

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

Director of Legal & Governance, Graham Britten
Buckinghamshire Fire & Rescue Service
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Chief Fire Officer and Chief Executive
Mark Jones

To: The Members of the Executive Committee

8 September 2014

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury, Bucks, HP20 1BD on **WEDNESDAY 17 SEPTEMBER 2014 at 10.00 am** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

Chairman: Councillor Busby
Councillors: Dransfield, Gomm, Lambert, Morris, Reed, Schofield and Webb



MAKING YOU SAFER

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EXECUTIVE COMMITTEE

TERMS OF REFERENCE

1. To make all decisions on behalf of the Authority, except in so far as reserved to the full Authority by law or by these Terms of Reference.
2. To assess performance of the Authority against agreed organisational targets.
3. To determine matters relating to pay and remuneration where required by collective agreements or legislation.
4. To select on behalf of the Authority—the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent , taking advice from suitable advisers and to make recommendations to the Authority as to the terms of appointment or dismissal.
5. To consider and make decisions on behalf of the Authority in respect of the appointment of a statutory finance officer ; a statutory monitoring officer; and any post to be contracted to "Gold Book" terms and conditions in whole or in part taking advice from the Chief Fire Officer and suitable advisers.
6. To act as the Employers' Side of a negotiating and consultation forum for all matters relating to the employment contracts of the Chief Fire Officer and Chief Executive, deputy to the Chief Fire Officer and Chief Executive, or equivalent; and where relevant, employees contracted to "Gold Book" terms and conditions in whole or in part.
7. To hear appeals if required to do so in accordance with the Authority's Policies.
8. To determine any human resources issues arising from the Authority's budget process and improvement programme.
9. To determine policies, codes or guidance:
 - (a) after considering recommendations from the Overview and Audit Committee in respect of:
 - (i) regulating working relationships between members and co-opted members of the Authority and the employees of the Authority; and
 - (ii) governing the conduct of employees of the Authority
 - (b) relating to grievance, disciplinary, conduct, capability, dismissals and appeals relating to employees contracted to "Gold Book" terms and conditions in whole or in part.
10. To form a Human Resources Sub-Committee as it deems appropriate.

AGENDA

Item No:

1. Apologies

2. Minutes

To approve, and the Chairman to sign as a correct record, the Minutes of the meeting of the Executive Committee held on 30 July 2014 Item 2 **(Pages 5 - 8)**

3. Disclosure of Interests

Members to declare any disclosable pecuniary interests they may have in any matter being considered which are not entered onto the Authority's Register, and officers to disclose any interests they may have in any contract to be considered.

4. Questions

To receive questions in accordance with Standing Order S0A7.

5. Industrial Action- verbal update

To receive a verbal update

6. Budget Monitoring Performance and Debt Management April-June 2014 (Quarter 1)

To consider Item 6 **(Pages 9 - 24)**

7. Treasury Management Performance 2014/2015 Quarter 1

To consider Item 7 **(Pages 25 - 32)**

8. Four Year Knowledge and Information Services (KIS) Strategy

To consider Item 8 **(Pages 33 - 104)**

9. Exclusion of Public and Press

To consider excluding the public and press representatives from the meeting by virtue of Paragraph 3 of part 1 of Schedule 12A of the Local Government Act 1972 as the report contains information relating to the financial or business affairs of an individual; and Paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972 as the report also contains information relating to actual, or contemplated, consultations or negotiations in connection with labour relations and on all these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information, so that the Committee may consider the following matter:

Review of the Finance & Assets Directorate – Assets Team

10. Review of the Finance & Assets Directorate - Assets Team

To consider Item 10

11. Date of Next Meeting

To note that the next meeting of the Committee will be held on Wednesday 19 November 2014 at 10.00am.

If you have any enquiries about this agenda please contact: Katie Nellist (Democratic Services Officer) – Tel: (01296) 744633 email: knellist@bucksfire.gov.uk

Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 30 JULY 2014 at 10.00 am

Present: Councillors Busby, Dransfield, Gomm, Lambert, Reed, Schofield and Webb

Officers: M Jones (Chief Fire Officer) G Britten (Director of Legal and Governance), D Skinner (Director of Finance and Assets), L Swift (Director of People and Organisational Development), J Parsons (Head of Service Delivery), M Osborne (Head of Service Transformation), D O'Driscoll (Head of Service Development) G Smith (Group Manager) K McCafferty (Head of Human Resources), Fraser Pearson (Communication and Consultation Manager) and K Nellist (Democratic Services Officer)

2 Members of the Public

Apologies: Councillor Morris
(Councillor Dransfield in the Chair)

EX01 ELECTION OF CHAIRMAN

RESOLVED –

That Councillor Busby be re-elected Chairman of the Committee for 2014/15

(Councillor Busby in the Chair)

EX02 APPOINTMENT OF VICE-CHAIRMAN

RESOLVED –

That Councillor Dransfield be re-appointed Vice-Chairman of the Committee for 2014/15

EX03 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on 14 May 2014, be approved and signed by the Chairman as a correct record.

EX04 FOURTH QUARTER PUBLIC SAFETY PLAN & CORPORATE PLAN 2012-15 PERFORMANCE MONITORING REPORT

The Head of Service Transformation introduced the report and advised Members that the report sets out performance against the Authority's key strategic aims, Prevention, Protection and Response. Overall performance was very good and continued to improve in most areas and early indications since these figures were produced supported this improving trend across areas in exception such as call handling and 1st Attendance.

Members noted that with regard to the reduction in the number of casualties killed and seriously injured in road traffic collisions, in Buckinghamshire this was steadily decreasing in line with national trends. However, in Milton Keynes increases in this area were of some concern. Milton Keynes Council was undertaking a comprehensive review of road accident trends in Milton Keynes and the Authority was contributing to this review with its work with 'Safer Milton Keynes'. The Authority provided various road safety education initiatives aimed at those most vulnerable on our roads and would continue to invest in this area.

Members noted that with regard to call handling the Authority's annual outturn was slightly off target, but there had been consistent improvement and the end of month figures since February this year have exceeded target.

Members noted that the Authority's work in reducing false alarms in non-domestic premises was recognised by the Fire Protection Association as the most reliable and consistent approach to automatic fire alarms in the UK. We were the only service that still responds to all calls generated by automatic fire alarms. By engaging with and educating those businesses and other building management teams, the Service had managed to reduce the amount of automatic fire alarm calls.

RESOLVED –

That the outturn performance against the objectives and targets set in the Public Safety Plan 2013-14 be acknowledged.

EX05 MEDIUM TERM FINANCIAL PLAN 2015/16 TO 2018/19

Members noted the update on the Medium Term Financial Plan process for 2015/16 to 2018/19. The Director of Finance and Assets advised Members that some of the dates had been moved forward to allow for a more robust process. The process would be similar to previous years' with Officer challenge and scrutiny and Member challenge and scrutiny in a similar way.

A discussion was held on the date of the Fire Authority meeting on 25 February 2014 when the budget would be set. This date was later than in previous years to allow for the lateness of information from other billing Authorities.

Members noted that the proposed earlier date of 18 February 2015 for the budget setting Fire Authority meeting would stay in the diary and either the 18 or 25 February would be confirmed at the Fire Authority meeting in December 2014.

RESOLVED –

1. That the key dates at Appendix A which have been set to enable challenge and scrutiny of revenue and capital bids during the budget build and MTFP process be noted.
2. That the guidance document at Appendix B sent out to cost centre managers in June 2014 be noted.

EX06

ATTENDANCE MANAGEMENT PERFORMANCE IMPROVEMENTS AND TRENDS

The Lead Member for Human Resources and Equality and Diversity asked Members to note the significant improvement in attendance management and the favourable absence levels compared with other Public Sector and Fire Authorities.

Members noted the report set out the current position of the Authority in respect of Attendance Management and the significant improvements that had been made to date to reduce non-attendance caused by sickness absence.

The Director of People and Organisational Development advised Members that this was the first full year report. It had been a corporate priority for a while to focus on attendance management with a view to reducing it. Also to look at what the Authority could do in terms of reasonable levels of prevention and looking at the wider picture of employee well-being.

The Director of People and Organisational Development advised that for the first time the Authority had really good data to compare with 29 other fire and rescue services who were now measuring things in the same way. It showed what's possible when the Authority had a combination of robust management controls, the right fit for purpose policy and cross functional team work. The Authority had seen a very significant reduction year on year of working days lost. It was not complacent and by continually focusing on early intervention it would look to improve even further.

When looking at the fire and rescue performance comparison report the Authority is seeing the highest improvement rate of all the other fire and rescue services in terms of control staff and support staff. Considering what the Control staff were going through in terms of the Thames Valley Fire Control project and the reduction in numbers. This was a really good achievement and should be acknowledged.

RESOLVED –

That the Authority's recorded attendance management performance trends, absence reductions to date, and plans for further improvements as detailed in Annex A be noted.

EX07

REVIEW OF PAY, GRADING AND TERMS AND CONDITIONS FOR STAFF COVERED BY THE BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY, SUPPORT SERVICES STAFF, SCHEME OF CONDITIONS OF SERVICE

The Lead Member for Human Resources and Equality and Diversity formally thanked the Members of the working group for achieving such good results and advised Members that it was important to move from long service and good conduct and to reward those who performed well for the Authority.

The Lead Member for Human Resources and Equality and Diversity asked Members to note the primary objectives for amending the current pay scales set out in Annex A, paragraph 19.

The Director of People and Organisational Development advised Members that an equal pay audit had been combined with a review of support services staff terms and conditions which gave assurance that all support service jobs were ranked in a particular order which gave a proper pay spine and transparency around equal pay, and would give flexibility in the future.

The Director of People and Organisational Development asked Members to note that one of the equal pay recommendations was to review the pay and grading structure as there was gaps in it. It was also reviewed to ensure in future the Authority attracted and retained the right calibre of skills and staff needed to drive through changes in the service.

The Authority now had a very robust salary pay and grading scale, which had been achieved under the principles of self-funding.

RESOLVED –

1. That the outcome of the review be noted.
2. That the Member led Working Group be thanked for its work and to note that its task has been concluded.

EX09

DATE OF NEXT MEETING

The Committee noted that the date of the next Executive Committee would be held on Wednesday 17 September 2014 at 10.00am.

Before closing the meeting the Chairman welcomed back Councillor Schofield who had been ill and introduced Kerry McCafferty the new Head of Human Resources. The Chairman also thanked the Head of Service Development for all his hard work with the Control project as this was his last meeting before retiring.

THE CHAIRMAN CLOSED THE MEETING AT 10.55 AM.

