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

SUBJECT: **CORPORATE SERVICES PROGRAMME AND PERFORMANCE 2017/18 - QUARTER TWO (APRIL 2017 TO SEPTEMBER 2017)**

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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.

PURPOSE:

To provide the Corporate Services Policy and Challenge Group with a report for 2017/18 Quarter 2, 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 2 2017/18 (1 April 2017 to 30 September 2017).

RECOMMENDATION:

Members acknowledge the progress made on Corporate Services Programmes and Performance.

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;
   ➤ significant capacity issues have affected the ability for existing projects to 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   Changes in the Business Systems and Process Improvement Programmes are summarised as follows:

- The **Asset Management System (Tracking) project** is proposed closed;
- The **Workbench Sickness Absence** application is now live for both Green book and Grey Book staff. This project is complete.

1.5   Exception reports relating to the Service's Strategic Projects are shown at paragraph 2.

1.6   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 15 February 2018.

1.7   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.   <u>Programme Summary and Exception Reports</u>

2.1   The Community Safety (Safe & Well) project is Amber status due to time over-runs caused by lack of capacity in the Business Information (BI) team which cannot be mitigated. The product is in use for Service safe and well visits, but not yet for Partnerships. Timelines are yet to be agreed for the next stage of development.

2.2   The Training Centre administration remains Amber (mis-reported as Green in October), due to delays in delivery by the CFRS STEP team. Products will be trialled from November 2017. Long term benefits could be impacted by a review of the use of MIS, which would see a new system used to administer training courses which could bring its own solutions.

2.3   The status of the Workbench non-sickness absence application is Red due to the complexity of the integrations and the lack of capacity in the BI team.

2.4   The status of the MIS/iTrent integration is Red as the expected delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the BI team.

2.5   The status of the HR & Payroll project remains Amber due to the previous project costs over-run (this cannot be ameliorated). This is reported separately under the HR Policy and Challenge Group.

2.6   The VDI project status remains Amber, due to resignation of 2 new server engineers and resource constraints in the Business Information (BI) team which have caused further delays. In addition there are ongoing difficulties with packaging the Great Plains (finance) application for VDI, which are yet to be resolved.

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 Two 2017/18 which covers the period April 2017 to March 2018. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2017/18 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   FNP5 Percentage of Uncontested Invoices Paid Within 30 days
Delays in the processing of invoices within departments have been caused by changes in staffing, leave and sickness (these are predominantly the Technical and IT departments). This has led to the target being missed. The Finance Team is liaising with the departments concerned and this target will be monitored closely to ensure the target is achieved.

4.2   FNP6 Percentage of Outstanding Debt Over 90 Days Old
The Q2 target was missed due to staff changes within the Finance Team who manage the recovery of debt. However this has now been resolved with a new starter commencing and the September figure for outstanding debt over 90 days was only 0.73% (Debtor balance of £37,274.09 with over debtors 90 days being only £271.20). This low trend should continue for the remainder of the financial year.

4.3   WS1a Grade A Defect Response Time (within 1 hour)
This measure has improved over the last quarter although still failing by 4% the cause is the previously reported difficulties in recruiting suitable candidates to take up posts as Workshop Technicians, this has resulted in the lack of one Technician on the call out rota to deal with vehicle defects reported outside of office hours. This deficiency has been rectified and following the completion of a probationary period in September 2017, a further Technician has been added to the call out rota to cover the deficiency. It is anticipated this measure will move back into green before year end.

5   Previously unreported year end 2016/17 measure
As advised in the Q1 report one year end result was not available until after the closure of accounts, the year end result for FNP2 Accuracy of net budget forecast outturn at periods 6 & 9 (Sept and Dec) is shown in Appendix B:

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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.	**Green**	**06 November 2017: Asset Management System** The asset tracking discovery phase has been completed and highlighted the substantial increase required in budget to complete the project; circa £145,000 increase, to take the total budget to £245,000. Additional personnel would also be required to fully manage the project to ensure implementation. With the increased pressure on ICT with their strategic projects, it has been agreed to close the project pending approval from Programme Board. Asset tracking systems will be continually assessed through market research and a paper presented to CMT summer 2018.

