

For Publication

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

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

**SUBJECT:** CORPORATE SERVICES PROGRAMME AND PERFORMANCE 2015/16 QUARTER THREE (APRIL TO DECEMBER 2015)

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**Background Papers:**

Previous Corporate Services Quarterly Programme and Performance Summary Reports

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Implications (tick ✓):

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

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

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## **PURPOSE:**

To provide the Corporate Services Policy and Challenge Group with a report for 2015/16 Quarter 3, detailing:

1. Progress and status of the Corporate Services Programme and Projects to date.
2. A summary report of performance against Corporate Services Performance indicators and associated targets for Quarter Three 2015/16 (1 April 2015 to 31 December 2015).

## **RECOMMENDATION:**

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

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1. Programmes and Projects 2015/16
  - 1.1 Projects contained in this report have been reviewed and endorsed in February 2015 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
  - 1.2 The review of the current programme of strategic projects falling within the scope of the Corporate Services Policy and Challenge Group has confirmed that:
    - all existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
    - all existing projects remain broadly on track to deliver their outcomes within target timescales and resourcing;
    - are within the medium-term strategic assessment for Corporate Services areas; and
    - the current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Corporate Services over the next three years.
  - 1.3 Full account of the financial implications of the Corporate Services programme for 2015/16 to 2018/19 has been taken within the proposed 2015/16 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2015.
    - 1.3.1 Shared Services opportunities remain under consideration.

- 1.4 Implementation of the Virtual Desktop Infrastructure (VDI) (an ICT Shared Service joint project with Cambridgeshire Fire and Rescue Service) is now underway, with a number of end points installed and the majority of the Phase 0 users successfully migrated to VDI at the time of writing this report.
- 1.5 Changes in the Business Systems Improvement Programme are summarised as follows:
- The Pharos MIS Stabilisation and Upgrade work stream is now complete and transferred to Business as Usual;
  - The Prevention and Protection Management System work stream has been initiated;
  - The Retained Availability system work stream has moved into Implementation stage as a stand-alone system, and integration to other systems is now under review.
- 1.7 The HR and Payroll System Project is progressing, and the Service is close to signing the contract with the supplier.
- 1.8 Other points of note include the following:
- The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board reviews the Programme at least twice a year with the next Programme Board review scheduled for 11 March 2016.
- 1.9 Appendix A, gives a summary of status to date. The status of each project is noted using the following key:

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

## 2. Programme Summary and Exception Reports

All projects are on target, there are no exception reports in this period.

### 3. Performance

- 3.1 In line with its Terms of Reference, the Corporate Services Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group. It has been previously agreed by the Group, that in order to facilitate this, it should receive quarterly summary performance reports at each of its meetings.
- 3.2 This report presents Members with the performance summary outturn for Quarter Three 2015/16 which covers the period 1 April to 31 December 2015. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2015/16 planning cycle.
- 3.3 The status of each measure is noted using the following key:

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

### 4. Performance Summary and Exception Reports

All performance indicators are on target with the exception of:

**WS1a Grade A Defect Response Time (within 1 hour):** This failed due to one incident where the on duty mechanic was already dealing with an incident and was unable to reach a second incident within the prescribed time.

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





Project Description	Aims	Performance Status	Comments
<p><b>Business Systems Improvement (cont...)</b></p>		<p><b>Green</b></p>	<p><b>HR &amp; Payroll System</b></p> <p>The Fire Authority, in their meeting of 21 October 2015, approved additional funding £74,000 to provide additional support to run the HR System Project due to new and continued work pressures on the HR Team. This support is now in place and delivering pre-implementation activities.</p> <p>Indicative system and service costs have been received from the system provider and Greater Manchester Fire and Rescue Service. Following an evaluation of the costs and services and an increase in our own capabilities and understanding the proposal will not be progressed further. Technical, contractual and payroll related meetings have been held with the prospective system provider. Various workstreams are now in train including those to identify information flows and requirements for maintaining MIS Personnel module as data repository. Final details of the contractual obligations are being finalised ahead of signature.</p>

Project Description	Aims	Performance Status	Comments
<p><b>Business Process Improvement</b></p>	<p>Optimise ways of working, re-engineering and automating where possible and providing integration between business systems.</p>	<p><b>Green</b></p>	<p>Community Safety (101C) process has been rolled out across the Community Safety Team. A second iteration is in development which incorporates management of amendments which is expected to be completed by the end of February.</p> <p>Sickness Absence Process with a write back to our main business system (MIS) has completed its final playback. Subject to some finalising of wording in notifications, a rollout is being planned for Control. In the meantime the process for alerting absences is being reviewed to ensure notification of operational absences are available in a manner that allows them to be acted upon at the earliest possible opportunity.</p> <p>Expenses Management - Agreement has been reached for the scanning of receipts to remove the requirement to manage paper receipts. The Business Information Team are exploring potential solutions to inform the requirements.</p> <p>Pre-arranged Overtime - The first playback of a process to replace the current manual system has completed with positive feedback, particularly around the write-back to the MIS. The feedback has identified a few refinements which are underway. A second playback to a wider audience is planned with by the end of March 2016. This process is expected to provide the template for use by Retained, Strategic Reserve, Control, those supporting Cadets, Firebreak other activities.</p> <p>Home Fire Safety Check/Safe and Well at Home process has been developed ready for first review by the process owner. Integration with our address gazetteer is planned. Wider work is underway in the Community Safety Team to agree the priorities for the risk-based Home Fire Safety Check Activities. Once approved the process will be embedded into the Community Safety Programme.</p>



