For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
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Item No. 12

REPORT AUTHOR: **HEAD OF ICT & IMPROVEMENT**

SUBJECT: **ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT**

For further information
on this Report contact:

Amrik Dosanjh
Head of ICT & Improvement
Tel No: 01234 845015

Background Papers: ICT Shared Service Governance Board Schedule 4 Agreement (Appendix A)

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 report the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4) for the period 01 April 2017 to 31 March 2018, undertaken by the Head of ICT BFRS, and ICT Shared Service Manager.

RECOMMENDATION

That Members consider the outcomes of the 4th annual review of the operation of the ICT Shared Service Agreement and note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus and the need to review the structure and capacity of the function.

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1. Background of the ICT Shared Service

1.1 On 22 October 2013 Bedfordshire Fire and Rescue Authority authorised the completion of an ICT Shared Service Agreement for a term of five years. This agreement was made on 31 October 2013, included establishing an ICT Shared Service Governance Board to provide oversight and management control of the services delivered to both Bedfordshire Fire & Rescue Service (BFRS) and Cambridgeshire Fire & Rescue Service (CFRS). This agreement has been extended during this reporting period by the Bedfordshire Fire Authority for a further five-year period.

1.2 The ICT Shared Service Governance Board meets on a monthly basis to consider and oversee the quality and delivery of services, consider prioritisation and new work streams. The Board consists of Assistant Chief Officer (BFRS), Deputy Chief Executive (CFRS) and Head of ICT from both services as well as ICT Shared Service Delivery Manager.

2. ICT Shared Service Agreement and Review

2.1 The ICT Shared Service Agreement sets out the scope of the service and includes amongst others the arrangements for accommodation, an asset register, costs and liabilities, insurance, staffing, finance and intellectual property.

2.2 The Agreement requires the establishment of an ICT Shared Service Governance Board and Schedule 4 of the Agreement sets out the functions and powers of the Board. A copy of Schedule 4 to the Agreement is shown at Appendix A.

2.3 Schedule 4 also requires that an annual review of the operation of the Agreement is carried out. The review is passed to the ICT Shared Service Governance Board and subsequently reported to the structures in each Fire and Rescue Authority accordingly.

2.4 The ICT Shared Service Governance Board established the first of such reviews covering the period 31 March 2014 to 1 April 2015 which followed the ICT Shared Service from its transition phase under the governance of the Board and through its first year of operation.

2.5 The second review considered the second year of the ICT Shared Service operations from 1 April 2015 to 31 March 2016.

2.6 The third review considered the third year of the ICT Shared Service operations from 1 April 2016 to 31 March 2017.

2.7 This report to you puts forward the summary of the review for the fourth year covering 1 April 2017 to 31 March 2018.

2.8 The review covers the following areas as set down in Schedule 4 of the Agreement:

- The quality of the Shared Service;
- The effectiveness of budgetary and financial management arrangements;
- The effectiveness of systems, processes and procedures;
- Development in legislation and policy guidance; and
- Planning for the development of the Shared Services.

3.   Progress of points raised from Corporate Services Policy and Challenge Group 13 September 2017

3.1 The third report of the Annual Review of the Operation of the ICT Shared Service Agreement covering the period to 1 April 2016 to 31 March 2017 gave rise to a query which has been progressed and is contained in the main body of this report. This was:

- That the Group receive a report on the restructure of the ICT Shared Service at an appropriate future meeting and any relevant issues in relation to recruitment.

A report was submitted to the Corporate Services Policy and Challenge Group in June 2018, which contained the progress of the restructure. This review contains further information pertaining to the progress of the restructure as well as reviewing the areas as set down in Schedule 4 of the Agreement.

4.   Executive Summary of the Review of Operations 1 April 2017 to 31 March 2018

4.1   The establishment of the ICT Shared Service function over the last four years and its continued delivery as a shared environment has shown it continues to achieve its original aims, delivering identifiable improvements to the day to day ICT service provision and development of the technology environment for BFRS.

