

For Publication

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

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: CORPORATE SERVICES PROGRAMME AND PERFORMANCE 2015/16 QUARTER TWO (APRIL TO SEPTEMBER 2015)

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Background Papers:

Previous Corporate Services Quarterly Programme and Performance Summary Reports

Implications (tick ✓):

| | | | | |
|-----------------|-------|---|------------------------|---|
| LEGAL | ✓ | | FINANCIAL | ✓ |
| HUMAN RESOURCES | ✓ | | EQUALITY IMPACT | ✓ |
| ENVIRONMENTAL | ✓ | | POLICY | ✓ |
| CORPORATE RISK | Known | ✓ | OTHER (please specify) | |
| | New | | CORE BRIEF | |

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide the Corporate Services Policy and Challenge Group with a report for 2015/16 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 2015/16 (1 April 2015 to 30 September 2015).

RECOMMENDATION:

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

1. Programmes and Projects 2015/16
 - 1.1 Projects contained in this report have been reviewed and endorsed in February 2015 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 2015/16 to 2018/19 has been taken within the proposed 2015/16 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2015.
 - 1.3.1 Shared Services opportunities remain under consideration.

- 1.4 Delivery of the Virtual Desktop Infrastructure (VDI) (an ICT Shared Service joint project with Cambridgeshire Fire and Rescue Service) began in September 2015 as planned.
- 1.5 The Information Security Management System project which was established as a project in the previous reporting period has been completed.
- 1.6 The Telephony System Replacement Project remains on hold due to other more urgent priorities.
- 1.7 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 11 March 2016.
- 1.8 Appendix A, gives a summary of status to date. The status of each project is noted using the following key:

| Colour Code | Status |
|-------------|---|
| GREEN | No issues. On course to meet targets. |
| AMBER | Some issues. May not meet targets. |
| RED | Significant issues. Will fall outside agreed targets. |

2. Programme Summary and Exception Reports

There are no exception reports for this period.

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 outturn for Quarter Two 2015/16 which covers the period 1 April to 30 September 2015. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2015/16 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:

FNP5 Percentage of Uncontested Invoices Paid within 30 days, we missed the target by 0.23% which represents a difference of 20 invoices out of 8000.

PAUL M FULLER
CHIEF FIRE OFFICER

CORPORATE SERVICES PROGRAMME REPORT

| Project Description | Aims | Performance Status | Comments |
|-------------------------------------|--|-------------------------------|--|
| Shared Services | A programme to explore opportunities with partners for collaborating and sharing Services, eg through a shared structure and governance, providing enhanced customer focused services, resilience, and operating efficiency. | No Active Work streams | <p>Other Shared Services</p> <p>This programme remains in place to encompass any future opportunities for shared services to be explored as they arise. No active projects. The Service remains vigilant to opportunities and these will be brought into this Programme as they arise.</p> |
| Business Systems Improvement | Optimise the use of existing business systems and replace where appropriate. | Green | <p>HR System:</p> <p>The Fire Authority, in their meeting of 21 October 2015, approved additional funding £74,000 to provide additional support to run the HR System Project due to new and continued work pressures on the HR Team.</p> <p>Indicative system and service costs have been received from the system provider and Greater Manchester Fire and Rescue Service. These are being evaluated. In the meantime a technical visit has taken place with the prospective system provider to assess their technical provision and security arrangements. The outcome of this assessment was positive. Our approach to integration is under way following this visit and dialogue with the provider is progressing.</p> <p>An options appraisal is now being prepared to consider the way forward in respect to the Service element of the project with include Payroll and System support services.</p> |

