that many of the actions listed below will be reflected through the Property Team's action plan over the coming years.

Key Asset Management Themes and Actions

Review of the operational asset base
- Ensure full integration of asset management considerations and principles into on-going implementation of the 'Intelligence Led Response' project.

Active portfolio management
- To annually review the expenditure on utilities (water, gas and electricity) and look into any anomalies. The planned Carbon Trust review will assist with this.
- To ensure that an up to date compliance register is in place and being regularly used and updated.

Use of assets to support wider community role
- To assist the Community Safety Team and Station Commanders in utilising the accommodation to the best effect with community groups.

Promoting shared asset use
- Continual review of existing and potential future opportunities for shared use of property assets.

5.3   Performance Indicators and Targets for 2018/19 onwards

The Authority procures gas and electricity through the LASER group. LASER is a public sector energy buying group and part of Kent County Council's Commercial Services division. LASER was founded in 1989 to manage the procurement opportunities created by the deregulation of the gas and electricity markets. LASER purchases energy on behalf of circa 115 Local Authorities and 45 wider public

sector bodies. Current contracted volumes for electricity and gas amount to 6.7 TWhs of energy, equating to an annual delivered spend of over £350m. This is approximately 1.7% of the UK's non-domestic energy demand.

LASER's flexible procurement model aggregates the energy volumes of all customers. LASER closely monitors energy market prices and drivers, purchasing the energy requirements in multiple blocks over a period of time, prior to the point of use. Gas and electricity market prices are highly volatile and price movements of more than 10% in a week are not unprecedented. To spread market price risk, and to avoid buying during periods of peak market pricing, the Pan Government Energy Project recommended that 'all public sector organisations adopt aggregated, flexible and risk-managed energy procurement', which LASER provides.

Water is supplied to the Authority by two providers, Anglian Water and Affinity. An external company is currently involved in supporting the reduction of water usage.

Meter Readings:

Water is monitored accurately via meters. For Gas and electricity, the accuracy of the manual readings has in past years led to inaccurate figures being used. The Automatic Meter Readers were rolled out during 2015/16 and in early 2016/17 across nearly all of the service premises and this will now significantly improve the management information available going forward.

The usage of gas and electricity can vary considerably between years with a cold winter one year, followed by a mild winter the next.

Water Table

Water (m3)	Av 13/14 & 14/15 for 15/16 Benchmark	15/16 Usage	16/17 Bench-mark	16/17 Actual	16/17 Comments	17/18 Benchmark	17/18 Actual	17/18 Comments (against 16/17 actual)		18/19 Benchmark	Explanation / Reason Where Known
Ampthill Supply 1+2	345.49	182.26	345	170.15	16/17 benchmark too high	190	148.00	-13.0%	down	150	
Bedford	850.83	867.75	850	912.38	7% up	1,000	808.00	-11.4%	down	810	
Biggleswade	129.84	124.11	125	150.17	20% up **MONITOR**	140	254.00	69.1%	up	130	Ongoing increased water usage was due to an underground heating system leak, repaired Feb 2018. Benchmark set reflects this.
Control	189.09	166.32	170	208.82	23% up **MONITOR**	200	212.00	1.5%	up	210	Now stabilised.
Dunstable	957.75	949.28	950	1,051.80	11% up	1,000	932.00	-11.4%	down	930	
Harrold	101.20	99.51	100	88.28	12% down	95	108.00	22.3%	up	110	Monitor
Kempston & HQ	2,131.06	2,008.58	2,010	1,874.55	7% down	1,900	2,099.00	12.0%	up	2,000	
Leighton Buzzard	361.95	387.89	380	557.00	47% up **MONITOR**	560	500.00	-10.2%	down	500	
Luton Supply 1+2	1,862.89	1,758.26	1,800	1,094.05	39% down	1,100	1,032.00	-5.7%	down	1,030	Now stabilised
Potton	85.02	50.33	65	33.8	revise benchmark	40	42	24.3%	up	40	Monitor, low quantity
Sandy	90.54	60.25	80	51.57	36% down, revise benchmark	55	52.00	0.8%	up	55	
Shefford	134.71	217.00	135	98.91	27% down	100	94.00	-5.0%	down	95	
Stopsley	651.78	623.77	650	608.84	6% down	625	546.00	-10.3%	down	550	
Toddington	196.53	291.27	200	271.41	35% up	280	306.00	12.7%	up	300	Water feeding boiler and overflowing
Woburn	88.07	79.72	80	62.81	21% down, revise benchmark	70	71.00	13.0%	up	70	

Electricity and Gas:

Unlike water, electricity and gas supplies were not all on meters and therefore the accuracy of the usage has in prior years caused the monitoring to be inaccurate. As noted above, predominantly all premises have had meters installed during 2015/16, these dates are shown in the tables below. When the meters are fitted, they start from a nil reading, so the proposed benchmark below is based on using the best available usage data from the old and new systems. From 2016/17 the usage will now be accurately monitored with real time information, to enable monthly reviews and stations to be advised if there are peaks in usage, to therefore try to establish the cause of these and take remedial action. Future tables will detail more accurate information, including usage detail compared to benchmark per station.

As noted above, the Property Manager is researching the services available by an external energy management supplier.

