For Publication

REPORT AUTHOR: **ASSISTANT CHIEF OFFICER**

SUBJECT: **CORPORATE SERVICES QUARTER FOUR PROGRAMMES & PERFORMANCE REPORT 2017-18**
                          (April 2017 to March 2018)

For further information   Adrian Turner
on this Report contact: Service Performance Analyst
                              Tel No: 01234 845022

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 a report for 2017/18 Quarter Four, detailing:

1. Progress and status of the Corporate Services Programme and Projects to date.

2. A summary report of performance against Corporate Services indicators and associated targets for Quarter Four 2017/18 (April 2017 - March 2018).

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 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:

➢ 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 procurement issues, 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 Service Delivery 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   Other points of note and changes for the year include the following:

- The **Asset Tracking 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 **Virtual Desktop Infrastructure Project** is now successfully completed with the majority of BFRS staff migrated.
- **Service Website Project**: The new Service website was successfully launched on 21st May. Some training remains to be delivered in July.
- The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board will now review the Programme quarterly with the next Programme Board review scheduled on 07 September 2018.

2.   Summary and Exception Reports Q4 – 2017/18

Project Exceptions:

2.1   The **Protection Replacement Management Information System** is on Amber due to competing priorities for ICT resources experienced during summer 2017. Permission is sought to re-baseline. The original timeline for delivery was by April 2018, and delivery is now expected in January 2019.

2.2   The **Website Procurement and Development** remains on Amber as the completion of the project was delayed from April to May due to the amount of content that had to be loaded onto the new website. The site is now live.

2.3   The **Cloud-based processes (Training Centre Administration)** remains on Amber due to the need to explore various procurement routes to ensure best value.

2.4   The **HR/Payroll System and Services** is Amber due to previous cost overruns in Phase 1 which though within 10% tolerance, cannot be ameliorated. Phase 2 is Green, though there are some delays in implementing Time & Expenses in Phase 2 due to capacity issues. A realistic timeline for delivery of T&E is to be established in June.

2.5   The **Unified Communications** Project is Amber due to the initial user acceptance tests identifying issues that required resolution. A new timeline will be communicated shortly.

2.6   The **Virtual Desktop Infrastructure (VDI) Upgrade Project** is Amber due to procurement issues. Further work is required before a contract can be awarded.

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 Quarter Four (year end) performance summary 2017/18 and 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.   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** - The Finance Team have been liaising with departments in order to resolve continuing issues with late authorisation of invoices and raising of orders. This has led to an improved rate for the last month of the year of 96.05%, however due to historic issues the target was missed when looking across the whole year. This target will be closely monitored going forward and where necessary finance will assist departments in ensuring prompt return and authorization of invoices.

4.2   **FNP6 - Percentage of Outstanding Debt Over 90 Days Old** - The cumulative target has been missed however the average debt figure has reduced further to an average debt of 3.88% across the year due to issues at the start of the financial year due to staff changes which have now been resolved. In Q4 the figure for outstanding debt over 90 days reduced to 0.33% (Debtor balance of £ 44,096.15 with over debtors 90 days being only £143.88).

4.3   **WS1a Grade A Defect Response Time & (within 1 hour)**
        As previously reported this measure slipped into amber in quarter 1 due to a workshop staffing deficiency. Although that deficiency has now been resolved and we have been meeting the target on week by week basis seen we have been unable to move back into the green this financial year.

4.4   **ICT Measures (ICT1 and IM1- 4)** We are currently unable to advise on the year end results for these five ICT measures as these are having to be manually calculated within Cambridgeshire FRS. We will report as soon as the data is available.

        ZOE EVANS
        ASSISTANT CHIEF OFFICER

CORPORATE SERVICES PROGRAMME REPORT

Business Systems Improvement Programme
Aim: Optimise the use of existing business systems and replace where appropriate.

