



OFFICIAL

Revised ICT Strategy

Finance & Resources Committee

Date: 19 July 2019

Agenda Item:

5

Submitted By: Director of Service Support

Purpose To seek approval for the revised ICT Strategy.

Recommendations That Committee approve the revised ICT Strategy.

Summary The ICT strategy was introduced in 2016 in line with the Service Plan. As a new Service Plan has now been approved, the ICT strategy has been revised in line with this. It takes into account the direction of the organisation, changes in compliance and security requirements and changes in technology.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Revised ICT Strategy

1 Introduction

- 1.1 The current ICT strategy went live in 2016 and was due to run until 2020 in line with the Service Plan. The new West Yorkshire Fire and Rescue Service (WYFRS) Your Fire & Rescue Service Plan 2019 - 22 went live in April 2019 and is set to run until 2022 and therefore, the ICT strategy has been revised to reflect this and also to take into account the changes in technology that have already occurred and those that are on the horizon.

2 Information

- 2.1 Considerable work has already been done to bring our technology infrastructure up to date, taking into account the need for more flexibility, mobile working and removal of manual processes. This work is continuing with much of it not being visible to the end users. For example, upgrading firewalls, improving network security and speeds and increasing internet connectivity. All this work has to factor in the compliance requirements of data protection and security and the ever-increasing risk from cyber-attack.
- 2.2 The revised strategy reflects our need to work smarter. Removing the restrictions of location and enabling our staff to work from anywhere provides savings in travel costs, enables us to work more effectively with our partners and communities and provides our staff with more opportunities to manage their work/life balance. The revised strategy can be found in Annex A.
- 2.3 The following table shows the projects that were set out in the previous strategy and their current status. Many of these projects are due to complete in the current financial year and will sit under the new strategy. The projects that have not yet started will also remain and will be reviewed to ensure they still meet our needs. The table reflects the main change projects but it should be noted that 'business as usual' projects are also running alongside those listed below. Examples of these are listed in 2.1 above.

Completed Projects		
Project	Description	Comments
ITIL service management	Assess the requirements and impact of implementing ITIL service management and implement the recommendations. Undertake a review of the ICT resource requirements and location to maximise skills, streamline business processes and enhance support to the business. Develop and implement ICT service levels and Key Performance Indicators (KPIs).	Although the project is complete, the Service Level Agreement (SLA) is reviewed annually and other ITIL principles are being implemented.
Establish an ICT Training Function	Establish an ICT training function to support all our staff in the use of technology.	The original project is complete. Work is now underway to develop an ICT training competency framework and training tools to support this which forms part of the revised strategy and is a separate project.

Information Management strategy	To develop and implement an information management strategy and the associated tools to enable all staff to manage the information they collect and use. The strategy will include an asset register, retention schedule, naming conventions, use of metadata and compliance criteria.	This project closely linked with the General Data Protection Regulations (GDPR) project and SharePoint upgrade and is currently in evaluation.
Mobile Device Management	Provide a software platform for the management and secure access of all mobile devices including but not limited to smartphones, tablets and laptops.	All mobile devices now have mobile device management installed as standard.
System Security	To support the management of relevant information / data in an efficient and secure way. To streamline the management of access to required information / data.	This is maximising the enhanced security functionality available and is now complete pending project evaluation.
Paperless meeting solution	Develop a business case for a paperless meeting solution and implement the approved recommendations. Ensure meeting environments have infrastructure in place for electronic working.	Solution trialled at Management Team / Board. Conferencing and other meeting technology being rolled out as part of other projects. This is now closed pending project evaluation.
Projects in progress (will be completed under the revised strategy)		
HR and rostering solution	Provide a HR and Rostering solution which encompasses the needs of West Yorkshire Fire and Rescue Services (WYFRS).	'Access HR' is live with further modules being phased in over the coming months. Gartan will go fully live in January 2020 in line with Command, Leadership and Management project (CLM).
SharePoint Upgrade.	Migrate to SharePoint 2016 and improve the governance of our information, management of its security and provide a more consistent, flexible and user-friendly experience to all our staff.	Testing and data migration is underway.
Enterprise electronic forms	Review methods of producing consistent electronic forms with a standard look and feel that can be used across desktop and mobile working technologies that will	This project has been moved under other projects as follows: <ul style="list-style-type: none"> SharePoint upgrade - the current forms software is being replaced

	simplify and enhance the end user experience.	<p>as part of this project.</p> <ul style="list-style-type: none"> In-house development for mobile working including Prevention, Protection and risk information.
Protection and Risk Information Database	Review the ways of working for protection and risk information and look at the best option for capturing, managing and reporting the information including electronic data capture and integration with other systems to prevent data duplication and improve data quality.	The solution is being developed in-house. Risk Information will go live by September 2019 with development of the Protection solution commencing in October 2019 and go live in Spring 2020.
Performance Management	As part of the review of systems look at how performance management solutions can be enhanced including more corporate performance management.	A full review of the performance management framework and reporting is underway. Identified requirements from the review will sit within the revised strategy.
Hydrant Management	Assess how the hydrant management system can be updated or replaced to more effectively manage hydrant information and remove the manual processes to ensure hydrant information is as current as possible.	The current system will be upgraded in Autumn 2019.
OPEX review	Assess whether the current OPEX system meets requirements and determine whether upgrade or replacement is required.	This is being undertaken as part of the procurement review.
Tranman upgrade	Assess whether the Tranman system meets the requirements for effective vehicle management. Determine whether it should be upgraded or replaced and implement the findings.	The upgrade is due to be rolled out in July 2019.
Rich media solution	Assess the requirements to be able to store, access and share rich media content in a secure but flexible way that is easy to manage and scalable.	Scoping for this is underway and will be completed in the current financial year.
Voice over Internet	Replace the legacy telephone system with a network solution that	Requirements gathering and research is underway and the technical specification

Protocol (VoIP)	provides greater flexibility in ways of working, improves mobility, improves conferencing functionality and reduces call costs.	is being developed prior to a tender process taking place. Rollout will start at Headquarters in 2019/20 with rollout across all sites by the end of 2020/21.
ICT Training Competency Framework	Establish a framework for ICT training and implement along with suitable training tools to support the framework.	The scope of the framework has been established and the first systems established.
Standardisation of desktop / laptops	Move to standard desktops, laptops and docking stations. Roll out laptops for all personal issue to provide flexible working.	Rollout has commenced with station desktops and FDS Officer's laptops being replaced in the current financial year. Replacement will continue over the following two financial years.
Maximising value for money from existing systems	Ensure software is used to its full potential and rationalise the number of different applications in use.	Move to using more Windows functionality for security, remote access and desktop / application management.
Vehicle CCTV	The current vehicle CCTV is unreliable and not all vehicles are using the same system. Supplier maintenance and support is also inconsistent with some of the systems no longer supported.	The scoping / requirements phase of this project has been completed. The technical specification is now being developed prior to procurement.
Pagers	Current pagers are coming to end of life and failing more frequently. This project is looking at various options for their replacement.	Research is underway to look into paging apps that run on a smartphone. A trial of alternate pagers is also being established with Systel.

Projects under the Revised Strategy but not yet started

ID cards	Establish whether use of ID cards can be maximised to manage access to systems and technology including replacing system logins and accessing print.	This formed part of the original strategy and will be reviewed as part of the revised strategy.
Bring your own device (BYOD)	Review internal communication methods including BYOD and implement the recommendations from the approved business case.	This formed part of the original strategy and will be reviewed as part of the revised strategy.
Thin Client	Develop the business case to determine whether to move to a thin client infrastructure and implement the approved recommendations.	This formed part of the original strategy and will be reviewed as part of the revised strategy but is likely to be superseded by the move to more cloud based solutions.
Equipment	Assess the impact and benefits of	This formed part of the original strategy

management and electronic tagging of equipment	electronic tagging of equipment. Assess whether EMS (Equipment Management System) is meeting the requirements for the effective management of operational equipment. Determine what other equipment can be managed through EMS.	and will be reviewed as part of the revised strategy.
Printer estate	Review the number and type of printers against requirements taking into account the use of electronic meetings and secure printing. Consider whether managed print services is a more suitable solution.	This formed part of the original strategy and will be reviewed as part of the revised strategy.
Command Support Software	Enable the ability to collect, manage and transfer information between incident sectors and incident command electronically	Formal work on this project has not started however work is underway to determine the viability of Resilience Direct to provide a solution.

3 Financial Implications

- 3.1 All the identified projects are included within the approved capital plan and this report is not requesting any additional funding.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 The increase in flexibility and mobile working will provide staff more options around working arrangements.

6 Health, Safety and Wellbeing Implications

- 6.1 There is a considerable volume of change underway across the organisation and capacity of staff to work on projects whilst still undertaking their business as usual work will need to be carefully monitored and managed.

7 Organisational Dependencies

- 7.1 The projects that sit within the ICT strategy are managed through either Change Management Board or Tactical Project Board along with the other change projects underway. These boards consider the resourcing implications, priorities and inter-dependencies of all the change projects underway and those planned for the future.

8 Your Fire and Rescue Service priorities

- 8.1 The ICT strategy will enable us to work smarter throughout the service by making better use of technology and innovating where possible. It will also enable us to be more efficient across all areas of the service to make savings in both cost and by releasing resource capacity.

9 Conclusions

- 9.1 The revised ICT strategy will continue in the direction of the previous strategy with its overall aim to make things Simpler, Smarter and more Engaging whilst ensuring that it meets the needs of the new Service Plan and compliance requirements and reflects changes in technology. It is therefore requested that Committee approve the revised strategy.



ICT Strategy 2019 - 2022

We will make the most of technology to make things Simpler, Smarter and Engaging

Introduction

The fire service is going through an unprecedented time of change in an ever more challenging financial environment. West Yorkshire Fire and Rescue Service (WYFRS) remains committed to delivering the priorities of its Service Strategy. The ICT strategy is aligned to the Service Strategy and is an enabler in helping to deliver its objectives.

Our ICT strategy objectives

Our objectives are split into three main areas:

- Simpler – which is about making things easier for our users, reducing administrative and manual burdens and ensuring users have what they need, when they need it, to do their job effectively.
- Smarter – which is about having the right infrastructure, tools and systems in place, enabling more flexible ways of working, maximising the value we get from our systems and enabling more efficient ways of working.
- Engaging – which is about ensuring we can communicate effectively with our colleagues, partners and community and ensuring our staff have the right skills to use technology to its full potential.

Simpler

We will make things simpler by:

- Ensuring our systems are secure and managed effectively to reduce administration time and enhance the user experience whilst maintaining appropriate levels of security.
- Streamlining records and media management and the integration of technologies to improve access to information from anywhere.
- Using digital and mobile working solutions to reduce manual processes, administration time and printing costs and improve data quality and the availability of information.

Smarter

We will make things smarter by:

- Ensuring our information management strategy is aligned with the Data Protection Act 2018 and the information we hold is managed, used and shared in the most effective way to help deliver services to our community and work more closely with our partners.

- Ensuring our infrastructure and systems are resilient, secure and agile to enable access to information and applications when and where needed, supporting flexible ways of working.
- Developing more systems in-house, and in collaboration with our partners, to meet our requirements in a common and consistent way, ensuring integration and reducing support costs.
- Replacing legacy, manual and paper-based processes with technology solutions, improving data quality and efficiency and reducing administration.
- Continuing to look at ITIL (Information Technology Infrastructure Library) service management standards and continuous service improvement to ensure our ICT service meets recognised standards and the needs of our customers.
- Looking at how existing technology can be maximised to reduce the number of systems in use and ensure value for money.
- Looking at how our systems could be shared with partners to provide more collaborative services to our community.