Electricity Table

Electricity (kWh)	Date Meter Fitted	16/17 Benchmark	16/17 Actual	16/17 Comments	17/18 Benchmark	17/18 Actual	17/18 Comments (against 16/17 actual)		18/19 Benchmark	Explanation / Reason
Ampthill	27/10/2015	21,000	15,596.00	26% down	17,000	16,546.00	6.1%	up	16,500	Increase due to police occupancy
Bedford	30/05/2016	80,000	78,944.00	1% down (B	80,000	83,419.00	5.7%	up	83,500	Increase due to police occupancy
Biggleswade	30/10/2015	16,500	17,199.00	4% up	17,200	15,828.00	-8.0%	down	15,900	
Control	Prior Year	181,000	190,224.00	5% up	190,230	167,171.00	-12.1%	down	170,000	
Dunstable	Prior Year	188,000	192,680.00	2% up	192,680	180,795.00	-6.2%	down	181,000	
Harrold	27/10/2015	18,000	9,685.00	47% down **MONITOR**	9,690	9,188.00	-5.1%	down	9,200	No reason identified for 16/17 decrease (benchmark out). Now stabilised.
Houghton	Prior Year	333,000	331,800.00	0.4% down	331,800	325,334.00	-1.9%	down	325,000	
Leighton Buzzard	17/02/2016	24,000	21,408.00	11% down	21,410	25,455.00	18.9%	up	25,500	Asset Sharing, Police moved in Sept 2017
Luton (inc. SAO)	26/04/2016	105,000	106,934.00	2% up	106,940	131,871.00	23.3%	up	132,000	No reason identified for 17/18 increase. To be monitored, 16/17 appears low.
NAO	27/10/2015	10,000	10,773.00	7% up	10,780	8,542.00	-20.7%	down	8,500	No reason identified for 17/18 decrease. To be monitored.
Potton	30/10/2015	18,000	9,358.00	52% down **MONITOR**	9,360	9,967.00	6.5%	up	10,000	No reason identified for 16/17 decrease. Now stabilised.
Sandy	30/10/2015	14,000	9,920.00	31% down **MONITOR**	9,920	11,927.00	20.2%	up	12,000	No reason identified for 16/17 decrease. Now stabilised.
Shefford	16/03/2016	21,000	23,995.00	14% up	24,000	19,383.00	-19.2%	down	19,500	Monitor
Stopsley	26/10/2015	41,000	50,736.00	23% up	50,740	53,220.00	4.9%	up	53,300	
Toddington	17/02/2016	24,000	17,040.00	39% down **MONITOR**	17,040	28,486.00	67.2%	up	17,100	Increased electricity usage due to portable electric heaters over winter, whilst boiler out of operation.
Woburn	Prior Year	52,000	44,875.00	14% down	44,880	70,383.00	56.8%	up	70,500	Standby/Strat Reserve at station.

Gas

Gas (m3)	Date Meter Fitted	16/17 Benchmark	16/17 Actual	16/17 Comments	17/18 Benchmark	17/18 Actual	17/18 Comments (against 16/17 actual)		18/19 Benchmark	Explanation / Reason
Ampthill	26/06/2015	4,400	4,113.00	6.5% down	4,120	4,254.00	3.4%	up	4,300	
Biggleswade	15/05/2015	6,000	5,101.00	15% down	5,110	4,295.00	-15.8%	down	4,300	Monitor
Control	25/08/2015	6,000	5,483.00	8.6% down	5,490	6,161.00	12.4%	up	6,200	
Dunstable	09/08/2016	20,000	20,034.00		20,040	25,171.00	25.6%	up	25,200	Insulation works carried out June 2018 - monitor reduced gas usage.
Harrold	26/06/2015	3,900	3,668.00	6% down	3,670	3,511.00	-4.3%	down	3,500	
HQ	21/06/2016	60,000	39,484.00	34% down MONITOR	39,490	35,734.00	-9.5%	down	35,800	2016/17 Benchmark not accurate, Insulation works carried out June 2018 - monitor gas usage.
HQ Training & Gym	To be installed	16,500	11,163.00	32% down MONITOR	11,170	11,791.00	5.6%	up	11,800	No reason identified for 16/17 decrease. Now stabilised.
Leighton Buzzard	14/08/2015	19,250	16,092.00	16% down	16,100	15,034.00	-6.6%	down	15,000	Insulation works carried out June 2018 - monitor reduced gas usage.
Luton	12/06/2015	28,000	28,520.00	2% up	28,520	25,086.00	-12.0%	down	25,000	Insulation works carried out June 2018 - monitor reduced gas usage.
NAO	29/05/2015	2,500	2,114.00	15% down	2,120	2,240.00	6.0%	up	2,250	
Potton	17/11/2015	1,850	885.00	52% down MONITOR	890	1,273.00	43.8%	up	1,300	No reason identified for 16/17 decrease. Usage returned to near previous level.
Sandy	29/02/2016	1,790	1,730.00	3% down	1,730	1,778.00	2.8%	up	1,800	
Shefford	29/02/2016	3,425	3,519.00	3% up	3,520	2,287.00	-35.0%	down	2,300	To monitor. Boiler was off and awaiting parts for a period over winter.
Toddington	02/09/2015	12,000	10,928.00	9% down	10,930	5,017.00	-54.1%	down	5,000	Heating and hot water services off the run, no usage for 4 months. Increased electricity use shown in table above
SAO	30/03/2016	7,235	8,938.00	24% up MONITOR	8,940	8,702.00	-2.6%	down	8,700	

The 2017/18 Benchmark Outturn data:

The table below summaries the total usage benchmark for electricity, gas and water and compares this to the year-end outturn. All are within a 10% tolerance, with gas and water being under the benchmark set.