Project Description	Performance Status	Comments
Asset Tracking system	**Green**	**10 May 2018:** The project is status Green, and progressing as expected within the agreed timescale. Most of the recent work has been investigating the benefits of transferring from a server based system to a cloud based system. A Paper is being prepared for CMT to be presented in June, laying out the pros and cons of each approach, and seeking agreement for the preferred direction. Following this, detailed planning will then be undertaken for delivery.
Protection Replacement Management Information System	**Amber**	**18 May 2018:** The status of the project remains at Amber due to competing priorities for ICT resources experienced during summer 2017 and has not been re-baselined. The project is now progressing as planned with a completion date planned for January 2019. Permission is sought to re-baseline with the new dates so that it can be shown as Green in future updates. The training of administrators and super users has now been completed. Further training of all users is now programmed for completion before July 2018. Selected Protection employees have now been trained to produce BFRS letter templates which need to be uploaded before the system goes live. Letter templates require producing in Infographics format. Staff sickness has affected this task.

Project Description	Performance Status	Comments
Prevention Replacement Management Information System	**Green**	**18 May 2018:** The status of this project is Green. A new Open Source application is being introduced to replace the current Home Fire Safety Check database, providing additional functionality around the management and recording of Safe and Well visits. Initial plans for this in-house development took place during May 2017 between the Prevention and Business Information Teams. The system has been developed iteratively, following Agile methodology, defined and customised specifically for BFRS needs. Phase one and two of the development are complete and have been in pilot with Stopsley station since January 2018. This is due to be rolled out Service-wide on the 25th May, with training sessions to be held on 23rd and 30th May. The new database should be significantly easier to use and offer a much improved and intuitive method of recording Home Fire Safety activity by Operations and Prevention staff. Subsequent phases of development to deliver additional features are planned for later in 2018.

Project Description	Performance Status	Comments
SharePoint Upgrade	**Not started**	**15 May 2018:** The existing SharePoint platform is end of life and needs to be upgraded. Capital funding has been set aside for the project. However this project requires resources to manage and drive it forwards which are not available. This has been further exacerbated by the departure of the Business Information Manager in 2017. The Head of ICT has proposed to May 2018 CMT meeting, that additional resources will be needed to push forward with the project and he will provide the costs for this to be considered. The project has therefore not yet been fully initiated.
Unified Communications	**Amber**	**14th May 2018:** The project status is Amber. The new platform is now up and running, with ICT currently undertaking testing. A workshop is being held on 22nd May with the staff who had previously volunteered to act as Unified Comms' Champions. The project is now being re-planned due to the findings of the initial tests, and a new timeline will be communicated shortly. It is envisaged that once ICT have finished testing, that the new Skype for Business functionality will then be released to those Champions who are currently mobile device users (i.e. laptops, iPad and iPhone users), for further User Acceptance Testing (UAT) next month. Feedback will be sought during UAT, before a decision is made to release the Skype for Business functionality to all remaining Mobile Device Users. Additional and replacement phones will be rolled out to the Kempston Training Centre in May and June.

Project Description	Performance Status	Comments
Virtual Desktop Infrastructure (VDI) Upgrade Project	**Amber**	**14th May 2018:** The project status is Amber due to procurement issues. It has been identified that further work is required before a contract can be awarded. The ICT Shared Service Team is working closely with the procurement teams in both fire services to help resolve this. It is anticipated award of contract will take place by July 2018 and it is envisaged that the project will be complete by December 2018, however until a supplier is selected delivery dates cannot be confirmed at this stage. The rollout of Unified Comms to all staff is dependent on the VDI upgrade project being completed.
Virtual Desktop Infrastructure. (Joint Project CFRS)	**Completed**	**14th May 2018:** This project has now closed.

Project Description	Performance Status	Comments
Website Procurement and Development	**Amber**	**10 May 2018:** The new Service website was successfully launched on Monday 21st May, and has been very well received. As the completion of the project was delayed from April to May due to the amount of content that had to be loaded onto the new website it stands as Amber. This was to ensure none of the problems of the old site were translated onto the new website; all content on the new website is fresh and not merged from the old site. The work on the project started in September 2017 with the supplier Zengenti, and in the last period has been in the final stages of being completed prior to its launch on 21 May. User Testing for the new website has now ended and fixes to identified issues are being made. The domain name bedsfire.gov.uk has been purchased. Accessibility software "ReciteMe" is being added to the new website to ensure a range of accessibly tools is available to users including a screen reader. All content has now been added to the new website and a final review of content, functionality and inter-connectedness of pages is underway as of this date. A soft launch approach will be taken whilst the new website beds down, with links to the new pages being made through social media posts. The old website will be maintained to ensure access to data during the transitional period and ensure those used to the old website can continue to find the information for which they are looking. Links from the old website to the new one will help guide users through the transition phase. Additional training on Content Management is planned for July.