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	17 September 2014
OFFICER	David Skinner, Director of Finance & Assets
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Budget Monitoring Performance and Debt Management April–June 2014 (Quarter 1)
EXECUTIVE SUMMARY	<p>To present to Members the revenue and capital budget monitoring and debt management performance report for the three months to 30 June 2014.</p> <p>The report at Appendix A sets out the Authority's revenue and capital spending position as at 30 June 2014, together with the projected outturn position for the financial year.</p> <p>Managers have positively and proactively controlled spend and forecast an under-spend of £1.8m, against a revenue budget of £28.8m.</p> <p>Excluding the Statutory Accounting & Contingency items totaling £1,076k, the overall forecast underspend on operational budgets reduces down to £701k.</p>
ACTION	Information and decision.
RECOMMENDATIONS	<p>That the latest projected outturn forecast for the Fire Authority as at 30 June 2014 be noted</p> <p>That the budget virements (A) & (B) as detailed at the end of section 8 of the report be authorised.</p>
RISK MANAGEMENT	Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks facing the Authority in year.
FINANCIAL IMPLICATIONS	As set out in the main body of the report.
LEGAL IMPLICATIONS	None.
HEALTH AND SAFETY	None.
EQUALITY AND DIVERSITY	None.

USE OF RESOURCES	The paper sets out how work has been progressing for achieving greater financial ownership and accountability for resources attached to the delivery of specific aims and objectives of the Authority.
PROVENANCE SECTION & BACKGROUND PAPERS	Medium Term Financial Plan 2014/15 to 2017/18, CFA Meeting February 2014
APPENDICES	Appendix A – Budget Monitoring Performance and Debt Management April – June 2014
TIME REQUIRED	15 minutes.
REPORT ORIGINATOR AND CONTACT	Graham Young – Management Accountant gyoung@bucksfire.gov.uk 01296 744429

1. Revenue Forecasts by Service Area

Table 1 The table below shows the budget and actual expenditure for each directorate as at the end of June 2014. The budget of £29m is compared to the forecast outturn to give a forecast year end underspend of £1,777k. If you take out the Statutory Accounting & Contingency items totaling £1,076k, we are forecasting a £701k overall underspend.

Directorate	Area Manager	Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance
Corporate Core	Corporate Core	883,721	165,337	882,803	-918
	Legal & Governance	107,117	23,476	104,441	-2,676
Corporate Core Total		990,838	188,813	987,244	-3,594
Finance & Assets	Finance & Procurement	1,028,449	455,707	1,014,305	-14,144
	Resource Management	2,115,787	516,410	2,111,698	-4,089
Finance & Assets Total		3,144,236	972,117	3,126,003	-18,233
People & Organisation Development	Training & Development	1,426,001	250,360	1,210,153	-215,848
	Operations & Services	716,178	214,118	658,264	-57,914
People & Organisation Development Total		2,142,179	464,478	1,868,417	-273,762
Delivery, Corporate Development & Planning	Service Delivery	15,014,776	3,434,016	14,470,889	-543,887
	Service Development	2,356,295	529,344	2,272,626	-83,669
	Service Transformation	1,475,717	492,049	1,698,063	222,346
Delivery, Corporate Development & Planning Total		18,846,788	4,455,408	18,441,579	-405,209
Statutory Accounting & Contingency	Capital Charges	1,128,000	360,492	1,128,000	0
	Direct Revenue Financing	1,266,000	1,266,000	1,266,000	0
	Contingency	1,081,558	0	0	-1,081,558
	Non Distributed Costs	209,266	-1,399	215,070	5,804
Statutory Accounting & Contingency Total		3,684,824	1,625,093	2,609,070	-1,075,754
Total Expenditure		28,808,865	7,705,909	27,032,313	-1,776,552

The key variations are;

Finance & Assets £18k under - The finance & procurement team is projecting an underspend of £14k which mainly relates to an insurance rebate, received in the year. The 4k underspend projected in resource management is made up of overspends in workshop relating to unidentified savings which are offset by underspends relating to vacant cleaner and workshop posts.

People & Organisation Development £274k under – An underspend in training & development relates to a savings initiative, designed to meet operational requirements with alternative staffing arrangements. Additional underspends are expected in relation to Occupational Health Scheme payments, adding to those resulting from vacant HR posts seen earlier in the year but which have now been recruited into.

Delivery, Corporate Development & Planning £405k under – Service delivery is projecting a £544k underspend with £226k relating to underspends on whole-time post elements. Of this £226k, £114k relates to employer pension contributions being less than budgeted, £38k relates to projected underspends on CPD, £26k underspends on overtime while £24k relates to lower than budgeted basic salary payments and £15k lower employer national insurance contributions partly due to deductions made during industrial action. This area is being reviewed in detail with budget managers in order to ensure that forecasts are accurate and will be reported in the next quarterly monitoring report.

An additional underspend of £144k relates to on-call salary elements, where the organisation is currently under established levels for on-call firefighters. £50k of income from a secondment not originally budgeted for adds to this variance. In addition, there is a £53k underspend on USAR training, operational equipment and protective clothing budgets, and the Prevention Team is projecting a £76k underspend due to 3 vacant administrative posts. A £27k overspend on planned preventative maintenance is then offset by minor underspends on various cost elements across the directorate.

Vacant administrative posts and lower than budgeted cross-border charges in Response Support contribute £48k to the £84k favourable variance being seen under Service Development. Additional underspends on Flexi-Duty system payments are also seen here, making up the majority of the remaining variance.

Service Transformation is currently projecting a £230k overspend, of which £121k relates to restructure that took place earlier in the year. Corporate and Forward Planning is currently projecting an overspend of £20k, mainly due to salaries exceeding original budgets, with additional budget needing to be identified for changes in this area. KIS is currently projecting an overspend of £16k comprising of a £35k overspend in ICT budgets which are offset by underspends totalling £18k in the information, main communications and customer services teams.

Statutory Accounting & Contingency £1,076k under - The contingency fund was originally set up in the budget to cover the costs of modernisation under the Moving Forward agenda and any pay award and pay protection arrangements. Contingency funds have also previously been required to cover any costs incurred relating to recent periods of industrial action and those resulting from the response to flooding in parts of Buckinghamshire and Milton Keynes.

2. Revenue Forecasts by subjective heading

Table 2 shows the budget and forecast out-turn for each subjective heading as at the end of June 2014.

Subjective	Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance
Employees - Direct	20,839,073	4,914,813	20,185,633	-653,440
Employees - Indirect	1,123,846	141,611	1,048,838	-75,008
Premises	1,757,555	673,206	1,779,203	21,648
Transport	791,602	275,842	868,332	76,730
Supplies and Services	2,362,159	445,835	2,270,087	-92,072
Contingency & Provisions	1,081,558	0	0	-1,081,558
Third Party Payments	1,005,260	-18,011	999,712	-5,548
Capital Charges	690,000	406,942	690,000	0
Direct Revenue Financing	1,266,000	1,266,000	1,266,000	0
Transfer to/from Reserve	-959,084	0	-978,467	-19,383
Grants, Reimbursements & Contributions	-125,825	-16,709	-89,582	36,243
Customer and Client Receipts	-953,279	-273,117	-937,443	15,836
Interest Received	-70,000	-110,502	-70,000	0
Grand Total	28,808,865	7,705,909	27,032,313	-1,776,552

Employees – There is an underspend of £728k on direct employee related expenditure which includes pay, national insurance and pension costs of staff as well as employment agency costs. This underspend relates to current staffing being below budgeted establishment levels in RDS, whole-time fire fighters and administrative staff across the whole organisation. The favourable variance seen on indirect employees is predominantly due to underspends across training budgets.

Premises – Currently projecting an overspend in contract cleaners currently covering vacant cleaner posts. Additionally, planned preventative maintenance costs are also accounting for an adverse variance here, due to projected costs being higher than budgeted at a number of stations.

Transport – The majority of this overspend relates to a £60k reduction in 2014/15 fleet budgets in line with savings identified in the white fleet review which have not yet been identified. Additionally, mileage forecasts are showing an overspend of £22k which is offset by a £30k underspend projected for diesel costs.

Supplies and Services - The main underspends forming this favourable variance are in the following areas; computer hardware, software and maintenance; provisions in catering; uniforms; printing stationery; and also operational equipment and protective clothing in USAR. Projected underspends on external consultancy in Human Resources and Finance are also contributing to the headline figure seen under this subjective heading. Finally, a £24k overspend in ICT partially offsets the aforementioned underspends and is related to an update of the organisations Wide Area Network, with the overspend itself expected to be managed within the KIS directorate.

Grants, Reimbursements & Contributions – The majority of this overspend relates to a projected under-recovery of food and fuel costs. The under-recovery of fuel costs is due to a reduced demand in fuel and therefore shows a corresponding underspend under the Transport heading above.

3. Major Risk Areas

The monitoring process will focus more attention on areas identified by management as high risk. An initial assessment of the main financial risks faced has been undertaken by Finance against the following categories:

- High value budgets
- Historically volatile budgets
- Demand led income and expenditure budgets

		Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance
A.	Employee Direct Costs	20,839,073	4,914,813	20,185,633	-653,440
B.	Knowledge & Information Services	1,092,918	342,192	1,109,422	16,504
C.	ICTU Course Fee Income	168,135	42,142	100,000	-68,135
D.	Fuel Charges	366,840	54,788	309,186	-57,654
E.	Energy/Utilities	277,505	39,054	282,721	5,216
F.	Employment Agencies/Consultants	87,799	48,680	124,174	36,375
G.	Control Room project	0	13,912	0	0

Key variance explanations:

A. Employee Direct Costs – Variance as indicated in section 2 above.

B. Knowledge & Information Services – ICT is currently projecting an overspend in relation to overtime costs and the installation of the wide area network. There are underspends for part-year vacant posts will counteract much of the overspend.

C. Course Fee Income – Forecast shortfall here due to lower than expected sales at the start of the financial year. This area will continue to be closely monitored throughout the year.

D. Fuel – Despite the current projected underspend on fuel, this area is still considered a risk due to the volatile nature of fuel prices and will continue to be monitored closely throughout the year.

E. Energy/Utilities – Currently projected to finish the year within £6k of budgeted levels.

F. Employment Agencies/Consultants – Consultancy work relating to HR projects and property projects is attributable to the overspend in this area.

G. Control Room project – The actual spend in this area will be covered by the Control Room Grant currently held in reserves, this transaction will not take place until year end. It is expected at this stage that there will be sufficient grant available, hence the net-nil balance projected forecast outturn.

4. Savings and efficiencies

Of the £1,272k savings offered up in the 2014/15 Medium Term Financial Plan £757k is from operations, £440k from Finance & Assets with the remaining £75k from the People and Organisation Development Directorate.

Directorate	Target Saving £000	Forecast Actual Saving £000	Under/ (Over) Recovery £000	Comments
Delivery, Corporate Development and Planning	757	240	517	Control room savings not expected to be achieved in 2014/15, covered by movement from reserves
People & Organisation Development	75	75	0	On target
Finance & Assets	440	433	7	Rental savings not achieved in 2014/15
Total Savings	1,272	748	524	

5. Capital Forecasts

The capital programme for 2014/15 is £1.282m which together with a number of carry-forward schemes totals £4.365m.