With challenges identified in previous years a substantial 'ground level' upwards review of the existing structure took place for this reporting period. The review examined the structure, capacity required, skills and facilities to ensure they adequately met the needs of both Services. The actual implementation and 'go live' of the restructure took place during summer 2018, much of it outside this current reporting period, it is however referred to in the main body of this report to show ongoing progress.

It has been a difficult year for the ICT Shared Service as increases in demand have continued, the restructure process has been underway for much of the year and key management roles have been absent for a substantial part of the year. Both of these factors has resulted in a consequential dip in the Customer Satisfaction Survey, which are described more fully within this report.

However, the transition to the new structure is now underway with the aim to be fully transitioned by January 2019. By then new ways of working will be further established and continuous improvement achieved once again.

The demand on the resources of the ICT Shared Service continues to be paramount to its success. It is essential that all new projects are properly considered and individually resourced to ensure demands on the ICT Shared Service are manageable. The restructure will allow improvements to the delivery of projects which would not have been possible under the old structure, due to constraints in the way resources were arranged which consequently did not provide the flexibility needed.

5.   The quality of the ICT Shared Service

5.1   The quality of the ICT Shared Service was reviewed, including the extent to which the aims and outcomes of the ICT Shared Service had been met and the effectiveness of the Shared Service. The review considered the progress of the ICT Shared Service towards its business aims of improved customer focus, resilience, flexibility, service hours and quality of service as well as improving the operation of the Service Desk, including the prioritisation of non-critical incidents. The quantitative aspects of the ICT service are a measure of its adherence to SLA's and KPI's as well as Customer Surveys and monitoring of project delivery. These measures are reviewed throughout the year through the ICT Shared Service Governance Board.

5.2   **Customer Focus**

One of the key aims has always been to embed Customer Focus within the ICT Shared Service as this aspect encompasses not only day to day service delivery but also the engagement with customers for both Fire Services. Establishment of the annual customer survey underpins our Customer Focus aims and provides us objective data which is then used to formulate any consequential action plans for the forthcoming year. This objective is also stated in our ICT Asset plan which is published annually.

Significant improvement had been established within this area in previous years as evidenced by the survey results detailed in the table below. However, the annual Customer Satisfaction Survey undertaken in BFRS this year shows a drop for the first time in some areas. This may in part be attributable to the uncertainty caused by the restructure process that has been underway throughout the year.

The restructure has merged the User Engineer and Service Desk teams together with the aim of further improving customer focus. The implementation of new technologies along with new ways of working will enable more flexibility with resourcing user needs and providing a more responsive service. So whilst the survey shows a drop in overall customer satisfaction rates, we fully expect to be able to improve on these figures with the restructure now underway.

The tables on the following pages show the results of the customer surveys prior to the ICT Shared Service (2010) and since the ICT Shared Service (2014 & 2015 & 2017 & 2018) was formed. The stated score is the average score for each question with possible answers in the range 1 – 7. The questions have been derived from SOCITIM (The society for IT practitioners in

the public sector) surveys undertaken in the past nationally so as to standardise and benchmark externally in future should national surveys be undertaken again.

5.3 **Annual Customer Survey Results**

BFRS					
Question	**2010**	**2014**	**2015**	**2017**	**2018**
The ICT Service is important to you	6.5	6.37	6.69	6.55	6.71
The ICT systems are available when you need them	4.4	4.49	4.95	5.12	5.27
The ICT systems are generally reliable	4.0	3.68	3.97	4.65	4.90
The speed of the ICT systems are acceptable	3.5	3.32	3.69	4.23	4.24
You have had sufficient ICT training	4.0	4.3	4.59	4.42	4.56
The ICT team responds to your problems quickly	4.3	4.08	4.63	5.48	5.33
The Service Desk keeps you informed of progress	4.9	4.11	4.66	5.41	5.28
The support from ICT meets your needs	4.2	3.94	4.46	5.20	5.19
ICT staff have a high level of technical competence	4.6	4.41	5.10	5.61	5.82
ICT staff are easy to contact when needed	4.0	3.81	4.48	5.25	4.42
ICT staff are able to diagnose problems accurately	4.7	4.24	4.96	5.59	4.71