Engaging

We will make things engaging by:

- Maximising the use of our performance management dashboards to better manage our performance and demonstrate compliance assurance.
- Establishing and embedding an ICT training competency framework to ensure all our staff are trained and competent in the use of the technologies they need for their roles.
- Providing a variety of communication methods to improve effective communications between individuals, across teams and the wider organisation and with our community and partners.

Benefits to our users

The strategy will benefit our Community by:

- Providing current and relevant information through a variety of communication channels including our website and social media.
- Providing more ways for our community to communicate with us.
- Using the information collected from our diverse community to enhance the services we provide.
- Enabling us to use our resources more effectively in the communities that are at greater risk.
- Using technology to ensure we are transparent and accountable to the community we serve.

The strategy will benefit our staff by:

- Making our systems easier to use.
- Ensuring information is readily available to enable them to do their job when and where needed.
- Reducing administration time by enabling the electronic collection of information at source.
- Using technology to automate time consuming manual processes.
- Providing greater flexibility in working locations.

The strategy will benefit us and our partners by:

- Providing secure mechanisms to exchange information electronically.
- Developing better integration with our partners' systems.
- Maximising opportunities for collaboration.

The strategy will benefit the Service we deliver by:

- Acting as an enabler to reduce operational costs.
- Using technology effectively to increase our capability to deliver more prevention and protection activities, improve data quality and enable more effective use of the information we hold.
- Using electronic forms and system integration to remove repetition and increase automation.
- Providing a more resilient and secure but accessible environment.
- Enabling better engagement across the organisation.

Strategy enablement and management

Strategy enablement and management is all about ensuring we have the right people with the right skills and the right operating environment in place, with a governance structure that ensures the ICT Strategy and any future ICT initiatives can be delivered effectively, are regularly reviewed and remain fully aligned with our Service Strategy.

Underpinning the strategy are four areas.

Our Staff:

- We will invest in user training and adoption of technology across the organisation.
- We will nurture and develop talent within ICT.
- We will invest in the technical abilities of our ICT staff.

Our Processes:

- We will use efficient and effective processes that align to and support the business.
- We will ensure strong governance, driven by security and best practice.
- We will strive for quality in Service Delivery.
- We will exploit automation and self-service where appropriate.

Our Solutions:

- Will use enterprise architectural principles to guide investment in innovation to ensure our digital and technology assets deliver best value and meet our future needs.
- Will maximise return on investment.
- Will utilise secure Cloud services for resilience and mobility where appropriate.
- Will be standardised for wider user adoption and familiarity.

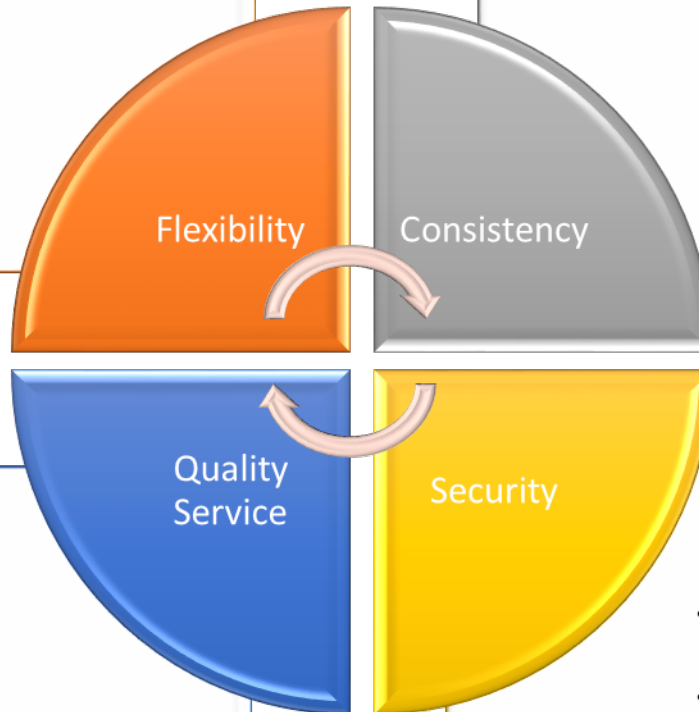
Our Commercial Partners:

- We will ensure value for money from our partners.
- We will simplify and reduce contracts.
- We will reduce cost in procurement activities / processes.
- We will actively manage suppliers to ensure Service Levels are met.



- Standardise desktops / laptops and docking facilities across all locations
- Laptops issued as standard
- VoIP - your virtual desk phone goes where you go
- Skype for Business fully integrated - communicate with your colleagues anywhere
- Cloud first - access core systems from anywhere
- Windows Always On - login easily but securely when away from the office
- Mobile devices / tablets for data collection in our communities

- Reduce the number of different systems by maximising the use of the ones we already have
- Ensure a consistent look and feel across FireHub
- Incorporate governance into FireHub to ensure one source for up to date, easily located information
- Adopt in-house development where appropriate to create standard applications that meet our needs



- Ensure the ICT customer charter and service catalogue meet the users' needs in an ever-changing environment
- Use our customer feedback to drive continuous ICT service improvement
- Implement the ICT Training Competency framework and learning for all WYFRS staff
- Continue to develop and upskill our ICT staff
- Continue to implement ITIL best practices

- Use mobile device management to keep our information accessible but safe but whilst on the move
- Simplify access permissions in FireHub
- Maximise the use of Active Directory to simplify password management and enable single sign on
- Use password alternatives where suitable, e.g. facial and fingerprint recognition
- Maximise the functionality in our infrastructure, monitoring and protection applications to keep our information safe but accessible when needed
- Educate all WYFRS staff on cyber security



OFFICIAL

Quarterly Financial Review

Finance & Resources Committee

Date: 19 July 2019

Agenda Item:

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Submitted By: Chief Finance and Procurement Officer

Purpose To present a Quarterly Review of the financial position of the Authority.

Recommendations a) That members note the content of the report
b) That members approve the revised capital plan

Summary The purpose of this report is to present an overview of the financial performance of the Authority of the first 2 months of the current financial year. The report deals with revenue and capital expenditure.

Local Government (Access to information) Act 1972

Exemption Category: Nil

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Background papers open to inspection: [Click here to enter text.](#)

Annexes: Appendix A Capital Slippage

Appendix B Capital Expenditure 2019/20

Appendix C Investments

SECTION 1 – REVENUE EXPENDITURE MONITORING

1 Introduction

- 1.1 Expenditure is monitored throughout the year against the approved revenue budget with reports presented to departments, cost centre managers and directors. A high level summary report is presented to Management Board on a monthly basis. The purpose of the report is to monitor progress against the approved revenue budget; provide a forecast outturn for the financial year; provide an explanation of any major variations, and to show the impact of any variations on the revenue balances of the Authority.

2 Information

Revenue Budget Revision

- 2.1 When the revenue budget is approved an amount is included in contingencies for any budget increases/decreases that were not included within the original budget. The following adjustments have been made to contingency budgets in 2019/20;
- Following the approval of the permanent appointment of the Corporate Communications Manager at Executive Committee on the 26th April, £46k was transferred from the contingency budget to support staff employee budgets.
 - The pay award for Executive Officers in 2019/20 of £12k was excluded from the original budget calculation. The pay award for support staff was incorporated into the introduction of a new national pay spine from the 1st April 2019, those employees on executive officer (EO) grades were excluded from the pay spine review.
 - Further analysis of the budget for control employees has shown that there has been an over provision of budget in 2019/20. As a result, £85k has been transferred from control employee budgets to the contingency budget. The budget now reflects the control structure that was approved in October 2018.
- 2.2 In order to ensure that budget monitoring is not distorted, the 3% provision for the firefighters pay award that is included within the base budget has been moved to the employee contingency budget. Once the pay award has been agreed this will be moved back into employee budgets. The amount transferred to employee contingencies for pay awards is £1,551k.

The table below details the amount transferred to contingencies from the 2018/19 budget

	<u>Opening Balance</u> 1/4/19 £000	<u>Transfer to/from Contingencies</u> £000	<u>Closing Balance</u> £000
<u>Contingency</u>	361		
Support Staff			
Comms restructure		-46	
Control employees		85	
EO Pay Award		-12	
	361	27	388
<u>Employee Contingency</u>			
Pay award provision	0	1,551	1,551
TOTAL CONTINGENCIES			1,939

3 Expenditure Monitoring

- 3.1 This report is based on expenditure to the beginning of June 2019 and includes the first two salary payments of 2019/20. The projected outturn is based on current years' expenditure and is forecast to the end of the year based on previous expenditure profiles. Overall, the latest forecast indicates there will be an under spending of £266k in the current financial year.
- 3.2 Because the report includes only the first two months of expenditure, the projected under and over spends are subject to variation as the year progresses. As in previous years a full review of budgets will be undertaken in September in conjunction with budget holders to ascertain if any budgets can be transferred to contingencies during the year. This will be presented to members at Finance and Resources committee in October.
- 3.2 An improved budget monitoring report for managers was introduced in 2018/19 which highlights those areas of concern using a Red, Amber, Green (RAG) rating. For those budgets that are forecast to overspend or under spend a red "cross" will be inserted against the budget line and for those within 5% of budget, an amber mark will be inserted. For those budgets where there is either a red or amber indicator, the budget holder will be required to provide an explanation as to the reason for the projected overspend. This has brought increased accountability to budget holders and is reported to Management Board on a monthly basis.

3.3 The table below summarises the forecast with an explanation of the causes detailed below.

	<u>Revenue</u> <u>Budget</u> £000	<u>Forecast</u> £000	<u>Variance</u> £000
Employees			
Wholetime	48,669	48,604	-65
Retained	1,813	1,757	-56
Control	1,806	1,780	-26
Support Staff	10,031	10,026	-5
Pensions	2,000	2,000	0
Training	787	777	-10
Other Employee	390	373	-17
TOTAL	65,496	65,317	-179
Premises	4,417	4,444	27
Transport	2,392	2,353	-39
Supplies and Services	5,194	5,137	-57
Contingency Pay and Prices	388	388	0
Contingency Directorates	1,551	1,551	0
Support Services	332	332	0
Capital Charges	7,948	7,948	0
Income	-2,571	-2,589	-18
Net Expenditure	85,147	84,881	-266

An explanation of variances in excess of £20,000 per expenditure category are explained below:

Employees -£179,000

Whole time Fire Fighters -£65,000

There is currently a forecast underspending of £65,000 in whole time fire fighter employee budgets.

This underspend is due variations in the budgeted dates that employee have retired from the service. So for example, if a fire fighter retires six months earlier than their budgeted date there will be a corresponding six month saving on their salary.

Retained Fire Fighters -£56,000

Although retained turnouts in April were high due to the Moorland fires, activity after this has been lower which has contributed to the forecast under spend of £56,000. Due to the seasonal nature of retained expenditure this underspend can change during the course of the year. This will be monitored closely and profiles amended accordingly if required.

Control -£26,000

As mentioned in 2.1, the control budget has been revised to reflect the revised establishment that was approved in October 2018. The projected underspend of £26,000 is due to one member of staff in control currently on a career break who is due to return in October 2019.

3.4 Premises **£27,000**

The forecast overspending is due to a combination of:

- an increase in the cost of business rates on our premises in 2019/20 of £39k.
- a reduction in expenditure on general repairs and maintenance of £12k.

The lean review of the authorisation of re-active station property repairs is expected to reduce the cost of property repairs and maintenance in the longer term, so the forecast under spend may be larger than currently forecast. This will be closely monitored as part of the budget monitoring process.

3.5 Transport **-£39,000**

The forecast underspending is due to:

- reduction in the cost of vehicle leasing of £13k. The installation of vehicle telematics in our fleet has enabled the fleet manager to identify those non-operational vehicles that are under-utilised and as a consequence terminate the lease contract. This is in addition to the savings already realised in the base budget which totalled £90k.
- reduction in public transport of £12k. Costs charged to this code are for travelling to conferences, training courses and meetings. The forecast under spend is in line with outturn 2018/19 and will be monitored during the year.
- reduction in the cost of tyres of £7k and vehicle fuel. This can be attributed to the reduction in the overall size of the fleet.

