For Publication

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

REPORT AUTHOR:	**ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**
SUBJECT:	**CORPORATE SERVICES PROGRAMME AND PERFORMANCE 2016/17 - QUARTER FOUR (APRIL TO MARCH 2017)**

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Background Papers:

Previous Corporate Services Quarterly Programme and Performance Summary Reports

Implications (tick ✓):

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

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

PURPOSE:

To provide the Corporate Services Policy and Challenge Group with a report for 2016/17 Quarter 4, detailing:

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

RECOMMENDATION:

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

1. <u>Programmes and Projects 2017/18</u>

1.1 Projects contained in this report have been reviewed and endorsed in February 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.

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

➢ all existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
➢ all existing projects remain broadly on track to deliver their outcomes within target timescales and resourcing;
➢ are within the medium-term strategic assessment for Corporate Services areas; and
➢ the current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Corporate Services over the next three years.

1.3 Full account of the financial implications of the Corporate Services programme for 2017/18 to 2020/21 has been taken within the proposed 2017/18 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2017.

1.4 Phase 2 Virtual Desktop Infrastructure (VDI) (an ICT Shared Service joint project with Cambridgeshire Fire and Rescue Service) is now underway, covering the migration of remaining mobile users who fell outside the original scope or who were deferred for other business reasons (e.g. Control, HR and Payroll teams). To date, 89% of the total number of people who can be migrated have been.

1.5 Changes in the Business Systems and Process Improvement Programme are summarised as follows:

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

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

1.7   Other points of note include the following:

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

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

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.

2.   Programme Summary and Exception Reports

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

3.   Performance

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

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

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

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

4.   Performance Summary and Exception Reports

All performance indicators are on target with the exception of:

4.1   **FNP2a&b Accuracy of Net Budget Forecast:** The data for this measure is not available until after the closure of accounts and will be reported in September 2017.

4.2   **FNP5   Percentage of Uncontested Invoices Paid Within 30 days**
The target for 2016/17 was 97%. This was missed by 1%, in the main due to two teams (the Finance Team have liaised with these teams). The target for 2017/18 has been reduced back down to 96%.

4.3   **FNP6   Percentage of Outstanding Debt Over 90 Days Old** The total of outstanding debt as at 31st March was £43,782.47 with £2,012.40 or (4.80%) being over 90 days old. These relate to special services invoices raised where the authority is pursuing debtors via small claims court and other avenues including attachment of earning in order to recover the debts.

4.4   **FNP7   Percentage of Planned Efficiency Savings Achieved –** The target for 2016/17 was missed due to one saving/efficiency not being achieved, despite total savings and efficiencies of £440k being delivered. The saving/efficiency that was not achieved was an item that had previously been reported to Members as part of the Budget Monitoring Reports.   It was the Rogue Landlord scheme where a contribution of £40k from Luton Borough Council did not materialise**.**

4.5   **FNP8   Return on Investment –** Despite proactive investment management this target was missed due to low return rates offered on investments as a result of continuing market uncertainties from Brexit and other economic factors**.**

4.6   **IM1 The Number of Incidents on Mission Critical services resolved within 1 Hour**
The cumulative total for the year was missed due to the 3 calls logged as Mission Critical during Q2 and already reported to the Fire Authority.

4.9   **Property Measures Pr01, Pr02, PR03 Utility usage.** These indicators are covered in detail as part of the Property Asset Management Plan, Agenda Item 12 at this meeting. The Property AMP covers a review of 2016/17 actual usage and proposed benchmarks for 2017/18.will

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CORPORATE SERVICES PROGRAMME REPORT

Project Description	Aims	Performance Status	Comments
Business Systems Improvement	Optimise the use of existing business systems and replace where appropriate.	**Deferred** **Completed** **Green** **Amber**	**05 May 2017:** **Asset Management System:** The Asset Tracking project is suspended for 4 months to undertake a further detailed feasibility study to identify realistic cost and resource requirements to procure, implement, manage and maintain the systems required in line with the RSM audit. **Land & Property Gazeteer:** The Gazeteer has now been fully deployed and is part of business as usual. **Prevention & Protection MIS:** The scope of the system and requirements have been finalised, and the roadmap for procurement was time-lined with procurement. The award of contract was concluded within the 2016/17 financial year. The successful bidder has met with the Protection team for scoping and the project is expected to be delivered within a four month timescale. The requirements for the project focus on Fire Protection with another product – the new Fire Workbench being developed internally providing the Community Safety functionality. Prior to committing, a review of applications in use across Fire and Rescue Services had been undertaken and included demonstrations. The project has also engaged with users from other FRS who have implemented such a system to share their experience and learning to inform our project.
Business Systems			

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

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

The application is expected to be available for User Acceptance Testing (UAT) by second week in May, and to be launched to all CS staff for operational use by the end of May. Knowledge transfer from the contract developer to the BIT is underway. |
| **Business Process** | | | |

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

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

Project Description	Aims	Performance Status	Comments
Website Procurement and Development	Develop a new modern website that fully complies with accessibility standards, and enables dynamic interaction with the public and local businesses (self service).	**Green**	**05 May 2017:** Since September 2016 the Service has been exploring the best options to establish a new website. Following the conclusion of the Police Tri-Force Procurement exercise it now looks likely that the Service will be working with the successful contractor. Discussions are about to begin with them, and it is hoped the new website will be in place by September 2017. Future Revenue Costs: Building and launching the website is only the first stage. Further development will be required to meet the aspirations of the Service for self-service Home Fire Safety Checks and for businesses to be able to undertake other as yet unspecified self-service tasks. Run-on costs also include hosting, support and maintenance of the website infrastructure, routine maintenance, development support, and website recovery. A revenue budget will be required to ensure the continued maintenance and development of the website annually. Routine management ensures the website quality does not deteriorate. This includes: • Updating website content – day to day updates of content; • Monitoring and fixing issues raised with Site Improve (broken links, spelling mistakes, out-of-date information like phone numbers or officer names); • Testing and tweaking the website search engine – analysing search performance to ensure that the correct pages are appearing at the top of the results; • Monthly performance reporting; Ongoing improvements as technology changes.

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2016/17 – QUARTER 4

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

Notes:
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.*

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

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

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