Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
6 December 2016
Item No. 5

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

SUBJECT: **CORPORATE SERVICES PROGRAMME AND PERFORMANCE 2016/17 - QUARTER TWO (APRIL TO SEPTEMBER 2016)**

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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 2016/17 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 Two 2016/17 (1 April 2016 to 30 September 2016).

RECOMMENDATION:

Members acknowledge the progress made on Corporate Services Programmes and Performance and consider any issues arising.
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1.   <u>Programmes and Projects 2016/17</u>

1.1   Projects contained in this report have been reviewed and endorsed in February 2016 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 2016/17 to 2019/20 has been taken within the proposed 2016/17 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2016.

1.4　Shared Services / Collaborative working opportunities are now gaining momentum with 2 workstreams active (Pilot studies in place), and exploratory planning discussion underway for 5 others.

1.5　Implementation of the remainder of Stage 2 Virtual Desktop Infrastructure (VDI) (an ICT Shared Service joint project with Cambridgeshire Fire and Rescue Service) is expected to complete on time by the end of the calendar year. The remaining complex and/or mobile users who fall outside the original scope will be the subject of a separate project to review mobile working commencing in Q4 16/17.

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

- The Fire Workbench programme is progressing well.with a new Defects Reporting system in trial on three stations. This is a collaborative development with Devon and Somerset Fire and Rescue Service as part of the tri-service transformation grant. The development focuses on the use of open source technologies to provide a low cost solution to support common Fire and Rescue Service activities and improve the availability of information to support decision making. As part of the wider transformation bid activities we are also working with Cambridgeshire Fire and Rescue Service on the development to support Training Centre based activities.
- The Service Website Project has now begun, with the requirements scoped and the opportunities for working in partnership with the police or local authorities being explored.

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 13 January 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. <u>Programme Summary and Exception Reports</u>

2.1 The go-live date for the first phase of the HR and Payroll system is projected to extend from Quarter 3 2016/17 to the fourth quarter of 16/17. This follows an escalation by the Service to the provider of a number of matters including resource planning and project controls.

2.2 The Unified Comms Project (Telephony Systems replacement) rollout been delayed due to the focus on the Replacement Mobilising Project and some changes in personnel. The project procurement stage is underway and expected to be completed by mid-December, with the potential of taking advantage the Government's Digital Market Place (GCloud) to reduce timescales for procurement. The priority for the first phase of roll out will address the pressing needs of the Training centre. The existing telephony does not have sufficient lines to fully meet their needs and is being supplemented by mobile phones. The training centre is expected to receive unified comms telephony by the end of January with the full roll out expected to be completed by the end of March 2017 (was December 2016).

3. <u>Performance</u>

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 2016/17 which covers the period April 2016 to September 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   **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.

4.2   **FNP6   Percentage of Outstanding Debt Over 90 Days Old**
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.

4.3   IM1 The Number of Incidents on Mission Critical Services Resolved Within 1 Hour
During the period there were 3 calls logged as Mission Critical. Two were fixed within the SLA - the other one dealt with a Ransome Ware Cryptoware virus which took significantly longer than normal to resolve.

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.	**Green**	**Gazetteer** The Land and Property Gazetteer Managed Service provided by Cambridgeshire FRS the project is now is in the final stages of closure as it moves to Business as usual. The formal Project Closure report will be submitted to the Strategic Programme Board at their next meeting. All the principal data systems identified in the project scope have been matched to the corporate gazetteer, Addressbase this includes incident data and new Mobilising System, Fire Safety Dataset, Community Safety data incorporating the 'Exeter' dataset. Access to Addressbase data is now available to users through our intranet for ad hoc verification of address data. Through the work of this project we now have a framework upon which to build intelligent data around a property address.
		Green	**Asset Management** The processes for managing and controlling the Service's technical assets have been tightened and this has received a satisfactory reviewed by the service's Auditors RSM as part of the their follow up audit. Work is continuing on the requirements for the service wide asset management system which incorporates financial management and technical management. A repository for technical equipment data to support interim management of equipment and data capture process has been completed. Demonstrations of Asset Management Systems have taken place. These include those that are already in use or being procured in other Fire and Rescue Services. The outcomes of this exploration are continuing to be developed into user requirements and technical specification. A number of work streams have been identified by the Project Board to ensure the full scope of the Asset Management System is delivered including financial management of our assets.