3.6 Supplies and Services **-£57,000**

There is numerous minor under and over spending across the supplies and services heading. The most notable are:

- reduction in clothing of £19k. In 2018/19 the Authority replenished all shirts and trousers which means that there will be minimal expenditure on these items in 2019/20.
- reduction in telephone costs of £20k. This is due to a reduction in the general usage of telephones.

- reduction in in Fire Prevention of £14k. This is due to the central management of the fire safety prevention campaigns the cost of which is met within other budgets.
- reduction in stationary £4k. As mentioned above there is a move to using computers as a way of communicating resulting in an associated reduction in pens, paper etc.

3.7 Income **-£18,000**

The projected over achievement of income is due to an increase in the provision of Young Firefighter courses which is greater than anticipated during budget preparation.

4 Impact on Revenue Balances

4.1 The projected under spending will have the effect of increasing the general fund balance which is detailed in the table below.

Description	General Reserve £000
Balance at 1 April 2019	5,117
Impact of forecast	266
Transfer to Balances in year	
Planned use of balances	4
Forecast Balance at 31/3/2020	5,387

5 Capital Expenditure Monitoring

5.1 Introduction

At its meeting on 21 February 2019 the Authority approved a five-year capital programme of £25.074m which included schemes to the value of £6.581m for the current financial year. At the Finance and Resources Committee on the 12th April members approved an increase in the capital plan of £0.74m for the rebuild of Wakefield Fire Station.

5.2 Revised capital plan 2019/20

5.2.1 The nature of major capital schemes means that expenditure often straddles a number of financial years, particularly in the case of major building schemes and longer projects. As part of the closure of the 2018/19 accounts, expenditure on capital schemes is reviewed and schemes that are committed but not completed are slipped into the following year's capital plan. The value of schemes which have been transferred into the 2019/20 capital plan is £4.793m. The majority of the slippage is in relation to the rebuild of Wakefield

(£2.08m) and the purchase of the second aerial appliance (£0.75m) which is due to go live in January 2020. A full list of all slipped schemes is in Appendix A.

5.5.2 As with revenue budget monitoring a RAG rating system has been introduced to capital budget monitoring which will improve accountability of capital scheme managers

5.2.2 At the Authority AGM in 2010, Management Board was given delegated power to approve individual virement between capital schemes of up to £100,000. Details of any approvals will be reported to committee throughout the year as part of this report. To date Management Board have not approved any virements between capital schemes.

5.2.3 The ICT manager has requested the approval of virement for the refresh of the ICT training room equipment on fire stations which was planned for renewal in years 2020/21 and 2021/22. This is due to the need to replace out dated ICT training equipment on stations coupled with a move to Skype conferencing facilities. This will be funded by the slipping of the station tannoy systems scheme into 2020/21 which has a provision of £120k in the 19/20 capital plan.

5.3 Capital Payments 2019/20

5.3.1 The actual capital payments to date total £192km which represents 2% of the revised capital plan. If commitments are included in this, the actual expenditure to date is £4.5m which equates to 37% of the capital plan.

Due to the procurement process for capital schemes, a large proportion of capital expenditure occurs in the latter part of the financial year.

5.3.2 A summary of the capital plan including slipped schemes is attached to this report in Appendix B which shows details of expenditure on each individual scheme.

5.4 Approvals under financial procedure 3.11

5.4.1 Under financial procedures 3.11 the Management Board can approve expenditure on schemes in the approved capital plan up to an amount of £100,000 along with a requirement to report these approvals to the Finance and Resources Committee.

5.4.2 In this financial year, the Management Board have approved schemes totalling £140k and details of approvals in this financial year are shown in the table below.

Date	Directorate	Scheme	Approval	Virement
April	Service Support	DMZ Virtual Servers	£80,000	
May	Service Support	BA Training Accommodation		£35,000
		Training Centre Car Park		-£35,000
		Upgrade Command Training	£60,000	
			£140,000	£0

5.5 Capital Receipts

The only capital receipt expected in 2019/20 will be for the sale of the WY1 number plate which is currently on an auction site with a reserve value of £130,000.

6 Treasury Management

- 6.1 The Authority approved its Treasury Management Strategy on the 21st February 2019 in accordance with the CIPFA Code of Practice on Treasury Management.

In the current financial year, the Authority is continuing to benefit from a positive cash flow through the early payment of Government grant and revenue balances which has meant that no new long term borrowing has been required for the past eight years.

Consequently, in the current financial year treasury management activity has been limited to investments. The table in Appendix C shows the Authority currently has total investments of £23.9m split between seven counter parties with rates of interest receivable between 0.51% and 1.15%. This will increase further in July when the Authority will receive an estimated £35m in pension Top Up Grant.

7 Debtors

- 7.1 The Authority receives income for services provided; these include special services, training courses, fire safety certificates, and licences for telecom masts on premises. In most cases the services provided are a result of an emergency which means that it is not possible to raise a charge in advance of the service and as a consequence debtor accounts are raised.
- 7.2 The level of outstanding debt owed to the Authority to the end of June 19 is £269,553 which can be profiled as follows:

Less than 60 days -	£ 217,945
Greater than 60 days -	£ 51,608

- 7.3 The procedure for issuing accounts and debt collection is provided by Kirklees Council under a Service Level Agreement. A summary of the procedure for collecting outstanding debt is detailed below:

21 days	first reminder letter
28 days	second reminder letter
35 days	instigation of debt recovery system

As detailed above, there is currently £165,771 of debt which is at the recovery stage. However, previous experience suggests that the Authority will recover all of the outstanding debts.

8 Creditors

- 8.1 The Authority is required to pay all non disputed invoices within 28 days of receipt. In the first 3 months of the current financial year the Authority has received 2,409 invoices and paid 91% of them within 28 days.

9 Financial Implications

9.1 The financial implications have been detailed in each section of the report.

10 Legal Implications

10.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

11 Human Resource and Diversity Implications

11.1 There are no human resource and diversity implications associated with this report

12 Health, Safety and Wellbeing Implications

12.1 There are no health and safety implications associated with this report

13 Your Fire and Rescue Service priorities

13.1 This report links to all Your Fire and Rescue Service priorities 2019 – 22.

Capital 2018/19 - Slippage into 2019/20

Department	Description	Budget 2018/19	Remaining Budget	Amount to Slip into 2019/20
Fire Safety	Smoke Alarms	£500,000.00	-£101,762.99	£19,500.00
ICT	MDT replacement	£30,000.00	-£5,970.00	£5,970.00
ICT	Retained Pager Replace	£25,848.00	-£16,970.00	£16,970.00
ICT	ICTSP4 System Security	£148,000.00	-£148,000.00	£148,000.00
ICT	ICTSP3 HR & Rostering	£100,000.00	-£60,229.25	£60,229.25
ICT	Asset Management Software	£40,000.00	-£23,548.96	£23,548.96
ICT	Computer Hardware	£70,000.00	-£45,692.21	£45,692.21
ICT	GPS Repeaters	£86,350.00	-£1,425.00	£1,425.00
ICT	Mobile Phone	£18,930.00	-£455.00	£455.00
ICT	HR & Rostering	£37,750.00	-£37,750.00	£37,750.00
ICT	Mobile Working	£51,000.00	-£45,210.27	£45,210.57
ICT	Transport Upgrade	£98,420.00	-£15,572.50	£15,572.50
ICT	Electronic Forms	£25,000.00	-£25,000.00	£24,432.00
ICT	Command Unit Lite	£201,000.00	-£201,000.00	£15,000.00
	TOTAL ICT	£1,432,298.00	-£728,586.18	£459,755.49
Operations	New Control Project SDC	£54,000.00	-£54,000.00	£54,000.00
Operations	New Control Project - Contingency	£338,000.00	-£338,000.00	£338,000.00
Operations	Replacement Multi Gas Detectors	£25,000.00	-£12,877.50	£3,000.00
Operations	PPE - RTC jackets	£210,000.00	-£195,254.88	£195,254.88
Operations	Respiratory Protection Equipment	£50,000.00	-£9,871.12	£4,000.00
Operations	Aerial Vehicle Drone	£32,000.00	-£11,399.07	£11,399.07
Operations	Method of Entry	£60,000.00	-£45,228.90	£45,228.90
	TOTAL OPERATIONS	£769,000.00	-£666,631.47	£650,882.85
Transport	Aerial appliances	£1,500,000.00	-£837,450.84	£750,000.00
	TOTAL TRANSPORT	£1,500,000.00	-£837,450.84	£750,000.00

Department	Description	Budget 2018/19	Remaining Budget	Amount to Slip into 2019/20
Property	Shipley Idle	£500,000.00	-£452,347.69	£50,000.00
Property	FSHQ - Training tower upgrade	£41,000.00	-£17,982.71	£17,982.71
Property	Security, CCTV, PAC access	£59,758.00	-£8,774.03	£1,000.00
Property	Upgrade to brick built towers	£1,940.00	-£1,940.00	£1,940.00
Property	Wakefield Refurbishment	£2,200,000.00	-£2,081,523.07	£2,081,532.07
Property	FSHQ Works	£165,000.00	-£63,264.54	£63,264.54
Property	New Car Park Training Centre	£50,000.00	-£50,000.00	£46,727.50
Property	FSHQ Retaining and Boundary Walls	£120,000.00	-£23,418.17	£23,418.17
Property	Upgrade FSHQ - Breathing Accomm	£100,000.00	-£91,430.00	£91,430.00
Property	General Upgrading Morley	£80,000.00	-£32,930.75	£32,930.75
Property	General Upgrading Odsal	£100,000.00	-£96,648.00	£96,648.00
Property	Fire Alarm, Security Gate FWG	£50,000.00	-£21,903.80	£21,903.80
Property	Tarmac, Lighting Smoke House	£45,000.00	-£27,767.41	£27,767.41
Property	Security gate, fencing, LED Lighting	£50,000.00	-£6,736.78	£6,736.78
Property	Cookridge/Moortown	£150,000.00	-£65,030.64	£65,030.64
Property	Roof drainage, LED lighting	£45,000.00	-£11,314.76	£11,314.76
Property	AFS garage/gym, LED Lighting	£30,000.00	-£10,713.52	£10,713.52
Property	Boiler, Lighting, carparking	£55,000.00	-£7,417.41	£7,417.41
Property	LED Lighting, glazing - Rawdon	£80,000.00	-£64,067.37	£64,067.37
Property	LED Lighting, Decorating - Leeds	£50,000.00	-£17,668.39	£17,668.39
Property	Kitchen impr Stanningley	£20,000.00	-£5,683.05	£5,683.05
Property	Security systems, fire alarm, LED	£40,000.00	-£29,656.91	£29,656.91
Property	LED Lighting - Bradford	£25,000.00	-£7,275.37	£7,275.37
Property	Upgrade Shower Normanton	£25,000.00	-£25,000.00	£25,000.00
Property	Upgrade to various Training Towers	£50,000.00	-£31,810.00	£31,810.00
Property	Security systems, Fire Alarms	£100,000.00	-£38,877.08	£38,877.08
Property	Asbestos removal	£40,000.00	-£34,900.00	£34,900.00
Property	BA Compressor	£20,000.00	-£20,000.00	£20,000.00
	TOTAL PROPERTY	£4,292,698.00	-£3,346,081.45	£2,932,696.23