Project Name	Original Budget 2014-15	Agreed 13-14 Carry Forwards Executive	Virements in Year	Revised Budget 2014-15	Actual Year to Date	Commitments 2014/15	Forecast Outturn	Year End Variance
Property	550,000	0	0	550,000	7,839	18,608	549,872	-128
Property Review	0	940,000	0	940,000	0	0	940,000	0
Sub Total	550,000	940,000	0	1,490,000	7,839	18,608	1,489,872	-128
Operational Vehicles	155,000	913,000	0	1,068,000	113,000	452,000	1,068,000	0
Operational Equipment	264,350	36,494	0	300,844	19,213	3,737	300,844	0
Sub Total	419,350	949,494	0	1,368,844	132,213	455,737	1,368,844	0
Sprinklers	0	14,500	0	14,500	0	0	14,500	0
Sub Total	0	14,500	0	14,500	0	0	14,500	0
ICT	260,000	102,992	24,114	387,106	11,332	124,114	387,106	0
ICT Projects		224,000	0	224,000	182,036	27,715	209,751	-14,249
Support Vehicles	52,900	0	0	52,900	0	0	52,900	0
Staff Cars		27,766	0	27,766	27,771	0	27,771	5
Sub Total	312,900	354,758	24,114	691,772	221,139	151,829	677,528	-14,244
Control Room	0	800,000	0	800,000	0	800,000	800,000	0
Sub Total	0	800,000	0	800,000	0	800,000	800,000	0
TOTAL	1,282,250	3,058,752	24,114	4,365,116	361,191	1,426,174	4,350,744	-14,372

Capital Funding

The capital programme will be funded as follows;

Funding Source	£
Capital Grant 2014/15	1,190,077
Unapplied/Unused Capital Grant 2013-14 Brought forward	302,222
Environmental Agency	24,000
Control Room Grant	800,000
Transfer from RCCO Reserve	2,048,817
Total Funding	4,365,116

Property Portfolio

The property team was allocated £550k to carry out priority-1 repairs identified in the property condition survey in 2013. Repair work has begun in some of the stations (Chesham, Great Holm and Stokenchurch) with the majority of the remaining stations repair work to be commissioned in the next quarter.

Fire Appliances & Equipment

The Aerial Replacement vehicle contract was awarded last financial year and we are currently in the build stage with the estimated delivery date for the vehicle set for October. The finance and procurement team have been actively working with Service Development to ensure the specifications for the remaining operational vehicles can be agreed promptly to ensure we can start the tender process to guarantee delivery for all vehicles before the end of this financial year.

The planned expenditure for operational equipment for 2014/15 is for the following areas; new equipment for the 4x4 appliances, general equipment and BA telemetry. An additional £33k budget was assigned to replace and replenish the PPE uniform stock which had depleted over the years and the funding will be used to purchase items with sizes suitable for the current workforce.

Community Safety

A budget of £15k was slipped from last year to fund the purchase of several portable sprinklers as the Authority has begun a programme of installing portable domestic sprinkler systems in high fire risk premises and in the homes of high risk individuals, in order to protect the most vulnerable people within our community.

Support

The planned expenditure of £360k for ICT relates to the following areas; new telephony system, demountable mobile data terminals, hardware replacement, virtual desktop environment, data cabling and software. The order for the demountable mobile data terminals was placed in June and there is a lead time of 12 weeks, installation is expected to take place in November. The project is currently showing an overspend as the original plan was to purchase the MDT1a model, however, the MDT working group decided the MDT2r model would be a more suitable option for meeting data and infrastructure requirements. Therefore the additional cost incurred to purchase the upgraded model will be funded by the control room project budget and a virement has been requested to reflect this. ¹

A number of ICT projects (£260k) were approved last financial year and majority of the budget was slipped due to difficulty in procuring hardware before the 31st March. However most of the hardware has now been procured and installation is likely to be completed in July with the handover to follow soon after installation is complete.

Part of the budget for staff cars was slipped last year as one vehicle was still due for delivery. The remaining vehicle was delivered in April and no further commitments are outstanding for this scheme. The £53k budget for support vehicles relates to two hydrant vehicles and one fleet vehicle. The Fleet Manager has been working with procurement to finalise the specification for the vehicles with the aim to send out a request for quotations in July.

¹ 30 appliances have fixed MDT1a units using SEED software. These were installed as part of the FiReControl Project and the SEED software installed by BFRS later. This MDT1a hardware has now become outdated and does not have the capacity to run all the applications that the Panasonic Toughbooks are capable of quickly and efficiently. It has been identified that Motorola have developed an upgraded fixed unit, the MDT2R which could replace the current MDT1a units using existing cabling and docking fitments.

6. Performance Indicators

The table below shows the performance targets and actuals (rolling averages) for the year to date.

Description	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual (rolling average)
Budget Monitoring Training	35.0%	100.0%	95.0%	85.0%	90.0%	100.0%
Managers accessing SAP Cost Centre Report	76.0%	100.0%	86.3%	80.6%	100.0%	82.4%
% invoices paid within 30 days	97.0%	100.0%	97.4%	98.0%	97.7%	99.8%
Budget Mon. Report turn-around (working days)	44 days	21 days	14 days	7 days	8 days	7 days

Currently, all cost centre managers have received initial basic budget monitoring and refresher training where necessary. The aim for 2014/15 is to streamline training processes, providing refresher training, new e-learning and online guidance sessions that are easily accessible to all budget holders.

The average number of managers accessing the SAP cost centre report across the quarter was 82.4%. This is below the target of 100% and finance will continue to work with all cost centre managers to ensure that this is improved and the target level is reached.

The consistent high level of creditor invoices paid within 30 days continued with 100% paid within 30 days in June. This has been consistently high each month across the whole quarter and gives a rolling average of 99.8%, in line with the 2014/15 target.

The quarter 1 budget monitoring report was produced for the senior management board in seven working days by the finance team. This is in line with the target of eight days and with reporting schedule deadlines.

Processes are being streamlined in order to ensure that these deadlines are met while maintaining reporting priorities. This will also free up more time for more detailed analysis and more robust challenging of budgets and monitoring.

7. Debt Management

The table (below) shows the key Debtor performance figures for the three months to June;

DEBTOR KEY PERFORMANCE INDICATORS 2014/15	Q1
Debts over 60 days overdue	£42,779
Total Debt outstanding	£205,968
Debts over 60 days overdue as a % of total debt outstanding	20.9%
Debts over 60 days overdue as a % of total income to date	1.7%
Average time from raising invoices to receipt of income	25

The total debts over 60 days overdue have increased significantly during the first three months of the year. The figure above shows the average figure for the quarter. The figure as at the end of June 2014 was £92,761.

Almost all of the debts over 60 days overdue at the end of the quarter relate to three main areas:

- compensation payments due following court enforcement action
- rental of aerial sites
- recovery of costs incurred during strike action

The compensation payments are being repaid in instalments, which the Authority does not have the power to control. The rental of aerial sites is currently in dispute and has been referred to a specialist solicitor. The recovery of costs incurred during strike action are the subject of a query, which is expected to be resolved during quarter two of 2014/15. Apart from these debts, less than £1,000 remains more than 60 days overdue.

Total debt outstanding during the quarter has remained fairly constant. The average time from raising invoices to receipt of income has fallen significantly from last year. This reflects the fact that majority of new debt is collected efficiently, and that there are very few older debts still outstanding.

Moving-forward, Finance staff are now streamlining processes with macro programmed spreadsheets enabling the team to chase debts quicker, saving over 1 ½ hours per week on average chasing debt and freeing up time to be spent on other key areas.

8. Virements

The table below shows in summary the virements actioned in this financial year to date on a subjective basis;

Subjective	April 2014 Agreed Plan	Permanent in year virements	Revised base budget	Temporary in year virements	Revised Budget 14/15
Employees - Direct	20,839,073		20,839,073		20,839,073
Employees - Indirect	930,846		930,846		930,846
Premises	1,748,781	8,774	1,757,555		1,757,555
Transport	791,602		791,602		791,602
Supplies and Services	2,362,159		2,362,159		2,362,159
Contingency & Provisions	1,283,332	-8,774	1,274,558		1,274,558
3rd Party Payments	1,005,260		1,005,260		1,005,260
Direct Revenue Financing	1,266,000		1,266,000		1,266,000
Capital Charges	690,000		690,000		690,000
Transfer to/from Reserve	-959,084		-959,084		-959,084
Grants, Reimbursements & Contributions	-125,825		-125,825		-125,825
Customer and Client Receipts	-953,279		-953,279		-953,279
Interest Received	-70,000		-70,000		-70,000
Grand Total	28,808,865	0	28,808,865	0	28,808,865

Temporary in-year virements authorised and actioned:

There are currently no temporary in-year virements.

Permanent virements authorised and actioned:

Narrative	From (credit)	To (debit)
Realignment of 2014/15 Business Rates Budgets £8,744 - figures not known at time of setting budgets.	Contingency	Premises

Revenue virements requiring authorisation;

A.

From/To	Cr/Dr	Subjective		Approval Needed	
		Direct Revenue Financing	Supplies & Services	SMB	Executive
Control Room Project	CR		-24,114	Y	Y
Direct Revenue Financing	DR	24,114			
<i>Temporary movement from Control Room Project to Direct Revenue Financing (MDT Capital project)</i>					

B.

From/To	Cr/Dr	Subjective		Approval Needed	
		Employees - Direct	Contingency	SMB	Executive
Various station budgets	CR	-110,005		Y	Y
Contingency	CR		-6,890		
Response Support	DR	116,895			
<i>Realignment and centralisation of FDS budgets</i>					

A. Temporary movement of budget from the control room project revenue budget to increase the revenue contribution to capital to fund the increased cost of the MDT project in the ICT capital programme,

B. To permanently re-align the FDS revenue budgets.



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	17 September 2014
OFFICER	David Skinner, Director of Finance and Assets
LEAD MEMBER	Councillor Andy Dransfield
SUBJECT OF THE REPORT	Treasury Management Performance 2014/15 – Quarter 1
EXECUTIVE SUMMARY	<p>This report is being presented as Members resolved at the meeting of Buckinghamshire and Milton Keynes Fire Authority on 13 February 2013 that a quarterly Treasury Management report would be submitted to the Executive Committee and it is best practice to review on a regular basis how Treasury Management activity is performing.</p> <p>The accrued interest earned for the first quarter of 2014/15 is £29k, which is £11.5k higher than the budget for the quarter.</p>
ACTION	Information.
RECOMMENDATIONS	That the Treasury Management Performance 2014/15 – Quarter 1 report be noted.
RISK MANAGEMENT	<p>Making investments in the Authority's own name means that the Authority bears the risk of any counterparty failure. This risk is managed in accordance with the strategy and with advice from external treasury management advisors.</p> <p>The Director of Finance and Assets, will act in accordance with the Authority's policy statement; Treasury Management Practices and CIPFA's Standard of Professional Practice on Treasury Management.</p> <p>There are no direct staffing implications.</p>
FINANCIAL IMPLICATIONS	The budget for 2014/15 relating to interest earned on balances invested is £70k. Performance against the budget is included within Appendix A.
LEGAL IMPLICATIONS	The Authority is required by section 15(1) of the Local Government Act 2003 to have regard to the Department for Communities and Local Government Guidance on Local Government Investments; and by regulation 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146] to have regard to any prevailing CIPFA Treasury

	Management Code of Practice.
HEALTH AND SAFETY	No direct impact.
EQUALITY AND DIVERSITY	No direct impact.
USE OF RESOURCES	See Financial Implications.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy</p> <p>http://www.bucksfire.gov.uk/NR/rdonlyres/89EFC4A0-9874-42ED-BF89-92D56BAC0CC9/0/ITEM7aTREASURYMANAGEMENT.pdf</p> <p>Treasury Management Practices</p> <p>http://www.bucksfire.gov.uk/NR/rdonlyres/FDA454EA-1735-4569-BE96-C1E3D0079A75/0/ITEM6TreasuryManagementPracticesandASep13andAnnexA.pdf</p>
APPENDICES	Appendix A – Treasury Management Performance 2014/15 – Quarter 1
TIME REQUIRED	5 minutes.
REPORT ORIGINATOR AND CONTACT	<p>Mark Hemming</p> <p>mhemming@bucksfire.gov.uk</p> <p>(01296) 744687</p>

Appendix A – Treasury Management Performance 2014/15 – Quarter 1**Background**

Up until 31 March 2013, the Authority's cash balances were managed by Buckinghamshire County Council (BCC) under a Service Level Agreement (SLA). From 2013/14 the Authority began investing in its own name. This report highlights the performance of the in-house treasury management function for the first quarter of 2014/15.