Project Description	Aims	Performance Status	Comments
			Asset Management (cont..) We are engaging with Cambridgeshire and Devon and Somerset Fire and Rescue Services to re-establish any opportunities for joint working on common areas of interest in asset management including a toolkit for defect reporting subject to review with stakeholders.
Business Systems Improvement (cont…)		Green	**Prevention and Protection Management System** The scope of the system and requirements have been finalised and the roadmap for procurement has been time-lined with procurement with award of contract on target for 31 March 2017. The requirements for procurement focus on Fire Protection with the new Fire Workbench being developed internally providing the Community Safety functionality. This follows a review of applications in use across Fire and Rescue Services has been undertaken include demonstrations. The project has also engaged with users from other FRS who have implemented such a system to share their experience and learning to inform our project.
		Green	**Retained Availability Software** As part of the Retained Duty System review, the Service is replacing its retained availability software. The Gartan solution implementation has completed and the system is now live. This initial implementation is a stand-alone system to address the immediate operational need. The integrations for payroll are being assessed as second stage which comprises wider integrations between systems. These integrations will be implemented using the service's integration technologies. This will ensure a primary data sources are shared across systems enhancing data accuracy and information flows. This implementation of a new retained duty system forms part of the wider RDS Improvement project.
		Amber	**HR & Payroll System** A full Payroll reconciliation has been achieved in late October with some known differences which will be corrected in the next Parallel Run. By the end of Parallel Run 2 it is expected that the majority of anomalies will have been corrected.

Project Description	Aims	Performance Status	Comments
			HR & Payroll System (cont…) HR and Payroll teams are now catching up with data input to reconcile new starters/movers and leavers, and training for the Payroll team has commenced. Work on developing Management Information reports is ongoing. Testing has been completed on the initial integrations between MIS and i-Trent; scoping is now underway to refine the interfaces to allow for error reporting, and to consider integration to Gartan. Interdependency between sickness and absence reporting in the Replacement Mobilising system is also being scoped. The focus over the next period is on completing User Acceptance Testing prior to progressing to the next payroll parallel run. Methods for improving supplier response times to queries arising through the implementation have been proposed to mitigate an potential delays these could bring. The project is now projected to deliver the first phase in Quarter 4 16/17, (was Quarter 3) as reported to the HR/Payroll Board through the exception reporting process and is described in section 2.1 of this report.
Business Systems Improvement (cont…)		**Green**	**Website** The project to develop and create our new, up-to-date website began in September with the intention to have the new website in place by mid-2017. The needs of the Service have been scoped, and benefits, risks and issues assessed. We are currently working with the Police tri-force across Bedfordshire, Cambridgeshire and Hertfordshire on procuring a contractor to undertake the creation of the content management system and the visual look of the new site and considering options for how this will be managed and hosted in the future. Once the procurement process is concluded we intend to appoint a contractor as soon as possible. Two Project Team meetings have taken place; the first covered a range of key issues including content management, consultation, technical specifics and other issues, while the second was a workshop focusing upon benefits, risks and issues and the creation of user stories. A third takes place on 16 Nov to discuss site navigation.

Project Description	Aims	Performance Status	Comments
			Website (cont..)
			A Project Board meeting has also taken place.
			Content for the new website will not be migrated from the existing website but is being completely re-created and this work is well underway.
			Consultation with the FRA, staff and the public on aspirations for the future functionality of the new site is currently taking place and the results of this will feed into the creative process in the New Year.
Business Process Improvement	Optimise ways of working, re-engineering and automating where possible and providing integration between business systems.	**Green**	The re-engineering of processes continues with support to smarter ways of working with or without technology. This includes support to the review of administrative practices and processes associated with new business systems.
			In addition government funding has been secured by the STEP collaboration to deliver technology agnostic processes that can be adopted across the partnership and more widely by the Fire Service Community. As part of this work, £162,000 has been provided to fast track the development of the Fire Workbench, through the funding of a dedicated team of developers. This Fire Workbench takes advantage of low cost open source technologies and existing Microsoft capabilities and has potential for adoption across FRS. Migration to this new architecture is being undertaken in collaboration with Devon & Somerset Fire and Rescue Service who have adopted a similar approach. This architecture provides a highly flexible toolkit that supports the service in tactical and strategic decision making in addition to automating paper based tasks where this is appropriate. The first application on the Fire workbench, defect reporting process has been developed is ready for deployment. Development is now focussed on the delivery of the Community Safety Safe and Well application which encompasses a risk based approach to keeping our communities safe. At the same time we are also continuing to support the development of an On Call Firefighter Recruitment process that currently being trialled by Cambridgeshire FRS. This builds on the original architecture which has been migrated to a cloud based infrastructure. Future planned development

