

To: Policy and Resources Committee

From: Head of ICT and OHU – John Fagg

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Annual Review of the operation of the ICT Shared Service Agreement

1. Purpose

- 1.1 The purpose of this report is to inform the Policy and Resources Committee of the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4), for the period 1 January 2021 to 31 March 2022, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service and the ICT Shared Service Delivery Manager.

2. Recommendations

- 2.1 The Committee is asked to;
- consider the outcomes of the annual review of the operation of the ICT Shared Service Agreement,
 - note the progress and direction of travel towards achieving the aims of improved service, resilience, flexibility, cover and cost management.

3. Risk Assessment

- 3.1 **Economic** – although taking advantage of more efficient ICT systems and solutions involves an upfront financial outlay, once in place, their proactive and robust management can be linked to many economic benefits. The existence of the ICT Shared Service Agreement is a mechanism through which such benefits can be realised.
- 3.2 **Technological** – new systems and solutions lead to improved services for all stakeholders whilst bringing new challenges and a requirement for a myriad of skill sets to meet them. The ICT Shared Service recognises the need to remain focussed yet flexible and regularly review its structure to meet these challenges.
- 3.3 **Legislative** – the Service recognises the need to retain and embed existing quality standards, using them to drive business change. The Authority must remain legally compliant and make the necessary provisions to meet changes such as the General Data Protection Regulations.

4. Background of the ICT Shared Service

- 4.1 On 22 October 2013 Cambridgeshire and Peterborough Fire Authority authorised an ICT Shared Service Agreement with Bedfordshire Fire and Rescue Authority for a term of five years. This agreement, 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 Cambridgeshire Fire and Rescue Service (CFRS) and Bedfordshire Fire and Rescue Service (BFRS). This agreement has since been extended for a further five year period.
- 4.2 The ICT Shared Service Governance Board meets on a quarterly basis to consider and oversee the quality and delivery of services, consider prioritisation and new work streams. The Board consists of the Deputy Chief Executive (CFRS), Assistant Chief Officer (BFRS) and Head of ICT from both services as well as the ICT Shared Service Delivery Manager.

5. ICT Shared Service Agreement and Review

- 5.1 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.
- 5.2 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 1.
- 5.3 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 Authority accordingly.
- 5.4 This report puts forward the summary of the review for the period covering 1 January 2021 to 31 March 2022.
- 5.5 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,
 - planning for the development of the shared services.

6. Executive Summary of the Review of Operations 1 January 2021 to 31 March 2022

- 6.1 Throughout 2021/22 the ICT Shared Service operated within the restrictions of the pandemic ways of working. Some staff worked from home in isolation however the user support and network teams needed to provide support on site and so often attended premises.

- 6.2 Despite the challenges, the ICT Shared Service maintained a high level of support to users, whether working on site or remotely at home. It also successfully delivered key projects within both organisations and technical upgrades.
- 6.3 Both organisations have started the journey to migrate their ICT services into the cloud environment. This change will have an impact on the ICT Shared Service requiring new skills and possibly a reorganisation of resources. A new Service Delivery Manager is starting in April 2022 to replace the existing manager who is retiring. This will also provide an opportunity to further review the ICT Shared Service operations.
- 6.4 The demand on the resources of the ICT Shared Service continues to be a challenge. It is essential that all new projects are properly considered and individually resourced to ensure demands placed upon it are manageable.

7. The Quality of the ICT Shared Service

- 7.1 The quality of the ICT Shared Service is reviewed throughout the year through the ICT Shared Service Governance Board, including the extent to which the aims and outcomes of it have been met and its effectiveness. The quantitative aspects of the ICT service are a measure of its adherence to Service Level Agreements (SLA's) and Key Performance Indicators (KPI's) as well as customer surveys and monitoring of project delivery.
- 7.2 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 organisations.
- 7.3 The service desk module of the new service management tool (HALO) is now being used to manage ICT incidents. It provides a user portal that enable users to log incidents and monitor progress. The new system is also capable of providing automated workflows to assist areas such as change management, configuration management database and asset management. However these parts of the system need to be developed. The aim is to implement the additional modules to improve the operation of all teams within the ICT Shared Service and support the alignment to Information Technology Infrastructure Library (ITIL) best practices. This will further improve the customer focus of the ICT Shared Service.
- 7.4 The new system automatically canvasses users for their level of satisfaction with how their incident was handled and any additional comments they may have every time an incident is closed. This year we have undertaken an analysis of these responses to gauge user satisfaction instead of the annual survey which was receiving low levels of engagement. The results of the analysis are detailed below and historic information is set out in a table for information.