Project Description	Aims	Performance Status	Comments
Business Systems Improvement, cont…	Optimise the use of existing business systems and replace where appropriate.	**Green**	**07 November 2017: Website Procurement and Development** A "kick-off" meeting was held on 8 November to begin the process of creating the new website and populating it with content. The meeting brought together the team from contractors Zengenti who will be working on the project with key officers from the Service. This includes the Prevention and Protection Teams, HR and Recruitment and corporate governance. They discussed the content, look and feel, navigation and functionality of the new website as well as technical aspects such as browser requirements. A scoping document will now be produced to set out the process and timeline for creating the new website and a series of meetings over the next few months will be set up to ensure issues are detail with quickly. A "basecamp" facility will enable easy exchange of information and resolution of any questions that arise during the project. The new website is scheduled to be launched by the end of March 2018.
		Amber	**09 November 2017: Fire Safety Management Information System (FSMIS)** The status of this project has slipped from Green to Amber following a slippage in the training schedule due to a requirement to purchase additional training equipment, and the server build. Since purchasing the new software solution, progress has been steady, ICT have now completed the server build and test/training laptops are being sourced. The temporary Fire Safety Management Information System (FSMIS) Co-ordinator has been appointed from within Service and they are responsible for the implementation and integration of the new Infographics software package. The project team are working towards having the new system operable within Service prior to the end of the current financial year.

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.	**Completed**	**09 November 2017: Workbench Development – Sickness Absence Application** This project is now complete as the issues surrounding VDI compatibility have been resolved and the Sickness Absence Reporting Workbench app has been live for Green Book since 21/08/2017 and Grey Book since 31/10/2017. This application provides a simple interface for all staff to use to report a colleague sick or book them fit, automatically updates relevant business systems. In addition Workbench provides management notifications by email, and sickness absence printouts to stations. This application replaces both the current Green Book STEP process and the paper based Grey Book process, consolidating and streamlining the sickness reporting process.
		Red	**09 November 2017: Workbench Development – Non-Sickness Absence Application** The status of this project is Red as the expected delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the BI Team. Work on this development is progressing, and the contract has been extended for the specialist tasked to complete this work. This is currently on track to be completed mid-January 2018. The purpose of this application is to transfer absence data from iTrent to MIS, to ensure rota book accuracy is maintained. This will not require any input from staff and will run automatically in the background. This data is currently being manually entered into MIS and is therefore subject to delay and inaccuracies as well as increasing pressure on resources. This application will increase accuracy and timeliness of availability data.

Project Description	Aims	Performance Status	Comments
Business Process Improvement, cont…	Optimise ways of working, re-engineering and automating where possible and providing integration between business systems.	**Red**	**09 November 2017: iTrent/MIS Synchronisation** The status of this project is Red as the expected delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the BI Team. The contract has been extended for the specialist tasked to complete this work and is currently on track to be completed mid-March 2018. Work on this development is progressing, and the memory leak and licensing issues have now been resolved. The purpose of this application is to ensure that the accuracy of staff position data is maintained by transferring updates from iTrent to MIS. This includes starters, leavers and changes in position. This will not require any input from staff and will run automatically in the background. This data is currently being manually entered into MIS and is therefore subject to delay and inaccuracies as well as increasing pressure on resources. This application will increase accuracy and timeliness of staff data.
		Green	**09 November 2017: Retained Recruitment** The RAG status for this project is Green (unchanged from last report). The (On-Call) RDS Improvement Project continues to make steady progress in all areas. As a result of some successful work through the project group the Service has received fifteen new On-Call personnel and they have all attended a three week Retained Foundation Training Course. Work is continuing on introducing On-Call phased alerting and a trial has begun at Harrold and Potton Station. The trial started on the 27th October and is expected to last six weeks.

Project Description	Aims	Performance Status	Comments
Business Process Improvement, cont…	Optimise ways of working, re-engineering and automating where possible and providing integration between business systems.	**Amber**	**01 November 2017: Training Centre Administration** This project is Amber (but was mis-reported in October as Green). Access to the CFRS STEP Training Course Management system has now been achieved via VPN between BFRS and CFRS and the Cloud based Site. Chris Meadowcroft (CFRS) will be delivering training to Training & Development Centre staff 07/11/2017. Following this Training Centre will begin to trial the product on a limited number of training courses.
HR/Payroll System and Services	Optimise the use of existing business systems and replace where appropriate.	**Amber**	**09 November 2017:** The HR & Payroll Project Phase 1 is now drawing to a close. The ITrent system has been successfully implemented; the Board has decided not to close the project until some of the key processes have been developed as detailed below. Phase 1 remains on Amber due to cost over-runs, and this cannot be ameliorated, as previously reported. The sickness absence notification process has now gone live for Grey Book staff in addition to Green Book and a timeline is in place to complete the non-sickness absence reporting process and the People/Positions synchronisation process between MIS and iTrent. The developer responsible for this work has had his contract extended by 16 weeks to enable both this work, and knowledge transfer to take place.