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)	Amber	**15 May 2018:** The project remains on Amber status. Training Centre has now reviewed the products available from STEP, iTrent and eFireService (PDR Pro). Training Centre (Training Delivery and Competence/Development) is now working with the Procurement Manager in exploring various procurement routes, and in obtaining, adopting and implementing an appropriate system based on the principles of best value.
Cloud-based processes (On Call Recruitment)	Green	**15 May 2018:** The project status is Green. Applications for the present recruitment of new on-call firefighters are being processed through the on-line, on-call recruitment portal, and can be tracked through the system. Work will continue with Cambridgeshire FRS to identify any further improvements. The collaborative development has been completed and therefore the project is now deemed complete.

Project Description	Performance Status	Comments
Synchronisations	**Completed**	**Sickness Absence Notification Application - Completed** The Sickness Absence Notification application has been live for all staff since November 2017, processing hundreds of sickness absences to date with no issues. Handover of monitoring application performance, environment and error handling has been completed and is being carried out as Business As Usual by the Business Information Team. **Non-Sickness Absence Synchronisation - Completed** The Non-Sickness Absence Synchronisation software was successfully completed and went live on 28th March. This synchronisation runs on a daily basis, transferring annual leave and other leave bookings from iTrent to Pharos to ensure accuracy of availability data, removing previous manual double keying of information . Handover of monitoring application performance, environment and error handling has been completed and is being carried out by the Business Information Team. **People / Position Synchronisation - Completed** The People/Position Synchronisation application was successfully completed and has been live since 28th March. Issues were discovered during testing delayed the completion date of this software however these were rectified and retested successfully. This synchronisation runs on a daily basis transferring changes to staff positions from iTrent to Pharos to ensure accuracy of availability data and removing previous manual double keying of information. Handover of monitoring application performance, environment and error handling has been completed and is being carried out by the Business Information Team

Other Strategic Corporate Services Projects not in a Programme

Project Description	Aim	Performance Status	Comments
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.	**Phase 1** Amber	**10 May 2018:** The ITrent system has been successfully implemented. The current status of this project is Amber due to previous cost overruns in Phase 1, which although within 10% tolerance, cannot be ameliorated. There has been minimal budget spend in Phase 2, and two contractors (Developer and IM lead) have now completed their contracts. Work to draw the HR & Payroll Project Phase 1 to a close is now almost complete, and there are now only a small number of tasks remaining to be finished, around absence configuration, tracking data, reporting, and completing training guides. The synchronisations development work is now completed, live and stable, with maintenance transferred to BaU. Regular quarterly account meetings are now planned with Midland HR, the first of which took place on 19 April. Current open queries are under investigation by MHR. Work is underway to formally capture the significant and far reaching benefits of the new HR platform within the Benefits Realisation Plan. General feedback in the Service shows from an end user perspective, there is definitely a marked improvement to the situation before its go live in Feb 2017. In addition, work has started on the production of an internal Business Continuity/Disaster Recovery Plan for the core HR and Payroll modules.

Project Description	Aim	Performance Status	Comments
HR/Payroll System and Services, cont….		**Phase 2** **Green**	**10 May 2018:** Recruitment: Phase 2 work on implementing the online recruitment module is almost complete, with final links to the new Service website to be tested. Recruitment likely to go live by 30 June assuming the new website is up and running. Time and Expenses: Progress on Time and Expenses (T&E) has been very slow due to the focus on absence calculations, and capacity issues as PayPM has also been giving significant input to other projects e.g. Gartan and Wholetime Rota management. These commitments continue into the following period. A realistic timetable for implementation is being developed. Additional resources may also be required to write the test scripts and reports.