Property						
Measure			2017/18 Full year Outturn Data			
No.	Description	Aim	2016-17 Outturn	2017-18 Outturn	Performance against Target	Comments
Pr01	**Total Electricity Consumption (Kwh)**	Lower is Better	1,131,167	1,157,515	Green	2% Usage Increase
Pr02	**Total Gas Consumption (M³)**	Lower is Better	161,772	152,334	Green	6% Usage Reduction
Pr02	**Total Water Consumption (M³)**	Lower is Better	7,355	7,204	Green	2% Usage Reduction

For Publication

REPORT AUTHOR:	**HEAD OF ICT & IMPROVEMENT**
SUBJECT:	**ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT**

For further information
on this Report contact:

Amrik Dosanjh
Head of ICT & Improvement
Tel No: 01234 845015

Background Papers: ICT Shared Service Governance Board Schedule 4 Agreement (Appendix A)

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.

Item 12.1

PURPOSE

To report the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4) for the period 01 April 2017 to 31 March 2018, undertaken by the Head of ICT BFRS, and ICT Shared Service Manager.

RECOMMENDATION

That Members consider the outcomes of the 4th annual review of the operation of the ICT Shared Service Agreement and note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus and the need to review the structure and capacity of the function.

---

1. **Background of the ICT Shared Service**

1.1   On 22 October 2013 Bedfordshire Fire and Rescue Authority authorised the completion of an ICT Shared Service Agreement for a term of five years. This agreement was made on 31 October 2013, included establishing an ICT Shared Service Governance Board to provide oversight and management control of the services delivered to both Bedfordshire Fire & Rescue Service (BFRS) and Cambridgeshire Fire & Rescue Service (CFRS). This agreement has been extended during this reporting period by the Bedfordshire Fire Authority for a further five-year period.

1.2   The ICT Shared Service Governance Board meets on a monthly basis to consider and oversee the quality and delivery of services, consider prioritisation and new work streams. The Board consists of Assistant Chief Officer (BFRS), Deputy Chief Executive (CFRS) and Head of ICT from both services as well as ICT Shared Service Delivery Manager.

2. **ICT Shared Service Agreement and Review**

2.1   The ICT Shared Service Agreement sets out the scope of the service and includes amongst others the arrangements for accommodation, an asset register, costs and liabilities, insurance, staffing, finance and intellectual property.

2.2   The Agreement requires the establishment of an ICT Shared Service Governance Board and Schedule 4 of the Agreement sets out the functions and powers of the Board. A copy of Schedule 4 to the Agreement is shown at Appendix A.

2.3   Schedule 4 also requires that an annual review of the operation of the Agreement is carried out. The review is passed to the ICT Shared Service Governance Board and subsequently reported to the structures in each Fire and Rescue Authority accordingly.

2.4   The ICT Shared Service Governance Board established the first of such reviews covering the period 31 March 2014 to 1 April 2015 which followed the ICT Shared Service from its transition phase under the governance of the Board and through its first year of operation.

2.5   The second review considered the second year of the ICT Shared Service operations from 1 April 2015 to 31 March 2016.

2.6   The third review considered the third year of the ICT Shared Service operations from 1 April 2016 to 31 March 2017.

2.7   This report to you puts forward the summary of the review for the fourth year covering 1 April 2017 to 31 March 2018.

2.8   The review covers the following areas as set down in Schedule 4 of the Agreement:

- The quality of the Shared Service;
- The effectiveness of budgetary and financial management arrangements;
- The effectiveness of systems, processes and procedures;
- Development in legislation and policy guidance; and
- Planning for the development of the Shared Services.

3.   Progress of points raised from Corporate Services Policy and Challenge Group 13 September 2017

3.1   The third report of the Annual Review of the Operation of the ICT Shared Service Agreement covering the period to 1 April 2016 to 31 March 2017 gave rise to a query which has been progressed and is contained in the main body of this report. This was:

- That the Group receive a report on the restructure of the ICT Shared Service at an appropriate future meeting and any relevant issues in relation to recruitment.

A report was submitted to the Corporate Services Policy and Challenge Group in June 2018, which contained the progress of the restructure. This review contains further information pertaining to the progress of the restructure as well as reviewing the areas as set down in Schedule 4 of the Agreement.

4.   Executive Summary of the Review of Operations 1 April 2017 to 31 March 2018

4.1   The establishment of the ICT Shared Service function over the last four years and its continued delivery as a shared environment has shown it continues to achieve its original aims, delivering identifiable improvements to the day to day ICT service provision and development of the technology environment for BFRS.

With challenges identified in previous years a substantial 'ground level' upwards review of the existing structure took place for this reporting period. The review examined the structure, capacity required, skills and facilities to ensure they adequately met the needs of both Services. The actual implementation and 'go live' of the restructure took place during summer 2018, much of it outside this current reporting period, it is however referred to in the main body of this report to show ongoing progress.

