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 **Tuesday, 27 November 2018** starting at **10.00 am.**

Nicky Upton
Democratic and Regulatory and Services Supervisor

Public Document Pack

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies		
2.	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).

Item	Subject	Lead	Purpose of Discussion
3.	Communications	Chair	Including minutes of recent ICT Board meetings (Pages 5 - 12)
4.	Minutes	Chair	To confirm the minutes of the meeting held on 13 September 2018 (Pages 13 - 22)
5.	Corporate Services Performance Monitoring Report - Q2	ACO	To consider a report (Pages 23 - 28)
6.	Corporate Services Programmes to date - Q2	ACO	To consider a report (Pages 29 - 40)
7.	Audit and Governance Action Plan Monitoring Report	ACO	To consider a report (Pages 41 - 48)
8.	Revenue Budget and Capital Programme Monitoring 2018/19	HFT	To consider a report (Pages 49 - 56)
9.	Treasury Management Mid Year Report to 30 September 2018	HFT	To consider a report (Pages 57 - 70)
10.	Update on Annual Review of the Operation of the ICT Shared Service Agreement	HICT	To consider a report (Pages 71 - 96)
11.	Corporate Risk Register	HSDA	To consider a report (Pages 97 - 102)
12.	Review of Work Programme 2018/19	Chair	To consider a report (Pages 103 - 108)
	Next Meeting		10.00 am on 27 February 2019 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR

Item	Subject	Lead	Purpose of Discussion

DECLARATIONS OF INTEREST

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

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

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MINUTES OF THE ICT SHARED SERVICE GOVERNANCE BOARD MEETING HELD ON 11 SEPTEMBER 2018 – PART ONE

Present:	Director of Resources (CFRS)	M Warren (MW)
	Assistant Chief Officer (HR and Organisational Development) (BFRS) **(Chair)**	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 (WM)
	ICT Support Manager	D Dawe (DD)
	Head of ICT (BFRS)	P Hughes (PH)
	ICT Project Manager (CFRS)	S Newton (SN)
	CMT Secretary (Minute Taker)	D Johnson (CMTSec)
Apology	None	

091801 Minutes from the Previous Meeting Held on 31st July 2018 **ACTION**

The Minutes were agreed as an accurate record.

091802 Action Points from the Previous Meeting Held on 31st July 2018

The action log was reviewed and updated.

091803 ICTSS Work Plan (Including Workload Priorities)

SN provided an update on the ICT Projects Timeline. SN noted that there have been minor changes and that the Server Refresh is going well.
SN is attending a meeting on Friday with Ultima to firm up as to when work will be complete.
SN will also be attending a meeting with Modality.

Server Refresh update

WM provided a brief update on the Server Refresh. WM noted that network has been configured and

migrations have started. There is a meeting set up to discuss and plan the more difficult migrations. Looking to complete this by end of October.

HICT stated that the DR needs to be documented. SN noted that DR testing is included as a separate project on the ICTSS Work Plan.

SN to move Risk MDT Replacement to “must have projects”. SN

091804 Service Desk Software

It was agreed to remove this item from the Agenda moving forwards.
MD explained that this task was now with DD to work on in due course, with ICT Restructure the current priority. CMTSec

091805 ICT Programme Board Papers

It was agreed to remove this item from the Agenda as these ICT Programme Board papers were discussed under item 3 by SN. CMTSec

091806 Comms Update

MD noted that comms are currently in progress to be published in the BB explaining what WM team are currently involved in. These comms should be ready for publication in the BB next Friday.

091807 ICCs and Mobilising System

JF noted that this was finished yesterday. JF is meeting with HSS and ProcM next Tuesday to finalise the procurement documents. This should be ready to sign off at Board on 11th October. JF
JF to send PH IRS details and further information.

091808 Performance Reports

The ICT Shared Service Monthly KPI report was reviewed by the Board.
ACO requested that if any performance figures have gone down in certain areas then these need to be flagged at Board. ACO also noted that there is a need to understand the differences in the reports and

what is being included and reported.

MD noted that DD is currently reviewing performance and is looking at Shared Service development, reviewing targets and what is included.
It was discussed that ZE, MW, JF will meet to discuss this. ZE/MW/JF

ZE also raised the current issues with VDI. MD explained that there is a problem that has not currently been fully solved and servers are being rebuilt at the moment. MD noted that a full debrief is required and feedback will be reported next week.

ZE requested that Customer Satisfaction Survey results is added to the next SS Programme Board Agenda for sign off at the Board. CMTSec

ACTION POINTS OF THE ICT SHARED SERVICE GOVERNANCE BOARD MEETING AT 11 SEPTEMBER 2018

Minute number	Details	Action
091803	SN to move Risk MDT Replacement to “must have projects”.	SN
091804	It was agreed to remove this item from the Agenda moving forwards. MD explained that this task was now with DD to work on in due course, with ICT Restructure the current priority.	CMTSec
091805	It was agreed to remove this item from the Agenda as these ICT Programme Board papers were discussed under item 3 by SN.	CMTSec
091807	JF to send PH IRS details and further information.	JF
091808	MD noted that DD is currently reviewing performance and is looking at Shared Service development, reviewing targets and what is included. It was discussed that ZE, MW, JF will meet to discuss this.	ZE/MW/JF
091808	ZE requested that Customer Satisfaction Survey results is added to the next SS Programme Board Agenda for sign off at the Board.	CMTSec

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MINUTES OF THE ICT SHARED SERVICE GOVERNANCE BOARD MEETING HELD ON 30 OCTOBER 2018

Present:	Director of Resources (CFRS) (Chair)	M Warren (MW)
	Assistant Chief Officer (HR and Organisational Development) (BFRS)	Z Evans (ZE)
	Head of ICT (CFRS)	J Fagg (JF)
	ICT Service Delivery Manager (CFRS)	M Dix (MD)
	Head of ICT (BFRS)	P Hughes (PH)
	CMT Secretary (Minute Taker)	D Johnson (CMTSec)
Apology	ICT Infrastructure Manager	W Murphy (WM)
	ICT Support Manager	D Dawe (DD)

101801 Minutes from the Previous Meeting Held on 11th September 2018 — **ACTION**

The Minutes were agreed as an accurate record. It was agreed that minute's part one and two would be combined into one minutes/actions document moving forwards. — CMTSec

101802 Action Points from the Previous Meeting Held on 11th September 2018

The action log was reviewed and updated.

101803 ICTSS Work Plan (Including Workload Priorities)

MD provided an update on the ICTSS Work Plan.

MD noted that the Server Refresh work is now complete, apart from Skype for Business servers in BFRS, which will hopefully be completed this week. MD noted that the work has gone well so far.
MD noted that the statistics from this month report on the old infrastructure, and next months will be on the new infrastructure.
MD noted that the level of communication has been good from the ICT Service Desk during the recent period of infrastructure work and has gone a lot smoother and quicker than originally planned.
MD noted that the BFRS VDI situation has improved.
There is a VDI "kick off" meeting scheduled with the provider on 13th November, and this is working to timeline.

ACTION

JF noted that Bytes will be coming into Service on 7th November for a discussion with WM/JF/PH regarding Microsoft Office licencing.

101804 Customer Satisfaction Survey Results

MD provided an update on the Customer Satisfaction Survey Results.

MD noted that BFRS are positive with a year on year improvement. There was a 76% response rate and scores have improved.

MD noted some themes that were highlighted from the Survey Results;

- Concerns regarding lack of comms from the Service Desk
- Confusion around automated responses
- Concerns regarding following up of calls logged
- Worries surrounding the restructure and staff moving to Camborne
- WiFi on Stations was raised as an issue
- IT in the Training Centre concerns

MD noted that five key areas had been highlighted from the Survey to be worked on.
MD noted that the Survey also highlighted a lot of positive comments, for example; the helpfulness of Service Desk staff.
MD is currently working on the report at the moment and expects it to be sent to ZE next week.

101805 Comms Update

MD noted that comms are due to be sent out next week, SN has been working on this.

MD noted that Steve Brown has recently joined the team as a User Support Engineer.

101806 ICCs and Mobilising System

JF noted that the specification for this will now be sent out in the new year, to be finalised in December. With no further updated to provide at this time.