Security of Investments

The primary investment priority as set out in the Treasury Management Policy Statement is the security of capital. The Authority applies the creditworthiness service provided by Capita (formerly known as Sector). This determines whether or not a counterparty is suitable to invest with and if so, the maximum duration an investment could be placed with them. In the Annual Investment Strategy (AIS), the Authority resolved that the balances invested with any single counterparty at any point in time would be 30% of the total investment portfolio to a maximum of £5m (with the exception of Lloyds Bank, who as our banking provider have a limit of £7.5m, of which at least £2.5m must be instant access). The amount invested with each counterparty on the approved lending list as at 30 June 2014 is detailed below:

Counterparty	Amount (£000)
Lloyds Bank plc	5,000
National Westminster Bank plc	3,000
Nationwide Building Society	5,000
Skipton Building Society	1,000
Leeds Building Society	1,000
Coventry Building Society	1,000
Lloyds Bank Current Accounts	576
Public Sector Deposit Fund (CCLA) – MMF*	1,573
Total	18,149

*MMF denotes a Money Market Fund

No counterparty limits were breached during Quarter 1.

The above investments include an amount of £1.573m invested in a money market fund (MMF). A MMF employs credit analysts who first assess who is a suitable counterparty and then continue to monitor those counterparties over time. By investing with a range of counterparties, risk is able to be diversified to a greater extent than investing directly in single counterparties.

In its AIS the Authority also resolved that all credit ratings will be monitored weekly, by means of the Capita creditworthiness service. During Quarter 1 Capita downgraded one counterparty on the list, which was MBNA Europe Bank, with whom

the Authority had no funds deposited. Also in Quarter 1 Capita upgraded some counterparties. Therefore in line with the AIS, the Authority’s lending list has been updated to reflect these changes as detailed in the table below:

<u>UK Based Counterparties</u>			
<u>Country</u>	<u>Counterparty</u>	<u>Maximum Duration</u>	<u>30.06.14 Amendment</u>
UK	Barclays Bank plc	No colour - 0 mths	Red - 6 mths
UK	MBNA Europe Bank	Red - 6 mths	Green - 100 days
UK	Santander UK PLC	Green - 100 days	Red - 6 mths
UK	Sumitomo Mitsui Banking Corporation Europe Ltd	Green - 100 days	Red - 6 mths
UK	Nationwide BS	Green - 100 days	Red - 6 mths
UK	Abbey National Treasury Services	-	Red - 6 mths
UK	Cater Allen	-	Red - 6 mths
UK	Citibank International PLC	-	Red - 6 mths
UK	Close Brothers	-	Green - 100 days
UK	Goldman Sachs International	-	Green - 100 days
UK	Merrill Lynch International	-	Red - 6 mths
UK	Morgan Stanley & Co International plc	-	Green - 100 days
UK	Coventry Building Society	No colour - 0 mths	Green - 100 days

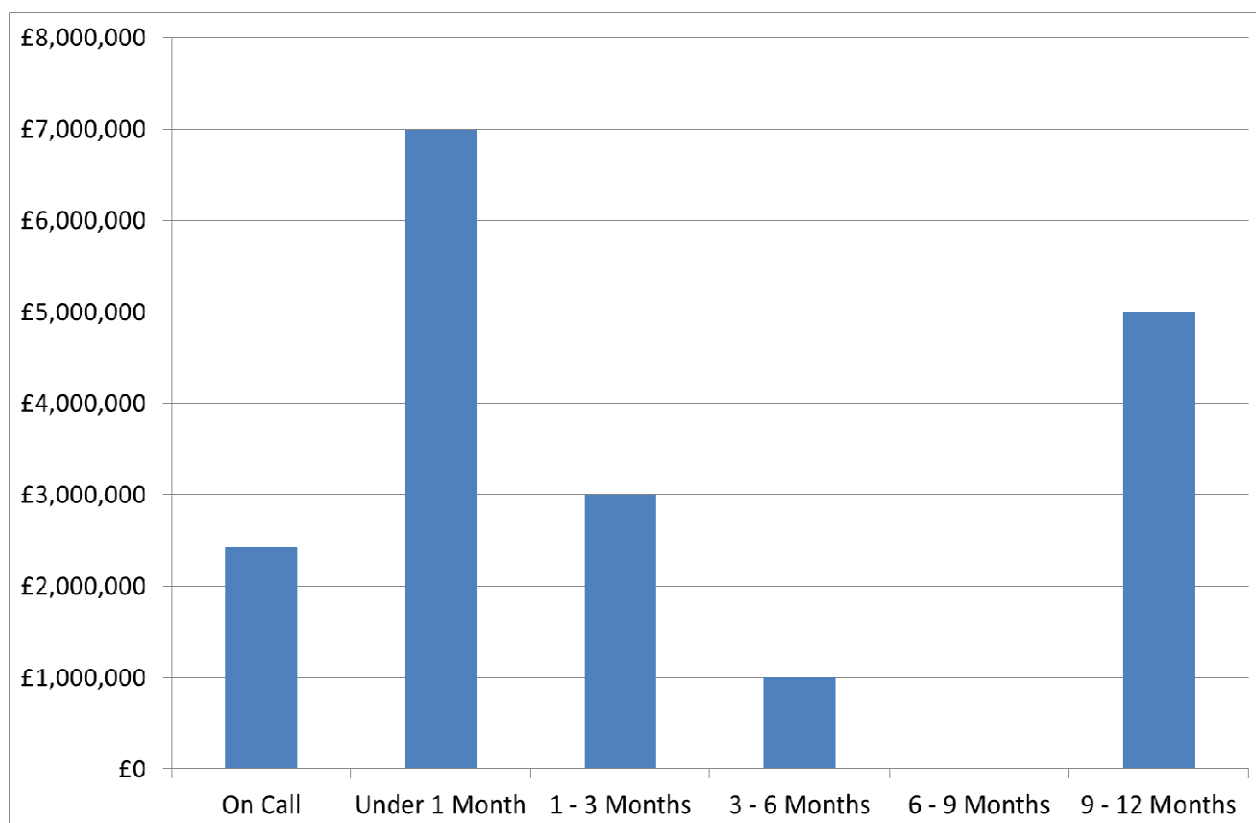
Key:

Red - 6 mths	Approved for investments up to 6 months in duration
Green - 100 days	Approved for investments up to 100 days in duration
No colour - 0 mths	Counterparty not approved for investments of any duration

Liquidity

Investments

The second objective set out within the Treasury Management Policy Statement is the liquidity of investments (i.e. keeping the money readily available for expenditure when needed). Investments have been placed at a range of maturities, including having money on-call in order to maintain adequate liquidity. The current investment allocation by remaining duration can be seen on the chart below:



By reviewing the Balance Sheet position, level of reserves and cash requirements, the Authority determined that it was able to re-invest £5m for one year (which matures on 2 April 2015). In order to cover known expenditure such as salaries, pension and creditor payments, a greater proportion of the balances are invested as fixed-term deposits to specified dates. Any unforeseen circumstances and potential major incidents that could occur are covered by holding a smaller proportion of the investment balances are on call (i.e. it is available for use on the day it is required).

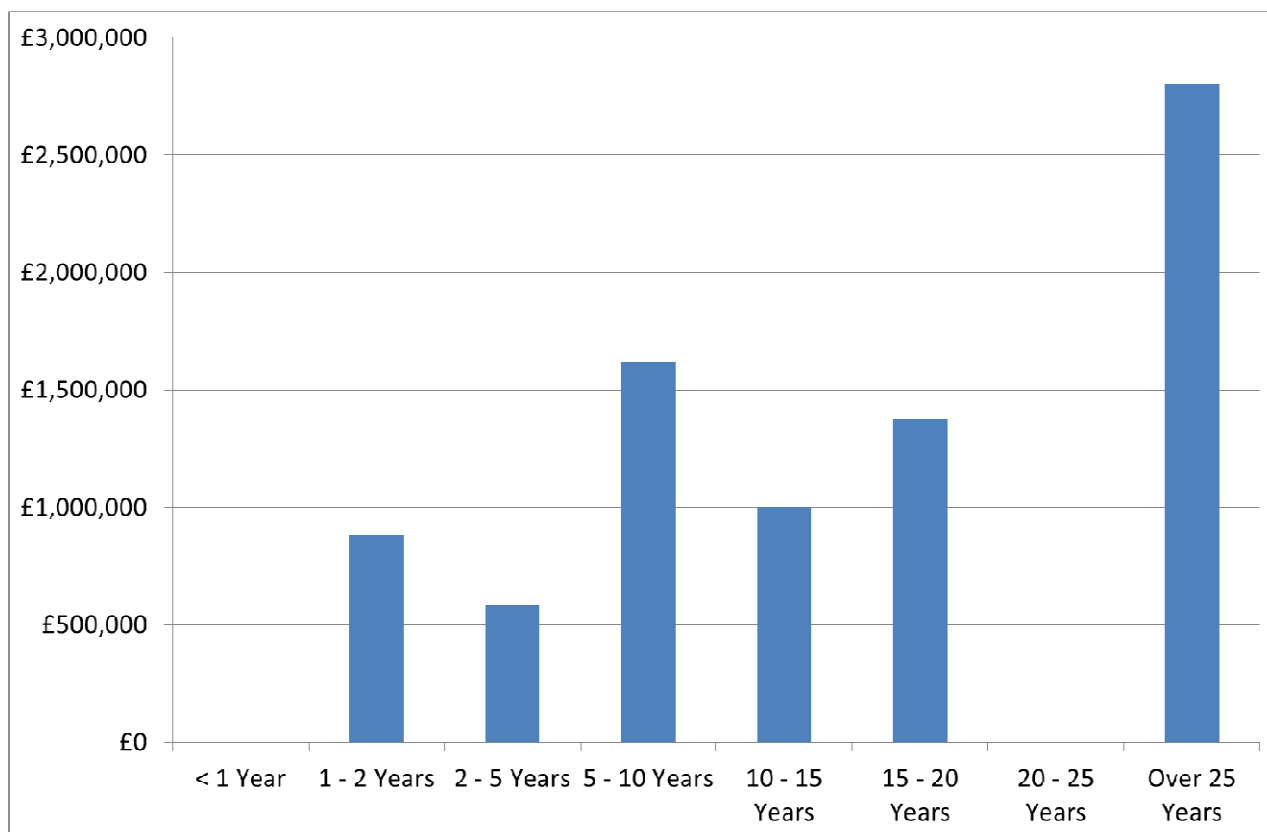
The investments under one month in duration consist of three investments, two of £3m each and one of £1m that were originally made for three months. One £3m investment will mature in the middle of July and the other at the end of July. The £1m investment matured on 1 July and has been reinvested for a further three months.