It has been a difficult year for the ICT Shared Service as increases in demand have continued, the restructure process has been underway for much of the year and key management roles have been absent for a substantial part of the year. Both of these factors has resulted in a consequential dip in the Customer Satisfaction Survey, which are described more fully within this report.

However, the transition to the new structure is now underway with the aim to be fully transitioned by January 2019. By then new ways of working will be further established and continuous improvement achieved once again.

The demand on the resources of the ICT Shared Service continues to be paramount to its success. It is essential that all new projects are properly considered and individually resourced to ensure demands on the ICT Shared Service are manageable. The restructure will allow improvements to the delivery of projects which would not have been possible under the old structure, due to constraints in the way resources were arranged which consequently did not provide the flexibility needed.

5.   The quality of the ICT Shared Service

5.1   The quality of the ICT Shared Service was reviewed, including the extent to which the aims and outcomes of the ICT Shared Service had been met and the effectiveness of the Shared Service. The review considered the progress of the ICT Shared Service towards its business aims of improved customer focus, resilience, flexibility, service hours and quality of service as well as improving the operation of the Service Desk, including the prioritisation of non-critical incidents. The quantitative aspects of the ICT service are a measure of its adherence to SLA's and KPI's as well as Customer Surveys and monitoring of project delivery. These measures are reviewed throughout the year through the ICT Shared Service Governance Board.

5.2   **Customer Focus**

One of the key aims has always been to embed Customer Focus within the ICT Shared Service as this aspect encompasses not only day to day service delivery but also the engagement with customers for both Fire Services. Establishment of the annual customer survey underpins our Customer Focus aims and provides us objective data which is then used to formulate any consequential action plans for the forthcoming year. This objective is also stated in our ICT Asset plan which is published annually.

Significant improvement had been established within this area in previous years as evidenced by the survey results detailed in the table below. However, the annual Customer Satisfaction Survey undertaken in BFRS this year shows a drop for the first time in some areas. This may in part be attributable to the uncertainty caused by the restructure process that has been underway throughout the year.

The restructure has merged the User Engineer and Service Desk teams together with the aim of further improving customer focus. The implementation of new technologies along with new ways of working will enable more flexibility with resourcing user needs and providing a more responsive service. So whilst the survey shows a drop in overall customer satisfaction rates, we fully expect to be able to improve on these figures with the restructure now underway.

The tables on the following pages show the results of the customer surveys prior to the ICT Shared Service (2010) and since the ICT Shared Service (2014 & 2015 & 2017 & 2018) was formed. The stated score is the average score for each question with possible answers in the range 1 – 7. The questions have been derived from SOCITIM (The society for IT practitioners in

the public sector) surveys undertaken in the past nationally so as to standardise and benchmark externally in future should national surveys be undertaken again.

5.3 Annual Customer Survey Results

BFRS					
Question	**2010**	**2014**	**2015**	**2017**	**2018**
The ICT Service is important to you	6.5	6.37	6.69	6.55	6.71
The ICT systems are available when you need them	4.4	4.49	4.95	5.12	5.27
The ICT systems are generally reliable	4.0	3.68	3.97	4.65	4.90
The speed of the ICT systems are acceptable	3.5	3.32	3.69	4.23	4.24
You have had sufficient ICT training	4.0	4.3	4.59	4.42	4.56
The ICT team responds to your problems quickly	4.3	4.08	4.63	5.48	5.33
The Service Desk keeps you informed of progress	4.9	4.11	4.66	5.41	5.28
The support from ICT meets your needs	4.2	3.94	4.46	5.20	5.19
ICT staff have a high level of technical competence	4.6	4.41	5.10	5.61	5.82
ICT staff are easy to contact when needed	4.0	3.81	4.48	5.25	4.42
ICT staff are able to diagnose problems accurately	4.7	4.24	4.96	5.59	4.71

ICT staff have helpful attitudes	4.9	4.86	5.7	6.06	3.76
You know what level of support to expect	5.1	4.38	4.79	5.66	4.81
ICT support is available when you need it	4.2	3.72	4.44	5.29	4.49
ICT effectively supports the FRSs strategic objectives	3.8	3.86	4.18	4.87	4.55
ICT provides you with accurate information	4.3	4.19	4.46	5.21	4.79
You have a good working relationship with ICT	5.1	5.09	5.65	6.02	4.10
Good communication channels exist with ICT	4.4	4.09	4.66	5.10	4.51
Your overall opinion of the quality of the ICT service	4.2	4.07	4.3	5.25	4.71
Your overall satisfaction with the ICT service	4.1	4.02	4.22	5.26	4.42
Average score	4.46	4.25	4.73	5.31	4.83

6. The effectiveness of budgetary and financial management arrangements

6.1. The review included the effectiveness of arrangements to ensure appropriate monitoring of budgets and financial management of the ICT Shared Service. Financial arrangements cover costs associated with:

- FTE Staff costs including individual consumption by each respective Fire Service and joint consumption
- Use of temporary agency staff
- Joint Procurement opportunities aimed at reducing costs
- Monitoring at six monthly periods the apportionment of staff costs

Costs are subject to each Fire Service's own approval process including ICT Shared Service joint projects and temporary agency staff. Any specific non ICT led projects for BFRS are also subject to approval within the BFRS approval process.

A framework for accounting for time and costs is in place and end of year procedures for cross charging are undertaken and reviewed by the ICT Shared Service Board.