ACTION

101807 Performance Report

MD noted that performance has generally improved.
DD is focussing on chasing KPIs.
MD noted that the charts have been placed back up on the wall in the ICT Shared Service Desk showing monthly statistics.
MW noted that it would be useful for the three most important statistics to be pulled and brought to the Board for review.
MD to review current performance indicators, confirm which indicators will be monitored going forward and to highlight key points in current performance reports and to bring these to the next Board meeting. MD

101808 Pen Test (Update)

This was discussed under the minutes of the previous meeting. MD noted that this is in progress and the next Pen Test is scheduled for March 2019, with nothing critical outstanding at the moment. MD noted that more tools are available now, with scans that can be run which are able to pick up critical tasks.

101809 Recruitment/ICT Restructure Update

MD noted that the two vacancies for User Support Engineers are out to advert with twelve applicants that have been shortlisted to eight. There is one Server Engineer still to recruit for. It was agreed that this vacancy would be advertised internally.

MD noted that the restructure is going well. The away day held at Wyboston was successful and positive for all involved, with all new employees taking an active part.

MD noted that the ICT SS Mission Statement has gone out to staff for feedback.

ZE noted that the Business Application Manager has successfully been recruited.

PH queried whether or not it would be possible for BFRS to incur 50% of costs for the ICT Apprentice currently in place at CFRS. Currently, this is having a Service impact on BFRS, as the ICT Apprentice is unable to answer calls on behalf of BFRS and has to pass this onto another member of the ICT Service Desk team to resolve. This was agreed by the Board and MD is to arrange this.

ACTION

Date of Next Meeting – Tuesday 15th January – 10:00 – BFRS HQ

ACTION POINTS OF THE ICT SHARED SERVICE GOVERNANCE BOARD MEETING AT 30 OCTOBER 2018

Minute number	Details	Action
091808	MD noted that DD is currently reviewing performance and is looking at Shared Service development, reviewing targets and what is included. It was discussed that ZE, MW, JF will meet to discuss this. **30/10/18** – It was agreed that MD would take ownership of this action. MD noted that the new ICT Strategy/Roadmap (currently in draft) will hopefully be complete by the end of the financial year. MD to review the Terms of Reference for the next board meeting.	MD
101801	It was agreed that minute's part one and two would be combined into one minutes/actions document moving forwards.	CMTSec
101807	Performance Reports MW noted that it would be useful for the three most important statistics to be pulled and brought to the Board for review. MD to review current performance indicators; confirm which indicators will be monitored going forward and to highlight key points in current performance reports and to bring these to the next Board meeting.	MD

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
27 November 2018
Item No. 4

MINUTES OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP MEETING HELD ON 13 SEPTEMBER 2018

Present: Councillors Chapman (Chair), Duckett and Headley

ACO Z Evans, SOC A Peckham, Mr J Atkinson, Mr G Chambers and Mr A Dosanjh

18-19/CS/016 Apologies

16.1 Apologies for absence were received from Councillors Downing and McVicar.

18-19/CS/017 Election of Vice Chair 2018/19

RESOLVED:
That Councillor Duckett be elected Vice Chair of the Policy and Challenge Group for the remainder of the 2018/19 municipal year.

18-19/CS/018 Declarations of Disclosable Pecuniary and Other Interests

18.1 There were no declarations of interests.

18-19/CS/019 Communications

19.1 The Policy and Challenge Group received the Minutes of the meeting of the ICT Shared Service Governance Board held on 31 July 2018 for information.

19.2 There were no other communications.

RESOLVED:
That the Minutes of the ICT Shared Service Governance Board held on 31 July 2018 be received.

18-19/CS/020 Minutes

RESOLVED:
That the Minutes of the meeting held on 21 June 2018 be confirmed and signed as a true record, subject to the word "approximately" being added before £10 in the second bullet point of Minute 11.4.

18-19/CS/021 2018/19 Revenue Budget and Capital Programme

21.1 Mr G Chambers, the Head of Finance and Treasurer, introduced his report which set out the forecast year end budget monitoring position as at 31 July 2018 and sought agreement to a number of recommendations contained within.

21.2 He reported on an underspend in his area resulting from the recalculation and reimbursement of business rates.

21.3 The current year to date spend appeared to be low for a variety of reasons detailed within the report. At 31 July 2018, there were no variances in the salary budget forecast outturns and a decision on the pay award for fire fighters was still awaited. A 2% award backdated to July 2018 was still out to consultation with the Fire Brigades Union. If agreed, this may result in an underspend of £198,000.

21.4 In response to a question, the Head of Finance and Treasurer confirmed that there would be salary variances reported in the next budget monitoring report. The final position was based on a decision on the national pay award being taken.

21.5 The Capital Programme was set out in Table 4 of the report. The Xen Desktop project may slip into 2019 and it was suggested that this be reallocated to revenue. It was also suggested that the Sharepoint scheme be reallocated to revenue.

21.6 It was noted that the procurement of a drone had been fully funded by the Authority, rather than purchased in partnership with Bedfordshire Police, in order to progress this.

21.7 The Asset Management System replacement was currently forecast at £300,000 in the 2020/21 Capital Programme and was required to be brought forward into 2018/19, this consisted of an indicative revenue figure of £60,000 to implement the system, and an ongoing annual license fee of £24,000.

21.8 The Head of Finance and Treasurer reported on the projects listed in the savings and efficiencies programme that were RAG rated as Amber. Control income generation was Amber and liaison with Officers was ongoing. There had also been a change to the PPE Procurement as this had been delayed but should achieve around £100,000 in 2019/20.

RESOLVED:
1. That the forecast outturns for revenue and capital be acknowledged.
2. That the Authority be recommended to move the £90k underspend already identified to the Transformation Reserve.
3. That it be noted that the Drone capital purchase is solely by the Authority.
4. That the Authority be recommended to add the Asset Management/Fleet System to the 2018/19 Revenue Budget.
5. That the Authority be recommended to transfer Sharepoint and Xen Desktop capital schemes to revenue projects.

18-19/CS/022 2019/20 Revenue Budget and Capital Programme (Planning Arrangements)

22.1 The Head of Finance and Treasurer, submitted his report on the current planning arrangements for the 2019/20 Revenue Budget and Capital Programme and sought the Policy and Challenge Group's approval of the proposed timetable.

22.2 He confirmed that a zero-based budgeting exercise would be undertaken in relation to the larger budget areas, including ICT, operational equipment, PPR procurement, property service agreements and pensions. Savings of £70,000 were forecast from this exercise.

22.3 It was proposed that the draft budget would be presented to the Authority on 13 December 2018, with the final budget considered on 7 February 2019.

22.4 Members requested an update of the results of the zero based budgeting exercise when completed.

RESOLVED:
That the report and timescales within be agreed.

18-19/CS/023 Corporate Services Programmes and Performance Report, Quarter 1 2018/19

23.1 ACO Evans submitted the 2018/19 first quarter report on the Corporate Services programme, projects to date and performance against Corporate Services performance indicators and associated targets.

23.2 It was noted that the Asset Management and Fleet System Project was also reported to the Service Delivery Policy and Challenge Group.

23.3 The Service Website Project had been completed and had come in under budget.

23.4 Phase 3 of the Prevention Replacement Management Information System Project (Safe & Well) was now live, following extended testing and training. Additional enhancements were now in development and the end date would need to be monitored.

23.5 The HR & Payroll Project Phase 2 (Recruitment – Green Book) had now commenced with an expected end date of January 2019, dependent on consultancy support being available from the provider.

23.6 The Cloud-based processes (Training Centre Administration) programme remained on Amber and SOC A Peckham reported on the need to explore various procurement routes and other solutions to ensure best value. Options included the use of PDRPro or iTrent.

23.7 The HR Payroll System and Services Phase 1 had been fully and successfully implemented, amber showed that the final budget was within 10%.

23.8 The Fire Safety Protection Replacement Management Information System remained on Amber due to issues identified during User Acceptance Testing which would take time to resolve.

23.9 There was also slippage on the Unified Communications and Virtual Desktop Infrastructure (VDI) Upgrade Project, which were interrelated, as a result of provider errors during the build stage. The timescale would also need to be moved to accommodate the Windows 10 upgrade. The Head of ICT and Improvement assured Members that the majority of facilities under Unified Communications would be rolled out with the upgrade to VDI.

23.10 ACO Evans reported that all the performance indicators were reporting as green during the first quarter.

23.11 The property indicators that could not be reported on at year end were included in Appendix C. These were also reporting as green.

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

18-19/CS/024 New Internal Audit Report Completed to date

24.1 ACO Evans reported that, although the internal audit of Governance had been received on 2 August 2018, additional work had been requested from RSM. A report on the audit may be submitted to the next meeting of the FRA meeting if it was available.