ICT staff have helpful attitudes	4.9	4.86	5.7	6.06	3.76
You know what level of support to expect	5.1	4.38	4.79	5.66	4.81
ICT support is available when you need it	4.2	3.72	4.44	5.29	4.49
ICT effectively supports the FRSs strategic objectives	3.8	3.86	4.18	4.87	4.55
ICT provides you with accurate information	4.3	4.19	4.46	5.21	4.79
You have a good working relationship with ICT	5.1	5.09	5.65	6.02	4.10
Good communication channels exist with ICT	4.4	4.09	4.66	5.10	4.51
Your overall opinion of the quality of the ICT service	4.2	4.07	4.3	5.25	4.71
Your overall satisfaction with the ICT service	4.1	4.02	4.22	5.26	4.42
Average score	4.46	4.25	4.73	5.31	4.83

6. The effectiveness of budgetary and financial management arrangements

6.1. The review included the effectiveness of arrangements to ensure appropriate monitoring of budgets and financial management of the ICT Shared Service. Financial arrangements cover costs associated with:

- FTE Staff costs including individual consumption by each respective Fire Service and joint consumption
- Use of temporary agency staff
- Joint Procurement opportunities aimed at reducing costs
- Monitoring at six monthly periods the apportionment of staff costs

Costs are subject to each Fire Service's own approval process including ICT Shared Service joint projects and temporary agency staff. Any specific non ICT led projects for BFRS are also subject to approval within the BFRS approval process.

A framework for accounting for time and costs is in place and end of year procedures for cross charging are undertaken and reviewed by the ICT Shared Service Board.

The table below shows the total costs for ICT Shared Service staff including agency staff. Cambridgeshire Fire Service costs are shown here as a comparison. This reflects the higher chargeable consumption of staff resources by BFRS for reasons explained below.

April 2017 to March 2018	BFRS	CFRS	Total
Total costs ICT Shared Service Team	£506,800	£417,784	£924,584

6.2 **Time split between Services**

The consumption of staff resources by each Service has a direct impact to annual costs, as such these are scrutinised as part of the annual review. The demands placed in to ICT compared to staff available show that a lean environment exists. The management and balancing of resource availability to demand is carried out via the SLA's. The Shared Service arrangement effectively provides a method of financial risk mitigation in that, where a Service consumes less resource it does not pay for it, as a lean environment exists in which demand outstrips supply there is no risk of over-supply of ICT resources.

The original expectation was that the resource demands on the ICT Shared Service from each Service would be split roughly 65:35 between CFRS and BFRS, with CFRS taking the larger amount. This was based on the number of sites in each Service as well as the larger User base in CFRS.

To date this expectation has not proved accurate, with BFRS consuming more resources than CFRS over the initial years. It was heavily affected by the number of support engineers based in BFRS. The restructure and locating of all ICT Shared

Service staff to Cambourne is expected to provide a more appropriate split of resources and cost. The pooling of resources and cross training will optimise availability of resources to better align with each FRS needs.

The other factor that has also affected the split of resources to a lesser extent is that BFRS has a much smaller base of additional technology support services and therefore the likelihood of consuming further ICT resources compared to CFRS is potentially higher. Examples of these are project, software and development teams which are not mirrored in BFRS.

6.3 **Use of Agency Staff**

In order to ensure continued delivery of service and adequately support projects, existing staff resources have been augmented at times with agency staff for specialist skills or to cover vacancies. With the restructure now underway and new teams set up, recruitment is underway to replace any agency staff with permanent staff which will provide financial benefits through the following year by reducing costs. Agency staff will still be required in cases where large projects require additional resource or particular expertise.

6.4 **Capital Investment**

Both partners in the ICT Shared Service have capital replacement programmes which are aligned particularly in respect to infrastructure renewals and contracts.

