

For Publication

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

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

SUBJECT: CORPORATE SERVICES PROGRAMME AND PERFORMANCE 2016/17 - QUARTER THREE
(APRIL TO DECEMBER 2016)

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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 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 2016/17 (1 April 2016 to 31 December 2016).

RECOMMENDATION:

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

1. Programmes and Projects 2017/18
 - 1.1 Projects contained in this report have been reviewed and endorsed in February 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
 - 1.2 The review of the current programme of strategic projects falling within the scope of the Corporate Services Policy and Challenge Group has confirmed that:
 - 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 Shared Services/Collaborative working opportunities are now gaining momentum with 6 workstreams active and one of the Pilot studies now in the evaluation phase for transfer to business as usual.

1.5 Stage 2 Virtual Desktop Infrastructure (VDI) (an ICT Shared Service joint project with Cambridgeshire Fire and Rescue Service) is now complete and has become “Business as Usual” for 73% of staff. The migration of remaining mobile users who fell outside the original scope or who were deferred for other business reasons (eg Control, HR and Payroll teams) is underway; complex users will be the subject of a separate project to review mobile working commencing in Q4 16/17 once the new Head of ICT and Corporate Projects is in post.

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

- The **Service Website Project** has now begun, with the Options Appraisal completed, and opportunity for collaboration with Central Bedfordshire Council now selected as the preferred option. Detailed planning for delivery is now underway, and the project duration is expected to be circa 9 months.
- The **HR and Payroll Project** has successfully gone live on 16 February 2017, with iTrent as the primary Payroll system.

1.7 Exception reports relating to the Service’s Strategic Projects is shown at paragraph 2.

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 14 April 2017.

1.9 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 Unified Comms Project (Telephony Systems replacement) rollout has now been initiated, and it is expected to appoint a supplier by mid-March, following which an implementation plan will be agreed with the supplier. It is now looking unlikely that rollout will be completed by the end of March 2017, but the BFRS Training Centre will be given full priority.

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 three 2016/17 which covers the period April 2016 to December 2016. 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 IM1 The Number of Incidents on Mission Critical services resolved within 1 Hour

As previously reported the cumulative total target was missed due to 3 calls logged as Mission Critical during Q2. Two were fixed within the SLA - the other one dealt with a Ransome Ware Cryptoware virus which took significantly longer than normal to resolve.

4.2 FNP5 Percentage of Uncontested Invoices Paid Within 30 days

The target for the quarter was missed by 1%, we will continue to monitor this over the next quarter. The budget managers that do not meet the invoice payment date deadline will be reminded to process their invoices on time.

4.3 FNP6 Percentage of Outstanding Debt Over 90 Days Old

The total of outstanding debt as at 31 December was £59,764.24 with £1,258.86 or (2.11%) being over 90 days old. The majority of the remaining balance (£43,150.80) relates to invoices raised at the end of December for IT Shared Services with Cambridgeshire Fire and Rescue Authority and the Home Office (£5,015.68).

In December it was reported that the total of outstanding debt as at 30 September was £18,483.27 with £2,909.94 or (15.74%) being over 90 days old. Of this debt in excess of 90 days old, two are being pursued through the small claims court involving bailiffs, one is currently under negotiation of repayment terms and one debt of £507 has now been paid.

ZOE EVANS

ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

CORPORATE SERVICES PROGRAMME REPORT

Project Description	Aims	Performance Status	Comments
Business Systems Improvement	Optimise the use of existing business systems and replace where appropriate.	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Not started</p>	<p>Gazeteer The management of the Property Gazeteer service provided by Cambridgeshire FRS has now gone into BAU.</p> <p>Exeter Data A new release of Exeter data has been received from the NHS. This data identified addresses where a resident is aged over 65 and registered with a GP. The data is used by Community Safety as part of their risk evaluation for identifying properties for Safe and Well visits. The new data set is being matched to the Gazeteer prior to migration to the Community Safety database.</p> <p>Asset Management The Asset Tracking Project Team has met with Cambridgeshire FRS who are in the process of implementing MiQuest Asset Tracking System. BFRS Tender will be updated to reflect the lessons learnt from Cambridgeshire Fire and Service experiences.</p> <p>Prevention and Protection Management System An ITT has been issued and tenders received from three vendors. These are now being evaluated and the procurement is on track for the target completion date of 31 March 2017.</p> <p>Retained Availability Software – payroll integration Due to the level of complexity in multiple systems integration, the integrations to the new HR and Payroll system iTrent (for payroll) are on hold, pending completion of delivery of the HR and Payroll system.</p>

Project Description	Aims	Performance Status	Comments
<p>Business Systems Improvement (cont...)</p>		<p>Green</p>	<p>HR and Payroll System The decision was made at the December project Board to defer the planned Go Live from January to February 2017, due to the amount of work to complete User Acceptance testing (UAT), and the requirement to do this some of the UAT work again following a system upgrade to the latest version of iTrent in early February (a mandatory upgrade to meet mandatory HMRC Payroll changes taking effect on 6 April).</p> <p>Following completion of a successful Parallel Run, the decision to go live with Payroll in iTrent as the primary system was taken on Thursday 16th February, and the switchover of the General Ledger link to HMRC has now taken place to enable the February Payroll to be reported from Midland HR.</p> <p>During the intervening period, the Project team has concentrated on preparation for the final Parallel run: finalising working patterns and holiday schemes, ironing out system configuration issues and UAT, finalising the electronic payslip, creating bespoke reports, consolidating HR and Payroll teams' training, preparing training materials for Employee Self Service and People Manager, and delivery of a Service-wide Communications Plan.</p> <p>Work continues on building the data flows to take core data from iTrent into MIS, and for handling sickness absence. A plan is in place to deliver a working solution in Workbench in the summer. The backstop position is the Business Information Team double-key to maintain MIS in the interim.</p> <p>David Varley, Service Delivery Director from MHR is now attending every Project Board, to ensure that the project continues to run smoothly. There will be a 'bedding down' period before commencement of Phase 2 (expected to start in the Autumn), to enable the teams to finalise post go live activities, and to become completely familiar with the core system before enhancement with additional modules.</p>