24.2 CFO Fuller confirmed that he had met with RSM the previous day and that he had requested that they provide suggestions for improvement.

RESOLVED:
That the progress made to date be acknowledged.

18-19/CS/025 Audit and Governance Action Plans Monitoring Report

25.1 ACO Evans introduced her report on progress made to date against current action plans arising from internal and external audit reports. One extension had been requested to a low priority action arising from the audit of risk management to introduce formal risk management training for risk owners and other key staff. An extension was being requested from August 2018 to 31 December 2018, as resources had been allocated to support the HMICFRS inspection.

25.2 All other actions from previous audits had been completed or were in progress in accordance with their completion dates.

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

RESOLVED:
That the issues raised in the report and the progress made to date against the action plans be acknowledged and the recommendation to extend the completion date be approved.

18-19/CS/026 Asset Management Plan - Property

26.1 The Head of Finance and Treasurer introduced the updated Asset Management Plan in respect of land and buildings. The current value of the land and buildings owned by the Authority was approximately £25 million.

26.2 Changes to the previous Asset Management Plan were highlighted in yellow and included the following:

- Inclusion of the new consistently used Corporate Planning Framework.
- Reference to the interest-free loan granted through OPE Round 6 for a feasibility study for a joint headquarters. It was noted that a report would be presented to the next meeting of the Authority on the options for a joint headquarters.
- Following a comprehensive stock condition survey being undertaken by the Property Manager, it was likely that there would be an increase in the maintenance costs over the next ten year period for the Authority as the estate was ageing. This amount would flex each year.
- Reference to the new Intelligence Led Response review.
- The Capital Projects for 2018/19 had been updated, as had the project plan for the property team.
- Inclusion of a list of significant achievements over the past few years.
- Reference was made to the commissioning of the Carbon Trust to undertake an assessment which was being funded through OPE Round 5 funding.

26.3 The Head of Finance and Treasurer reported that consideration was being given to commissioning a specialist Utilities Management Agent to undertake the management of utilities. Given the size of the property team, there was not resource available to proactively identify any changes in utility usage quickly, such as the underground water leak that had occurred at Biggleswade Fire Station.

26.4 The usage figures for water, electricity and gas were considered, as was additional information on anomalies identified in 2016/17. Insulation works to the gas pipes had been carried out at Dunstable Community Fire Station in June 2018 and usage would be monitored.

26.5 The stations where the Police were now co-located as a result of collaborative working arrangements were expected to have increased usage, particularly in Leighton Buzzard. A fair charge based on occupancy was being levied.

26.6 Members noted that if a utility management company was appointed, the Policy and Challenge Group could receive more regular updates on utility usage.

RESOLVED:
That the updated Asset Management Plan for Land and Buildings be recommended for approval.

18-19/CS/027 Annual Review of the Operation of ICT Shared Service Agreement

27.1 Mr A Dosanjh, Head of ICT and Improvement, submitted the outcome of the annual review of the operation of the ICT Shared Service Agreement for the period 1 April 2017 to 31 March 2018, undertaken by himself and the ICT Shared Service Manager. The Shared Service agreement had been extended for a further five-year period by the Authority earlier in the year.

27.2 The restructure of the ICT Shared Service had commenced during the year and was due to be completed by January 2019. This had led to an increase in vacancies and, potentially, a corresponding decrease in levels of customer service as the reorganisation was implemented.

27.3 In response to a question, ACO Evans assured Members the new structure was being monitored following the changes which always brings with it a transition and bedding in period.

27.4 A concerted effort was being made to replace contractors with members of permanent staff, except in cases where additional project support was required.

27.5 Performance had remained consistently high over the reporting period, with only one indicator missing its target by 1%.

27.6 It was noted that the target for IM1 (the number of incidents on mission critical services resolved within 1 hour) had been reduced at the last target-setting meeting as it was recognised that, due to the small number of incidents, one incident unresolved within that time would cause the Service to miss its target.

27.7 Mr Dosanjh reported that extended hours were being considered as there were a low number of calls following improvements being made to the service.

27.8 In relation to project delivery, the restructure had created more server engineer posts to support project work.

27.9 Improvements had also been made to cyber security defences.

27.10 It was noted that it had been a challenging year but that the restructure should result in demonstrable service improvements.

27.11 ACO Evans thanked the Head of ICT and Improvement for his contribution to Bedfordshire Fire and Rescue Service as his contract with the Service ended the following day.

RESOLVED:

1. That the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus be acknowledged and the need to review the structure and capacity of the function be recognised.
2. That the Policy and Challenge Group's thanks to the work undertaken by Mr Amrik Dosanjh to improve the ICT Service during his employment with the Service and the Policy and Challenge Group's best wishes for his future be recorded.

(Please note that Councillor Duckett left the meeting after this item and the remainder of the meeting was held informally as the Policy and Challenge Group was inquorate.)

18-19/CS/028 Corporate Risk Register

28.1 SOC A Peckham introduced his report on the review of the Corporate Risk Register. The full extract of the Corporate Risk Register for Corporate Services was displayed and SOC Peckham summarised all 18 risks contained within it, 10 which were treated and 8 were tolerated.

28.2 There were no changes to the risk ratings. There were four changes to the risk ratings as follows:

28.3 CRR29 (if we do not communicate well, both internal and external to the Service, then we will suffer from poor staff morale, miss the opportunity to promote ourselves and the excellent work that we do and potentially impact upon our ability to deliver a full range of services): the new website had been launched on 21 May 2018 and was being continually monitored to ensure that all links and platforms functioned correctly. Analytics were being measured to monitor hits on the website and retain a focus on customer engagement. Work was ongoing to ensure that the .gov.uk website featured at the top of google search lists.

28.4 CRR43 (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): awareness training on Project Griffin was being rolled out across the Service facilitated by National Inter-agency Liaison Officers (NiLOs) who had received training from the Metropolitan Police. If the Service was able to roll this out to all staff, it would be the first Service in the East of England to do so.

28.5 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): the HMICFRS inspection of the Service had taken place in July 2018 focusing on effectiveness, efficiency and people. The draft report was expected in October 2018 with the final report being published in December 2018. An update report on the process would be submitted to the next meeting of the FRA in October.

28.6 CRR48 (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 the action plan had taken place and resources were being allocated to ensure that amended completion dates were achieved. Thomas Warner was now undertaking some GDPR work now that the bulk of the work relating to the HMICFRS Inspection had been completed.

RESOLVED:
That the review by the Service of the Corporate Risk Register in relation to Corporate Services be approved.

18-19/CS/029 Work Programme 2018/19

29.1 Members received the Work Programme for 2018/19. ACO Evans advised that the report requested at the Policy and Challenge Group's next meeting on fixed rate exposure and variable rate exposure would be submitted to the next meeting of the Policy and Challenge Group.

29.2 It was noted that, once again a meeting of this Policy and Challenge Group was inquorate. Measures had been put in place following the AGM to ensure that there were at least six Members appointed to each Committee/Policy and Challenge Group, but retaining a quorum depended on the appointed Members attending meetings.

RESOLVED:
That the Work Programme be received.

The meeting finished at 11.24am

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
27 November 2018
Item No. 5

REPORT AUTHOR: **ASSISTANT CHIEF OFFICER**

SUBJECT: **PERFORMANCE REPORT, QUARTER TWO 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

Background Papers: Previous Corporate Services Quarterly Performance Summary Reports

Implications (tick ✓):

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

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

PURPOSE:

To provide the Corporate Services Policy and Challenge Group with with a report for 2018/19 Quarter Two, detailing:

1. A summary report of performance against Corporate Services indicators and associated targets for Quarter Two 2018/19 (April 2018 - September 2018).

RECOMMENDATION:

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

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1. Performance

1.1 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.

1.2 This report presents Members with the Quarter Two performance summary 2018/19 covering the period April 2018 to September 2018. Performance is shown in Appendix A. The indicators and targets included within the report are those established as part of the Authority's 2018/19 planning cycle.

1.3 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%

2. Performance Summary and Exception Reports Q2 – 2018/19

2.1 All performance indicators are on target except for:

None to report.