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2017/18 QUARTER FOUR

	Information and Communications Technology								
	Measure				**2017-18 Quarter 4**				
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q4 2016-17**	**Q4 Actual**	**Q4 Target**	**Performance against Target**	**Comments**
ICT1	User Satisfaction	Higher is Better	70%	n/a	92%	n/a	70%	n/a	See exception report
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Higher is Better	80%	97.17%	91.50%	n/a	80%	n/a	
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Higher is Better	96%	96.90%	99.00%	n/a	96%	n/a	
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Higher is Better	90%	97.28%	100.00%	n/a	90%	n/a	
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Higher is Better	90%	91.89%	93.13%	n/a	90%	n/a	
AV1	Core ICT services availability	Higher is Better	97%	98.83%	100.00%	100.00%	97%	Green	3% better than target
AV2	Business Applications Availability	Higher is Better	97%	98.63%	99.65%	99.91%	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 2017/18 QUARTER FOUR   **APPENDIX B**

**Fleet & Workshops**
	**Measure**		**2017-18 Quarter 4**
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q4 2016-17**	**Q4 Actual**	**Q4 Target**	**Performance against Target**	**Comments**
WS1a	Grade A Defect Response Time (within 1 hour)	Higher is Better	90%	94%	95%	89%	90%	Amber	Missed target by 1%
WS1b	Grade A Defect Response Time (within 2 hours)	Higher is Better	95%	99%	99%	97%	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%	2.40%	2.29%	2.43%	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%	3.36%	3.06%	2.91%	5%	Green	42% 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%	0.50%	0.37%	0.28%	3%	Green	91% 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%	0.79%	0.86%	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.	Lower is Better	93%	97.54%	97.57%	97.67%	93%	Green	5% better than target
WS6	Annual Services undertaken	Higher is Better	97%	100%	100%	100%	97%	Green	3% better than target

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SUMMARY OF CORPORATE SERVICES PERFORMANCE 2017/18 QUARTER FOUR

	Finance								
	Measure			**2017-18 Quarter 4**					
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q4 2016-17**	**Q4 Actual**	**Q4 Target**	**Performance against Target**	**Comments**
FNP1	Budget requirement of Fire and Rescue Service (£ per 1,000 population)	Lower is Better	n/a	£44.99	£44.69	£43.39	n/a	n/a	n/a
FNP2a	Accuracy of net budget forecast outturn at period 6 (Sept)	Lower is Better	£600k	£341,550	£89,000	£396k	£600k	Green	n/a
FNP2b	Accuracy of net budget forecast outturn at period 9 (Dec)	Lower is Better	£600k	£54,762	£7,000	£14k	£600k	Green	n/a
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
FNP4	Compliance of annual statement of accounts processes with statutory timescales and quality criteria	Higher is Better	100%	100%	100%	n/a	100%	n/a	See exception Report
FNP5	Percentage of Uncontested Invoices Paid Within 30 days	Higher is Better	96%	95.57%	95.40%	95.17%	96%	Amber	Missed target by 1%
FNP6	Percentage of Outstanding Debt Over 90 Days Old	Lower is Better	2.5%	1.41%	4.62%	3.88%	2.5%	Red	Missed target By 55%
FNP7	Percentage of annual planned efficiency savings achieved by year end	Higher is Better	100%	98.34%	91.70%	87%	75%	Green	16% better than target
FNP8	Return on investment	Higher is Better	0.7%	1.00%	0.86%	0.73	0.7%	Green	4% better than target

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2017/18 QUARTER FOUR (YEAR END)

	Property								
Measure			**2017-18 Quarter 4**						
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**2016-17 Q4**	**Q4 Actual**	**Q4 Target**	**Performance against Target**	**Comments**
Pr01	**Total Electricity Consumption**	Lower is Better	These figures will be provided in the 2018-19 Q1 performance report once they are collated.						
Pr02	**Total Gas Consumption**	Lower is Better							
Pr02	**Total Water Consumption**	Lower is Better							