The table below shows the total costs for ICT Shared Service staff including agency staff. Cambridgeshire Fire Service costs are shown here as a comparison. This reflects the higher chargeable consumption of staff resources by BFRS for reasons explained below.

April 2017 to March 2018	BFRS	CFRS	Total
Total costs ICT Shared Service Team	£506,800	£417,784	£924,584

6.2 **Time split between Services**

The consumption of staff resources by each Service has a direct impact to annual costs, as such these are scrutinised as part of the annual review. The demands placed in to ICT compared to staff available show that a lean environment exists. The management and balancing of resource availability to demand is carried out via the SLA's. The Shared Service arrangement effectively provides a method of financial risk mitigation in that, where a Service consumes less resource it does not pay for it, as a lean environment exists in which demand outstrips supply there is no risk of over-supply of ICT resources.

The original expectation was that the resource demands on the ICT Shared Service from each Service would be split roughly 65:35 between CFRS and BFRS, with CFRS taking the larger amount. This was based on the number of sites in each Service as well as the larger User base in CFRS.

To date this expectation has not proved accurate, with BFRS consuming more resources than CFRS over the initial years. It was heavily affected by the number of support engineers based in BFRS. The restructure and locating of all ICT Shared

Service staff to Cambourne is expected to provide a more appropriate split of resources and cost. The pooling of resources and cross training will optimise availability of resources to better align with each FRS needs.

The other factor that has also affected the split of resources to a lesser extent is that BFRS has a much smaller base of additional technology support services and therefore the likelihood of consuming further ICT resources compared to CFRS is potentially higher. Examples of these are project, software and development teams which are not mirrored in BFRS.

6.3 Use of Agency Staff

In order to ensure continued delivery of service and adequately support projects, existing staff resources have been augmented at times with agency staff for specialist skills or to cover vacancies. With the restructure now underway and new teams set up, recruitment is underway to replace any agency staff with permanent staff which will provide financial benefits through the following year by reducing costs. Agency staff will still be required in cases where large projects require additional resource or particular expertise.

6.4 Capital Investment

Both partners in the ICT Shared Service have capital replacement programmes which are aligned particularly in respect to infrastructure renewals and contracts.

The in-year budget monitoring and the process of planning and budget setting for the forthcoming year are subjected to BFRS internal finance scrutiny and control as part of the annual budget setting process. The BFRS ICT Asset Management Plan feeds in to and takes into account work plans within the ICT Shared Services.

An asset inventory is maintained by the ICT Shared Service with contracts database being maintained by each Service. Opportunities for joint procurement continue to deliver benefits, including price advantages through economies of scale most recently in the Server Refresh and upgrade to the Virtual Desktop Environment, and Cyber Security tools. Procurement is undertaken by BFRS and CFRS procurement teams through their respective controls and systems. Agreements are in place through these teams for one Service to lead and contract on behalf of the other where this is appropriate and beneficial. This arrangement is used for contracting, infrastructure maintenance, and printer contract arrangements, as well as ongoing contract management such as the Wide Area Network.

7. The effectiveness of systems, processes and procedures

7.1 The review examined the effectiveness of systems, processes and procedures, including KPI's in place and the use of ITIL (Information Technology Infrastructure Library) which aligns to the industry best practise framework for managing ICT service delivery. KPI's are monitored by ICT Shared Service Management and reported through the ICT Shared Service Governance Board.

7.2 One of the issues experienced throughout 2017/18 was inflexibility to resource and re-task resources as required across both Services due to the location of staff. When the ICT Shared Service was set up the original employment contracts were retained which based staff to certain locations. This meant re-tasking and re-deploying resources took longer than ideal and also meant knowledge sharing was constrained due to base locations being different.

The flexibility of the ICT service overall has been increased through the restructure (although outside of this reporting period) in particular, the merging of the Support Engineers with the Service Desk. The expected improvements in communications and ways of working should be realised in the coming year and reported in the fifth annual review next year.

7.3 **Key Performance Indicators**

Key Performance Indicators (KPI's) are aligned to Service Level Agreements and measured through incidents logged on the Service Desk. The tables below show KPI's figures over the last four years:

	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%)	82% (80%)	2% Better than Target
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	92% (86%)	100% (86%)	99% (96%)	100% (96%)	4% Better than Target
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	92% (83%)	100% (83%)	100% (90%)	89% (90%)	1% lower than target
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	88% (80%)	94% (80%)	93% (90%)	93% (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

Item 12.11

As can be seen from figures previous years performance has been improving every year and targets set at ever higher levels in order to be stretching, thereby improving service delivered to the customer. A purposeful decision was taken last year to retain the KPI targets at the same level (many in the nineties) due to the intended restructure of ICT Shared Service, as well as the fact that performance had reached a significant high point and setting targets any higher would cause distortion to other services in change management that relies on ICT resources.

The target for IM3 has been missed by 1%, the reasons for this were

- Key posts were vacant for extended periods which were instrumental in managing the SLA's and service delivery. Taking that ICT is run as very lean service, any vacancies for lengthy periods will cause significant impact.
- The large demand on ICT Shared Service resources by several large projects underway simultaneously.

The absences/vacant posts have now been largely resolved although further recruitment is underway to fill all FTE posts. The new Structure is now live which now provides a stable environment to move forward and improve services.