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

APPENDIX A

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2018/19 QUARTER TWO

Information and Communications Technology									
Measure				2018-19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	Q2 2016-17	Q2 Actual	Q2 Target	Performance against Target	Comments
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Higher is Better	80%	96%	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%	96%	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%	96%	100%	95%	90%	Green	6% better than Target
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Higher is Better	90%	90%	92%	96%	90%	Green	7% better than Target
AV1	Core ICT services availability	Higher is Better	97%	98%	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.***

SUMMARY OF WORKSHOPS FLEET PERFORMANCE 2018/19 QUARTER TWO APPENDIX A

Fleet & Workshops									
Measure				2018-19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	Q2 2017-18	Q2 Actual	Q2 Target	Performance against Target	Comments
WS1a	Grade A Defect Response Time (within 1 hour)	Higher is Better	90%	93.10%	86.73%	92.34%	90%	Green	2% better than target
WS1b	Grade A Defect Response Time (within 2 hours)	Higher is Better	95%	98.27%	95.79%	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%	2.53%	2.78%	2.76%	5%	Green	45% 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%	2.96%	2.44%	2.70%	5%	Green	46% 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%	0.46%	0.40%	0.52%	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%	0.89%	0.83%	1.24%	2%	Green	38% better than target
WS5	The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period.	Higher is Better	93%	97.51%	97.50%	97.31%	93%	Green	5% better than target
WS6	Annual Services undertaken	Higher is Better	97%	100%	100%	100%	97%	Green	3% better than target

APPENDIX A

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2018/19 QUARTER TWO

Finance									
Measure				2018-19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	Q2 2017-18	Q2 Actual	Q2 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%	95.44%	94.46%	96.07%	96%	Green	Met Target
FNP6	Percentage of Outstanding Debt Over 90 Days Old	Lower is Better	2.5%	3.97%	9.66%	0.29%	2.5%	Green	89% better than target

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
27 November 2018
Item No. 6

REPORT AUTHOR: **ASSISTANT CHIEF OFFICER**

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

For further information on this Report contact:
Prue Wullems
Service Improvement Manager
Tel No: 01234 854018

Background Papers: Previous Corporate Services Quarterly Performance Summary Reports

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Implications (tick ✓):

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

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

PURPOSE:
To provide the Corporate Services Policy and Challenge Group with with a report for 2018/19 Quarter Two, detailing progress and status of the Corporate Services Programme and Projects to date.

RECOMMENDATION:
Members acknowledge the progress made on Corporate Services Programme and Projects and consider any issues arising.

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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;
- 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 **Fleet Asset Management System Project** is reported here under Business Systems Improvement (Corporate Services) but also included in the Service Delivery Report, at the request of AC Chris Ball, HoSS.
- The **SharePoint Project** is now underway.

1.5 The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board now review the Programme quarterly with the next Programme Board review scheduled on 05 November 2018, and the one following on 30 January 2019.

1.6 Appendix A gives a summary of status to date on the projects in the BFRS Business Systems Improvement Programme, Appendix B on the Business Process Improvement Programme, and Appendix C on Strategic Projects not included in a Programme. The status of each project is noted using the following key:

Colour Code	Status
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets. Requires Programme Board intervention

2. Programme and Projects - Summary and Exception Reports Q2 – 2018/19

2.1 There are currently four projects within Corporate Services with an Amber status. These are as follows:

1.1.1. Business Systems Improvement Programme:

- The **Prevention Replacement MIS (Safe & Well)** sits on Amber due to capacity issues which have now been addressed through the recruitment of a new developer, who started in post on 15 October. However, being new to the role, she is not yet fully productive, and the timeline for this project is to be re-baselined by the Programme Board to bring it back to Green.

- The **Protection Replacement MIS** remains on Amber due to previous time over-runs. This project is now on-track to be delivered in April and the timeline for this project is to be re-baselined by the Programme Board to bring it back to Green.

- The **Unified Communications Project** remains on Amber due to challenges experienced in the infrastructure build. Once this is completed, the project will be re-baselined back to Green.

- The **Virtual Desktop Infrastructure (VDI) Upgrade Project** is Amber due to delays in engaging the supplier and scheduling. A request will be made at the next Project Board to re-baseline to Green.

1.1.2. Business Process Improvement Programme:
None.

1.1.3. Other Strategic Projects:
None.

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.

APPENDIX A

Project Description	Performance Status	Comments
Fleet Asset Management System	**Green**	**15/10/2018: Fleet Asset Management System** The project status remains on Green. The full project governance framework is now in place, and a Project Initiation Document (PID) will be presented to the Programme Board, following review and acceptance by SOC Chris Ball. The Project Manager GC Andy Draper is now working with the Procurement Manager on the final elements of the framework purchase; the finalisation of the business and technical specification documents is underway, and the procurement is expected to commence soon, following ratification of the specifications. Resourcing for the project continues to be challenging. However, this is under the scrutiny of the Programme Board.
Fire Safety Protection - Replacement Management Information System (MIS)	**Amber**	**22 October 2018: Protection Replacement MIS** The status of the project remains at Amber (unchanged from previous report). The project continues to make steady progress with anticipated implementation of April 2019, and the timeline for this project is to be re-baselined by the Programme Board to bring it back to Green. Structured User Acceptance Testing (UAT) continues, balancing day to day work demand with progressing the project. Project progress is reliant on the Business Information Team (BIT) who provide essential technical support and BIT now has protected resource time for the project (Wednesdays and Fridays). Infographics continue to offer support, where issues or required enhancements are needed these are dealt with ensuring the system continues to meet the needs of the Service.

Project Description	Performance Status	Comments
Prevention Replacement Management Information System (MIS):Safe & Well	**Amber**	**29 October 2018: Prevention Replacement MIS: Safe and Well.** The project status currently sits at Amber. Since the August 2018 update the principal developer in the Business Information Team (BIT) has left the Service. The product (Database) is an in house development, so this has been added to the Prevention functional risk register due to potential impact on continuity for short term Database development. The BIT has not been able to allocate any significant development time to the database in the intervening period. Recruitment for Business Applications Manager (BAM) role and for a new developer has been undertaken in the period following August. A new developer has been appointed, and started in the Service on Monday 15 October. Following induction the developer will be involved in a project planning meeting to create a revised project plan to drive phases 4 - 7 of the project. The next quarter should see this plan in place and the backlog of minor development change requests incorporated in to the enhancement plans for database functionality. Following this a request will be made to re-baseline the timeline for the project to bring it back to Green status. Phases 4-7 will form the core development work for 2018-19, managed through the Safe & Well Database Development Group.

Project Description	Performance Status	Comments
SharePoint Upgrade	**Green**	**16 October 2018: SharePoint Upgrade Project** The project is now underway and is status Green. A workshop has been held with the Business Information team (BIT) and the Project Management Officer to discuss the way forward. It has been agreed in principle that the decision has been made to re-boot the project. The Content Lead will be the Communications & Engagement Manager (CEM), and the Technical Lead will be the Business Systems Support Manager (BSSM) from the BIT. The PMO will provide project support. The remainder of the Project team is yet to be determined. Two options are under consideration – an on-premise upgrade from SharePoint 7 to SharePoint 16, or a move to a cloud-based solution as a "clean" system, with tandem running of the old system for up to 12 months, whilst a governance framework is put in place and content ported across in a phased migration. The project is likely to involve a full platform change (not an upgrade) as the current system is out of support and 4 platform iterations behind. However, the decision has not yet been made as the full Discovery stage has yet to start, which will identify the pros and cons of each approach in detail. A Minimum Viable Product (MVP) approach for these two options will be considered to get the back-end to a version that is supported by Microsoft and is compatible with BFRS's existing and planned IT estate e.g. Windows 10.That will then allow a SharePoint and governance strategy to be agreed. Some 3rd party support may be needed to assist with the SharePoint strategy and upgrade. Interdependencies with Windows 10 upgrade have been noted – the SharePoint implementation must precede the WIN 10 upgrade.

Project Description	Performance Status	Comments
Unified Communications	**Amber**	**16th October 2018: Unified Communications** The project status remains at Amber until successful completion of the infrastructure build, following which a request will be made to the Project Board to re-baseline back to Green. Skype for Business (SfB) is now available to all corporate iPhone and iPad users, the application can be downloaded from the Maas applications catalog. SfB is also available on request to all laptop or PC users who need it. The SfB supplier will be working with Cambs FRS during October to build the Cambridgeshire Skype backend infrastructure (it has been running for the past few months in disaster recovery mode on the Bedfordshire servers). During this time they will also be resolving some issues identified during the pilot and getting voicemail working in Skype. At the end of October Skype phones will be rolled out to Toddington and Leighton Buzzard Fire Stations; station telephone numbers will remain the same as before whilst these numbers are being ported from the old to the new phone provider. In early 2019 it is intended to release the SfB application out to all users through VDI as part of the VDI upgrade project. Once this is available, all staff will be able to make use of SfB functionality such as Instant Messaging, presence, online meetings and screen sharing.