CFRS							
Question	2010	2014	2015	2017	2018	2019	2020
The ICT Service is important to you	5.9	6.54	6.35	6.30	6.1	6.4	6.64
The ICT systems are available when you need them	4.6	4.97	5.28	5.88	5.1	5.5	6.01
The ICT systems are generally reliable	4.3	4.0	4.67	5.44	4.6	5.1	5.69
The speed of the ICT systems are acceptable	3.4	3.01	3.91	4.76	3.4	4.5	5.33
You have had sufficient ICT training	4.3	4.41	4.78	4.85	4.5	4.3	5.04
The ICT team responds to your problems quickly	4.4	4.53	5.29	5.95	5.4	5.5	6
The service desk keeps you informed of progress	5.0	4.81	5.15	5.74	5.4	5.4	6
The support from ICT meets your needs	4.6	4.56	5.2	5.89	5.5	5.5	6.01
ICT staff have a high level of technical competence	4.9	5.17	5.53	5.92	5.6	5.7	6.15
ICT staff are easy to contact when needed	4.2	4.56	5.03	5.84	5.3	5.4	6.13
ICT staff are able to diagnose problems accurately	4.7	5.06	5.23	5.78	5.4	5.5	5.95

ICT staff have helpful attitudes	5.0	5.81	5.88	6.18	5.9	5.9	6.31
You know what level of support to expect	4.7	4.97	5.38	5.84	5.7	5.6	6.28
ICT support is available when you need it	4.1	4.43	5.21	5.67	5.1	5.3	6
ICT effectively supports the fire and rescue service strategic objectives	4.4	4.48	4.69	5.50	5.1	5.1	6.01
ICT provides you with accurate information	4.6	4.76	4.84	5.71	5.3	5.4	6.05
You have a good working relationship with ICT	4.9	5.29	5.69	5.99	5.6	5.9	6.32
Good communication channels exist with ICT	4.5	4.32	4.71	5.39	5.2	5.3	5.81
Your overall opinion of the quality of the ICT service	4.5	4.58	5.1	5.90	5.3	5.5	6.13
Your overall satisfaction with the ICT service	4.4	4.36	4.93	5.86	5.1	5.5	6.03
Average score	4.57	4.73	5.14	5.72	5.23	5.42	5.99

7.6 The Impact of COVID-19 - despite the lockdown and restrictions on working arrangements enforced by the pandemic, the ICT Shared Service has provided a stable and reliable ICT infrastructure throughout. Performance against incident management has dropped slightly but this is largely due to increased fix times for some faults due to the large number of staff remote working in both organisations.

7.7 The ICT Shared Service continued to progress and deliver internal projects and support organisation driven projects with minimum impact.

7.8 The following provides a high level overview of key works undertaken over the reporting year in CFRS;

- replaced the Mobile Device Management (MDM) system with Microsoft Endpoint Manager resulting in cost savings,
- deployed new image to all Mobile Data Terminals (MDTs),
- deployed new Gold image to laptops,
- built and deployed new Geospatial Information System (GIS) PCs,
- deployed new resilient Wi-Fi networks across all sites,
- continued the refresh and deployment of new laptops,
- maintained ISO27001 accreditation,

- assisted the new SharePoint system projects and wider Microsoft 365 implementation,
- assisted with technical aspects of the replacement Integrated Communications Control System (ICCS) and mobilisation system project,
- upgraded several database systems.

9. The Effectiveness of Budgetary and Financial Management Arrangements

9.1 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;

- full time equivalent or FTE staff costs including individual consumption by each respective organisation 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.

9.2 Costs are subject to each organisations own approval process including ICT Shared Service joint projects and temporary agency staff. 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; BFRS costs are shown here as a comparison.

April 2020 to March 2021	BFRS	CFRS	Total
Total costs of ICT Shared Service staff	£522,606	£469,636	£992,242
April 2021 to March 2022	BFRS	CFRS	Total
Total costs of ICT Shared Service staff	£503,670	£494,863	£998,533

10. Time split between Services

10.1 The consumption of staff resources by each organisation has a direct impact on annual costs and as such are scrutinised as part of the annual review. The demands placed onto ICT compared to staff available show that a lean environment exists. The shared service arrangement effectively provides a method of financial risk mitigation in that, where an organisation 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.

10.2 The original expectation was that the resource demands on the ICT Shared Service from each organisation 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 organisation as well as the larger user base in CFRS.

- 10.3 To date this expectation has not proved accurate. BFRS continue to consume more resources than CFRS. It is positive however that more joint activities are being undertaken resulting in a greater proportion of shared costs (table below refers).

Time split of ICT Shared Service activities between CFRS and BFRS (%)									
Year	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22
BFRS	37	36	38	42	33	27	29	30	24
CFRS	45	44	36	30	29	26	24	27	18
Shared	18	20	26	28	38	47	46	43	58

11. Capital Investment

- 11.1 Both partners in the ICT Shared Service have capital replacement programmes which are aligned particularly in respect to infrastructure renewals and contracts.
- 11.2 An asset inventory is maintained by the ICT Shared Service with a contracts database being maintained by each organisation. Opportunities for joint procurement continue to deliver benefits, including price advantages through economies of scale. Procurement is undertaken by CFRS and BFRS procurement teams through their respective controls and systems. Agreements are in place through these teams for one organisation to lead and contract on behalf of the other where this is appropriate and beneficial.