7.4 **Extended Service Hours**

An immediate benefit of the ICT Shared Service was the extension of ICT support to 22:00, to enable support to be provided either remotely or when required on site.

The ICT Shared Service provides quarterly station visits on drill nights to retained stations on a quarterly basis. These station visits have been positively received. Each station receives a visit unless they specifically request non-attendance.

ICT Support Engineers complete a checklist for each visit and report on all works undertaken during the visit. Each ICT Support Engineer is allocated a group of stations located in both Services to attend, which enables relationships to be fostered and provides continuity for the stations.

However, due to the overall improvements in responding to incidents over the last few years and the improved reliability and performance of the ICT infrastructure many planned visits are now cancelled by stations. The need to continue with station visits will be reviewed.

7.5 Project Delivery

An ICT Program Board has been established during this year to manage the project work being undertaken by the ICT Shared Service. The board comprises the Heads of IT for each Service, ICT Shared Service Delivery Manager and ICT Shared Service Project Manager and ICT Shared Service Infrastructure Manager.

The role of the board is to review the progress of projects underway and to agree the scope and schedule of new projects. The board reports to the ICT Shared Service Governance Board for agreement and decisions on priority and resourcing.

The introduction of a project manager into the ICT Shared Service has enabled visibility and a clearer picture of the resource demands placed upon the ICT Shared Service. It is apparent that there is not enough capacity in the ICT Shared Service establishment to proactively maintain the ICT infrastructure and deliver all large projects. To enable IT projects to be successfully delivered it is essential that additional resources are made available and such costs should be included within the initiation process of new projects. During the reporting period some of the ICT infrastructure projects were delayed due to resource constraints, this has been a challenge, although the restructure will improve matters.

One of the main bottlenecks in the old structure was the lack of Server Engineers, which are required for all project delivery and change management work. The restructure (from 1 August 2018) has enabled through re-arranging, more resources to be allocated to the Server team, which will double from two to 4 staff (after recruitment is completed). In addition the merger of the Communications and Network teams will allow a larger and more flexible resource pool to be available. These changes enhance the ICT Shared Service capability to deliver projects which was not possible under the old structure. Progress will be reported in the next reporting period as part of the 5th annual review.

The ICT Shared Service Governance Board has oversight of ICT projects, ensuring opportunities for joint working are identified. This has ensured that the benefits of optimising resources are taken advantage of and any lessons learned are used across sequential implementations improving both quality and effectiveness of projects. This was evidenced in this reporting period through examples such as the VDI upgrade project, and the Server Refresh project.

8.   Development in legislation and policy guidance

8.1   The Heads of ICT work with the ICT Shared Service Manager to identify and address developments in legislation and align policy to guidance. The supporting business functions from both organisations have provided policy guidance in respect to Financial, HR and Procurement regulations and changes in legislation. Further work has been ongoing to update polices on the acceptable use of IT equipment.

8.2   Work continues within BFRS to ensure monitoring and compliance to the requirements of the General Data Protection Regulations (GDPR) which have come in to force.

8.3   As part of continually improving Cyber Security defence measures, new security tools were implemented which provided a suite of enhanced Cyber Threat detection and pro-active protection tools. Additional benefits are being felt by the BFRS users in significantly reducing the amount of unwanted and Spam e mail traffic. Also further facilities were implemented to ensure encryption of information and e mail to ensure it cannot be compromised or intercepted.

9.   Planning for the development of the Shared Service

9.1   **Establishment**

A review of the structure of the ICT Shared Service was completed and a resultant structure was approved as part of BFRS budget setting process. This approved the ICT project manager post to established FTE post and a new Database administration post to be created. Transitioning the ICT Shared Service into the new structure is currently underway. A gap exists between the old structure and new structure until the posts within the Infrastructure and End User Teams are filled through the current recruitment process. This is being addressed as part of the transition plan.

The transition is planned to be completed by January 2019. As such the expected benefits from the new structures will be fully realised and reported next year.

The transition comprises of:

- Recruitment - positions that have become vacant – these include Server Team engineers, Team Leader posts and End User Support engineers.
- Revised working practises – with movement of staff into new roles and new teams as well as new line managers. There is a need to bed down new working practises and exploit the flexibility and opportunities the revised structure provides.
- Staff training - with the amalgamation and changes to teams, roles and responsibilities to provide larger and more resilient resource pools, there is a need to ensure knowledge transfer and training for staff.

9.2 **Office Locations**

The ICT Shared Service is currently in the process of making Cambourne its main location for staff. Hot desking is being deployed in 3 offices which have a capacity for 18 staff at once. A small office suitable for 1 person is used at BFRS HQ and an office with a capacity for 3 is allocated at CFRS HQ which allows for an engineer to be based at each HQ as part of the rota. This small amount of office space at both headquarters will need to be retained as most calls originate at these sites due to the numbers of users based at them, this will allow engineers to operate at these locations.

9.3 **Transport**

Six pool cars (3 from each Service) have been available to the ICT Shared Service, along with a dedicated vehicle for the ICT Communications Engineer employed by CFRS. In general 2 vehicles are located at Cambourne, 3 at Kempston and 1 at Huntingdon. The cars are frequently used and critical to the ability of the ICT Shared Service to improve its responsiveness.