Project Description	Performance Status	Comments
Virtual Desktop Infrastructure (VDI) Upgrade Project	**Amber**	**22 October 2018: VDI Upgrade Project** The current RAG status is Amber due to delays in engaging the supplier and scheduling. A request will be made at the next Project Board to re-baseline to Green. A kick off meeting was held with the supplier in September. Work will be starting on this project in November 2018. The supplier will be building and testing the new management infrastructure and copying our existing VDI images into the new environment. It is expected that the first round of testing on the new images and environment will be completed by the end of December.

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)	**Green**	**16 October 2018: Training Centre Administration Project** The project status is Green. Approval has been sought and received at CMT to progress in principle with implementation of a CMS (Course Management System) provided by EFireService; this will be combined with a move from the current Version 3 of PDR Pro to Version 5. The Training & Development Manager (TDM) is in the process of exploring any implementation issues linked to iTrent being hosted by Midland Human Resources (MHR). TDM is liaising with the Procurement Manager to proceed with the procurement of the two systems (PDR Pro Version 5 and CMS) and establish a suitable plan for their implementation. This is subject to confirmation that there no issues affecting integration with iTrent, or MHR hosting iTrent on BFRS behalf. End stage report and PID for Stage two of the project are in progress and will be submitted to the Programme Board in due course.

Other Strategic Corporate Services Projects not in a Programme
Aim: Implement a new HR/Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service.

Project Description	Performance Status	Comments
HR/Payroll System and Services	**Stage 2** **Green**	**24 October 2018: HR & Payroll System and Services** Stage 2 of the HR & Payroll Project is Status Green, and is progressing well. **Recruitment:** The online recruitment module continues to work well with upwards of 40 applicants being progressed through 7 vacant positions, one of which has now been filled. This candidate progressed through to completion using the iTrent recruitment module. A request has been placed with Midland HR to investigate if further enhancements are possible to create an end to end process, including automation of the short listing, and managerial decisions and approvals for offer of post. Whole time and RDS recruitment will remain "as is" pending a review in 2019. **Time and Expenses:** Time: A detailed analysis has been undertaken of the pros and cons of iTrent against functionality in Gartan, and the Whole-Time (W/T) rota and availability system and submitted as a Paper. The HR & Payroll Project Board ratified the recommendations: The new Gartan W/T Rota system will be used for W/T overtime, Gartan (RDS) will be used for Retained Personnel where additional hours are worked, iTrent will be used for Green Book additional hours/overtime. Non-standard Grey Book activities i.e. cadet instructors will also be handled through iTrent. This will now be referred back to the W/T rota project team for implementation.

Project Description	Performance Status	Comments
HR/Payroll System and Services, Cont….	**Stage 2** **Green**	**15 October 2018: HR & Payroll System and Services** Expenses: iTrent will be used by all personnel to claim expenses and will replace STEP. Work is progressing as expected, and this module is on track for an early January "go live". Mileage schemes are now completed, security profiles updated for Pilot users, UAT scripts have been written and testing is complete. The majority of technical issues have now been addressed by Midland HR consultants, with the exception of a software fault, for which a workaround has been found, pending further MHR development. Training materials are in development, with a view to completing the drafts by the end of October, ready for the Pilot which starts on 01 November. Volunteers have been identified from various parts and levels of the Service to take part in the Pilot, which will run for one calendar month. Midland HR is providing consultancy support mid-November to address any issues identified during the Pilot. Subject to no issues arising, communications regarding Service wide roll-out will be sent out in December. Once live, the STEP process in current use will be decommissioned.

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
27 November 2018
Item No. 7

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

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

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

Background Papers:

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

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1. Introduction

1.1 The Members of the Audit and Standards Committee previously endorsed that the Committee should receive monitoring reports at each of its meetings advising of progress against current action plans arising from internal and external audit reports, and the Authority's Annual Governance Statement.

1.2 In their meeting on 5 April 2012, Members of the Audit and Standards Committee agreed that progress on the action plans be reported to each meeting of the appropriate Policy and Challenge Group and action point owners report progress by exception to the Audit and Standards Committee. This is the third report to the Corporate Services Policy and Challenge Group for the year 2018/19.

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

2.1 The monitoring report of progress made to date against agreed actions arising from internal and external audit reports is attached as Appendix A.

2.2 The monitoring report covers, in order, the following:

- Outstanding actions from internal and external audit reports, including those reports received during 2018/19 and those from previous years, which have a proposal to extend the original completion date.

- Outstanding actions from internal and external audit reports, including those reports received during 2018/19 and those from previous years, which are on target to meet the original or agreed revised completion date.
- Completed actions which are subject to a subsequent or follow up audit. These will remain on the report until this follow-up audit is completed.
- Completed actions that are of a Low risk and do not require a follow-up audit. These will be removed from the report once they have been reported as completed to the Policy and Challenge Group.
- Any actions that have been superseded by new actions. (Actions are removed from the report once they have been reported as superseded to the Policy and Challenge Group.)

2.3 There are no requests to extend the original completion date.

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 **APPENDIX A**
(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.	Specific Corporate Management Team User Guides for Abriska, the Service Risk Management System, is currently being developed and formal risk management training for key staff will be presented at a CMT at a meeting in December 2018	**Original** Aug 18 **Agreed Revised Date** Dec 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 **APPENDIX A**
(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 – To be confirmed by follow up audit

APPENDIX B

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.	At the Audit and Standards Committee meeting on 25 September 2018 it was agreed to defer the FRA review of effectiveness for 2018/19 to 2019/20 when the Governance audit and elections have taken place.	Mar 2019	Deferred to Mar 2020
3	Non-Operational recruitment	Difficulty in attracting and recruiting to non-operational vacancies.	To conduct a salary benchmarking exercise	Benchmarking exercise conducted by Korn Ferry (hay). Detailed analyse of results now being undertaken by HR Team.	Dec 2018 Implement changes Apr 2019	In Progress

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For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
27 November 2018
Item No. 8

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

SUBJECT: **REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2018/19 AS AT 31 OCTOBER 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 October 2018 and to seek agreement to the recommendations contained within.

RECOMMENDATIONS:
That the CSP&CG:

1. Review and comment on the forecast outturns for revenue and capital.

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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	F/cast Yr-End Outturn £	Variance £	RAG status (see note below**)
Strategic Management	143,100	38,234	143,100	0	Green
Head of Finance and Treasurer	4,046,600	1,527,680	4,046,600	0	Green
Head of Response	1,026,200	595,288	1,026,200	0	Green
Head of Service Development and Assurance	199,700	124,384	199,700	0	Green
Head of Service Support	1,055,500	506,220	1,055,500	0	Green
Head of Protection	138,600	66,440	138,600	0	Green
Head of Information Communications Technology	1,665,500	535,657	1,665,500	0	Green
Head of Human Resources	229,600	93,568	229,600	0	Green
Total	**8,504,800**	**3,487,471**	**8,504,800**	**0**	

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

2.3.4 There are currently no predicted non-salary under/over spends within any of the CMT service areas.

2.3.5 The previously reported 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 and has been moved to the Transformation Reserve as previously agreed to support future years' budget setting.

2.3.6 The current year to date (YTD) spend as at 31 October 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.

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.

Head of Support Services - The low spend to date relates mainly to unbudgeted income received in relation to the Emergency 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.

Head of Protection - The low spend to date 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.

Head of Information Communications Technology – The low spend to date is due to the movement of £181k from Capital to revenue for the Xen Desktop (£104k) & SharePoint (£77k) upgrade as previously reported, as well as recharges for ICT shared Services not yet paid £35k. A risk remains that due to ICT workloads these projects may slip into 2019/20. Overall these varainces will be £0 at year end. The forecast year end recharge between services is currently being calculated.

Head of Human Resources - There are unspent earmarked reserves within the budget 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.

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

2.3.8 As previously reported and noted in Appendix 1, the forecast saving/efficiency of £50k for PPE will not be delivered in 2018/19. Howver, this will be exceeded in 2019/20 and will therefore be captured with the forthcoming budget process.