Appendix B

Directorate	Capital Plan 2019/20					Capital Expenditure 2019/20				
	2019/20 Original Capital Plan	2018/19 Slippage b/f	2019/20 Decrease	2019/20 Increase	2019/20 Total	2019/20 Commitments Opex	2019/20 Total Exp schemes approved	2019/20 Total	2019/20 Over/(Under) spend to date	
Property services	£1,680,000	£801,164	£0	£0	£2,481,164	£781,742	£61,669	£843,411	-£1,637,753	
IRMIP	£0	£2,131,532	£0	£740,000	£2,871,532	£2,626,457	£10,238	£2,636,695	-£234,837	
ICT	£1,695,500	£440,255	£0	£60,000	£2,195,755	£209,113	£51,114	£260,227	-£534,028	
HR	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Transport	£948,800	£750,000	£0	£0	£1,698,800	£651,304	-£2,584	£648,720	-£346,080	
Operations	£1,757,000	£650,883	£0	£0	£2,407,883	£28,365	£51,924	£80,289	-£1,020,593	
Fire Safety	£500,000	£19,500	£0	£0	£519,500	£7,500	£19,500	£27,000	-£492,500	
Finance	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	£6,581,300	£4,793,335	£0	£800,000	£12,174,635	£4,304,483	£191,861	£4,496,343	-£4,265,791	

CAPITAL BUDGET MONITORING 2019/20

SERVICE SUPPORT

PROPERTY

Details of Scheme	Capital Plan 2019/20				Capital Expenditure 19/20			
	<u>2019/20</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>
	Original Capital Plan	Slippage b/f	Virement	Capital total	Commitments Opex	Total Exp	Total	Over/(Under) spend to Date
Leeds - Replace Derv tank & general station refurbishments works	£30,000	£0	£0	£30,000	£0	£0	£0	-£30,000
Moortown - General refurb of facilities, including LED energy efficient lighting	£90,000	£0	£0	£90,000	£0	£0	£0	-£90,000
Cookridge General refurb and upgrade of accommodation and facilities, including LED lighting in appliance bays	£90,000	£0	£0	£90,000	£0	£0	£0	-£90,000
Huddersfield - Install energy efficient lighting to external areas, wash bays, appliance bays and upgrade of deteriorated wash bay & external works	£50,000	£0	£0	£50,000	£3,250	£0	£3,250	-£46,750
Holmfirth - Install energy efficient lighting to Ext areas and appliance bays. Upgrade External fabric	£50,000	£0	£0	£50,000	£3,250	£0	£3,250	-£46,750
Mirfield - Upgrading of mains distribution. Electrical installation and general refurb	£30,000	£0	£0	£30,000	£1,950	£0	£1,950	-£28,050
Odsal - General fabric upgrading , Replace windows and introduce LED Lighting	£80,000	£0	£0	£80,000	£7,008	£0	£7,008	-£72,992
Fairweather Green - Kitchen upgrade, Improvements to rear entrance layout , Replace above ground Derv storage tank, general LED lighting and refurbishment works	£80,000	£0	£0	£80,000	£7,008	£1,785	£8,793	-£71,207
Illingworth - General upgrade including external fabric and decorations	£90,000	£0	£0	£90,000	£7,884	£0	£7,884	-£82,116
Todmorden - Electrical rewire, LED Lighting and general refurb	£90,000	£0	£0	£90,000	£7,250	£0	£7,250	-£82,750
FSHQ - Adaptations rear of Multi purpose training Centre. Rear Ext stair case to upper levels	£100,000	£0	£0	£100,000	£4,035	£0	£4,035	-£95,965
Ossett - Conversion of designated former young firefighters vehicle and kit storage accommodation ground floor of Ossett to create a district meeting room	£100,000	£0	£0	£100,000	£24,162	£0	£24,162	-£75,838
Risk Register prioritised and general asbestos removal and general fabric upgrade at various locations	£100,000	£0	£0	£100,000	£0	£0	£0	-£100,000
Phased security, CCTV and Fire Alarm System installations and upgrading at various locations	£70,000	£0	£0	£70,000	£15,580	£0	£15,580	-£54,420
Phased upgrading of appliance bay doors , control Equip, automatic door and gate safety compliance improvements	£80,000	£0	£0	£80,000	£47,032	£0	£47,032	-£32,968
Phased installation and upgrading of surface water drainage interceptors	£80,000	£0	£0	£80,000	£0	£0	£0	-£80,000
Phased filling in of appliance bay pits and making good flooring to appliance bays	£60,000	£0	£0	£60,000	£0	£0	£0	-£60,000
Install of Energy efficient LED Lighting to appliance bays and wash bays	£60,000	£0	£0	£60,000	£11,591	£0	£11,591	-£48,409
Phased upgrade to fire station training towers including lightning protection and building fabric	£60,000	£0	£0	£60,000	£32,148	£0	£32,148	-£27,852
General electrical upgrade works.	£80,000	£0	£0	£80,000	£0	£0	£0	-£80,000
General mechanical and L8 Legionella prevention water management improvement and upgrading works as identified during services asset surveys and mechanical servicing regime	£100,000	£0	£0	£100,000	£683	£0	£683	-£99,317
Phased upgrade of fixed ladders and fire escapes	£50,000	£0	£0	£50,000	£0	£0	£0	-£50,000
Phased minor equality /dignity alterations improvements & facilities	£30,000	£0	£0	£30,000	£0	£0	£0	-£30,000
Phased operational and training facility and welfare accommodation upgrades	£30,000	£0	£0	£30,000	£7,831	£0	£7,831	-£22,169
TOTAL NEW CAPITAL SCHEMES 19/20	£1,680,000	£0	£0	£1,680,000	£180,662	£1,785	£182,447	-£1,497,553

Details of Scheme	Capital Plan 2019/20				Capital Expenditure 19/20				
	<u>2019/20</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	
	Original Capital Plan	Slippage b/f	Virement	Capital total	Commitments Opex	Total Exp	Total	Over/(Under) spend to Date	
FSHQ - Training tower upgrade	£0	£17,983	£0	£17,983	£17,551	£0	£17,551	£432	✓
Security, CCTV, PAC access, intruder ala	£0	£1,000	£0	£1,000	£1,958	£-175	£1,783	£783	✗
Upgrade to brick built towers including structural repairs and upgrade of existing electrical system - Meltham	£0	£1,940	£0	£1,940	£1,916	£0	£1,916	£25	✓
FSHQ Works 18/19	£0	£63,265	£0	£63,265	£78,615	£-4,022	£74,593	£11,329	✗
New Car Park Training Centre 17/18	£0	£46,728	£-30,000	£16,728	£2,400	£0	£2,400	£-14,328	▶
FSHQ Retaining and Boundary Walls	£0	£23,418	£0	£23,418	£20,618	£3,908	£24,526	£1,108	!
Upgrade FSHQ - Breathing Acc, Classroom, General Upgrading Morley	£0	£91,430	£30,000	£121,430	£119,026	£-2,085	£116,941	£4,489	✓
General Upgrading Odsal	£0	£32,931	£0	£32,931	£23,440	£-1,000	£22,440	£10,491	▶
General Upgrading Odsal	£0	£96,648	£0	£96,648	£28,393	£23,701	£52,095	£-44,553	▶
Fire Alarm upgrade, Security Gate Fairwe	£0	£21,904	£0	£21,904	£21,918	£0	£21,918	£14	!
Tarmac, Lighting, smoke training House - Security gate, fencing, LED Lighting - I	£0	£27,767	£0	£27,767	£307	£-770	£-463	£-28,231	▶
Cookridge/Moortown	£0	£6,737	£0	£6,737	£0	£3,117	£3,117	£-3,620	▶
Cookridge/Moortown	£0	£65,031	£0	£65,031	£45,438	£17,824	£63,263	£-1,768	✓
Roof drainage, LED lighting, General Wor	£0	£11,315	£0	£11,315	£5,286	£-1,801	£3,485	£-7,829	▶
Upgrade AFS garage/gym, LED Lighting, As	£0	£10,714	£0	£10,714	£7,300	£0	£7,300	£-3,414	▶
Boiler, Lighting, carparking, wall repai	£0	£7,417	£0	£7,417	£0	£5,112	£5,112	£-2,305	▶
LED Lighting, Replace glazing - Rawdon	£0	£64,067	£0	£64,067	£28,527	£-1,168	£27,359	£-36,708	▶
LED Lighting, Decorating - Leeds	£0	£17,668	£0	£17,668	£5,098	£9,914	£15,012	£-2,656	▶
Kitchen & Facility improvements - Stanni	£0	£5,683	£0	£5,683	£0	£0	£0	£-5,683	▶
Security systems, fire alarm, LED lighti	£0	£29,657	£0	£29,657	£15,898	£13,493	£29,390	£-267	✓
LED Lighting - Bradford	£0	£7,275	£0	£7,275	£2,922	£2,328	£5,250	£-2,025	▶
Upgrade Shower installations - Normanton	£0	£25,000	£0	£25,000	£0	£0	£0	£-25,000	▶
Upgrade to various Training Towers	£0	£31,810	£0	£31,810	£37,680	£-7,630	£30,050	£-1,760	▶
Security systems, Fire Alarms & upgrades	£0	£38,877	£0	£38,877	£30,091	£10,776	£40,867	£1,990	✗
Asbestos removal	£0	£34,900	£0	£34,900	£27,250	£7,847	£35,097	£197	!
BA Compressor	£0	£20,000	£0	£20,000	£20,000	£0	£20,000	£0	✓
TOTAL SLIPPED SCHEMES	£0	£801,164	£0	£801,164	£541,631	£79,371	£621,002	£-180,162	
TOTAL EXPENDITURE APPROVED	£1,680,000	£801,164	£0	£2,481,164	£722,293	£81,156	£803,449	£-1,677,715	
<u>SCHEMES - NO APPROVAL</u>									
LED Lighting, Ext lighting CCTV, Securit	£0	£0	£0	£0	£0	£-937	£-937	£-937	✗
Filling in Appliance Bay & making good	£0	£0	£0	£0	£14,977	£-14,977	£0	£0	✓
Bingley Smoke House	£0	£0	£0	£0	£31,106	£-911	£30,194	£30,194	✗
Ablution	£0	£0	£0	£0	£13,366	£-2,661	£10,705	£10,705	✗
TOTAL SCHEMES - NO APPROVAL	£0	£0	£0	£0	£59,449	£-19,487	£39,962	£39,962	
TOTAL CAPITAL 18/19	£1,680,000	£801,164	£0	£2,481,164	£781,742	£61,669	£843,411	£-1,637,753	

CAPITAL BUDGET MONITORING

2019/20

IRMP

Details of Scheme	Capital Plan 19/20				Capital Expenditure 18/19			
	2019/20	2018/19	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20
	Original Capital Plan	Slippage b/f	Increase	Capital Plan	Commitments Opex	Total Exp	Total	Over/(Under) spend to Date
	£0	£0	£0	£0	£0	£0	£0	£0
19/20	£0	£0	£0	£0	£0	£0	£0	£0
SLIPPED SCHEMES								
Shupley	£0	£50,000	£0	£50,000	£0	£7,063	£7,063	-£42,937
Wakefield Rebuild		£2,081,532	£740,000	£2,821,532	£2,626,457	£3,175	£2,629,632	-£191,900
TOTAL SLIPPED SCHEMES	£0	£2,131,532	£740,000	£2,871,532	£2,626,457	£10,238	£2,636,695	-£234,837
APPROVED	£0	£2,131,532	£740,000	£2,871,532	£2,626,457	£10,238	£2,636,695	-£234,837
TOTAL CAPITAL 19/20	£0	£2,131,532	£740,000	£2,871,532	£2,626,457	£10,238	£2,636,695	-£234,837