The in-year budget monitoring and the process of planning and budget setting for the forthcoming year are subjected to BFRS internal finance scrutiny and control as part of the annual budget setting process. The BFRS ICT Asset Management Plan feeds in to and takes into account work plans within the ICT Shared Services.

An asset inventory is maintained by the ICT Shared Service with contracts database being maintained by each Service. Opportunities for joint procurement continue to deliver benefits, including price advantages through economies of scale most recently in the Server Refresh and upgrade to the Virtual Desktop Environment, and Cyber Security tools. Procurement is undertaken by BFRS and CFRS procurement teams through their respective controls and systems. Agreements are in place through these teams for one Service to lead and contract on behalf of the other where this is appropriate and beneficial. This arrangement is used for contracting, infrastructure maintenance, and printer contract arrangements, as well as ongoing contract management such as the Wide Area Network.

7.   The effectiveness of systems, processes and procedures

7.1   The review examined the effectiveness of systems, processes and procedures, including KPI's in place and the use of ITIL (Information Technology Infrastructure Library) which aligns to the industry best practise framework for managing ICT service delivery. KPI's are monitored by ICT Shared Service Management and reported through the ICT Shared Service Governance Board.

7.2   One of the issues experienced throughout 2017/18 was inflexibility to resource and re-task resources as required across both Services due to the location of staff. When the ICT Shared Service was set up the original employment contracts were retained which based staff to certain locations. This meant re-tasking and re-deploying resources took longer than ideal and also meant knowledge sharing was constrained due to base locations being different.

The flexibility of the ICT service overall has been increased through the restructure (although outside of this reporting period) in particular, the merging of the Support Engineers with the Service Desk. The expected improvements in communications and ways of working should be realised in the coming year and reported in the fifth annual review next year.

7.3   **Key Performance Indicators**

Key Performance Indicators (KPI's) are aligned to Service Level Agreements and measured through incidents logged on the Service Desk. The tables below show KPI's figures over the last four years:

No.	Measure Description	2014/15 Actual (Target)	2015/16 Actual (Target)	2016/17 Actual (Target)	2017/2018 Actual (Target)	Comments
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	100% (90%)	100% (90%)	92% (98%)	82% (80%)	2% Better than Target
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	92% (86%)	100% (86%)	99% (96%)	100% (96%)	4% Better than Target
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	92% (83%)	100% (83%)	100% (90%)	89% (90%)	1% lower than target
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	88% (80%)	94% (80%)	93% (90%)	93% (90%)	Comparative TBA
AV1	Core ICT services availability	97% (97%)	100% (97%)	100% (97%)	100% (97%)	3% Better than target
AV2	Business Applications Availability	97% (97%)	100% (97%)	100% (97%)	100% (97%)	3% Better than target

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As can be seen from figures previous years performance has been improving every year and targets set at ever higher levels in order to be stretching, thereby improving service delivered to the customer. A purposeful decision was taken last year to retain the KPI targets at the same level (many in the nineties) due to the intended restructure of ICT Shared Service, as well as the fact that performance had reached a significant high point and setting targets any higher would cause distortion to other services in change management that relies on ICT resources.

The target for IM3 has been missed by 1%, the reasons for this were

- Key posts were vacant for extended periods which were instrumental in managing the SLA's and service delivery. Taking that ICT is run as very lean service, any vacancies for lengthy periods will cause significant impact.
- The large demand on ICT Shared Service resources by several large projects underway simultaneously.

The absences/vacant posts have now been largely resolved although further recruitment is underway to fill all FTE posts. The new Structure is now live which now provides a stable environment to move forward and improve services.

7.4 Extended Service Hours

An immediate benefit of the ICT Shared Service was the extension of ICT support to 22:00, to enable support to be provided either remotely or when required on site.

The ICT Shared Service provides quarterly station visits on drill nights to retained stations on a quarterly basis. These station visits have been positively received. Each station receives a visit unless they specifically request non-attendance.

ICT Support Engineers complete a checklist for each visit and report on all works undertaken during the visit. Each ICT Support Engineer is allocated a group of stations located in both Services to attend, which enables relationships to be fostered and provides continuity for the stations.