Balances on call include the investment in the MMF. A MMF helps improve the liquidity of the Authority's balances. By investing collectively, the Authority benefits

from liquidity contributed by others and from the knowledge they are all unlikely to need to call on that money at the same time.

Borrowing

As part of managing the liquidity of investments, it is important to have regard to the maturity structure of outstanding borrowing. This can be seen in the following chart:



The earliest date for repayment of borrowing is March 2016, when £0.515m is due to be repaid. A further £0.368m is also due to be repaid in May 2016. These repayments do not directly affect the revenue budget, as they simply reflect the use of cash (accumulated by setting aside the appropriate minimum revenue provision (MRP) year on year) to settle the outstanding liability.

The MRP does have a direct impact on the revenue account and therefore the General Fund. If the Authority repays borrowing and does not take out additional borrowing, the annual MRP charge will gradually reduce over time.

Investment Yield

Having determined proper levels of security and liquidity, it is reasonable to consider the level of yield that could be obtained that is consistent with those priorities.

Performance Against Budget – Quarter 1

The budget for interest on investment balances for 2014/15 is £70k. This therefore means that the budget for the first quarter is £17.5k. Although the budget was consistently over-achieved in 2013/14, it was left unchanged for 2014/15 due to the downside risk to interest rates present at the time.

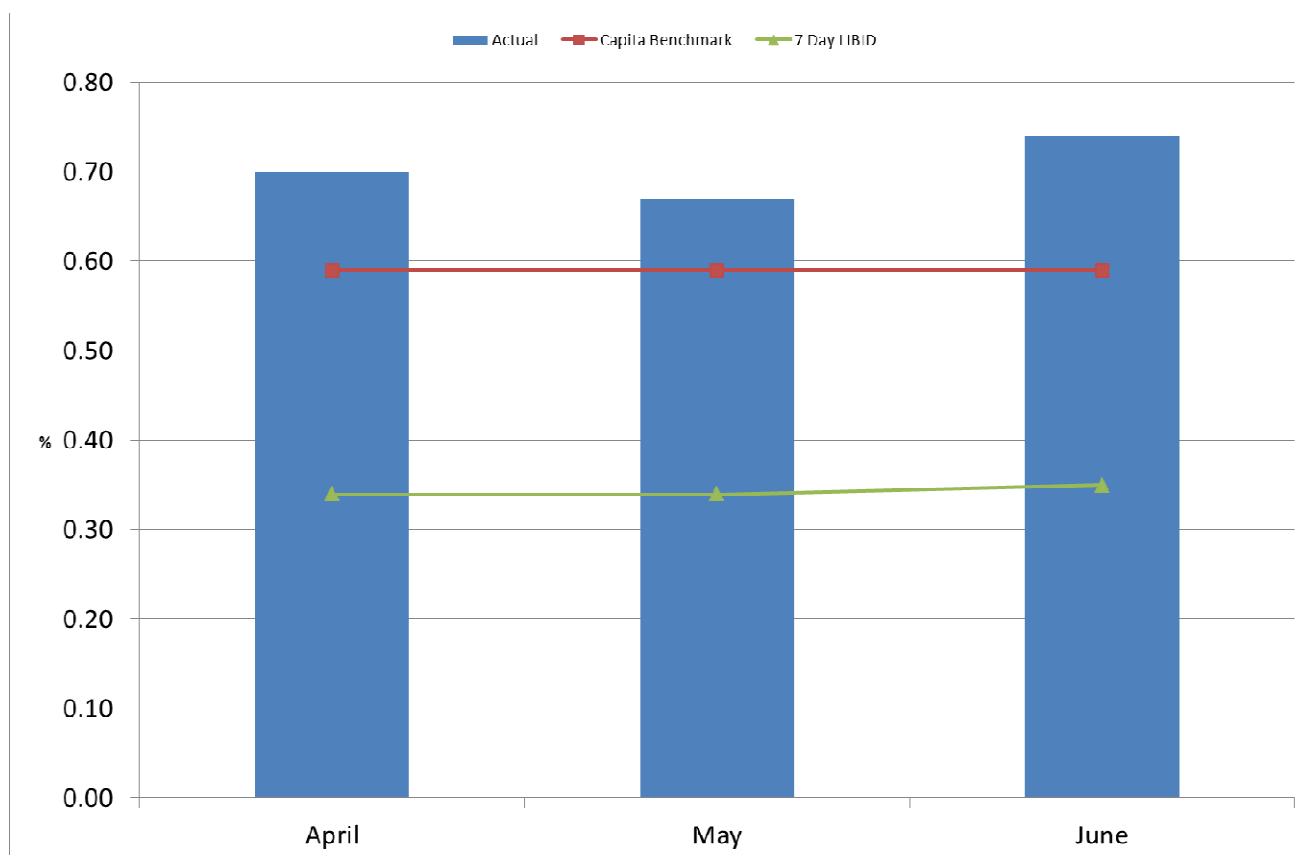
The accrued interest earned as at 30 June 2014 is £29k, which is an over achievement of £11.5k for the year to date.

Performance Against the Benchmark – Quarter 1

The relative performance of the investments is measured against two benchmark figures:

- 7 day LIBID – this is the rate the Authority would have earned on all balances had the SLA with BCC continued into 2014/15
- Capita benchmark – this is the indicative rate that Capita advised we should be looking to achieve for 2014/15 at the start of the year

The weighted average rate (%) is compared to the two benchmark figures in the following table for each month:



The Authority has out-performed both benchmark figures for the first quarter. The main reason for the over performance is that the amendments to the AIS for 2014/15 allow for a greater number of counterparties. This has facilitated a more proactive approach to investments enabling the Authority to take advantage of favourable interest rates on shorter investments, whilst also diversifying risk more effectively. The determined liquidity structure has also allowed the Authority to commit a proportion of the portfolio for a duration of one year at a favourable rate.

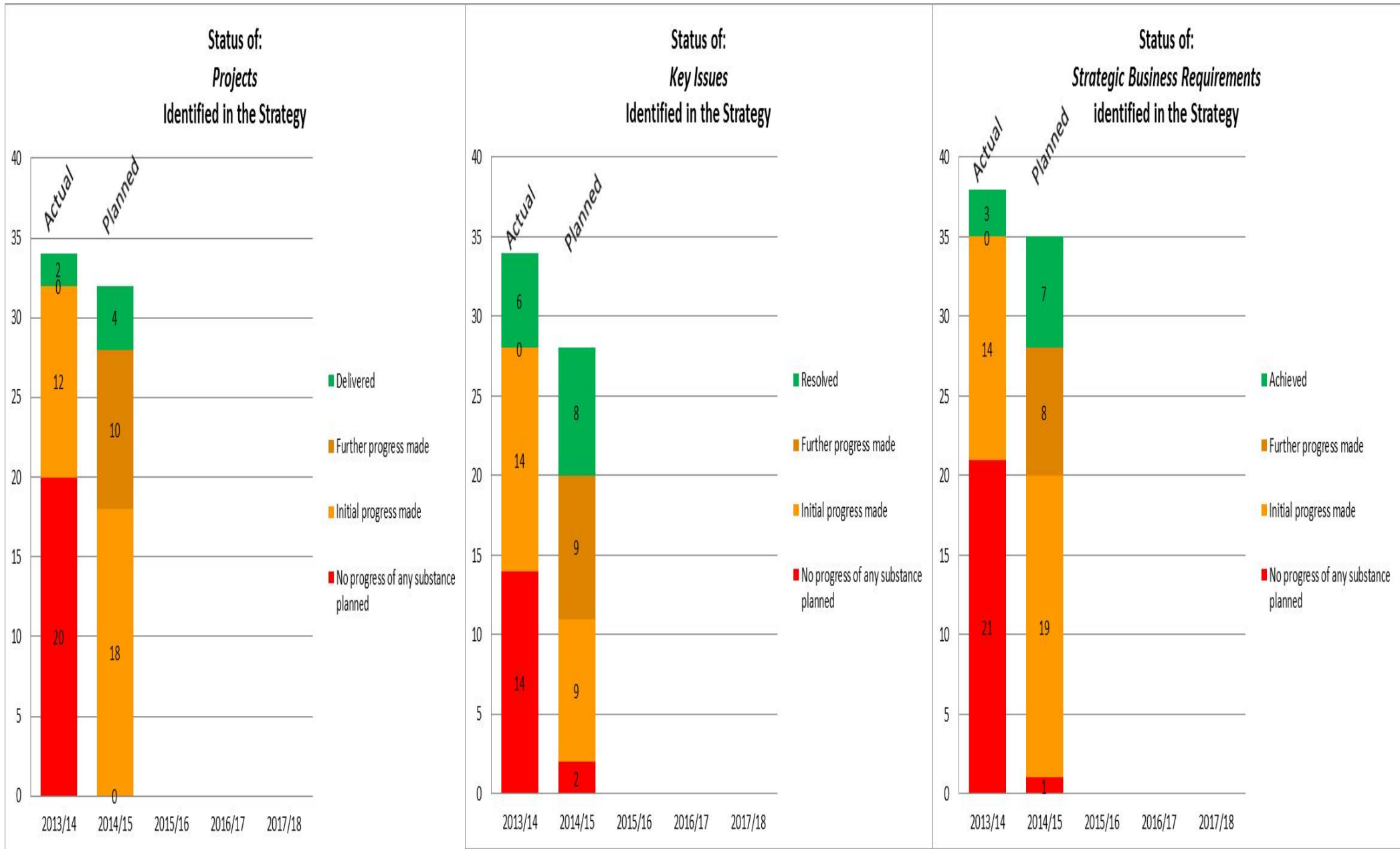


Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	17 September 2014
OFFICER	Mick Osborne, Head of Service Transformation
LEAD MEMBER	Councillor Adrian Busby
SUBJECT OF THE REPORT	Four Year Knowledge and Information Services (KIS) Strategy
EXECUTIVE SUMMARY	<p>At the Fire Authority Executive Committee on 16 January 2013, the Interim ICT Strategy v3.0 was agreed, subject to paragraph 4.4.5 being amended (Clause EX43). This was amended and the strategy was given a new version number (V4.0) to reflect this.</p> <p>From April 2013 the Service has been using the Interim Information & Communications Technology (ICT) Strategy Report v4.0 to guide its ICT development.</p> <p>This report provides an update on progress against the strategy, covering the Key Issues, Strategic Business Requirements, along with the Projects and Programmes (Appendix A).</p> <p>It is also proposed that the Interim Information & Communications Technology (ICT) Strategy Report v4.0 is renamed the Knowledge and Information Services (KIS) Strategy V1.0. Alterations to the Strategy have been made to reflect this change. No changes of substance to the objectives of the ICT strategy have been made. Appendix B contains the resulting Information & Communications Technology (ICT) Strategy V1.0.</p> <p>Furthermore it is proposed that this strategy will run for four years and be viewed as a dynamic document that is reviewed annually by the Business Transformation Board with any proposed changes of substance being brought back to the Executive Committee for approval.</p>
ACTION	Information and Decision.
RECOMMENDATIONS	<ol style="list-style-type: none"> 1) That progress against the strategy is noted by Members. 2) That the proposed renaming of the Interim Information & Communications Technology (ICT) Strategy Report v4.0 be approved.