CAPITAL BUDGET MONITORING

2019/20

SERVICE SUPPORT

TRANSPORT

Details of Scheme	Capital Plan 19/20			Capital Expenditure 19/20			
	2019/20	2018/19	2019/20	2019/20	2019/20	2019/20	2019/20
	Original Capital Plan	Slippage b/f	Total	Commitments Opex	Total Exp	Total	Over/(Under) spend to Date
Vehicle replacement project - 2 Welfare	£244,800	£0	£244,800	£0	£0	£0	-£244,800
CLM Vehicle procurement	£704,000	£0	£704,000	£0	£0	£0	£0
TOTAL CAPITAL PLAN 2019/20	£948,800	£0	£948,800	£0	£0	£0	-£244,800
SLIPPED SCHEMES							
Aerial Appliances	£0	£750,000	£750,000	£651,304	-£2,584	£648,720	-£101,280
TOTAL SLIPPED SCHEMES	£0	£750,000	£750,000	£651,304	-£2,584	£648,720	-£101,280
TOTAL EXPENDITURE APPROVED	£948,800	£750,000	£1,698,800	£651,304	-£2,584	£648,720	-£346,080
TOTAL CAPITAL 19/20	£948,800	£750,000	£1,698,800	£651,304	-£2,584	£648,720	-£346,080

CAPITAL BUDGET
MONITORING
2019/20
SERVICE DELIVERY
OPERATIONS

Details of Scheme	Capital Plan 19/20			Capital Expenditure 18/19			
	2019/20	2018/19	2019/20	2019/20	2019/20	2019/20	2019/20
	Original Capital Plan	Slippage b/f	Total	Commitments Opex	Total Exp	Total	Over/(Under) spend to Date
Replacement of Operati	£1,000,000	£0	£1,000,000	£0	£0	£0	£0
Water Rescue	£10,000	£0	£10,000	£0	£0	£0	£0
Lay Flat Hose	£50,000	£0	£50,000	£0	£0	£0	£0
Fire Fighting helmets	£210,000	£0	£210,000	£0	£0	£0	£0
Gas tight suits	£10,000	£0	£10,000	£0	£0	£0	£0
MFTA Ear Defenders	£12,000	£0	£12,000	£0	£0	£0	£0
Hydrants	£450,000	£0	£450,000	£0	£10,657	£10,657	£-439,343
MFTA - Headset	£15,000	£0	£15,000	£0	£0	£0	£0
TOTAL CAPITAL PLAN	£1,757,000	£0	£1,757,000	£0	£10,657	£10,657	£-439,343
SLIPPED SCHEMES							
New Control Project - P	£0	£54,000	£54,000	£0	£0	£0	£-54,000
New Control Project - C	£0	£338,000	£338,000	£2,710	£0	£2,710	£-335,290
Replacement Multi Gas	£0	£3,000	£3,000	£0	£0	£0	£-3,000
PPE - RTC jackets	£0	£195,255	£195,255	£0	£140	£140	£-195,115
Respiratory Protection E	£0	£4,000	£4,000	£1,405	£0	£1,405	£-2,595
Aerial Vehicle Drone	£0	£11,399	£11,399	£8,786	£28,350	£37,136	£25,737
Method of Entry	£0	£45,229	£45,229	£0	£0	£0	£-45,229
TOTAL SLIPPAGE	£0	£650,883	£650,883	£12,901	£28,490	£41,391	£-609,492
TOTAL EXPENDITURE APPROVED	£1,757,000	£650,883	£2,407,883	£12,901	£39,147	£52,048	£-1,048,835
Expenditure no approvals							
Flood Response Capabi	£0	£0	£0	£15,464	£3,899	£19,363	£19,363
Hydrants	£0	£0	£0	£0	£-18,181	£-18,181	£-18,181
Replacement Ultra Light	£0	£0	£0	£0	£1,522	£1,522	£1,522
Hydraulic Rescue Tools	£0	£0	£0	£0	£25,537	£25,537	£25,537
Gas tight Suits	£0	£0	£0	£0	£0	£0	£0
TOTAL SCHEMES - NO APPROVAL	£0	£0	£0	£15,464	£12,777	£28,241	£28,241
19/20	£1,757,000	£650,883	£2,407,883	£28,365	£51,924	£80,289	£-1,020,593

CAPITAL BUDGET MONITORING

2018/19

SERVICE DELIVERY

Details of Scheme	Capital Plan 19/20			Capital Expenditure 18/19			
	<u>2019/20</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>
	Original Capital Plan	Slippage b/f	Total	Commitments Opex	Total Exp	Total	Over/(Under) spend to Date
Home Fire Safety Checks	£500,000	£0	£500,000	£0	£0	£0	-£500,000
TOTAL CAPITAL PLAN 2019/20	£500,000	£0	£500,000	£0	£0	£0	-£500,000
SLIPPED SCHEMES							
Home Fire Safety Checks	£0	£19,500	£19,500	£7,500	£19,500	£27,000	£7,500
TOTAL SLIPPAGE	£0	£19,500	£19,500	£7,500	£19,500	£27,000	£7,500
TOTAL EXPENDITURE APPROVED	£500,000	£19,500	£519,500	£7,500	£19,500	£27,000	-£492,500

CAPITAL BUDGET MONITORING 2019/20

SERVICE SUPPORT

ICT

Details of Scheme	Capital Plan 19/20				Capital Expenditure 19/20				
	2019/20	2018/19	2019/20	2019/20	2019/20	2019/20	2019/20	2019/20	
	Original Capital Plan	Slippage b/f	Increase	Total	Commitments Opex	Total Exp	Total	Over/(Under) spend to Date	
Paperless Meetings	£41,000	£0	£0	£41,000	£0	£0	£0	£0	✓
Operational risk information	£50,000	£0	£0	£50,000	£0	£0	£0	£0	✓
Protection Database	£50,000	£0	£0	£50,000	£0	£0	£0	£0	✓
Hydrant Management	£30,000	£0	£0	£30,000	£0	£0	£0	£0	✓
Equipment management & RHD tagging	£293,000	£0	£0	£293,000	£0	£0	£0	£0	✓
BYOD	£60,000	£0	£0	£60,000	£0	£0	£0	£0	✓
Firewalls at HQ	£100,000	£0	£0	£100,000	£43,309	£0	£43,309	£-55,691	▶
Internet pipe for SDC	£40,000	£0	£0	£40,000	£0	£0	£0	£0	✓
Triton Force point update	£6,000	£0	£0	£6,000	£0	£0	£0	£0	✓
Printers on Stations	£8,000	£0	£0	£8,000	£0	£0	£0	£0	✓
Refresh of ICT training suite	£12,500	£0	£0	£12,500	£0	£0	£0	£0	✓
Replacement computer hardware	£115,000	£0	£0	£115,000	£15,832	£0	£15,832	£-99,168	▶
VoIP	£100,000	£0	£0	£100,000	£0	£0	£0	£0	✓
Silent Witness	£390,000	£0	£0	£390,000	£0	£0	£0	£0	✓
Media Storage Solution	£200,000	£0	£0	£200,000	£0	£0	£0	£0	✓
DMZ Virtual Servers	£80,000	£0	£0	£80,000	£0	£0	£0	£-80,000	▶
Replacement of station tannoy system	£120,000	£0	£0	£120,000	£0	£0	£0	£0	✓
Hydra Command Training	£0	£0	£60,000	£60,000	£0	£0	£0	£-60,000	▶
Pager Upgrade	£0	£0	£0	£0	£0	£0	£0	£0	✓
MDT Hardware	£0	£0	£0	£0	£0	£0	£0	£0	✓
Refresh of all training rooms	£0	£0	£0	£0	£0	£0	£0	£0	✓
Network switch upgrades	£0	£0	£0	£0	£0	£0	£0	£0	✓
Command Support Software	£0	£0	£0	£0	£0	£0	£0	£0	✓
Thin Client	£0	£0	£0	£0	£0	£0	£0	£0	✓
ID Cards	£0	£0	£0	£0	£0	£0	£0	£0	✓
TOTAL NEW CAPITAL SCHEMES 19/20	1,695,500	0	60,000	1,755,500	59,141	0	59,141	-294,859	
SLIPPED SCHEMES									
MDT Replacement	£0	£5,970	£0	£5,970	£0	£0	£0	£-5,970	▶
Retained Pager Replace	£0	£16,970	£0	£16,970	£21,102	£0	£21,102	£4,132	✗
ICTSP4 System Security	£0	£148,000	£0	£148,000	£0	£0	£0	£-148,000	▶
ICTSP3 HR & Rostering	£0	£60,229	£0	£60,229	£71,898	£3,676	£75,574	£15,344	✗
Property Asset Management Software	£0	£23,549	£0	£23,549	£33,303	£988	£34,291	£10,742	✗
Computer Hardware	£0	£45,692	£0	£45,692	£0	£41,121	£41,121	£-4,571	▶
GPS Repeaters	£0	£1,425	£0	£1,425	£1,425	£0	£1,425	£0	✓
Mobile Phone	£0	£455	£0	£455	£455	£0	£455	£0	✓
Additional resource for HR & Rostering	£0	£37,750	£0	£37,750	£0	£0	£0	£-37,750	▶
Mobile Working	£0	£45,211	£0	£45,211	£0	£2,210	£2,210	£-43,001	▶
Transport Upgrade	£0	£15,573	£0	£15,573	£14,475	£3,119	£17,594	£2,022	✗
Electronic Forms	£0	£24,432	£0	£24,432	£0	£0	£0	£-24,432	▶
Command Unit Lite	£0	£15,000	£0	£15,000	£0	£0	£0	£-15,000	▶
TOTAL SLIPPED SCHEMES	£0	£440,255	£0	£440,255	£142,658	£51,114	£193,772	£-246,484	
TOTAL EXPENDITURE APPROVED	£1,695,500	£440,255	£60,000	£2,195,755	£201,799	£51,114	£252,913	£-541,342	
New Wan	£0	£0	£0	£0	£7,314	£0	£7,314	£7,314	
TOTAL SCHEMES - NO APPROVAL	£0	£0	£0	£0	£7,314	£0	£7,314	£7,314	
TOTAL CAPITAL 19/20	£1,695,500	£440,255	£60,000	£2,195,755	£209,113	£51,114	£260,227	£-534,028	

Summary of Investments as at 26 June 2019

Counterparty	£	Interest Rate %
Santander 180 Day Notice	6,000,000	1.00
Close Brothers	6,000,000	1.15
DMO	590,719	0.51
Aberdeen Standard MMF	5,496,122	0.75
Aviva Liquidity Fund MMF	4,821,489	0.76
Goldman Sachs MMF	1,011,934	0.69
Handelsbanken Deposit Account	691	0.64
Handelsbanken 35 Day Notice	4,551	0.80
Total	23,925,507	



OFFICIAL

Treasury Management Outturn 2018/19

Finance & Resources Committee

Date: 19 July 2019

Agenda Item:

7

Submitted By: Chief Finance and Procurement Officer

Purpose	To present the Treasury Management Annual Report 2018/19
Recommendations	That Members note the content of the report
Summary	Financial Procedure Rules require that the Authority receives an annual report on Treasury Management activities for the previous financial year. The report reviews borrowing and investment performance, Prudential Indicators, and risk and compliance issues.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: CIPFA's Code of practice on Treasury Management
CIPFA's Prudential Code for Capital Finance in Local Authorities
The Local Authorities (Capital Finance and Accounting)
(England) (Amendment) Regulations 200
Public Works Loans Board website

Annexes: Annex A - Investments at 31.3.2019
Annex B - Movement in PWLB Borrowing
Annex C - WYFRA Long Term Debt Maturity Structure
Annex D - Prudential Indicators Actuals 2018/19

1 Introduction

- 1.1 Financial Procedure Rules require that the Authority receives an annual report on Treasury Management activities for the previous financial year. The report reviews borrowing and investment performance, Prudential Indicators, and risk and compliance issues.