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	<p>20 February 2017 - WorkBench Working with partner FRS to set up a virtual development team made up of resources from each partner, the initial outputs have gone live. The aim was to create applications that could be configured to meet the needs of each partner, enabling or disabling features as required locally. Property Defect Reporting was selected as the initial proof of concept application at BFRS and went live in December. Safe and Well visit management was then built for Community Safety. This application allows high risk addresses, based upon Exeter data, to be assigned to technicians and the outcomes of those visits to be recorded and reported.</p> <p>Work is now going on to develop a Sickness Absence application that integrates with the new HR system, iTrent as well as MIS, with the aim of eliminating duplication of effort recording sickness in multiple business systems.</p>
Telephony System Replacement (Unified Comms)	Replacement of existing business Telephony system, including main switchboard, to a network (VOIP) system. This will provide unified communications for voice and data, ie traffic goes down the same 'pipe'. Users will be able to access the same facilities on desk phones and computers. This excludes Control Room communications:	Amber	<p>The Unified Comms project is now being run by ICT Shared Services as a joint project for both Bedfordshire and Cambridgeshire FRS, and has been re-baselined.</p> <p>The project is in the Initiation Stage. Procurement of consultancy for design and implementation of the system is well underway and we will have a supplier appointed by mid-March. At this point we will firm up the implementation approach and timescales, with priority for implementation still being the BFRS Training Centre. We have identified some enabling work that needs to be done prior to implementation and are currently carrying out this work.</p>

Project Description	Aims	Performance Status	Comments
	ICCS and Mobs.		
Community Defibrillators	Sponsor and deliver community located defibrillators.	Green	<p>February 2017 BFRS continues to support the deployment of community defibrillators including the introduction of a programme of monitoring to ensure they remain available for use according to the responsibilities outlined in the MOUs. The local councils are no longer able to supply funding to assist with this project. A pack has been developed in conjunction with The Community Heart Beat trust which identifies others ways to fund the purchase of AED's. We have received some interest in the last few months and the packs have been sent out. This has resulted in a couple of expressions interest. The 2013 AED's are now reaching the four year point in their cycle. Throughout this year they will require new batteries and pads. The funding is available for these replacements. These are being replaced as required.</p>

Project Description	Aims	Performance Status	Comments
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. 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.	Green	<p>VDI has now become business as usual for the majority of staff with 443 users now migrated (out of 608). The migration of Control, HR and Finance staff is planned to take place in the next period, when the implementation of the new HR system has been completed. This approach was chosen to avoid over-burdening staff with business change. More users are now experiencing the anticipated benefits of an improved user experience, particularly when accessing systems remotely. Mobile user requirements will be reviewed as part of the Review of Mobile Working capital project which is expected to begin in Q4 2016/17.</p> <p>Following recent specification and price changes announced by the hardware manufacturer there is an opportunity for purchase of additional end point computers to meet the Service's planned needs in the forthcoming period, avoiding additional costs and possible implementation issues.</p>
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	<p>Bedfordshire Fire and Rescue Service website is now 12 years old. The aspiration is for a completely new, modern website to be established by the end of May 2017. A budget of £55,000 has been allocated for this purpose. Since September 2016 the Service has been exploring the best options to establish a new website:</p> <p>1) G Cloud: investigated in November 2016, this option has been discarded due to the slow progress of the Police's procurement process and complexity of their specification.</p> <p>2) Collaboration with Central Beds Council (CBC): CBC has the facility to create a 'micro-site' that could be used as BFRS's new website. This has already been done for a multi-agency health website. Preliminary investigation</p>

Project Description	Aims	Performance Status	Comments
			<p>has established that CBC has a well-established and stable infrastructure, and could create, upload, host and manage a new BFRS website within 5-6 months within available budget.</p> <p><i>Future Revenue Costs:</i> Further development will be required to meet the aspirations of the Service for self-service Home Fire Safety Checks and 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.</p>

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2016/17 – QUARTER 3

Information and Communications Technology									
Measure				2016/17 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	Q3 2015/16	Q3 Actual	Q3 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%	89%	98%	Amber	Missed target by 11%
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Higher is Better	96%	n/a	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%	n/a	99%	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%	92%	90%	Green	2% 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

Fleet and Workshops									
Measure				2016/17 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	Q3 2015/16	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%	90.87%	90%	Green	1% Better than target
WS1b	Grade A Defect Response Time (within 2 hours)	Higher is Better	95%	n/a	100.00%	97.42%	95%	Green	3% 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%	2.47%	5%	Green	51% Better than target
WS2b	The percentage of time when Aerial Ladder Platforms & SRU were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Lower is Better	5%	n/a	3.85%	3%	5%	Green	45% 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%	0.51%	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-around time. (Idle time)	Lower is Better	2%	n/a	0.52%	1.05%	2%	Green	48% 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%	98%	93%	Green	5% Better than target
WS6	Annual Services undertaken	Higher is Better	100%	n/a	100%	100%	100%	Green	Met target

Finance									
Measure				2016/17 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	Q3 2015/16	Q3 Actual	Q3 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	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%	4.67%	0.23%	2.11%	1.5%	Red	Missed target

- Notes:**
- The comments column on the right hand side shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target.