As the ICT Service moves to Cambourne it is intended to locate 4 vehicles at Cambourne and 1 at each Service HQ. The allocation and need for vehicles will be reviewed in January 2019 once the move to Cambourne has been operating for a period.

9.4 **Terms and Conditions**

The variances in terms and conditions between the two Services have not had a major impact on staff but have complicated the roles of managers, specifically these are the differing pay-bands for each Service and the way On-Call payments are handled. A pragmatic approach is taken wherever possible to harmonise requirements as much as possible.

9.5 Ways of Working

The Support Engineers and Service Desk teams have been merged into a single team. A rota is being employed that will rotate the staff between answering calls to the Service Desk and resolving user problems that can't be dealt with on the Service Desk. The rota will also rotate staff between Cambourne and the 2 headquarters.

This change will improve the flexibility to target resources to user requirements and has been enabled by the deployment of new technologies. The new technologies reduce the need to be desk side to fix faults. The intention is to increase the number of first time fixes by increasing the skills of the people answering calls and improving the flexibility of resources on the Service Desk to match demand.

9.6 Resilience

The resilience of the ICT service has been further improved by the restructure of the ICT Shared Service. The restructure has enabled more resources to be allocated to the Server team and merged the Communications and Network teams. These changes enhance the ICT Shared Service ability to adequately maintain its ICT infrastructures. The staff will be based on one location to allow better knowledge sharing, thereby facilitating better resilience as staff can better cover each other's work if required.

The teams now have more structure to them offering career progression opportunities for staff which was highlighted as an issue by staff previously.

9.7 Governance

The ICT Shared Service is governed through the ICT Shared Service Governance Board. The Governance Board members are the Assistant Chief Officer (BFRS), Director of Resources (CFRS), Head of IT (BFRS), Head of ICT (CFRS) and ICT Service Delivery Manager (ICT Shared Service). The Board normally and meets on a monthly regular basis to monitor progress. Both partners have established organisationally focussed ICT Strategies which are underpinned by an ICT Shared Service Technical Response Plan.

A key challenge for the Governance Board is where there is any individual demand that each service places on the ICT Shared Service. These demands are sometimes individual to each service related to its respective business priorities and risk appetite. Therefore the Board looks to align business priorities, remove conflicts and align work streams and funding availability to maximise the benefits of a shared service.

Key Performance Indicator reports which show performance against the ICT Shared Service Catalogue are published regularly. The reports detail performance for each Service on a monthly and rolling six monthly basis. These reports are scrutinised at the Governance Board meetings and progress is monitored.

10. Conclusion

The Review of the Operation of the ICT Shared Service Agreement demonstrated progress has been made in developing the ICT Shared Service through the KPI's that are monitored and reported on a regular basis as well as the recognition that the function could be improved further.

The restructure of the function is specifically intended to improve services which is now underway, there is a high level of confidence that project and change delivery will improve, which would not have been possible the old structure. It will also address the situation where temporary agency staff were used to fill permanent positions, thereby improving costs.

The next Management Review, in 2019, will include reporting on the success of the restructure and transition against the stated aims of the restructure:

- Take into account the changing technology landscape and maximise the efficiency opportunities that this brings;
- Use the re-location of staff to bring about more efficient deployment and use of resources;
- Re-organise duties of the teams to facilitate more flexible working practices; and
- Address shortcomings experienced over the last 3 years in the server team through augmenting and re-alignment of existing resources.

11. Recommendation

That Members consider the outcomes of the fourth annual review of the operation of the ICT Shared Service Agreement and note the progress and direction of travel towards achieving the aims of improved service, resilience, flexibility, cover and cost management.

AMRIK DOSANJH
HEAD OF ICT & IMPROVEMENT

Schedule 4

1.   **ICT Shared Services Governance Board**

1.1   **Establishment**

The Parties shall establish an ICT Shared Services Governance Board with the functions and powers set out in this Schedule. The Board will not be responsible for the day to day operation of the Shared Services, which will remain the responsibility of the ICT Service Delivery Manager.

1.2   **Role**

The Role of the ICT Shared Services Governance Board shall be to:

1.2.1   ensure that the ICT Shared Services is effective, efficient and resilient

1.2.2   agree the Budget for the following Financial Year in accordance with the budget setting process of each party

1.2.3   identify opportunities for innovation and improvement to the approach taken to delivering the ICT Shared Services in a way that is effective, efficient and provides value for money, whilst maintaining resilience and reviewing reports from the ICT Service Delivery Manager on how this may be achieved

1.2.4   seek further financial benefits which do not compromise the effectiveness and resilience of the ICT Shared Service

1.2.5   to ensure that an annual review of the operation of the Agreement is carried out, using information provided by both Parties to assess the delivery of the Shared Services and the provision of those services within budget. The Board shall consider and make recommendations, as appropriate, on the following matters:

i.   the quality of the Shared Services, including the extent to which the aims and outcomes of the Agreement have been met and the effectiveness of the Shared Services;

    ii.   the effectiveness of budgetary and financial management arrangements;

    iii   the effectiveness of systems, processes and procedures;

    iv.   any developments in relevant legislation and policy guidance that may impact on the Shared Services; and

    v.   forward planning for the development of the Shared Services.