Table 2: 2018/19 Salary Budget Forecast Outturn

Category	Current Budget £	YTD Actuals £	Forecast year end outturn £	Variance £
Whole Time	13,184,600	7,553,191	12,870,100	(314,500)
Control	940,600	548,745	940,600	0
Retained	1,878,600	987,250	1,728,600	(150,000)
Non operational	5,164,500	2,881,679	5,164,500	0
Agency	365,200	241,339	365,200	0
Grand Total	**21,533,500**	**12,212,204**	**21,069,000**	**(464,500)**

2.3.9 The pay award for firefighters for July 2018 onwards was agreed at 2%, this has led to an underspend of (£188k) within Whole Time for 2018/19. Following detailed budget analysis (£127k) has been identified relating to employer pension costs, for employees transitioning between the Firefighter pension schemes. With the next 2015 scheme having a lower employer contribution rate, these savings have been identified.

2.3.10 Retained salaries are forecast to have an underspend of (£150k) due to a continued number of vacancies within this area. There is currently a project underway, and progressing well, reviewing the Retained Duty System.

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

2.4.1 The total forecast variance at year end including both the non-salary figures 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 (£465k).

3. Capital Programme Monitoring

3.1 Table 3 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 3: 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) (reallocated to revenue)	0	0	N/A
SharePoint upgrade (reallocated to revenue)	0	0	N/A
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**	

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

3.4.1 Move to revenue - The Sharepoint (£77k) upgrade and the Xen Desktop (£104k) noted above in Table 3 have 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. This has previously been presented and approved by Members.

GAVIN CHAMBERS
HEAD OF FINANCE/TREASURER

Appendix 1

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	R – as reported, moved to 2019/20
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**	

For Publication

Bedfordshire Fire and Rescue Authority
Corporate Service Policy and Challenge Group
27 November 2018
Item No. 9

REPORT AUTHORS: **CHIEF FIRE OFFICER AND TREASURER**

SUBJECT: **TREASURY MANAGEMENT – MID-YEAR REVIEW REPORT TO 30 SEPTEMBER 2018**

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

Background Papers:

Treasury Management Strategy 2018/19, as detailed in the Budget Book 2018/19.

Implications (tick ✓):

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

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

PURPOSE:

To provide an update on the Authority's Treasury Management to 30 September 2018.

RECOMMENDATION:

That the Corporate Services Policy and Challenge Group consider the report.

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1. Introduction

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

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

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

1.3 The FRA adopted the Code of Practice for Treasury Management in the Public Services published by the Chartered Institute of Public Finance and Accountancy (CIPFA), revised in 2017. One of the requirements of the CIPFA Code is for there to be regular reports on Treasury Management to be presented to the appropriate 'committee'. This is the mid-year Review Report for 2018/19 to 30 September 2018.

1.4 The Policy and Challenge Group is asked to note the report, as there are no changes requested to the Prudential Indicators, approval is not required by the FRA.

2. Treasury Management Reports

2.1 This mid-year review report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management and covers the following:

- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Authority's capital expenditure (prudential indicators);
- A review of the Authority's investment portfolio for 2018/19;
- A review of the Authority's borrowing strategy for 2018/19;
- A review of any debt rescheduling undertaken (if applicable) during 2018/19;
- A review of compliance with Treasury and Prudential Limits for 2018/19; and
- An economic update for the first six months of 2018/19.

3. Treasury Management Training

3.1 The Responsible Officer (the Section 151 Officer) must ensure that Group/FRA Members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

3.2 Training is to be provided to Members by our Treasury Advisor's, Link Asset Services, in 2019 following the FRA's Annual General Meeting in June 2019.

4. Treasury Management Strategy Statement (TMSS) and Annual Investment Strategy Update

For the current year, these were recommended for approval by the CSP&CG on 12 March 2018 and approved by the FRA on 26 April 2018. There are no policy changes to the TMSS, the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

5. Authorities Capital Position (Prudential Indicators)

This part of the report is structured to update:

- Capital expenditure plans

- How these plans are being financed
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

The Prudential Indicators have now been updated in accordance with the revised Code. Members had previously requested further information on one of the specific indicators, this indicator is no longer used and has therefore been removed.

5.1 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

Capital Expenditure by Service	**2018/19 Original Estimate £'000**	**Current Position £'000**	**2018/19 Revised Estimate £'000**
As per Budget Book	1,253	799	1,253

5.2 Changes to the Financing of the Capital Programme

The table below draws together the main strategy elements of the capital expenditure plans (above), highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Authority by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Capital Expenditure	2018/19 Original Estimate £'000	2018/19 Revised Estimate £'000
Total Capital Expenditure	1,253	1,253
Financed by:		
Capital receipts	134	134
Capital grants	0	0
Capital reserves	1,119	1,119
Revenue	0	0
Total financing	**1,253**	1,253
Borrowing Requirement	0	0

5.3 **Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary**

The table below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the operational Boundary.

Prudential Indicator – Capital Financing Requirement

We are on target to achieve the original forecast Capital Financing Requirement.

Prudential Indicator – the Operational Boundary for external debt

	2018/19 Original Estimate £'000	Current Position £'000	2018/19 Revised Estimate £'000
Prudential Indicator – Capital Financing Requirement			
TOTAL CFR	**8,892**	**8,892**	**8,892**
Net movement in CFR	**(491)**	**(491)**	**(491)**
Prudential Indicator – the Operational Boundary for external debt			
Borrowing	9,987	9,987	9,987
Other long term liabilities*	6	6	6
Total debt (year end position)	**9,993**	**9,993**	**9,993**

5.4 Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing, (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2018/19 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Authority has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

	2018/19 Original Estimate £'000	Current Position £'000	2018/19 Revised Estimate £'000
Borrowing	9,987	9,987	9,987
Other long term liabilities	6	6	6
Total debt	**9,993**	9,993	9,993
CFR* (year end position)	**8,401**	**8,401**	**8,401**

The Head of Finance reports that no difficulties are envisaged for the current future years in complying with this prudential indicator.

A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3(1) of the Local Government Act 2003.

Authorised limit for external debt	2018/19 Original Indicator £'000	Current Position £'000	2018/19 Revised Indicator £'000
Borrowing	9,987	9,987	9,987
Other long term liabilities	1,900	1,900	1,900
Total	**11,893**	**11,893**	**11,893**

6. Borrowing/Investment Strategy for 2018/19

6.1 It was anticipated at the beginning of 2018/19 that the Authority would have surplus funds available for short-term investment, either within its Special Interest Bearing Account (SIBA) at its bankers or through the money market. As at the 30 September 2018 the SIBA account is paying a rate of 0.20% up to £999,999 and 0.30% for funds over £1M.

6.2 The Authority's call-account with Barclays Bank has been used during 2018/19. As at the 30 September 2018 the Barclays account is paying a rate of 0.55%.

6.3 This Authority had also placed surplus funds into a 120-Day Interest account with Santander at a rate of 0.70%. This rate increased to 0.95% as of 1 September.

6.4 This Authority had also placed surplus funds into a 180-Day Interest account with Santander at a rate of 0.90%. This rate increased to 1.00% as of 1 September.

6.5 The Authority has invested funds with two foreign banks, Sumitomo Mitsui BC Europe and Goldman Sachs during the first half of 2018/19, via our Treasury Agents, Link Asset Services. The Sumitomo Mitsui BC Europe investment was a fixed term investment for six months at a rate of 0.85% and has since matured in October 2018 (£3M). The Goldman Sachs Bank investments are fixed term investments for six months at a rate of 0.85% and 0.845%. Goldman Sachs investments will both mature (£2M and £1M) in February 2019.

6.6 During the second half of 2018/19 this Authority will be considering using Money Market Funds for short-term investments. Operators use the credit ratings agencies which lay down investment restrictions to enable the funds to maintain its AAA status. Money Market Funds may also be governed by the Institutional Money Market Fund Association (IMMFA) which is a voluntary code of practice issued in 1992 by a trade body for Money Market Funds. This ensures all members offer a consistently high quality product by promoting best practice, transparency of fund values and a standardised format for published data.

6.7 Borrowing has not been undertaken in 2018/19 to finance the Capital Programme. The funding for the 2018/19 Capital Programme was through grant and revenue contributions.

7. Interest Rate Movements During 2018/19

7.1 Bank base rate was 0.50% at the beginning of the year but increased to 0.75% as at 2 August. The rate still remained the same as of 30 September 2018.