| Project Description | Aims | Performance Status | Comments |
|--|--|--------------------|---|
| Business Systems Improvement cont.... | Optimise the use of existing business systems and replace where appropriate. | Green | <p>Land and Property Gazetteer:</p> <p>The Land and Property Gazetteer Managed Service provided by Cambridgeshire FRS has successfully migrated to the new Addressbase Premium service. The Incident Recording System interface is now integrated with a cut of the Land and Property Gazetteer data improving the quality of the addressing information. Additional work has been undertaken to deliver Addressbase and an associated spatial database into the replacement mobilising system working in partnership with Essex FRS. Our Management Information System has also migrated to the Land and Property Gazetteer. Address matching continues across some 36,000 fire safety records. This will provide a single view of a non-domestic property irrespective of any change in company name.</p> <p>Asset Management:</p> <p>The RFID solution has been placed to one side following a withdrawal of the development partner due to other business pressures. Work is now focussed on building 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 potential solution for the Technical asset management has been identified. 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. 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.</p> |

| Project Description | Aims | Performance Status | Comments |
|--|--|--------------------|---|
| Business Systems Improvement cont.... | Optimise the use of existing business systems and replace where appropriate. | Green | <p>Prevention and Protection Management System:</p> <p>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. The project has identified key areas of Protection and Prevention that will require intermediate improvements ahead of the implementation of a new business system. The 101C database that records community safety activity has been developed using the STEP process automation solution. This is now being rolled out to the Community Safety Team ahead of a wider distribution to Stations. Further work is planned to integrate the Community Safety Assessment Tool into this solution. A Home Fire Safety Check process is also in the discovery stage for future development.</p> <p>Retained Availability Software</p> <p>As part of the Retained Duty System review, the Service is replacing its retained availability software. The Gartan solution has been procured. Implementation is underway with the supplier. The technical Server side aspect has been completed. An initial implementation is planned as a stand-alone system to address the immediate operational need. For the second stage an assessment of the integrations between systems needs to be identified. These integrations will be implemented using the STEP integration technologies. This will ensure a primary data sources are shared across systems enhancing data accuracy and information flows.</p> |

| Project Description | Aims | Performance Status | Comments |
|-------------------------------------|--|---------------------|--|
| <p>Desktop Refresh (VDI)</p> | <p>All principle business systems will be packaged onto the Virtual Desktop server. Users to receive their virtual desktop from a central Server.</p> <p>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. Links to the Telephony Project.</p> | <p>Green</p> | <p>The Virtual Desktop Server hardware has been received and is has completed configuration. A physical audit of applications and how they are used has been conducted across all wholetime stations with good user engagement. This has identified a number of improvements that can be made for users ahead of the move to VDI. The VDI Image is now being built using the information gather from the applications audit. User endpoints have been shipped ready for call off from third party store. Software Auditing tool has been procured which will be used in the next phase to complete the audit of software and provide on-going licensing monitoring. A tool to package the applications has been identified and external contractors are being engaged to conduct this work with knowledge transfer part of the work package.</p> |

| Project Description | Aims | Performance Status | Comments |
|--|--|-------------------------|---|
| <p>Information Security Management System</p> | <p>To introduce and information security management systems that meets the requirements of ISO27001 and associated Controls. This complements the Business Continuity and Risk Management project which also provided for the implementation of Protective Security.</p> | <p>Completed</p> | <p>1. Managing Critical Information Controls – Completed. The Critical Information Controls from the Information Security Standard have now been fully integrated into Abriska which is the Service’s information security management system. Following integration, the ICT Team have been systematically working through and reviewing these controls which now form part of business as usual in the maintenance of the system.</p> <p>2. Managing Critical Information Structures – Completed. The structures required to manage the Service’s critical information have been incorporated into the Service Assurance Framework Policy which brought together Information Security, Business Continuity and Risk Management as a fully integrated approach.</p> <p>3. Implementation – Completed. The Service’s Information Security System has now been implemented. Implementation comprised of a number of strands including the introduction of the Service Assurance Framework with a range of supporting policies including Information Security, Data Management, Data Handling Email protocols, Social Media and the ICT Shared Service implemented ITIL (Information Technology Infrastructure Library) compliant procedures which also support Information Security. Updates to the Service IT Infrastructure have also been delivered to assist in keeping information secure that includes the roll out of secure printers and secure email to roles that require such facilities. Familiarisation workshops with regards to the management of data including Data Protection, Freedom of Information and Subject Access Requests have also been delivered and are on-going with further familiarisation training to be delivered across the Service and incorporated into business as usual.</p> <p>The Information Security Project will be signed off by the next Programme Board scheduled for 11th March 2016.</p> |