Project Description	Aims	Performance Status	Comments
Business Process Improvement (cont..)			includes Training Centre based processes to reduce the complexity in administration. Further progress is expected on this in the next reporting period. Reporting on this transformation bid work is included in the Service annual statement of assurance. This new stage of development through the transformation bid funding to the STEP collaboration has extended the BFRS business process improvement programme through to April 2017. This extended date has re-baselined the status at green (was amber).
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 i.e. 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: ICCS and Mobs.	**Red**	The project is underway with an assessment of systems and requirements for the unified communications solution in place. Specifications and market engagement is now taking place through the government's digital marketplace G-Cloud. There has been a delay to allow for a recruitment process to the role managing this work. This has now been resolved, however the current projection for award of contract and deployment to the training centre is now expected in December with Service wide deployment expected to complete by the end of the this financial year. Planned completion date revised from 31 December 2016 to 31 March 2017.
Community Defibrillators	Sponsor and deliver community located defibrillators.	**Green**	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 Memorandums of Understanding (MOUs).

5.10 (Appendix A)

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**	The VDI project is on track to complete the migration of all users within the scope of the project by the end of December. Currently 418 users have been migrated and by the end of December just over 80% of all Service staff will be using VDI. The project will move into its closure phase at the end of December, where the lessons learned are reviewed, and benefits measures are handed over to business as usual management. A project closure report formally closing the project will be presented to the Strategic Programme Board following completion of the move to Business as Usual. Staff currently involved in significant organisational change projects will be migrated to VDI at a later stage as part of business as usual. This includes Control Room staff who are establishing the new mobilising system and HR and Payroll staff who are implementing the new HR and Payroll system. Further migrations are expected as the VDI solution matures and applications are brought into the VDI images this includes specialist software and mobile users. 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.

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2016/17 – QUARTER 2

Information and Communications Technology									
Measure				**2016/17 Quarter 2**					
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q2 2015/16**	**Q2 Actual**	**Q2 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%	83%	98%	Amber	Missed target by 8%
IM2	**The Number of Incidents on Business Critical services resolved within 2 Hours**	Higher is Better	96%	n/a	100%	100%	96%	Green	16% 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	20% Better than target
IM4	**The Number of Incidents on Administration Services resolved within 8 Hour**	Higher is Better	90%	n/a	92%	94%	90%	Green	17% 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

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

Fleet & Workshops									
Measure				**2016/7 Quarter 2**					
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q2 2015/16**	**Q2 Actual**	**Q2 Target**	**Performance against Target**	**Comments**
WS1a	**Grade A Defect Response Time (within 1 hour)**	Higher is Better	90%	n/a	90%	98%	90%	Green	9% Better than target
WS1b	**Grade A Defect Response Time (within 2 hours)**	Higher is Better	95%	n/a	97%	100%	95%	Green	5% 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	2.73%	2.30%	5%	Green	54% Better than target
WS2b	**The percentage of time when Aerial Ladder Platforms & SRU were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)**	Lower is Better	5%	n/a	3.06%	2.39%	5%	Green	52% 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	0.58%	0.41%	3%	Green	86% Better than target
WS4	**The number of hours as a percentage the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time. (Idle time)**	Lower is Better	2%	n/a	1.06%	1.00%	2%	Green	50% 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

5.13 (Appendix B)

Fleet & Workshops									
Measure				**2016/7 Quarter 2**					
No.	Description	Aim	Full Year Target	Five Year Average	Q2 2015/16	Q2 Actual	Q2 Target	Performance against Target	Comments
WS6	**Annual Services undertaken**	Higher is Better	100%	n/a	100%	100%	100%	Green	Met target

Finance									
Measure				**2016/17 Quarter 2**					
No.	Description	Aim	Full Year Target	Five Year Average	Q2 2015/16	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	97%	95%	96%	96%	97%	Amber	Missed target by 1%
FNP6	**Percentage of Outstanding Debt Over 90 Days Old**	Lower is Better	1.5%	2.02%	0%	15.74%	1.5%	Red	Missed target

Notes:
2. *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.*