However, due to the overall improvements in responding to incidents over the last few years and the improved reliability and performance of the ICT infrastructure many planned visits are now cancelled by stations. The need to continue with station visits will be reviewed.

7.5 **Project Delivery**

An ICT Program Board has been established during this year to manage the project work being undertaken by the ICT Shared Service. The board comprises the Heads of IT for each Service, ICT Shared Service Delivery Manager and ICT Shared Service Project Manager and ICT Shared Service Infrastructure Manager.

The role of the board is to review the progress of projects underway and to agree the scope and schedule of new projects. The board reports to the ICT Shared Service Governance Board for agreement and decisions on priority and resourcing.

The introduction of a project manager into the ICT Shared Service has enabled visibility and a clearer picture of the resource demands placed upon the ICT Shared Service. It is apparent that there is not enough capacity in the ICT Shared Service establishment to proactively maintain the ICT infrastructure and deliver all large projects. To enable IT projects to be successfully delivered it is essential that additional resources are made available and such costs should be included within the initiation process of new projects. During the reporting period some of the ICT infrastructure projects were delayed due to resource constraints, this has been a challenge, although the restructure will improve matters.

One of the main bottlenecks in the old structure was the lack of Server Engineers, which are required for all project delivery and change management work. The restructure (from 1 August 2018) has enabled through re-arranging, more resources to be allocated to the Server team, which will double from two to 4 staff (after recruitment is completed). In addition the merger of the Communications and Network teams will allow a larger and more flexible resource pool to be available. These changes enhance the ICT Shared Service capability to deliver projects which was not possible under the old structure. Progress will be reported in the next reporting period as part of the 5th annual review.

The ICT Shared Service Governance Board has oversight of ICT projects, ensuring opportunities for joint working are identified. This has ensured that the benefits of optimising resources are taken advantage of and any lessons learned are used across sequential implementations improving both quality and effectiveness of projects. This was evidenced in this reporting period through examples such as the VDI upgrade project, and the Server Refresh project.

8.   Development in legislation and policy guidance

8.1   The Heads of ICT work with the ICT Shared Service Manager to identify and address developments in legislation and align policy to guidance. The supporting business functions from both organisations have provided policy guidance in respect to Financial, HR and Procurement regulations and changes in legislation. Further work has been ongoing to update polices on the acceptable use of IT equipment.

8.2   Work continues within BFRS to ensure monitoring and compliance to the requirements of the General Data Protection Regulations (GDPR) which have come in to force.

8.3   As part of continually improving Cyber Security defence measures, new security tools were implemented which provided a suite of enhanced Cyber Threat detection and pro-active protection tools. Additional benefits are being felt by the BFRS users in significantly reducing the amount of unwanted and Spam e mail traffic. Also further facilities were implemented to ensure encryption of information and e mail to ensure it cannot be compromised or intercepted.

9.   Planning for the development of the Shared Service

9.1   **Establishment**

A review of the structure of the ICT Shared Service was completed and a resultant structure was approved as part of BFRS budget setting process. This approved the ICT project manager post to established FTE post and a new Database administration post to be created. Transitioning the ICT Shared Service into the new structure is currently underway. A gap exists between the old structure and new structure until the posts within the Infrastructure and End User Teams are filled through the current recruitment process. This is being addressed as part of the transition plan.

The transition is planned to be completed by January 2019. As such the expected benefits from the new structures will be fully realised and reported next year.

The transition comprises of:

- Recruitment - positions that have become vacant – these include Server Team engineers, Team Leader posts and End User Support engineers.
- Revised working practises – with movement of staff into new roles and new teams as well as new line managers. There is a need to bed down new working practises and exploit the flexibility and opportunities the revised structure provides.
- Staff training - with the amalgamation and changes to teams, roles and responsibilities to provide larger and more resilient resource pools, there is a need to ensure knowledge transfer and training for staff.