	<p>3) That the Strategy covers the period from 2014/15-2017/18.</p> <p>4) That the Strategy be reviewed annually by the Business Transformation Board with any proposed substantial changes being presented to the Executive Committee for approval.</p>
RISK MANAGEMENT	A risk assessment is carried out as part of the planning stage for projects being put forward for implementation. All projects will be subject to the annual revenue and capital growth bidding process that is reviewed informally and formally by management and members prior to approval.
FINANCIAL IMPLICATIONS	In 2014/2015, £260k capital has been approved to be spent on projects aimed at delivering aspects of the Strategy along with an on-going increase in revenue spend of £36k. This has been proposed through the annual capital and revenue growth bidding process.
LEGAL IMPLICATIONS	No direct implications arising from this.
HEALTH AND SAFETY	No direct implications arising from this.
EQUALITY AND DIVERSITY	No direct implications arising from this.
USE OF RESOURCES	The work will be resourced from within existing budgets and staff capacity. The outcomes of the work will help to reduce the draw on resources through automation and integration.
PROVENANCE SECTION & BACKGROUND PAPERS	None.
APPENDICES	Appendix A - Progress against KIS Strategy v2 Appendix B - Knowledge & Information Services (KIS) Strategy V1.0
TIME REQUIRED	15 Minutes.
REPORT ORIGINATOR AND CONTACT	David Tate, Knowledge and Information Services Manager dtate@bucksfire.gov.uk 01296 744495


Summary of progress against the Strategy:



Project portfolio:


[Related link](#)



1. Project Theme - Public Safety – Prevention, Protection and Response

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
Project PS1: Combined Fire Control - Basic	This project will ensure that BFRS integrates with the Combined Fire Control Project, at least at a basic level, in a timely, efficient and effective manner.	T2-T8	The strategic decision to establish Combined Fire Control will be met.	Oct 12 – Mar 14	Initial progress made	Initiatives aimed at completing this 			
Project PS2: Combined Fire Control - Optimised	This project will examine and re-engineer the ICT aspects of the mobilisation and response processes. The focus will be on integrating optimally with the Combined Fire Control initiative, using common or interoperable applications where possible, reducing manual parts of the processes, eliminating multiple entry of the same information, and joining-up processes. The project will ensure that the mobilising application (currently Vision) is integrated and harmonised with the application for determining staff and equipment availability and rota management (currently Gartan), and any other relevant applications.	S7, S8, C6, Pr4, T5	More efficient and effective, and less risky, mobilising and response will be established.	Apr 14 – Sep 16	Initial progress made	Initiatives aimed at further progressing this			


Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
Project PS3: Joining-up Response Support Information.	This project will ensure that all information necessary to support mobilisation and response is joined-up, coherent and readily available at the point of delivery. This will include site-specific risk information, gazetteer mapping information, satellite navigation, crash information and hazardous chemical information.	Pr4a-c, C6	More efficient and effective, and less risky, mobilising and response will be established.	Oct 12 – Sep 16	Initial progress made	Initiatives aimed at further progressing this			
Project PS4: Performance and Intelligence	This project will develop the necessary support to provide management information, record and measure performance, and develop intelligence around all aspects of the Service.	C3, C6, T2, T8	Leading edge performance and intelligence information will be available for all areas of the service.	Oct 12 – Mar 15	Not progressed in this year	Initiatives aimed at progressing this			
Project PS5: Mobile Working of Community Protection Team	This project will examine and re-engineer the processes involved in the Home Fire Risk Check and Fire Safety Inspections, to streamline the processes end-to-end, automate them, and eliminate or significantly reduce manual data entry.	Pr4, T3-T8	These re-engineered processes will deliver much enhanced efficiency and effectiveness, potentially freeing-up staff for other activities.	Apr 13 - Mar 15	Not progressed in this year	Initiatives aimed at progressing this			
Project PS6: Self-Service Rostering	This project will establish self-service rostering.	Pr4, T5, T6	Self-service will eliminate the need for third party involvement in the entry of rostering information, leading to greater efficiency and effectiveness.	Apr 14 – Sep 16	Not progressed in this year	Initiatives aimed at progressing this			
Project PS7: Integration of Rostering and Payroll	This project will ensure that operational rostering is electronically linked with payroll and other human resources functions.	Pr4, T5, T6	This will lead to very much cleaner and tidier processes, less scope for recording erroneous information, and single point data entry.	Apr 14 – Sep 16	Not progressed in this year	Initiatives aimed at progressing this			

2. Project Theme - ICT Development

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
Project ICT1: On-going ICT Service Delivery	This project will ensure that the baseline ICT service delivery is maintained at a robust level.		The baseline service will be maintained.	Oct 12 – Sep 16	Initial progress made	Initiatives aimed at further progressing this			
Project ICT2: ICT Protocols & Procedures	This project will establish the necessary framework of ICT protocols and procedures (including ICT use, communication use, security and data protection) to govern the development and maintenance of all information management and ICT.	S2/C1, C5	Information and ICT development will proceed in an appropriately controlled environment, ensuring all necessary compliance whilst enabling appropriate freedom.	Oct 12 – Sep 16	Not progressed in this year	Initiatives aimed at progressing this further			
Project ICT3: Corporate Information Store	This project will research and establish a coherent and consistent corporate information store (data warehouse or similar), based on common data definitions, single data entry with multiple use, and the overarching objective of ensuring that applications are appropriately joined up. This will include the corporate gazetteer and other graphical information systems.	T2-T8, C3-C6, S7-S8	This will lead to a coherent data management environment, properly joined-up systems, and very much enhanced efficiency and effectiveness.	Jan 13 – Sep 15	Not progressed in this year	Initiatives aimed at progressing this			
Project ICT4: Wide Area and Local Area Communication	This project will establish a fit-for-purpose, fast, robust, secure, efficient and effective wide area network (WAN), local area networks (LAN), and telephony, probably – subject to closer analysis – based on the Public Service	T2-T8	A major source of user frustration and irritation - the slow and erratic network response - will be reduced. Remote communications will be radically enhanced, and	Oct 12 – Mar 14	WAN - completed 				

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
	Network, due to be available from 2013.		operational risks will be reduced.		LAN - Initial progress made	Initiatives aimed resolving this 			
					Telephony - Not progressed in this year	Initiatives aimed resolving this Feb 2015 			
Project ICT5: Mobile Communications	This project will establish integrated, efficient and effective mobile communications - radio communication, mobile telephony, pagers, and mobile data handling - harmonised across the Service.	T2-T8	Another major source of user frustration and irritation - the uncoordinated and erratic mobile communications - will be reduced.	Apr 13 – Mar 15	Initial progress made	Initiatives aimed at further progressing this			
Project ICT6: Mobile Working	This project will rigorously examine the need for mobile working, and optimise the processes required to achieve this.	Pr4, T2-T8	Mobile working will address the need for a flexible working environment, allowing personnel to work from all endorsed locations.	Apr 14 – Sep 16	Initial progress made	Initiatives aimed at further progressing this			
Project ICT7: Documentation of ICT Environment	This project will document the current and planned ICT environment – including applications, systems, networks, processes, information, and interfaces.	T1	This will provide a solid basis from which to understand the current ICT environment, and guide its ongoing development.	Oct 12 – Sep 16	Not progressed in this year	Initiatives aimed at progressing this			
Project ICT8: Optimisation of Application	This project will span across all functional areas within the Service, and lead to an integrated and costed	Pr3, C3-C6	This will lead to a very much more controlled ICT development	Oct 12 – Sep 16	Not progressed in this year	Initiatives aimed at progressin			

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
Development	portfolio of ICT requirements (cross-referenced to the endorsed Strategic Business Requirements, the outcomes, and the identified issues), and optimisation of the development of applications in support of all functions.		environment, with fewer maverick developments. Note: with solid governance and control there will be none.			g this			
Project ICT9: Internet/Intranet/ Documentation Management	This project will examine the scope for development of the internet, intranet, and documentation management environment, which will involve purging the current document store of redundant material, establishing protocols for future usage, and expanding the use of the intranet/internet environment.	Pr4, C6, T2	This will lead to cleaner and more effective working, and make a better return on the investment in these areas.	Jan 13 – Sep 16	Not progressed in this year	Initiatives aimed at progressing this			
Project ICT10: ICT Optimisation of Infrastructure	This project will take forward the ICT hardware environment, including virtual servers, and standardised inter-working of desktop computers and portable devices.	T2-T4, T7- T8	The hardware environment will be modern, consistent and integrated, allowing for more effective working from all endorsed locations.	Apr 14 – Sep 16	Not progressed in this year	Initiatives aimed at progressing this			
Project ICT11: Training	This project will provide all necessary training for the new ICT environment, starting with a training needs analysis.	P2, P4	The user community will be optimally equipped to use all ICT facilities to which they need to have access.	Jan 13 - Sep 16	Not progressed in this year	Initiatives aimed at progressing this			
Project ICT12: Optimisation of Sourcing Routes	This project will consider the best and most appropriate sourcing option for each component of the ICT service, including insourcing versus outsourcing, sharing services, making versus buying services, and use of the cloud.	Pr1, Pr7	The Service will procure its ICT services through optimal channels.	Jan 13 - Dec 15	Not progressed in this year	Initiatives aimed at progressing this			
Project ICT13: Supplier Relationship Management	In this project, relationships with all existing and future suppliers will be managed in a tight and controlled manner. Duplicate and redundant contracts and services will be eliminated, and remaining suppliers rationalised.	Pr5	Tight control will be in place over all suppliers of ICT services.	Jan 13 – Sep 16	Not progressed in this year	Initiatives aimed at progressing this			
Project ICT14: Service Desk	This project will refine the service desk function, to review the current software against other candidate software,	C2, C3, Pr4, T8	The Service will receive timely and accurate responses to all ICT	Jan 13 – Sep 16	Initial progress made	Initiatives aimed at further			