7.2 Interest rates applicable to temporary investments were short-term money market rates. These investments were fixed for a set period (between one month and one year), at a greater interest rate than bank base rate. During the first six months of 2018/19, four investments reached maturity, new investments were then placed, one in April of £3M, one in July for £3M, and four in August for £5.7M. When placing these, a number of factors were considered, including cashflow, security, return etc in order to meet our Policies and at the same time get the best return.

8. Investment/Borrowing Operations

8.1 Investments:

Surplus cash is invested on a temporary basis through the money market. Levels of investment have varied from £8.5M at the start of 2018/19 to £11.7M as at 30 September 2018. In the year 2018/19 to 30 September 2018, £32,166 interest has been generated through these investments and through the local SIBA account, Barclays Account and Santander Accounts. Interest on PWLB borrowings totals of £210,817 was paid on 1 October but was for the period up to end of September. This will give a net interest paid position of £178,651 as at 2 October 2018.

8.2 The FRA's budgeted investment return (interest receivable) for 2018/19 is £90,400.

8.3 Long-Term Borrowing:

No debt rescheduling was undertaken during the first six months of 2018/19.

8.4 **Borrowing and Investments Outstanding:**

	Temporary Investments £000s	Long-Term Borrowing £000s
Outstanding at 1 April 2018	8,500	9,987
Raised	11,750	0
Repaid	(8,500)	0
Outstanding at 30 September 2018	**11,750**	**9,987**

9. Performance Measurement

9.1 The success of cash flow management, and hence the Fire Authority's temporary investment and borrowing activity, is measured by comparing the actual rates of interest achieved and borne against a benchmark of the average Local Authority 7 Day Rate.

9.2 For the period ending 30 September 2018, the average interest rate achieved from temporary investments, the SIBA Account, Barclays and Santander Accounts was 0.68%, higher than the average Local Authority 7 Day Rate over the same period of 0.407%.

9.3 At a recent meeting with our Treasury Consultants, Link Asset Services, it was commented that our Treasury Team had produced a very good average investment rate despite the current economic climate, resulting in limited counterparty flexibility.

9.4 To note, the Authority was the best performing in terms of investment rates achieved, out of the nine Fire and Rescue Services that Link Asset Services support.

10. General Economic Conditions

10.1 In brief, the first six months of this financial year has seen:

- Inflation – Target Inflation (CPI) was at 2.50% on 1 April 2018 and at 2.70% by 30 September 2018 (0.20% change). Headline Inflation (RPI) was at 3.30% on 1 April 2018 and at 3.40% by 30 September 2018 (0.10% change).

10.2 Economic Update**:**

UK. The first half of 2018/19 has seen UK **economic growth** post a modest performance, but sufficiently robust for the Monetary Policy Committee, (MPC), to unanimously (9-0) vote to increase **Bank Rate** on 2nd August from 0.5% to 0.75%. Although growth looks as if it will only be modest at around 1.5% in 2018, the Bank of England's August Quarterly Inflation Report forecast that growth will pick up to 1.8% in 2019, albeit there were several caveats – mainly related to whether or not the UK achieves an orderly withdrawal from the European Union in March 2019.

Some MPC members have expressed concerns about a build-up of **inflationary pressures**, particularly with the pound falling in value again against both the US dollar and the Euro. The Consumer Price Index (CPI) measure of inflation rose unexpectedly from 2.4% in June to 2.7% in August due to increases in volatile components, but is expected to fall back to the 2% inflation target over the next two years given a scenario of minimal increases in Bank Rate. The MPC has indicated Bank Rate would need to be in the region of 1.5% by March 2021 for inflation to stay on track. Financial markets are currently pricing in the next increase in Bank Rate for the second half of 2019.

As for the **labour market,** unemployment has continued at a 43 year low of 4% on the Independent Labour Organisation measure. A combination of job vacancies hitting an all-time high in July, together with negligible growth in total employment numbers, indicates that employers are now having major difficulties filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to 2.9%, (3 month average regular pay, excluding bonuses) and to a one month figure in July of 3.1%. This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 0.4%, near to the joint high of 0.5% since 2009. (The previous high point was in July 2015.) Given the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support

to the overall rate of economic growth in the coming months. This tends to confirm that the MPC were right to start on a cautious increase in Bank Rate in August as it views wage inflation in excess of 3% as increasing inflationary pressures within the UK economy. However, the MPC will need to tread cautiously before increasing Bank Rate again, especially given all the uncertainties around Brexit.

In the **political arena**, there is a risk that the current Conservative minority government may be unable to muster a majority in the Commons over Brexit. However, our central position is that Prime Minister May's government will endure, despite various setbacks, along the route to Brexit in March 2019. If, however, the UK faces a general election in the next 12 months, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up.

USA. President Trump's massive easing of fiscal policy is fuelling a (temporary) boost in consumption which has generated an upturn in the rate of strong growth which rose from 2.2%, (annualised rate), in quarter 1 to 4.2% in quarter 2, but also an upturn in inflationary pressures. With inflation moving towards 3%, the Fed increased rates another 0.25% in September to between 2.00% and 2.25%, this being four increases in 2018, and indicated they expected to increase rates four more times by the end of 2019. The dilemma, however, is what to do when the temporary boost to consumption wanes, particularly as the recent imposition of tariffs on a number of countries' exports to the US, (China in particular), could see a switch to US production of some of those goods, but at higher prices. Such a scenario would invariably make any easing of monetary policy harder for the Fed in the second half of 2019.

EUROZONE. Growth was unchanged at 0.4% in quarter 2, but has undershot early forecasts for a stronger economic performance in 2018. In particular, data from Germany has been mixed and it could be negatively impacted by US tariffs on a significant part of manufacturing exports e.g. cars. For that reason, although growth is still expected to be in the region of 2% for 2018, the horizon is less clear than it seemed just a short while ago.

CHINA. Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

JAPAN - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

11. Economic Forecast – (October Link Asset Services update)

The Authority's Treasury Advisers, Link Asset Services, have provided the following forecast:

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

PAUL M FULLER CBE QFSM MStJ DL MSc BSc FIFireE
CHIEF FIRE OFFICER

GAVIN CHAMBERS
TREASURER

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For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
27 November 2018
Item No. 10

REPORT AUTHOR: **HEAD OF ICT & IMPROVEMENT**

SUBJECT: **UPDATE ON ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT**

For further information on this Report contact:
Paul Hughes
Head of ICT & Improvement
Tel No: 01234 845015

Background Papers:

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 update section 5.3 Customer Satisfaction Survey Results of the Annual Review of the Operation of the ICT Shared Service Agreement report received by the Corporate Service Policy and Challenge Group at its meeting on 13 September 2018.

RECOMMENDATION
That Members consider the update and note the revised figures.

1. Background

1.1 It has become apparent that the table detailed in section 5.3 of the Annual Review of the Operation of the ICT Shared Service Agreement report included inaccurate data for 2018 customer satisfaction survey results which was reported to the Corporate Services Policy and Challenge Group on 13 September 2018.

1.2 The table below is a copy of the table in the report with an additional column showing the correct data against the inaccurate data for comparison.

1.3 The cause of the inaccuracy was an error in the spreadsheet formula used to generate the average scores detailed in the table.

1.4 The inaccurate data led us to believe that there had been a decline in the user satisfaction with the ICT Shared Service, when in reality satisfaction continues to increase year on year.