2 Information

- 2.1.1 The Authority has adopted the CIPFA Code of Practice on Treasury Management and operates its treasury management service in compliance with this Code and various statutory requirements. These require that the prime objective of the activity is to secure the effective management of risk, and that borrowing is undertaken on a prudent, affordable and sustainable basis.
- 2.1.2 As part of the new requirements in the Code of Practice, the Audit Committee undertakes a scrutiny role with regard to treasury management. The treasury management services are provided on behalf of the Authority by Kirklees Metropolitan Council.
- 2.1.3 In reviewing performance, reference will be made to the Treasury Management Strategy Report approved by the Authority on 16 January 2018. Investments averaged £26.48m, and were largely deposited in instant access accounts. However, the Authority took advantage of a longer term notice account and local authority investments to benefit from higher interest rate opportunities in low risk investments. The average rate of interest was 0.77%. Total external borrowing was £45.4m (£45.6m 31st March 2018). The majority of borrowing is on fixed rate terms and the average borrowing rate for 2018/19 was 4.40%.

2.2 Borrowing and Investment Strategy 2018/19

- 2.2.1 The Authority's overall Treasury Management Strategy prioritises security, liquidity and risk management which was adhered to in 2018/19. Although the medium term financial strategy showed that the Authority could have a borrowing requirement in 2018/19, the timing of receipt of government grants meant that the Authority was a net investor for most of the year, with balances of up to £35.0m. Whilst the Authority's preferred strategy would be only to invest sufficient funds for the purpose of managing day to day cash flow requirements, the grant receipts make this unworkable. The investment strategy is designed to minimise risk, investments being made primarily in instant access accounts or short-term deposits, with the major British owned banks and building societies, a highly rated Swedish bank, Money Market Funds and Central Government.
- 2.2.2 It was expected that the Authority would have an external borrowing requirement of up to £8.8 million, arising from the need to finance capital expenditure, replace long term borrowing due to mature and replace balances used. It was proposed to take a pragmatic approach to borrowing, in terms of short or long term, variable or fixed rate, public or private sector borrowing, depending on opportunities offered in terms of interest rates and availability of products.

2.3 Actual Performance

Below paragraphs 2.3.1-2.3.2 are a commentary from Arlingclose, the external advisors to Kirklees Metropolitan Council, who provide treasury services on behalf of West Yorkshire Fire & Rescue Authority.

- 2.3.1 UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year/year, just above the consensus forecast but broadly in line with the Bank of England's February Inflation Report. The most recent labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward on general inflation. Once adjusted for inflation, real wages were up 1.4%.
- 2.3.2 After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England's decision to increase Bank Rate to 0.75% in August 2018, no changes to monetary policy have been made since.
- 2.3.3 At the beginning of each quarter, interest rates for the UK were as follows:

		<u>Base rate</u>	<u>50 year PWLB (maturity)*</u>
2018	Apr	0.50%	2.29%
	Jul	0.50%	2.33%
	Oct	0.75%	2.55%
2019	Jan	0.75%	2.38%
	Apr	0.75%	2.24%

*Includes the 0.20% discount that the Authority can access as part of the "certainty rate" scheme.

- 2.3.6 The Authority's investments totalled £22.80m as at 31 March 2019 – see Appendix 1 for details - (£15.59m 31 March 2018). The Authority invested an average balance of £26.48m externally during the year – higher than expected due to under-spending on capital, stronger cash flow and the balance of unspent capital grants. Income of £0.205m was generated through these investments. The Authority's average lending rate for the year was 0.77%, above the weighted average 7 day London Interbank borrowing rate 0.63%.

- 2.3.7 In terms of borrowing, long-term loans at the end of the year totalled £45.64 million (£45.87m 31st March 2018). There were no short-term loans outstanding (£0m 31st March 2018). Repayments of 'Equal Instalments of Principal' PWLB loans totalled £0.23m. There was no new long-term borrowing taken. Repayments are detailed in Appendix 2.
- 2.3.8 Long Term debt is made up of predominantly fixed rate loans giving the Authority stability in its interest costs. However, the Authority has a £2m LOBO loan which is subject to the next interest review in May 2021. The maturity profile for long-term loans is shown in Appendix 3 and shows that only 4.4% of fixed rate debt is due to be repaid in any one year. This is good practice as it reduces the Authority's exposure to a substantial borrowing requirement in future years when interest rates might be at a relatively high level.
- 2.3.9 The primary source of long-term local authority borrowing has historically been from the Government i.e. Public Works Loan Board (PWLB). From November 2012, the PWLB have been offering a 0.20% discount on loans ("the certainty rate" scheme) for local authorities providing improved information and transparency on their locally-determined long-term borrowing and associated capital spending plans.
- 2.3.10 The Authority has a £2.0m LOBO (Lender's Option, Borrower's Option) loan as at 31 March 2019. The way these loans work is that the Authority pays interest at a fixed rate for an initial period and then the lender has the option in the secondary period to increase the rate. If the option is exercised, the Authority can either accept the new rate or repay the loan. The initial fixed period ended in May 2011. The lender had the opportunity to exercise this option in May 2016 but did not. The next time this option will be available to the lender is May 2021.
- 2.3.11 The Local Capital Finance Company established in 2014 by the Local Government Association as an alternative source of local authority finance. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. It has yet to issue any loans but officers will continue to monitor developments of this potential new funding source.
- 2.3.12 The Authority's average borrowing rate has remained low. The average for 2018/19 was 4.40% compared to 4.43% in 2017/18. The Authority's investment levels are dependent on the timely receipt of Government grants. On two occasions during 2018/19 the Authority has borrowed on a short term basis. The Authority's temporary borrowing performance was monitored during the period, with the average temporary borrowing rate of 0.47% being lower than the weighted average 7 day London Interbank borrowing rate of 0.63% although little temporary borrowing took place.

2.4 Prudential Indicators

- 2.4.1 The Authority is required by the Prudential Code to report to Members the actual prudential indicators after the year end. Appendix 4 provides a schedule of all the mandatory indicators. The Authority operated within all the appropriate limits.

2.5 Risk and Compliance Issues

- 2.5.1 The Authority has complied with all of the relevant statutory, regulatory and internal requirements which limit the levels of risk associated with its treasury management activities. Officers have continually adapted investment policies during the year in order to minimise risk in view of the deepening crisis in the financial markets. The Authority's adoption and implementation of both the Prudential Code and the CIPFA Code of Practice on Treasury Management means that its capital expenditure is prudent, affordable and sustainable.
- 2.5.2 Kirklees Council manages the treasury management function on behalf of the Authority. Their officers are aware of the risks of passive management of the treasury portfolio and, with the support of the Council's consultants, Arlingclose Limited, have proactively managed the debt and investments over the year. There is little risk of volatility of borrowing costs in the current debt portfolio as interest rates are predominantly fixed.
- 2.5.3 The CIPFA Code of Practice requires that treasury management performance be subject to regular member scrutiny. The Treasury Management Strategy report, approved by the Authority on 16 February 2018, indicated that the Audit Committee would be given responsibility for this. As well as receiving the Strategy and Outturn reports the Committee also receive regular monitoring reports on treasury management activities. Members received training on Treasury Management in October 2018 which was delivered by Arlingclose.

3 Financial Implications

- 3.1 There are no financial implications associated with this report.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 There are no human resource and diversity implications associated with this report.

6 Health, Safety and Wellbeing Implications

- 6.1 There are no health and safety implications associated with this report.

7 Your Fire & Rescue Service Priorities

- 7.1 Production of the Treasury Management out turn report supports all the Fire and Rescue Service priorities 2019 – 22.

8 Conclusions

- 8.1 The reports summarises the Treasury Management activities in 2018/19 and provides information on compliance with the approved Treasury Management Strategy.
- 8.2 Members are requested to note the contents of the report

Appendix A

Investments as at 31 March 2019

Lender	£	Credit Ratings		Sovereign Rating	
		ST	LT	Country	Rating
Svenska Handelsbanken	690.57	F1+/P-1	AA/Aa2	Sweden	AAA
Svenska Handelsbanken 35 day notice	4,545.39	F1+/P-1	AA/Aa2	Sweden	AAA
Santander UK 35 day notice	0.00	F1/P-1	A*/Aa3	UK	AA
Santander UK 180 day notice	3,000,000.00	F1/P-1	A*/Aa3	UK	AA
Aviva MMF	2,110,598.06		AAAm		
Goldman Sachs MMF	2,005,347.70		AAAm		
Aberdeen Standard MMF	2,088,457.44		AAAm		
Thurrock BC	10,000,000.00	AA	AA	UK	AA
Babergh District Council	3,000,000.00	AA	AA	UK	AA
DMO	590,142.03	AA	AA	UK	AA
Total	22,799,781.19				

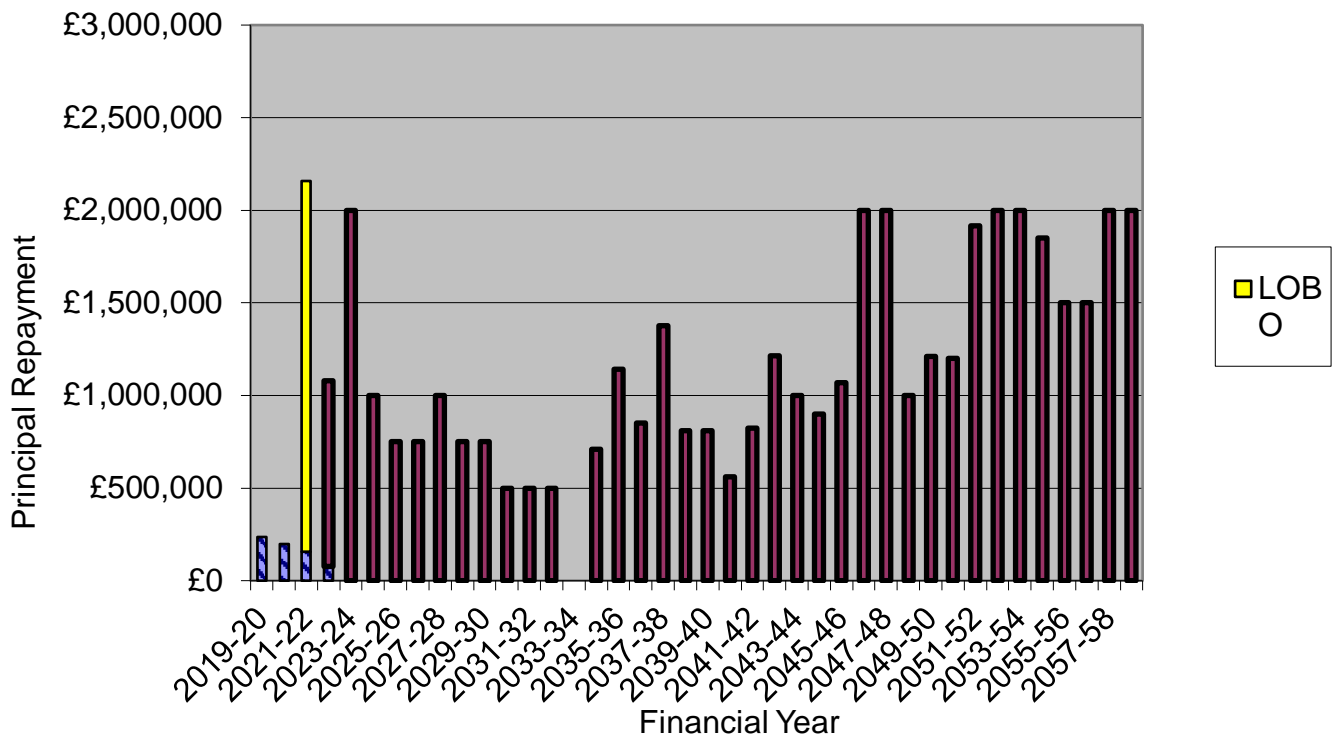
Key – Fitch’s credit ratings:

		Long	Short	
Investment Grade	Extremely Strong	AAA	F1+	
		AA+		
	Very Strong	AA		
		AA-		
		A+		
	Strong	A		F1
		A-		
		BBB+		F2
	Adequate	BBB		
BBB-		F3		
Speculative Grade	Speculative	BB+	B	
		BB		
		BB-		
	Very Speculative	B+		
		B		
		B-		
	Vulnerable	CCC+		C
		CCC		
		CCC-		
		CC		
		C		
	Defaulting	D		D

MOVEMENT IN PWLB BORROWING**LOANS REPAID 2018/19**

	Rate %	Date repaid	Amount £000s
Repayments on EIP loans			
PWLB (479328)	7.50	14 May 18	40.0
		12 Nov 18	40.0
PWLB (474941)	8.625	8 June 18	9.8
		10 Dec 18	9.8
PWLB (474942)	9.00	8 June 18	29.4
		10 Dec 18	29.4
PWLB (478223)	8.375	03 Apr 18	38.5
		01 Oct 18	38.5
Total			235.4

WYFRA Long-Term Debt Maturity Structure



PRUDENTIAL INDICATORS ACTUALS 2018/19Capital Expenditure, Capital Financing Requirement and External Debt

The table below draws together the main elements of the capital plans, highlighting borrowing and other financing arrangements. The table also shows the Capital Financing Requirement (CFR), which is the Authority's underlying external indebtedness for a capital purpose, compared with the expected borrowing position.