Project Description	Aims	Performance Status	Comments
			<p>Integrations have been completed for the new Cohort system for occupational health. The integrations required for the anticipated HR system are being evaluated as part of the requirements checks.</p> <p>A Retained recruitment process is being developed by STEP central team, funded by transformation grant. This is the first development of a cloud-based process which will be available to any Fire and Rescue Service. There is interest from a number of fire and rescue services who see the opportunity to use it with integrations into their own back-end systems. A demonstration of the development to date is planned in the next few weeks.</p>
<p><b>Telephony System Replacement (Unified Comms)</b></p>	<p>Replacement of existing business Telephony system, including main switchboard, to a network (VOIP) system. This will provide unified communications for voice and data i.e. traffic goes down the same 'pipe'. Users will be able to access the same facilities on desk phones and computers.</p> <p>This excludes Control Room communications: ICCS and Mobs.</p>	<p><b>Green</b></p>	<p>The initiation of the project which will replace our existing traditional telephony with VOIP (excluding fire control system) is now underway with work to identify the requirements for the unified communications solution. A pilot is planned for Quarter 1 2016/17 focusing on the Training Centre with completion of the full service wide roll out expected Quarter 3 2016/17.</p>

Project Description	Aims	Performance Status	Comments
<p><b>Desktop Refresh (VDI)</b></p>	<p>All principle business systems will be packaged onto the Virtual Desktop server. Users to receive their virtual desktop from a central Server.</p> <p>Aim is to improve flexibility of working location, optimise data flows on the networks, increase resilience by removing local machines, reduce desk-side technical support by removing physical PCs, and provide the facility to stream good quality video. Links to the Telephony Project.</p>	<p><b>Green</b></p>	<p>The Virtual Desktop server and network configurations have been completed. The physical audit and analysis of applications used at wholetime stations has been completed. The core software has been built into the first VDI image. The issues identified with the MIS (Pharos) have been resolved subject to analysis in Phase 0. Phase 0 rollout is underway, and on schedule. This comprises a vanguard of reference users who will inform success ahead of Phase 1 rollout to Wholetime Stations in March. Phase 2 users comprises RDS Stations, Phase 3 remaining Terminal Services users and users who do not use their laptop for field work. The scope has been extended to Phase 4 to encompass remaining users who have more complex needs.</p>
<p><b>Information Security Management System</b></p>	<p>To introduce and information security management systems that meets the requirements of ISO27001 and associated Controls. This complements the Business Continuity and Risk Management project which also provided for the implementation of Protective Security.</p>	<p><b>Completed</b></p>	<p>As per the last Policy and Challenge Group Report, all work streams in this project were completed on 10 November 2015.</p> <p>The Information Security Project closure report will be presented to the next Strategic Programme Board scheduled for 11th March 2016.</p>

## SUMMARY OF CORPORATE SERVICES PERFORMANCE QUARTER THREE 2015/16

Finance									
Measure				2015-16 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	Q3 2014 -15	Q3 Actual	Q3 Target	Performance against Target	Comments
FNP3	Percentage of Routine Financial Reports Distributed Within 6 Working Days of Period	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%	94%	96%	96%	96%	Green	Met target
FNP6	Percentage of Outstanding Debt Over 90 Days Old	Lower is Better	2%	7.2%	1.1%	0.4%	2%	Green	81% Better than target

ICT									
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Higher is Better	90%	n/a	100%	100%	90%	Green	11% Better than target
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Higher is Better	86%	n/a	89%	100%	86%	Green	16% Better than target
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Higher is Better	83%	n/a	90%	99%	83%	Green	19% Better than target
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Higher is Better	80%	n/a	84%	94%	80%	Green	17% Better than target
AV1	Core ICT services availability	Higher is Better	97%	n/a	95%	100%	97%	Green	3% Better than target
AV2	Business Applications Availability	Higher is Better	97%	n/a	100%	100%	97%	Green	3% Better than target

Fleet & Workshops									
Measure				2015-16 Q3					
No.	Description	Aim	Full Year Target	Five Year Average	Q3 2014 -15	Q3 Actual	Q3 Target	Performance against Target	Comments
WS1a	Grade A Defect Response Time (within 1 hour)	Higher is Better	90%	n/a	96.58%	89.72%	90%	Amber	Missed target by 0.3%
WS1b	Grade A Defect Response Time (within 2 hours)	Higher is Better	95%	n/a	100.00%	97.27%	95%	Green	2% Better than target
WS2a	The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Lower is Better	5%	n/a	2.54%	2.73%	5%	Green	46% Better than target
WS2b	The percentage of time when Aerial Ladder Platforms & SRU were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Lower is Better	5%	n/a	3.85%	3%	5%	Green	39% Better than target
WS2c	The percentage of time when other operational appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Lower is Better	3%	n/a	0.67%	0.58%	3%	Green	81% Better than target
WS4	The number of hours as a percentage the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time. (Idle time)	Lower is Better	2%	n/a	0.52%	1.06%	2%	Green	47% Better than target
WS5	The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period.	Higher is Better	93%	n/a	97%	97%	93%	Green	5% Better than target
WS6	Annual Services undertaken	Higher is Better	97%	1005	100%	100%	97%	Green	3% Better than target

Note: 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. Document Last Saved 15/03/2017 17:17:00