12. The Effectiveness of Systems, Processes and Procedures

- 12.1 Systems, processes and procedures, including KPI's are in place and the ICT Shared Service adopt best practice by aligning to the ITIL (Information Technology Infrastructure Library) framework. KPI's are monitored by ICT Shared Service Management and reported through the ICT Shared Service Governance Board.
- 12.2 Audits of the ICT functions are conducted by the Information Governance Manager in CFRS and also by third parties as part of the ISO27001 accreditation.

13. Project Delivery

- 13.1 The ICT Programme Board continues to manage the project work being undertaken by the ICT Shared Service. The Board comprises the Heads of IT for each organisation, ICT Shared Service Delivery Manager, ICT Shared Service Project Manager, ICT Shared Service Infrastructure Manager and the ICT Shared Service Support Manager.

- 13.2 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.
- 13.3 The ICT Shared Service continues to be under pressure due to the amount of work that is currently in progress requiring ICT resources. As well as the continued essential upgrades of both Services ICT infrastructures both organisations have large ICT related projects underway.
- 13.4 There is not enough capacity in the ICT Shared Service establishment to proactively maintain the ICT infrastructure and deliver multiple large projects in both organisations. To enable IT projects to be successfully delivered it is essential that additional resources are made available and such costs are included within the initiation process of new projects. This is managed by the ICT Shared Service Programme Board that has been established to monitor project demands and escalate issues to the Governance Board. Digital capacity is seen as a priority within the Integrated Risk Management Plan Action Plan this year (encompassing all areas of digital support which includes the ICT Shared Service).

14. Development in Legislation and Policy Guidance

- 14.1 The Heads of ICT work with the ICT Shared Service Manager to identify and address developments in legislation and align policy to guidance. No new legislation has been introduced this year that impacts on ICT service delivery.

15. Planning for the Development of the Shared Service

- 15.1 **Establishment** – the establishment of the ICT Shared Service has remained stable over the majority of the past 12 months with very little change in personnel. Since pandemic restrictions have been eased, three members of staff have left the Service (including the retirement of the ICT Shared Service Delivery Manager), with two posts successfully recruited against. The remaining post remains out for recruitment.
- 15.2 **Transport** - a car and a van are provided by CFRS and two cars by BFRS. This is a reduction of two vehicles as a result of the pandemic lockdown and changes in working practices. The number of vehicles is proving adequate at present to travel around the sites as necessary to address incidents and attend meetings. This may need to be reviewed once new ways of working are confirmed.
- 15.5 **Terms and Conditions** - the variances in terms and conditions between the two organisations have not had a major impact on staff but have complicated the roles of managers. A pragmatic approach is taken wherever possible to harmonise requirements as much as possible, although no formal agreement has been reached between the organisations to rectify this problem.
- 15.6 **Resilience** – the ICT Team continues to provide 24x7x365 cover for mission and business critical systems. Additionally the ICT Service Desk operates from

0800 to 2100 hours Monday to Thursday to enable On-Call staff and those on shift patterns to access ICT assistance in a timely manner.

- 15.7 Changing Technology – progress has been made throughout the year migrating services onto Microsoft 365 in the cloud environment. This work will continue in the coming year. A cloud telephony system has been deployed in BFRS in preparation for the retirement of the Public Switched Telephone Network (PSTN) in 2025. A similar solution will be deployed in CFRS during 2022/23. All technical staff will require development of their technical skills to enable us to support more applications in the cloud environments. It is likely that the structure of the ICT Shared Service will need to be reviewed next year as more services are migrated to the cloud.
- 15.8 Governance - the ICT Shared Service is governed through the ICT Shared Service Governance Board. The Board meets on a monthly basis to monitor progress. Both partners have established organisationally focussed ICT strategies which are underpinned by an ICT Shared Service Technical Response Plan.
- 15.9 A key challenge for the Governance Board is to manage the expectations of each organisation. Demands on resources are sometimes individual to a services 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.
- 15.10 The KPI reports showing performance against the ICT Shared Service Catalogues are published monthly. The reports detail performance for each organisation on a monthly and rolling six monthly basis. These reports are scrutinised at the Governance Board meetings and progress is monitored.

16. Conclusion

- 16.1 The review of the operation of the ICT Shared Service has demonstrated that progress has been made in developing services and improving technology provision despite the current challenging environment.
- 16.2 A number of significant projects have been delivered during this reporting period, as well as responding rapidly to the requirement for new ways of working.
- 16.3 The ICT Shared Service continues to provide a value for money solution in supporting technology provision for both CFRS and BFRS.

Source Documents

ICT Shared Service Governance Board Schedule 4 Agreement

Location: Fire Service HQ, Hinchingsbrooke Cottage, Huntingdon

Contact: John Fagg, Head of ICT and OHU john.fagg@cambsfire.gov.uk

Schedule 4

1. ICT Shared Service Governance Board

1.1 Establishment

The Parties shall establish an ICT Shared Service 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 Service Governance Board shall be to;

1.2.1 ensure that the ICT Shared Service 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 Service 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,
- 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 Service 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 Service 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 Service 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 Service 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 Service Governance Board shall be serviced by the party hosting the meeting.