	2017/18	2018/19	
	Actual	Estimate	Actual
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Capital Expenditure	6,572	9,379	4,252
Financed by -			
Borrowing	2,423	8,379	0
Capital Grant	35	0	35
Capital Receipts	3,359	1,000	108
Reserve	755	0	4,109
	<u>6,572</u>	<u>9,379</u>	<u>4,252</u>
CFR as at 31 March	62,409	67,428	57,500
External debt as at 31 March			
Borrowing	45,878	50,660	45,642
Total debt	<u>45,878</u>	<u>50,660</u>	<u>45,642</u>

Limits to Borrowing Activity

The first key control over the Authority's borrowing activity is a Prudential Indicator to ensure that over the medium term, net borrowing will only be for a capital purpose. Net external

borrowing should not, except in the short-term, exceed the total CFR. This allows some flexibility for limited early borrowing for future years. As can be seen from the table above, the Authority was within the CFR in 2018/19.

A further two Prudential Indicators control overall level of borrowing. These are the Authorised Limit and the Operational Boundary. The Authorised Limit represents the limit beyond which borrowing is prohibited. It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3(1) of the Local Government Act 2003.

The Operational Boundary is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during this year.

	2017/18	2018/19	
	Actual (max)	Estimate	Actual (max)
	<u>£m</u>	<u>£m</u>	<u>£m</u>
<u>Authorised limit for external debt</u>			
Borrowing	65.0	65.0	65.0
Other Long Term Liabilities	0.0	0.0	0.0
Total	65.0	65.0	65.0
<u>Operational boundary for external debt</u>			
Borrowing	60.0	55.0	55.0
Other Long Term Liabilities	0.0	0.0	0.0
Total	60.0	55.0	55.0

The Authority was within its Authorised Limit and its Operational Boundary.

Affordability Prudential Indicators

Ratio of financing costs to net revenue stream and impact of capital investment decisions on the Precept

These indicators identify the cost of capital (borrowing costs net of investment income) against the net revenue stream, and the impact of the capital programme compared to the Authority’s original budget commitments. The net revenue stream is defined as the amount to be met from government grants, local taxpayers and balances.

	2017/18	2018/19	
	Actual	Estimate	Actual
<u>Ratio of financing costs to net revenue stream</u>	7.81%	8.27%	7.82%

* as no new long term borrowing was taken in either 2017-18 or 2018-19, these figures have been calculated using the investment rate of 0.36% (2017-18) and 0.77% (2018-19) to assess the opportunity cost of using the Authority’s cash balances to fund capital expenditure. The estimated figure for 2018-19 was based on assumed borrowing at 2.55%.

Treasury Management Prudential Indicators

Interest Rate Exposures

While fixed rate borrowing can contribute significantly to reducing the uncertainty surrounding future interest rate scenarios, the pursuit of optimum performance justifies retaining a degree of flexibility through the use of variable interest rates on at least part of the treasury management portfolio. The Prudential Code requires the setting of upper limits for both variable rate and fixed interest rate exposure:

	Limit Set	Actual
	2018-19	2018–19
Interest at fixed rates as a percentage of net interest payments	60% - 100%	100%
Interest at variable rates as a percentage of net interest payments	0% - 40%	0%

The interest payments were within the limits set.

Maturity Structure of Borrowing

This indicator is designed to prevent the Authority having large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate	Limit Set 2018-19	Actual Levels 2018-19
Under 12 months	0% - 20%	0.43%
12 months to 2 years	0% - 20%	0.43%
2 years to 5 years	0% - 60%	11.56%
5 years to 10 years	0% - 80%	9.32%
More than 10 years	20% - 100%	78.26%

The limits on the proportion of fixed rate debt were adhered to.

Total principal sums invested for periods longer than 364 days

This indicator was set at zero as there was no intention to hold investments for treasury management purposes with maturity dates in excess of a year. There was no change to this position.



OFFICIAL

Environmental Working Group Activities 2018 - 19

Finance & Resources Committee

Date: 19 July 2019

Agenda Item:

8

Submitted By: Chief Legal and Governance Officer

Purpose	To inform Members of the activities of the Environmental Working Group during 2018/19.
Recommendations	That Members note the report. That Members determine whether Environmental Impact Assessment to be added to all committee reports.
Summary	This report provides Members with an update on the activities of the Environmental Working Group.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Activity update

1 Introduction

- 1.1 In 2007 the Corporate Services department set up an Environmental Working Group (EWG) to discuss environmental issues as part of the continuous improvement agenda for the service. The EWG is chaired by the Senior Technical Services Manager.
- 1.2 An Environmental Policy and Conservation Guide was also introduced to promote environmental issues throughout the service.

2 Information

- 2.1 The Environmental Working Group meet on a six monthly basis and each meeting is attended by representatives from all directorates.
- 2.2 Many environmental initiatives have been introduced and the following provides an overview of the work of the Group.

- **Environmental Initiatives**

An update on the environmental issues undertaken. (See appendix)

- **WYFirespace – Environmental Initiatives section**

The Environmental Initiatives section on the internal intranet can be accessed by staff and provides an array of information on environmental issues along with minutes of the EWG meetings and reports on current initiatives.

Excellent provision of, and access to, information is evident from the recent Customer Service Excellence assessment which awarded WYFRS 'compliance plus' for making information available and easily accessible.

- **Utilities Report – 2018/2019**

The Utility Report provides information on the usage of gas, water and electricity for the year 2018/19. Spreadsheets are available for all stations, Service Delivery Centre and Fire Service Headquarters showing the average consumption of electricity, gas and water, which enable stations, Service Delivery Centre and Headquarters to see at a glance the usage trend. Each station can also compare with other similar stations in order to share ideas and good practice. Any increase in usage is monitored by the District to ensure appropriate measures are introduced to reduce this.

From April 2018 to March 2019, stations and departments across the brigade have increased the use of electricity (+1%) and water (+23%) and there has been a decrease in the use of gas (-11%). Looking at the 'Met Office' statistics the average temperature for 2018-19 for England East and North East was 10.16°C. This is higher than the 9.12°C average temperature during 2017-18. The weather during January to March of 2019 was also warmer with a mean temperature of 9.17°C compared to 6.17°C over the same period in 2018. There were also over 63% fewer frost days during 2018-19 as a whole, compared to the previous year and also a substantially warmer summer period.

The figures below are the actual total costs to West Yorkshire Fire and Rescue Service for the three utilities

	Actual total cost		Increase/Decrease £	Increase/Decrease %
	2018/19	2017/18		
Electricity	£449,523.14	£421,090.01	£28,433.13	6.75%
Gas	£299,671.62	£357,811.04	-£58,139.42	-16.25%
Water	£107,406.92	£108,608.10	-£1,201.18	-1.11%

- **Textile and Book Recycling**

The textile and book recycling scheme from April 2018 to March 2019 has raised a total of £27,779 within West Yorkshire, for The Firefighters Charity. This has been achieved by rag banks sited at:

Fire stations raising **£24,254** (110,245 kg in weight)

Schools and community sites raising **£2,187** (25,046 kg in weight)

Book banks sited at fire stations raising **£1,338** (26,765 kg in weight)

- **Trade Waste Recycling**

Information is maintained regarding waste paper and cardboard recycling collection from stations. It is not possible to report on the total weight recycled as most collections are not weighed. A detailed breakdown of all other trade waste is below.

Item	Quantity	Revenue/cost (£)
Tyres - Reworked	6	960.00
Tyres - Recycled	255	1,248.00
Oil filters	950	**
Batteries (tonnes)	37	2,496.45
Oil (litres)	700	**
Anti-freeze (litre)	610	**
Aerosols (kg)	250	**
Fluorescent light tubes (kg)	300	-319.50
WEEE Electronics in IBC	5	-595.40
Mixed metal (tonnes)	*	1470.40
Aluminium (tonnes)	*	1155.00

*Weight not recorded

**The cost of disposals relating to Oil, Oil filters, Anti-freeze and Aerosols is included in a monthly service charge of £467.80, which also covers the rental of parts washers in the workshop. Unfortunately this makes it impossible to separate the individual revenue costs.

- **Carbon Emissions**

The table below shows the West Yorkshire Fire and Rescue Service CO₂ emissions from its usage of electricity and gas for the past ten years. The 2018-19 figures show a slight increase in CO₂ emissions of 0.5% from the previous year.

Year	CO ₂ emissions (tonnes)
2009-10	1,786
2010-11	1,751
2011-12	1,533
2012-13	1,318
2013-14	1,256
2014-15	1,204
2015-16	1,055
2016-17	999
2017-18	864
2018-19	870

- **Environmental Incidents of Note**

During 2018/19 there have been 43 Environmental Issues in relation to Incidents of Note which have had an environmental impact, and five incidents of note. Breakdown of incidents is as follows:-

Incident Type	Total during 2018/19
Building Fire	11
Derelict Building	2
Barn fire	1
Standing crop	1
Explosion	1
Assist Police/other agency	3
Vehicle Fire	1
Suspect Package	1
ICE	2
Attack involving corrosive materials	4
Smell of Fumes	3
Fuel/Chemical Spill	6
Unknown Chemical Fire	1
Unidentified Chemical/Substance/Powder	6

Further details of individual incidents are available to members at the meeting.

- 2.3 Members are requested to consider whether an additional section should be added to all committee reports to highlight Environmental Impact Assessment of reports. Should Members consider this to be of value it will be added to all reports as a standard paragraph.

3 Financial Implications

- 3.1 Many of the environmental initiatives have resulted in cost savings and donations to The Firefighters Charity.

4 Legal Implications

- 4.1 The Chief Legal and Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and / or respond to any request by Members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 There are no human resources and diversity implications associated with this report.

6 Health, Safety and Wellbeing Implications

- 6.1 The work of the Environmental Working Group seeks to ensure the wellbeing of staff and communities.

7 Your Fire and Rescue Service Priorities

This report links to all the service priorities.

8 Conclusions

- 8.1 That Members note the work of the Environmental Working Group and the environmental initiatives that have been introduced.

That Members determine whether Environmental Impact Assessment to be added to all committee reports.