BFRS						
Question	**2010**	**2014**	**2015**	**2017**	**2018**	**2018 Corrected**
The ICT Service is important to you	6.5	6.37	6.69	6.55	6.71	6.71
The ICT systems are available when you need them	4.4	4.49	4.95	5.12	5.27	5.27
The ICT systems are generally reliable	4.0	3.68	3.97	4.65	4.90	4.90
The speed of the ICT systems are acceptable	3.5	3.32	3.69	4.23	4.24	4.24
You have had sufficient ICT training	4.0	4.3	4.59	4.42	4.56	4.56
The ICT team responds to your problems quickly	4.3	4.08	4.63	5.48	5.33	5.33
The Service Desk keeps you informed of progress	4.9	4.11	4.66	5.41	5.28	5.28
The support from ICT meets your needs	4.2	3.94	4.46	5.20	5.19	5.19

ICT staff have a high level of technical competence	4.6	4.41	5.10	5.61	5.82	5.82
ICT staff are easy to contact when needed	4.0	3.81	4.48	5.25	4.42	5.47
ICT staff are able to diagnose problems accurately	4.7	4.24	4.96	5.59	4.71	5.69
ICT staff have helpful attitudes	4.9	4.86	5.7	6.06	3.76	6.10
You know what level of support to expect	5.1	4.38	4.79	5.66	4.81	5.63
ICT support is available when you need it	4.2	3.72	4.44	5.29	4.49	5.24
ICT effectively supports the FRSs strategic objectives	3.8	3.86	4.18	4.87	4.55	5.01
ICT provides you with accurate information	4.3	4.19	4.46	5.21	4.79	5.32
You have a good working relationship with ICT	5.1	5.09	5.65	6.02	4.10	6.06
Good communication channels exist with ICT	4.4	4.09	4.66	5.10	4.51	5.48
Your overall opinion of the quality of the ICT service	4.2	4.07	4.3	5.25	4.71	5.17
Your overall satisfaction with the ICT service	4.1	4.02	4.22	5.26	4.42	5.20
Average score	4.46	4.25	4.73	5.31	4.83	5.38

1.5 The updated figures have now been encompassed within the original report which is attached as an Appendix.

PAUL HUGHES
HEAD OF ICT & IMPROVEMENT

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APPENDIX

For Publication

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

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.

APPENDIX

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.

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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**

Question	2010	2014	2015	2017	2018 Corrected
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	5.47
ICT staff are able to diagnose problems accurately	4.7	4.24	4.96	5.59	5.69
ICT staff have helpful attitudes	4.9	4.86	5.7	6.06	6.10
You know what level of support to expect	5.1	4.38	4.79	5.66	5.63
ICT support is available when you need it	4.2	3.72	4.44	5.29	5.24

ICT effectively supports the FRSs strategic objectives	3.8	3.86	4.18	4.87	5.01
ICT provides you with accurate information	4.3	4.19	4.46	5.21	5.32
You have a good working relationship with ICT	5.1	5.09	5.65	6.02	6.06
Good communication channels exist with ICT	4.4	4.09	4.66	5.10	5.48
Your overall opinion of the quality of the ICT service	4.2	4.07	4.3	5.25	5.17
Your overall satisfaction with the ICT service	4.1	4.02	4.22	5.26	5.20
Average score	4.46	4.25	4.73	5.31	5.38

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:

APPENDIX

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

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.

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For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
27 November 2018
Item No. 11

REPORT AUTHOR: **HEAD OF SERVICE DEVELOPMENT AND ASSURANCE**

SUBJECT: **CORPORATE SERVICES RISK REGISTER**

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

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:
To consider the Service's Corporate Risk Register in relation to Corporate Services.

RECOMMENDATION:

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

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1. Introduction

1.1 Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.

1.2 An extract of the Corporate Risk Register showing the risks appropriate to the Corporate Services Policy and Challenge Group together with explanatory notes regarding the risk ratings applied is appended to this report.

2. Current Revisions

2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Corporate Services Policy and Challenge Group are attached for your information and approval.

2.2 Changes to individual risk ratings in the Corporate Risk Register:

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 Service website is now business as usual following live trials, with opportunity for information owners to update their areas of it. Current configuration will be used to support the forthcoming recruitment process for wholetime firefighters. Work

will shortly commence on a project to refresh the SharePoint platform to improve internal communications. Blue Bulletin weekly newsletter has been updated. Communications remains an area of focus within the "Moving Forward Together" plan that supports organisational improvement.

CRR00039: If we have inadequate data management due to poor implementation, inappropriate specification of requirements or poor quality control measures then we are at risk of using the wrong information throughout the organisation and thus potentially affecting the delivery of our services.

A Data Management Strategy is being created. A Major component of that is the Information Asset Register of which a draft register has been created. Head of ICT has reviewed the Risk Rating and it remains unchanged at this time.

CRR00004: If there are a large number of staff absent from the workplace then our ability to deliver services to our communities is severely compromised and our reputation will be adversely affected.

Continued negotiations at a national level on pay (within the NJC) and pensions (FBU challenge) continue to present a risk of industrial action, which the Service has little control over. The Service, through Head of Response, is reviewing its business continuity arrangements to mitigate against potential disruption. The risk analysis has been reviewed and remains unchanged and continues to be treated.

FBU have submitted a 17% pay settlement proposal. NJC has recently released an annual performance statement and has seen a change in Chair as of 1 Oct 2018. Negotiations on pay and conditions continue. The risk score has been reviewed and has not been changed at this time.

CRR00027: If we receive a poor budget settlement from government and reduce funding from our Local Unitary Authorities, and/or we have an adverse response from our Council Tax Precept increase consultation processes, then our ability to deliver a full range of services could be significantly affected. Potential key pressures for 2018/19 onwards may be the Firefighters pay award, the employer pension contributions and the funding of these. The 2019/20 financial is the last year of the four year fixed funding agreement. We also await a Spending Review in 2019/20.

The risk has increased with higher than anticipated employer FF pension contributions. The details are yet to be announced, however when they are, this risk scoring will be updated. It has been advised that the Home Office will support £97m of the

increase across the sector for 2019/20, with the 45 Services to pick up £10m. For 2020/21, the increase and part funding will be included as part of the Comprehensive Spending Review, so the Authority currently faces an uncertain and potentially funding pressure. If the 2020/21 CSR is one year only, the uncertainty will then go forward to 2021/22 onwards.

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.

Met Police "Project Griffin" awareness training is being well received by staff and nears completion. This supports earlier training on the Government endorsed "Run, Hide, Tell" campaign. The Service remains engaged with the Local Resilience Forum to deliver effective planning and response to incidents as part of the Civil Contingencies Act (CCA). The Service supports continuing provision of National Inter-Agency Liaison Officers (NILO) with appropriate security clearance to enable receipt and dissemination of information and to act as a primary conduit for operational incidents. In 2018 the Service has engaged in a series of assurance multi-agency practical scenarios that test "blue light" response across our region to the threat from terrorism activities. The national threat assessment from international terrorism remains at "Severe", where it has been since September 2017, meaning that an attack is highly likely. The individual risk rating has been reviewed and remains unchanged.

CRR00045: Exchanges of information, attacks and or hacking, email, web browsing, removable media, exposes the Service to malicious code and content (Virus/malware). There is a risk this could seriously damage the confidentiality, integrity and availability of our Service's information and ICT resulting in disruption to the delivery of our Services, loss of sensitive information, resulting in material financial loss and legal or regulatory sanctions.

CMT members have received Senior Information Risk Owner (SIRO) training in September 2018 as part of a workshop provided by Aristi, covering information security. Aristi have provided a range of tools to assist with developing improved risk awareness and management to include data protection and cyber security.

The Risk Title and Risk Statement have been reviewed to make it more relevant to the risk identified. A further review of CRR00038 and CRR00045 has identified a significant duplication, therefore CRR00038 will be closed to ensure a focussed and effective reporting on this risk going forward. A significant piece of work is underway for BFRS to attain accreditation against the Cyber Essentials Security Framework. The Risk Rating has been reviewed and remains the same.

CRR00038: If we suffer virus / hacking damage to business critical or vital computer systems then this will significantly affect our ability to deliver risk critical services such as emergency response.

This is a duplicate risk and is being managed within CRR00045 to improve the consistency of reporting and effectiveness.

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.

An action plan has been developed from the outcomes of an internal audit conducted by RSM Tenon. Resources have been provided to progress the action plan and implementation of improvements. Contact is being made within region to identify any notable practice and to assist with developing key policies and procedures. The risk rating has been reviewed at remains unchanged.

SERVICE 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
27 November 2018
Item No. 12

REPORT AUTHOR: **CHIEF FIRE OFFICER**

SUBJECT: **REVIEW OF WORK PROGRAMME 2018/19**

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

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

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

RECOMMENDATION:

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

PAUL M FULLER CBE QFSM MStJ 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**
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 – Q2 • Corporate Services Programmes to date – Q2 • 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) * Agreed to defer for 18/19

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 2018/19 – Q3 • Corporate Services Programmes to date – Q3 • 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			

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 – Q4 • Corporate Services Programmes to date – Q4 • Treasury Management Annual Report 2018/19 • Asset Management Plans – ICT and Fleet • Corporate Risk Register • Work Programme 2019/20			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	**Notes**	**Item**	**Notes**
xx September 2019	• 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 – Q1 • Corporate Services Programmes to date – Q1 • Annual Review of the Operation of ICT Shared Service Agreement • Asset Management Plans - Property • Corporate Risk Register • Work Programme 2019/20			