1.3   Responsibilities

In performing its role the ICT Shared Service Governance Board shall:

1.3.1 consider further opportunities for partnership working and synergies where this represents opportunities and benefits

1.3.2 determine and ensure the sharing of the financial benefits relating to the ICT Shared Services on a fair basis between the Parties that minimises unnecessary costs

1.3.3 review requests for change in relation to the Agreement

1.3.4 receive and consider disputes where escalated to the ICT Shared Service Governance Board.

1.4   Membership

The ICT Shared Service Governance Board shall be comprised of the following representatives:

1.4.1 Principal Officer responsible for ICT from Cambridgeshire Fire and Rescue Service

1.4.2 Principal Officer responsible for ICT from Bedfordshire Fire and Rescue Service

1.4.3 Head of ICT from Cambridgeshire Fire and Rescue Service

1.4.4   Head of ICT from Bedfordshire Fire and Rescue Service

1.4.5   ICT Shared Services Manager

1.4.6   Other members who are co-opted as required and agreed by the Parties

1.4.7   Substitutions may be made as necessary.

1.5   Chairmanship

The ICT Shared Services Governance Board shall be chaired by the Principal Officers of both Parties, with the chairmanship being rotated alternately on a meeting by meeting basis.

1.6   Frequency of Meetings

The ICT Shared Services Governance Board shall meet at least four times in each financial year. Additional meetings may be organised as necessary with the agreement of both Parties.

1.7   Quorum

The ICT Shared Service Governance Board shall be quorate for decisions where the Principal Officers of each Party, or their agreed substitutes, are present.

1.8   Decision making

The parties shall ensure that their representatives at the meetings of the ICT Shared Services Governance Board have the necessary delegated authority for decision making. Decisions shall be reached on a unanimous basis and the only voting representatives shall be the Principal Officers of each Party.

1.9   Support

The ICT Shared Services Governance Board shall be serviced by the Party hosting the meeting.

This page is intentionally left blank

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
13 September 2018
Item No. 13

REPORT AUTHOR:	**HEAD OF SERVICE DEVELOPMENT AND ASSURANCE**
SUBJECT:	**CORPORATE RISK REGISTER**

For further information on this Report contact:

Strategic Operational Commander Andy Peckham
Head of Service Development and Assurance
Tel No: 01234 84 5129

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.

Item 13.1

RECOMMENDATION:

That Members note and approve the review by the Service of the Corporate Risk Register in relation to Corporate Services.

---

1. <u>Introduction</u>

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 will be provided to the meeting. Explanatory notes regarding the risk ratings applied is appended to this report.

2. <u>Current Revisions</u>

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:
There are no changes to the Corporate Risk Register individual risk ratings.

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.

CRR00043: If the Service suffers a terrorist attack then there is the potential for elements of the Critical National Infrastructure (CNI) to be compromised, our ability to respond to emergency incidents could be significantly affected, we would be unable to fulfil our duties under the Civil Contingencies Act and our reputation could be adversely affected.

The Service has initiated the delivery of "Project Griffin" awareness training, provided under license by Met. Police and supports advice from our CTSA. This is being delivered by Service NILOs following central trainer input. This training enhances an appreciation of the risk and potential threat to our organisation and staff.

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.

The Service welcomed the HMICFRS in July 2018 who will be considering the organisational performance against their core areas of Effectiveness, Efficiency and People. This process commenced in May 2018 and will conclude in December 2018 when we expect to receive a written report. Outcomes will be used to identify areas of strength and any areas for improvement. This process will provide both independent scrutiny and assurance of our awareness and application and inform direction.

CRR00048: There is a risk that the Service may be subjected to a fine from the ICO due to not implementing GDPR resulting in poor data security and process.

A review of progress on the GDPR action plan has taken place. Due to staff changes following a restructure progress has not maintained alignment with proposed completion dates. Resourcing is being reviewed to enable this to be addressed. The action completion date has been extended to reflect this. HSDA has reviewed the risk and it remains unchanged at Inherent at 12 and Residual at 6.

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/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: • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
High	These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls *should* 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	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc)
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with BLFRS
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
12 September 2018
Item No. 14

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.

Item 14.1

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
13 September 2018	• Minutes of Shared Service IT Governing Body *(under Communications)* • 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			~~HFT to present report explaining "Fixed interest rate exposure" and "Variable interest rate exposure" (requested by the CSPCG on 21.06.18)~~ HFT requested this be moved to Nov mtg

Item 14.3

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
27 November 2018	• Minutes of Shared Service IT Governing Body *(under Communications)* • 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			HFT to present report explaining "Fixed interest rate exposure" and "Variable interest rate exposure" (requested by the CSPCG on 21.06.18)

Item 14.4

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
27 Feb 2019	• Minutes of Shared Service IT Governing Body *(under Communications)* • 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			

Item 14.5

CORPORATE SERVICES POLICY AND CHALLENGE GROUP (CSPCG) PROGRAMME OF WORK 2019/20

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
XX June 2019	• Election of Vice Chair • Terms of Reference • Minutes of Shared Service IT Governing Body *(under Communications)* • New Internal Audit Reports Completed to date • Audit and Governance Action Plan Monitoring Report • Corporate Services Performance 2018/19 Year End Report and Programmes to date • Treasury Management Annual Report 2018/19 • Asset Management Plans – ICT and Fleet • Corporate Risk Register • Work Programme 2019/20			

Item 14.6