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
	enhance performance reporting, and support change requests.		matters, as well as performance reports.			progressing this			
Project ICT15: Disaster Recovery	This project will review the risk scenarios, and establish an optimal disaster recovery process	Pr2	The Service will be proof against disasters and will be able to continue to run its business.	Jan 13 - Dec 15	Not progressed in this year	Initiatives aimed resolving this 			

3. Project Theme - Support Systems

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
Project S1: Review of Finance, Personnel and Payroll	This project will assess the current SAP applications support for the finance, personnel and payroll functions, and compare it for VFM and return on investment with other candidate applications meeting the same objectives. This will include front end (input) and back end (reporting) processes. If necessary, the finance, HR and payroll systems will be re-rendered against an outcome-based specification	C4, C6, Pr4	This will establish whether the current SAP environment really represents good value for money and return on investment, as well as providing what the user community needs.	Jan 13 - Dec 15	Not progressed in this year	Initiatives aimed at progressing this Joint Finance/ HR – Payroll process improvement initiative underway to optimise current SAP system and improve VFM and customer service.			
Project S2: Training, (ref SAP Phase 2)	This project will address training needs, including e-learning. With regard to SAP Phase 2 (training), this will need to take account of the findings from Project S1, and may prove to be		Automated support will be provided for training.	Apr 13 – Sep 15	Not progressed in this year	E learning software growth bid approved			

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
	unnecessary. However, nationally and regionally, the National Operating standards for fire fighters are to be based on e-learning modules. BFRS will therefore need to ensure that it has something in place in 2013 -14, so it will need an e learning project though Q1 2013.					and project commenced April 2014. SAP Phase 2 training and events was implemented in 2013 and is being used to support training and events management and tracking competencies required v individual actuals to electronically inform the TNA.			
Project S3: Self-Service Human Resources (ref SAP Phase 3)	This project will establish facilities enabling personnel to administer their own basic HR functions. This project will also need to take account of the findings from Project S1	Pr4, T5, T6	Personnel will be able do their own basic HR functions, with resultant gains in efficiency & effectiveness.	Oct 14 – Sep 16	Not progressed in this year	Initiatives aimed at progressing this Part of project S1			
Project S4: Asset Management	This project will procure an asset management capability.	Pr5, Pr7	Tighter asset management will lead to better control of spending.	Oct 12 – Sep 16	Initial progress made	Initiatives aimed at further progressing this			


Project Theme - Cash Savings

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
Project CS1: Identification and Realisation of Real Cashable Savings.	This project will critically examine the current spend on ICT, and the contracts and projects underway and planned, against the Strategic Business Requirements, and identify areas of waste and duplication of service provision. Many aspects of cash saving will also be addressed through the other projects in this portfolio.	Pr1, S6	Real cash savings, with better value for money and return on investment from ICT investment, will be achieved. As at the date of this report 34 areas of potential cash saving had been identified.	Oct 12 – Sep 16	Not progressed in this year	Initiatives aimed at progressing this			

4. Project Theme - Governance

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
Project G1: ICT Governance	This project will establish robust mechanisms to ensure that all aspects of ICT management and development are handled in a robust, coherent, systematic manner.	S1-5, C1, C5	Appropriate control of the ICT development and maintenance process will be established.	Oct 12 – Sep 16	Initial progress made	Initiatives aimed at further progressing this			

Project Theme - Organisation Development

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
Project OD1a: Organisational Design, Role Definition and Recruitment.	This project will examine, design and put in place the necessary organisation and roles to reflect a coherent information management and ICT function across the Service.	P1-P9	A fit-for-purpose organisation to handle the transforming and transformed ICT environment will be established.	Oct 12 – Mar 13,	Resolved 				
Project OD1b: Introduce new ways	Subsequent to OD1a, the project will address ways or working, culture	P1-P9	An ever increasing focus on customer service,	Apr 13 – Sep 16	Initial progress	Initiatives aimed at			




Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
or working, culture change, and performance measures	change, and performance.		business outcomes and increased project delivery performance.		made	further progressing this			
Project OD2: Staff Development.	This project will ensure ongoing development of all staff, and the skill base, in line with the ICT Strategy. It will cover all ICT training, including classroom and online training, as well as ICT support for operational training.	P2, P4	Staff and skills will be developed in tandem with the implementation of the ICT Strategy.	Apr 13 - Sep 16	Initial progress made	Initiatives aimed at further progressing this			

5. Project Theme - Communication

Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
Project C1: Communications	This project will establish and maintain the necessary communication mechanisms to ensure that developments in the ICT environment are clearly and simply communicated to all stakeholders.	C1-C6	All stakeholders will be aware of on-going ICT developments, and able fully to participate according to their roles	Oct 12 – Sep 18	Not progressed in this year	Initiatives aimed at progressing this			



Key Issues

1. Key Issues Heading - Strategy

Key Issues Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
KI 1. There is no up-to-date, comprehensive, coherent ICT Strategy for the organisation.	Resolved 				
KI 2. The ICT Strategy has no clear ownership or senior sponsor.	Resolved 				
KI 3. There is currently no effective ICT governance framework for direction, authorisation of ICT developments, applications development and management, or change management.	Initial progress made	Initiatives aimed at further progressing this			
KI 4. Sponsorship and ownership of projects has often not been clear, and changes of personnel have led to orphan projects.	Not progressed in this year	Initiatives aimed at progressing this			
KI 5. BFRS lacks clear policy direction on the use of the internet, web access and social media sites, and its translation into a workable ICT practice.	Not progressed in this year	Initiatives aimed resolving this 			



2. Key Issues Heading - Customers

Key Issues Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
KI 6. Personnel lack access to current and reliable information.	Not progressed in this year	Initiatives aimed at progressing this			
KI 7. Elected Members do not currently have access to the systems for performance monitoring, as required by the CEO/CFO.	Not progressed in this year	Initiatives aimed resolving this			


Key Issues Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
					
KI 8. Users state that the system response is often very slow, especially for remote working, but even within the HQ building, which has led to awkward “work arounds”.	Initial progress made	Initiatives aimed at further progressing this			
KI 9. ICT support is not always as responsive as it should be to user requests, upgrade or development.	Not progressed in this year	Initiatives aimed at progressing this			
KI 10. Operational users believe that there is a lack of understanding of the requirements of a 365-24-7 emergency service, especially with regard to out-of-hours cover, and a lack of understanding of the risks of failure - “a gulf of appreciation”, as one user stated it. They point to a “not down to us” attitude. However, there are instances where the ICT Team have worked through the night to maintain an IT or Communication service, which is to be commended.	Not progressed in this year	Initiatives aimed resolving this 			
KI 11. Some non-operational users likewise have expressed the view that the ICT Team does not have an appreciation of what is involved in their work and does not follow-up very well.	Not progressed in this year	Initiatives aimed at progressing this			

3. Key Issues Heading - People

Key Issues Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
KI 12. Due to a lack of support capacity, very little preventative maintenance has been carried-out, with the result that there are many sudden failures requiring reactive action from the team. There is also no strategic term of replacement for computers, with the result that some are as old as 7 years.	Initial progress made	Initiatives aimed at further progressing this			
KI 13. Whilst recognising the work being done by the various teams that are providing ICT services, a widely-held view is that there are inadequate skills, capability and capacity within the organisation to provide a more co-ordinated and comprehensive ICT function - including direction/management, systems analysis and design, information management, database	Initial progress made	Initiatives aimed at further progressing this			


Key Issues Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
management, supplier management, and SLA management - into the future.					
KI 14. It is not clear what resourcing requirements are required to support the Combined Control Room Project over the critical period to April 2014, or how much resource might be available in house, and how much will need to be procured from elsewhere.	Initial progress made	Initiatives aimed resolving this 			
KI 15. The temporary contractual arrangements for most of the ICT team members has had, and will have, ramifications for staff motivation, retention, and the maintenance of a fit-for-purpose ICT complement.	Resolved 				
KI 16. There is inadequate resilience with regard to commitment to the organisation. There needs to be greater clarity about the support that is provided, both during office hours (08:00-18:30), and what on-call support is available for operational areas 24-7-365.	Initial progress made	Initiatives aimed at further progressing this			






4. Key Issues Heading - Processes

Key Issues Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
KI 17. There is no clear process for articulating the business needs in a form that can be translated into agreed and endorsed ICT developments.	Initial progress made	Initiatives aimed at further progressing this			
KI 18. Remote working, an important capability especially for operational officers, is not working as it should be (although it is reportedly better than it was)	Initial progress made	Initiatives aimed resolving this 			
KI 19. A number of basic elements of support are not provided – e.g. a help page on the intranet with responses to frequently asked questions, and a list of people to talk to on specific topics.	Not progressed in this year	Initiatives aimed at progressing this			
KI 20. It is not clear what the expectations of the organisation actually are in terms of ICT coverage and support, nor the extent to which the	Not progressed in this year	Initiatives aimed at progressing this			

Key Issues Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
expectations are being met.					
KI 21. There is no formal programme of training and development for ICT personnel or those using ICT.	Initial progress made	Initiatives aimed at further progressing this			
KI 22. Historically, much of the application development has not followed a rigorous development methodology, with many of the aspects of good application development not in place, including outcome-based functional specifications, project plans, and a co-ordinated process.	Not progressed in this year	No work of any substance planned in this year			
KI 23. With a few exceptions, processes have not been documented across the organisation. There are also no architectures for data, information, systems, or applications, to record the ICT environment and guide its development.	Not progressed in this year	Initiatives aimed at progressing this			




5. Key Issues Heading - Technology


Key Issues Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
KI 24. The ICT infrastructure and systems are often slow, unreliable and not easy to use.	Initial progress made	Initiatives aimed at further progressing this			
KI 25. ICT systems are not joined-up and interoperable, resulting in multiple manual entry of the same information.	Not progressed in this year	Initiatives aimed at progressing this			
KI 26. System access is a major cause of frustration and irritation for many (though not all) members of the user community.	Initial progress made	Initiatives aimed resolving this 			
KI 27. There has been a recognised lack of investment over a number of years, and the infrastructure does not support the Service as it should.	Initial progress made	Initiatives aimed at further progressing this			
KI 28. The Performance and Intelligence Unit (PIU), which has developed or is developing a number of	Not progressed in this year	Initiatives aimed resolving			