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services, cont…	Optimise the use of existing business systems and replace where appropriate.	**Amber**	**HR/Payroll System and Services** Remaining work outstanding in Phase 1 includes the following: • Finalising the formal process for requesting reports; • Completing the review of access to sensitive data for HR Personnel and creation of security profiles; • Completing the work on HR Data security policy and procedure; • Ongoing development and documentation of Business Objects reports; • Grey Book holiday recording in iTrent; • Completing the MIS/iTrent synchronisations; • Reviewing/finalising workflows; • Finalising training materials; • Reviewing/updating absence calculations. Information on the Workbench synchronisations can be found under the Business Process improvements updates.

Project Description	Aims	Performance Status	Comments
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**	**09 November 2017:** The project status is Green (no change). Work is continuing on the server builds and network configuration. Testing will be carried out by ICT prior to the pilot of telephony, Instant Messaging and Presence. The gateways and SIP trunks have been installed and are ready for use.
Community Defibrillators	Sponsor and deliver community located defibrillators.	**Green**	**09 November 2017:** There is no change since the last status update. BFRS continues to support the deployment of community defibrillators through the match funding scheme. 3 further defibrillators were ordered in the last period and are currently awaiting collection. Another defibrillator for Turvey is likely to be requested in the next few weeks. All of the original 2013 sites have now had their 4 year battery and pads replaced.

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. 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.	**Amber**	**09 November 2017:** Work has been progressing, and we now have 93% of eligible Bedfordshire users that have been migrated to VDI. The recent resignation of 2 server engineers and resource constraints in the Business Information (BI) team have caused further delays to the planned completion of all user migrations by end of November. Work continues to migrate remaining users on to VDI. Terminal Services has been decommissioned except for one remaining server that is being retained for a period of 4 weeks to ensure that there are no further users who need it. Removing these servers has enhanced our cyber security significantly. Work is underway to resolve some issues with the Great Plains (Finance) application package, once this is progressed (which is expected to be in 6 weeks), a more accurate picture will available to forecast a revised date for all user migration and subsequent project closure. Until then the project remains in Amber status.

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2017/18 – QUARTER 2

	Information and Communications Technology								
	Measure			**2017-18 Quarter 2**					
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**2016-17 Q2**	**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%	94.33%	83.00%	100.00%	80%	Green	25% better than target
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Higher is Better	96%	94.46%	100.00%	100.00%	96%	Green	4% better than target
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Higher is Better	90%	94.57%	100.00%	100.00%	90%	Green	11% better than target
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Higher is Better	90%	89.32%	93.75%	92.00%	90%	Green	2% better than target
AV1	Core ICT services availability	Higher is Better	97%	97.67%	100.00%	100.00%	97%	Green	3% better than target
AV2	Business Applications Availability	Higher is Better	97%	99.58%	99.55%	99.89%	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.*

		Fleet & Workshops							
Measure				**2017-18 Quarter 2**					
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q2 2016-17**	**Q2 Actual**	**Q2 Target**	**Performance against Target**	**Comments**
WS1a	**Grade A Defect Response Time (within 1 hour)**	Higher is Better	90%	95%	98%	87%	90%	Amber	Missed target by 4%
WS1b	**Grade A Defect Response Time (within 2 hours)**	Higher is Better	95%	99%	100%	96%	95%	Green	1% 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%	2.44%	2.30%	2.78%	5%	Green	44% better than target
WS2b	**The percentage of time when Aerial Ladder Platforms & SRU were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)**	Lower is Better	5%	3.14%	2.39%	2.44%	5%	Green	51% 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%	0.48%	0.41%	0.40%	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%	0.91%	1.00%	0.83%	2%	Green	58% better than target
WS5	**The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period.**	Lower is Better	93%	97.52%	97.57%	97.50%	93%	Green	5% better than target
WS6	**The percentage of annual Services undertaken**	Higher is Better	97%	100%	100%	100%	97%	Green	3% better than target

				Finance						
	Measure			2017-18 Quarter 2						
No.	Description	Aim	Full Year Target	Five Year Average	Q2 2016-17	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%	96%	96%	94%	96%	Amber	Missed Target by 2%
FNP6	Percentage of Outstanding Debt Over 90 Days Old	Lower is Better	2.5%	2.38%	6.78%	9.66%	2.5%	Red	Missed Target

PREVIOUSLY UNREPORTED YEAR END (2016-17) MEASURE

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2016/17 QUARTER FOUR

				Finance					
	Measure			2017-18 Quarter 4					
No.	Description	Aim	Full Year Target	Period 9 estimated outturn	Year end outturn	Year end variation	Full Year Target	Performance against Target	Comments
FNP2	Accuracy of net budget forecast outturn at periods 6 & 9 (Sept and Dec) against actual outturn - variance between forecast and actual outturn	Lower is Better	£600k	£682k	£874k	£192k	£600k	Green	68% better than target