9.2 **Office Locations**

The ICT Shared Service is currently in the process of making Cambourne its main location for staff. Hot desking is being deployed in 3 offices which have a capacity for 18 staff at once. A small office suitable for 1 person is used at BFRS HQ and an office with a capacity for 3 is allocated at CFRS HQ which allows for an engineer to be based at each HQ as part of the rota. This small amount of office space at both headquarters will need to be retained as most calls originate at these sites due to the numbers of users based at them, this will allow engineers to operate at these locations.

9.3 **Transport**

Six pool cars (3 from each Service) have been available to the ICT Shared Service, along with a dedicated vehicle for the ICT Communications Engineer employed by CFRS. In general 2 vehicles are located at Cambourne, 3 at Kempston and 1 at Huntingdon. The cars are frequently used and critical to the ability of the ICT Shared Service to improve its responsiveness.

As the ICT Service moves to Cambourne it is intended to locate 4 vehicles at Cambourne and 1 at each Service HQ. The allocation and need for vehicles will be reviewed in January 2019 once the move to Cambourne has been operating for a period.

9.4 **Terms and Conditions**

The variances in terms and conditions between the two Services have not had a major impact on staff but have complicated the roles of managers, specifically these are the differing pay-bands for each Service and the way On-Call payments are handled. A pragmatic approach is taken wherever possible to harmonise requirements as much as possible.

9.5 **Ways of Working**

The Support Engineers and Service Desk teams have been merged into a single team. A rota is being employed that will rotate the staff between answering calls to the Service Desk and resolving user problems that can't be dealt with on the Service Desk. The rota will also rotate staff between Cambourne and the 2 headquarters.

This change will improve the flexibility to target resources to user requirements and has been enabled by the deployment of new technologies. The new technologies reduce the need to be desk side to fix faults. The intention is to increase the number of first time fixes by increasing the skills of the people answering calls and improving the flexibility of resources on the Service Desk to match demand.

9.6 **Resilience**

The resilience of the ICT service has been further improved by the restructure of the ICT Shared Service. The restructure has enabled more resources to be allocated to the Server team and merged the Communications and Network teams. These changes enhance the ICT Shared Service ability to adequately maintain its ICT infrastructures. The staff will be based on one location to allow better knowledge sharing, thereby facilitating better resilience as staff can better cover each other's work if required.

The teams now have more structure to them offering career progression opportunities for staff which was highlighted as an issue by staff previously.

9.7 **Governance**

The ICT Shared Service is governed through the ICT Shared Service Governance Board. The Governance Board members are the Assistant Chief Officer (BFRS), Director of Resources (CFRS), Head of IT (BFRS), Head of ICT (CFRS) and ICT Service Delivery Manager (ICT Shared Service). The Board normally and meets on a monthly regular basis to monitor progress. Both partners have established organisationally focussed ICT Strategies which are underpinned by an ICT Shared Service Technical Response Plan.

A key challenge for the Governance Board is where there is any individual demand that each service places on the ICT Shared Service. These demands are sometimes individual to each service related to its respective business priorities and risk appetite. Therefore the Board looks to align business priorities, remove conflicts and align work streams and funding availability to maximise the benefits of a shared service.

Key Performance Indicator reports which show performance against the ICT Shared Service Catalogue are published regularly. The reports detail performance for each Service on a monthly and rolling six monthly basis. These reports are scrutinised at the Governance Board meetings and progress is monitored.

10. Conclusion

The Review of the Operation of the ICT Shared Service Agreement demonstrated progress has been made in developing the ICT Shared Service through the KPI's that are monitored and reported on a regular basis as well as the recognition that the function could be improved further.

The restructure of the function is specifically intended to improve services which is now underway, there is a high level of confidence that project and change delivery will improve, which would not have been possible the old structure. It will also address the situation where temporary agency staff were used to fill permanent positions, thereby improving costs.