Appendix – Activity Update

West Yorkshire Fire and Rescue Service - Environmental initiatives during 2018/19

Environmental Working Group	Representatives from each department meet on a 6-monthly basis to look at new environmental initiatives, review current schemes and practises.
Monitoring of Energy and Water Consumption (Service-Wide)	Monitoring of Energy and Water Consumption (Service- wide) is captured and commented on within the utility reports which are generated every 6 months; with the overall aim by the Authority of reducing energy and water consumption annually by 10%.
Participate in Annual Travel to Work Survey and Car Sharing Scheme	Each year local authorities and several businesses within West Yorkshire carry out an Annual Travel to Work Survey. WYFRS has participated in this since 2007. The survey results provide useful information on, travel to work activity, the impact on the environment, as well as providing year on year comparison figures. WYFRS continue to promote the West Yorkshire Travelplan Network Car Sharing scheme, which benefits both the workforce and environment.
Cycle To Work Scheme	During 2017/18 WYFRS re-introduced a cycle to work scheme, which has continued into 2018/19. The scheme encourages staff to keep active and healthy by cycling to work and allows staff to purchase bikes at a reduced price via a salary sacrifice scheme.
Fairtrade Scheme	<p>A Fairtrade section has been set up within the Environmental page on WYFirespace.</p> <p>Corporate Services continue to attend Kirklees Fairtrade Forum meetings which are held every two months.</p> <p>Fairtrade Fortnight took place throughout WYFRS between 25 February and 10 March 2019. Event packs were distributed to district offices containing posters to issue to all stations. Fairtrade was also promoted on social media to encourage staff to participate.</p> <p>Vending machines and Fire Service Headquarters include some Fairtrade product options.</p>

Recycling Initiatives

Bike Recycling	Bike Library scheme lends out refurbished bicycles to people in the Calderdale district and the Environmental Working Group report on this scheme at each meeting. The scheme was nominated for a Municipal Journal Local Government Achievement Award in the Public Health Improvement category in June 2019 and although did not win it was selected to be on the final short list of eight.
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Transport (Reduction of Emissions)

Tracking Technology	Vehicle tracking technology has been introduced to monitor vehicle use. The trackers allow Transport to monitor how the vehicle is driven (braking / acceleration), look at the efficiencies of the vehicles and
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monitor usage.

Electric Vehicles Further to the first all-electric vehicle being introduced into the fleet, there are now plans to install and additional eight EV charging points at HQ.

Reduction of emissions All new appliances, cars and vans are now on euro 6 emissions.

Property Refurbishments and Initiatives

Refurbishment work New LED energy efficient lighting and projector unit in the main Lecture Theatre.

Heating Efficiency Initiatives

New Heating Boilers New more efficient gas fired central heating boilers installed at Meltham and Cookridge Fire Stations to replace aged, deteriorated defective and inefficient existing boilers.

Electrical Improvements

LED Lighting Provision of LED environmentally efficient external security and training illumination and predominantly high level appliance bay working lighting at various fire stations including Bingley, Bradford, Garforth, Illingworth, Leeds, Morley, Rawdon and Todmorden.



OFFICIAL

Information Governance Annual Update

Finance & Resources Committee

Date: 19 July 2019

Agenda Item:

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Submitted By: Chief and Legal and Governance Officer

Purpose To provide an annual update on the implementation of Information Governance arrangements within West Yorkshire Fire and Rescue Service (WYFRS).

Recommendations That the contents of the report are noted.

Summary This report provides an annual update on the implementation of Information Governance and Security arrangements throughout the Authority.

Local Government (Access to information) Act 1972

Exemption Category: N/A

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Background papers open to inspection: N/A

Annexes: N/A

1 Introduction

- 1.1 At a Management Board meeting in December 2008 it was acknowledged that the area of Information Governance (IG) needed to be addressed following high profile cases regarding data losses and poor information sharing practices. As such, approval was given to the introduction of an Information Governance Framework and the creation of the Information Governance and Security Group (IGSG) in order to implement and maintain information governance effectively and consistently across the Authority.
- 1.2 Management Board also realised the need to introduce a structured approach towards Information Security (IS) based on international best practice. The implementation of an Information Security Management System (ISMS) aligned to the international standard ISO 27001 was also approved at the Management Board meeting of December 2008.
- 1.3 The former Chief Fire Officer's (CFO) regional and national involvement with the Her Majesty's Government Security Policy Framework (HMG SPF) and the Fire and Rescue Service Protective Security Strategy further highlighted the need to introduce a more structured approach to the areas of information governance and information security.
- 1.4 WYFRS has taken the proactive and pragmatic decision to implement sensible and proportionate security measures aligned to the HMG SPF and commensurate with the risks presented.
- 1.5 The General Data Protection Regulation (GDPR) came into force on 25 May 2018 with the Data Protection Act 2018 gaining Royal Assent, on the same day. As an organisation, WYFRS is tasked to implement and demonstrate compliance with the requirements of GDPR. To provide assurance of continuing adherence to the regulations, WYFRS are conducting; Information governance audits across departments and have implemented the Information Security Incident Management System (iSIMS) for reporting information security incidents. In addition the new data security e-learning and face to face data protection training has been implemented and communicated to all staff.

2 Information

- 2.1 This report provides an update on the key areas of development during 2018/19 to ensure the effective implementation of the Information Governance (IG), Information Security (IS) and wider Protective Security (PS) arrangements across the Authority with a special emphasis on the implementation of the requirements of the General Data Protection Regulation (GDPR).
- 2.2 The strategic IGSG and the operational Corporate Information Management Group (CIMG) continue to develop, implement and promote information governance across all departments and to co-ordinate activities relating to information, physical and personnel security aspects across the service.
- 2.3 The Information Governance Statement was revised and republished in March 2017 by the Chief Fire Officer who readily endorsed it. This statement outlines the Authority's commitment to IG and has been quoted as being good practice during both internal and external audits.

- 2.4 The requirements of the General Data Protection Regulation (GDPR) which was introduced on 25 May 2018 have been implemented across WYFRS and work is currently underway to ensure continuing adherence to the regulation.
- 2.5 To assist with the GDPR requirement to report information breaches within 72 hours and to collate information on information security incidents, an electronic system has been utilised for information incident reporting. This will enable staff to quickly record data security incidents, and will ensure that WYFRS are able to comply with their requirement of being able to report any data breaches within the timeframe. This will also enable that all the relevant parties are informed and ensure the correct line of action/s have been undertaken to address the breach thus minimising any damage that may result from the incident.
- 2.6 To ensure compliance with the Data Protection Act, a schedule of data protection audits are currently being undertake across the organisation. The audits asses WYFRS procedures, systems, records and activities are in order to:
- Ensure appropriate policies and procedures are in place.
 - Verify that those policies and procedures are being followed by staff.
 - Test the adequacy controls in place.
 - Detect breaches or potential breaches of compliance.
 - Recommend any actions or controls where weaknesses have been identified.
- These are three yearly audits, however high risk areas of the service may receive audits more frequently. The audits highlight any areas for improvement with regards to data security so that actions can be taken to minimise any risk and provide data security assurance for WYFRS.
- 2.7 A data security online training package has been developed to provide bespoke security training for staff. Since the training is being developed in house it can be changed to reflect the needs of the business on a risk based approach.
- 2.8 The Customer Service Excellence audit in November 2018 confirmed that WYFRS had maintained the Compliance Plus standard for the way 'we protect customer privacy both in face to face discussions and in the transfer and storage of customer information'.
- 2.9 WYFRS continues to measure data protection compliance against the NHS Information Governance toolkit. In April 2018 the toolkit was replaced by the Data Security and Protection Toolkit which WYFRS are adopting to assure compliance and will report against the toolkit to demonstrate data security and protection compliance.
- 2.10 In summary, the current attainment against the information governance and security frameworks are as follows (2016/17 attainment figures in brackets):
- Data Security and Protection toolkit = 89%
 - Information Security Standard (ISO27001) = 98% (97%)
 - HMG Security Policy Framework = 94% (94%)

- 2.11 The Data Subject Access Request (DSARs) procedure is currently being reviewed to assist in dealing with DSARs in line with the new shorter timeframe. This is one calendar month as oppose to 40 calendar days under the old Data Protection Act 1998. WYFRS have been able to deal with both Freedom of Information Requests and DSARs within the statutory timescale, even with the increase in DSARs and shorter timescales imposed by the GDPR for such requests. The DSAR's figures for 2018/19 is 16 requests, which is a 129% increase from 2017/18. The FOI's figures for 2018/19 is 159 requests, which is a 23% increase from 2017/18.
- 2.12 The Environmental Information Regulation (EIR) request figures for 2018/19 is 36 generating an income of £7291.00 inc. VAT. The request figures for 2017/18 is 24 generating an income of £4780,80
- 2.13 The Access to Images Request system was introduced in June 2014 to ensure that personal information (images) is only disclosed in compliance with the Data Protection Act and the rights of the individual and to provide an audit trail with clear segregation and lines of approval. The system relates to any requests to access any video footage captured on WYFRS owned CCTV systems be that fixed camera, Silent Witness or mobile video. In 2018/19 WYFRS received a total of 127 requests to access CCTV footage compared with 196 requests in 2017/18.
- 2.14 In January 2014, this committee approved the re-introduction of charges for Incident/Fire Investigation Reports. For 2018/19, WYFRS received an annual total of 153 requests. The vast majority of requests (122) were summary Incident Reporting System (IRS) reports received by insurance companies/claim handlers and 31 were full IRS reports requested by the Police or Local Authorities. Therefore, the reports generated WYFRS £6,222 on a cost-recovery basis.
- 2.15 In accordance with the Department for Communities and Local Government Transparency Code, WYFRS has a statutory duty of providing data transparency to local residents and businesses. As such a series of datasets are available on the corporate website and are updated on either a quarterly or annual basis in accordance with the specifications. The following information is a brief overview of the published datasets that can be found on the [Data Transparency](#) section of the authority's website:

a) Financial Transactions

As of 31 December 2014 all transactions WYFRS make via the Government Procurement Cards are published on the website on a quarterly basis, in addition to the spend over £500 that was previously published.

b) People and Pay

All details relating to senior staff salaries, pay scales, pay multiples, alongside the organisation chart can be found on the Data Transparency pages of the website. The organisation chart provides direct links to relevant departmental information, contact details of Heads of Department and so on.

c) Tenders and Procurement

All Tender and Procurement information is now being logged on the website (for the amount of £5,000 or more).

d) Land and Assets

All detail of land and assets owned by WYFRS is now publically available.

e) Trade Unions

All details relating to Fire Brigades Union (FBU), Fire Officers Association (FOA) and UNISON activity is now published on the website.

- 2.16 Quarterly audits by all departments are now undertaken to ensure that access to any sensitive personal data or business critical/commercially sensitive data is on a strict need to know basis. Information Asset Owners are responsible for reporting the findings of the audits to the IGSG as a standing agenda item together with any remedial actions required.

3 Financial Implications

- 3.1 The Information Commissioner's Office issue monetary penalty notices, requiring organisations to pay up to €20 million or 4% of the company's global annual turnover for serious breaches of the General Data Protection Regulation.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 There are no direct human resources and diversity implications associated with this report.

6 Health, Safety and Wellbeing Implications

- 6.1 There are no health, safety and wellbeing implications associated with this report

7 Organisational Dependencies

- 7.1 The changes implemented to comply with the introduction of the GDPR in May 2018 have an impact throughout the Authority and particularly in relation to any existing or planned process, project or procurement that involves the collation and/or processing of personal information in whatever form that may be.

8 Your Fire and Rescue Service priorities

- 8.1 This report supports all Your Fire and Rescue Service priorities 2019 - 22

9 Conclusions

- 9.1 There has been significant work, and achievements gained, towards the implementation and management of Information Governance arrangements and security controls across the Service. Members are requested to note the contents of this report.