SUMMARY OF CORPORATE SERVICES PERFORMANCE QUARTER TWO 2015/16

| Finance | | | | | | | | | |
|---------|---|------------------|------------------|-------------------|------------|-----------|-----------|----------------------------|------------------------|
| Measure | | | | 2015/16 Quarter 2 | | | | | |
| No. | Description | Aim | Full Year Target | Five Year Average | Q2 2014/15 | Q2 Actual | Q2 Target | Performance against Target | Comments |
| FNP3 | Percentage of Routine Financial Reports Distributed Within 6 Working Days of Period | 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% | 95% | 96% | 95.78% | 96% | Amber | Missed target by 0.23% |
| FNP6 | Percentage of Outstanding Debt Over 90 Days Old | Lower is Better | 2% | 9% | 3% | 0.77% | 2% | Green | 81% better than Target |
| ICT | | | | | | | | | |
| IM1 | The Number of Incidents on Mission Critical services resolved within 1 Hour | Higher is Better | 90% | n/a | 100% | 100% | 90% | Green | 11% better than target |
| IM2 | The Number of Incidents on Business Critical services resolved within 2 Hours | Higher is Better | 86% | n/a | 78% | 100% | 86% | Green | 16% better than target |
| IM3 | The Number of Incidents on Business Operational services resolved within 4 Hours | Higher is Better | 83% | n/a | 77% | 98% | 83% | Green | 19% better than target |
| IM4 | The Number of Incidents on Administration Services resolved within 8 Hour | Higher is Better | 80% | n/a | 76% | 92% | 80% | Green | 15% better than target |
| AV1 | Core ICT services availability | Higher is Better | 97% | n/a | 86% | 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 |

SUMMARY OF CORPORATE SERVICES PERFORMANCE QUARTER TWO 2015/16

| Fleet & Workshops | | | | | | | | | |
|-------------------|--|------------------|------------------|-------------------|------------|-----------|-----------|----------------------------|------------------------|
| Measure | | | 2015/16 Q2 | | | | | | |
| No. | Description | Aim | Full Year Target | Five Year Average | Q2 2014/15 | Q2 Actual | Q2 Target | Performance against Target | Comments |
| WS1a | Grade A Defect Response Time (within 1 hour) | Higher is Better | 90% | n/a | 98% | 90% | 90% | Green | On Target |
| WS1b | Grade A Defect Response Time (within 2 hours) | Higher is Better | 95% | n/a | 100% | 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% | n/a | 2% | 2.73% | 5% | Green | 45% 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 | 4% | 3.06% | 5% | Green | 39% 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% | 0.58% | 3% | Green | 81% 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% | 1.06% | 2% | Green | 47% better than target |

SUMMARY OF CORPORATE SERVICES PERFORMANCE QUARTER TWO 2015/16

| Fleet & Workshops | | | | | | | | | |
|-------------------|--|------------------|------------------|-------------------|------------|-----------|-----------|----------------------------|-----------------------|
| Measure | | | 2015/16 Q2 | | | | | | |
| No. | Description | Aim | Full Year Target | Five Year Average | Q2 2014/15 | Q2 Actual | Q2 Target | Performance against Target | Comments |
| WS5 | The total time expressed as a % when ALL Appliances were available for operational use after the turn-around time and idle time are removed from the total time in the reporting period. | Higher is Better | 93% | n/a | 98% | 97% | 93% | Green | 5% better than target |
| WS6 | Annual Services undertaken | Higher is Better | 100% | n/a | 100% | 100% | 100% | Green | On Target |

Note: 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