The next Management Review, in 2019, will include reporting on the success of the restructure and transition against the stated aims of the restructure:

- Take into account the changing technology landscape and maximise the efficiency opportunities that this brings;
- Use the re-location of staff to bring about more efficient deployment and use of resources;
- Re-organise duties of the teams to facilitate more flexible working practices; and
- Address shortcomings experienced over the last 3 years in the server team through augmenting and re-alignment of existing resources.

11. Recommendation

That Members consider the outcomes of the fourth annual review of the operation of the ICT Shared Service Agreement and note the progress and direction of travel towards achieving the aims of improved service, resilience, flexibility, cover and cost management.

AMRIK DOSANJH
HEAD OF ICT & IMPROVEMENT

Schedule 4

1. **ICT Shared Services Governance Board**

1.1 **Establishment**

The Parties shall establish an ICT Shared Services Governance Board with the functions and powers set out in this Schedule. The Board will not be responsible for the day to day operation of the Shared Services, which will remain the responsibility of the ICT Service Delivery Manager.

1.2 **Role**

The Role of the ICT Shared Services Governance Board shall be to:

1.2.1   ensure that the ICT Shared Services is effective, efficient and resilient

1.2.2   agree the Budget for the following Financial Year in accordance with the budget setting process of each party

1.2.3   identify opportunities for innovation and improvement to the approach taken to delivering the ICT Shared Services in a way that is effective, efficient and provides value for money, whilst maintaining resilience and reviewing reports from the ICT Service Delivery Manager on how this may be achieved

1.2.4   seek further financial benefits which do not compromise the effectiveness and resilience of the ICT Shared Service

1.2.5   to ensure that an annual review of the operation of the Agreement is carried out, using information provided by both Parties to assess the delivery of the Shared Services and the provision of those services within budget. The Board shall consider and make recommendations, as appropriate, on the following matters:

i.   the quality of the Shared Services, including the extent to which the aims and outcomes of the Agreement have been met and the effectiveness of the Shared Services;

ii.   the effectiveness of budgetary and financial management arrangements;

iii   the effectiveness of systems, processes and procedures;

iv.   any developments in relevant legislation and policy guidance that may impact on the Shared Services; and

v.   forward planning for the development of the Shared Services.

1.3   Responsibilities

In performing its role the ICT Shared Service Governance Board shall:

1.3.1   consider further opportunities for partnership working and synergies where this represents opportunities and benefits

1.3.2   determine and ensure the sharing of the financial benefits relating to the ICT Shared Services on a fair basis between the Parties that minimises unnecessary costs

1.3.3   review requests for change in relation to the Agreement

1.3.4   receive and consider disputes where escalated to the ICT Shared Service Governance Board.

1.4   Membership

The ICT Shared Service Governance Board shall be comprised of the following representatives:

1.4.1   Principal Officer responsible for ICT from Cambridgeshire Fire and Rescue Service

1.4.2   Principal Officer responsible for ICT from Bedfordshire Fire and Rescue Service

1.4.3   Head of ICT from Cambridgeshire Fire and Rescue Service

1.4.4 Head of ICT from Bedfordshire Fire and Rescue Service

1.4.5 ICT Shared Services Manager

1.4.6 Other members who are co-opted as required and agreed by the Parties

1.4.7 Substitutions may be made as necessary.

1.5 Chairmanship

The ICT Shared Services Governance Board shall be chaired by the Principal Officers of both Parties, with the chairmanship being rotated alternately on a meeting by meeting basis.

1.6 Frequency of Meetings

The ICT Shared Services Governance Board shall meet at least four times in each financial year. Additional meetings may be organised as necessary with the agreement of both Parties.

1.7 Quorum

The ICT Shared Service Governance Board shall be quorate for decisions where the Principal Officers of each Party, or their agreed substitutes, are present.

1.8 Decision making

The parties shall ensure that their representatives at the meetings of the ICT Shared Services Governance Board have the necessary delegated authority for decision making. Decisions shall be reached on a unanimous basis and the only voting representatives shall be the Principal Officers of each Party.

1.9 Support

The ICT Shared Services Governance Board shall be serviced by the Party hosting the meeting.