Key Issues Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
applications, is worried about reputational risk to itself due to the perception of the user community when presented with poorly functioning applications due to poor infrastructure.		this 			
KI 29. Desktop upgrades are reportedly often not properly planned and implemented. Phased implementations sometimes leave desktops mutually incompatible, with applications and peripherals that no longer work.	Resolved 				
KI 30. There are issues with the pagers issued to retained fire fighting staff, because of patchy coverage, which can mean inefficient and potentially dangerous mobilisation. These problems apparently lead to the response that there is “nothing you can do about that”.	Initial progress made	No work of any substance planned in this year			
KI 31. Poor communications mean that the reliability of remote access is still a significant issue. Connections frequently break down, meaning that users have to keep logging on with attendant delays, frustrations, and loss of productivity.	Initial progress made	Initiatives aimed resolving this 			
KI 32. In addition to the patchy performance of the network communications, the mobile phone system (Vodafone-based) is reported to have poor coverage across the county, meaning that it is often hard to sustain conversations. Mobile phones often do not work in the secondary control room (on the HQ site) or even in the HQ building. Note however that these buildings have metal roofs and walls, which is a major challenge for communications.	Resolved 				
KI 33. Peripherals at stations are described by some users as poor.	Resolved 				
KI 34. There is currently no inventory of the computer systems and applications in use across BFRS.	Not progressed in this year	Initiatives aimed at progressing this			


Strategic Business Requirements


1. SBR Heading - Strategy

SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
ST1. There is a clear direction, ownership and sponsorship of ICT based on clear policy from the SMT and an up-to-date, comprehensive, coherent ICT Strategy for the organisation;	Initial progress made	Initiatives aimed achieving this 			
ST2. ICT governance is effective, in the best interests of the Service, and at a level that it is unrestrictive to the business, whilst ensuring compliance and preventing malpractice;	Initial progress made	Initiatives aimed achieving this 			
ST3. The ICT service has a constructive “voice at the table” at the appropriate level of seniority;	Achieved 				
ST4. The ICT service integrates with the Service’s value for money and continuous improvement priorities;	Not progressed in this year	Initiatives aimed at progressing this			
ST5. The business needs of the organisation are supported in a proactive and positive manner, with business and ICT managers taking the Corporate Plans, and interpreting what they mean for ICT;	Initial progress made	Initiatives aimed at further progressing this			
ST6. The ICT service is provided through the most economic, efficient and effective sourcing routes, with a clear position on insourcing and outsourcing, as well as specific technologies;	Not progressed in this year	Initiatives aimed at progressing this			
ST7. The ICT service is the centre of excellence that translates the strategy and policy into an action plan and helps to deliver it;	Not progressed in this year	Initiatives aimed at progressing this			


SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
ST8. All necessary functionality is provided simply, speedily, and with mobility fully supported, thus enabling a flexible work force to work remotely;	Initial progress made	Initiatives aimed achieving this 			



2. SBR Heading - Customers

SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
CU1. ICT governance is simple and effective (e.g. the organisation does not invest in new technology until a conscious decision is made that: a) the Service needs it; b) the Service doesn't currently have it; c) there is a sound business and financial case to support it); d) any new technology, wherever possible, integrates with and supports existing technologies;	Initial progress made	Initiatives aimed achieving this 			
CU2. Communication methods and tools are developed and maintained;	Not progressed in this year	Initiatives aimed at progressing this			
CU3. The 24/7/365 demands of Service Delivery are appreciated and supported, using priorities based on risk management;	Initial progress made	Initiatives aimed at further progressing this			
CU4. The outcome-based needs of the customers (i.e. operational and non-operational users, citizens, Elected Members, Directors, Managers) are identified, articulated, understood, delivered and monitored in a way that is flexible, future proof, and in line with Corporate and ICT strategies and business plans;	Not progressed in this year	Initiatives aimed at progressing this			

SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
CU5. The right balance is struck between usability and control of ICT systems, in which necessary controls are in place and ICT users understand their responsibilities to use the systems effectively, and to value the ICT service and systems (e.g. ICT system specification, use, security, data protection, and freedom of information);	Initial progress made	Initiatives aimed achieving this 			
CU6. Operational risk information is always current, of high quality and available whilst responding to incidents, and management information more generally enables timely and sound decisions by managers;	Not progressed in this year	Initiatives aimed at progressing this			

3. SBR Heading - People

SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
PE1. The ICT service is robustly supported by senior management, who help to develop solutions with the assistance of super users;	Not progressed in this year	Initiatives aimed at progressing this			
PE2. The ICT service has the right organisational structure, and is well-managed, motivated, recognised and rewarded, with high calibre leadership and management as well as high calibre and flexible technologists;	Initial progress made	Initiatives aimed at further progressing this			
PE3. ICT access is appropriate to managerial responsibility and/or role requirements;	Not progressed in this year	Initiatives aimed achieving this 			
PE4. The ICT service is appropriately	Initial	Initiatives			

SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
resourced, professional in its experience, credible in the eyes of its customers, and with the capacity to provide all necessary support and development;	progress made	aimed at further progressing this			
PE5. The ICT service provides a check and balance mechanism, by examining any proposed ICT solutions for compliance with the ICT Strategy and advising accordingly;	Not progressed in this year	Initiatives aimed at progressing this			
PE6. The ICT service takes responsibility for the organisation being able to do its work, and provides solutions;	Initial progress made	Initiatives aimed achieving this 			
PE7. The ICT service challenges and offers potential solutions where it believes that the organisation is not maximising its potential;	Not progressed in this year	Initiatives aimed at progressing this			
PE8. The ICT service is routinely up-skilled as requirements change and new technologies are identified;	Not progressed in this year	Initiatives aimed at progressing this			
PE9. The ICT service is customer-centric, supportive, approachable, engaging, enabling, and “can do”;	Achieved 				


4. SBR Heading - Processes

SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
PR1. Activities and contracts not aligned with the Strategic Business Requirements are stopped;	Not progressed in this year	Initiatives aimed at progressing this			
PR2. The Service has a reliable, robust and integrated solution for disaster recovery and	Not progressed in this year	Initiatives aimed at progressing			

SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
business continuity;		this			
PR3. A clear process is developed and maintained for articulating the business needs and business processes in a form that can be translated into agreed and endorsed ICT developments;	Initial progress made	Initiatives aimed at further progressing this			
PR4. ICT systems and processes are so good that they are invisible, joined-up as appropriate, and support the needs of the organisation in a user-friendly, fast, reliable, and interactive manner;	Not progressed in this year	Initiatives aimed at progressing this			
PR5. Contracts are proactively managed to ensure that what is agreed, is delivered;	Not progressed in this year	Initiatives aimed at progressing this			
PR6. Project, programme and portfolio management are established and robust;	Not progressed in this year	Initiatives aimed at progressing this			
PR7. All procurements of ICT products and services are driven by organisational needs, achieve value for money in terms of whole life costs, and meet business priorities;	Initial progress made	Initiatives aimed at further progressing this			

5. SBR Heading - Technology

SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
TE1. Architectures are developed, documented and maintained for information, systems, networks, processes, data and applications to record the ICT environment, and guide its ongoing development;	Not progressed in this year	Initiatives aimed at progressing this			
TE2. Real time access to operational information is available in all endorsed modes, including desktops, laptops, pagers, mobile phones, and vehicle mobile data terminals;	Initial progress made	Initiatives aimed at further progressing this			

SBR Description	Work Done in 2013/14	Planned for 2014/15	Planned for in 2015/16	Planned for in 2016/17	Planned for in 2017/18
TE3. The ICT service is proactive in providing technology to take away the low value activities, and in doing so delivers better value for money;	Not progressed in this year	No work of any substance planned in this year			
TE4. The Service has a reliable and robust infrastructure;	Initial progress made	Initiatives aimed at further progressing this			
TE5. Re-keying of information is eliminated by automated processes and interfacing ICT systems, ensuring that data are accurate, reliable, consistent and current, and enabling the provision of timely reports and performance information;	Not progressed in this year	Initiatives aimed at progressing this			
TE6. ICT systems and configurations interface electronically in a seamless manner, enabling the organisation to be joined up and standardised;	Not progressed in this year	Initiatives aimed at progressing this			
TE7. Access (as evaluated by customers) to all ICT applications within the organisation and between agencies is fast, simple, intuitive, reliable, responsive and secure;	Not progressed in this year	Initiatives aimed at progressing this			
TE8. A high level of performance is available at all locations and patchy coverage is eliminated.	Achieved 				

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Knowledge & Information Services (KIS) Strategy

April 2014 – March 2018

Delivering high-performing, customer focused, efficient and effective Knowledge & Information Services and real cashable savings

August 2014

Document Control Sheet

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Issue	Status	Author	Date	Changes	Date
V0.1-0.5	Interim ICT Strategy report Drafted for comment	Dr M Ebert	29/10-07/12/12	Reflect feedback and contributions from ICT user and provider communities	
V1.0	Interim ICT Strategy report Issued to Business Transformation Programme Board (BTPB)	M Ebert	10/12/12	Includes feedback to v0.5	10/12/12
V1.1	Interim ICT Strategy report revised after BTPB	M Ebert	13/12/12	Reflects feedback from Programme Board 13/12/1012	13/12/12
V2.0	Interim ICT Strategy report issued to BTPB	M Ebert	14/12/12		14/12/12
V3.0	Interim ICT Strategy report issued issued to Fire Authority	M Ebert	03/01/13	Reflects feedback from LS	03/01/13
V4.0	Final Interim ICT Strategy report	M Ebert	21/03/13	Reflects Fire Authority amendment at Section 4.4.5, & updated status at Section 1.3.	21/03/13
V5.0 – V5.8	4 year ICT Strategy	D Tate	19/02/14	Interim ICT Strategy report V4.0 converted in incremental steps into 4 year ICT Strategy 2014 – 2018 with no alterations of substance to the strategic objectives.	19/02/14
V6.0	Mar 31 2014 BTB amendments incorporated	D Tate	31/03/14	Minor changes to the text in the final col of Table 7.1: Project Portfolio.	22/05/14


Record of Issue - KIS Strategy

Issue	Status	Author	Date	Changes	Date
V1.0	Interim ICT Strategy V6.0 renamed KIS Strategy V1.0	D. Tate	14/8/2014		

Distribution

Organisation	Contacts	Copies
Buckinghamshire FRS	Sponsor: Mick Osborne, Head of Service Transformation	

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1. Introduction

1.1 Background

- 1.1.1 This Knowledge and Information Services (KIS) Strategy is a key component in transforming Buckinghamshire & Milton Keynes Fire Authority (BMKFA) and Buckinghamshire Fire and Rescue Service (BFRS).
- 1.2.1 It was developed through the Business Transformation Programme (Aug 2011 – Sept 2013) for ICT and Information to resolve current issues with ICT and Information, and to meet the agreed and endorsed Strategic Business Requirements (SBRs) listed in Appendix C.
- 1.2.2 This KIS Strategy sets out how it will deliver high-performing, customer focused, efficient and effective Knowledge and Information Services and real cashable savings.
- 1.2.3 The Strategic Business Requirements listed in Appendix C are aligned to both the strategic direction of the Service and its priorities and have been endorsed by the Senior Management Team. Therefore, there is a direct relationship between corporate and programme governance, and the need for formal oversight of the programme. In 2013 the Service introduced a revised governance structure and within that new structure this strategy falls broadly within the terms of reference of the Business Transformation Board. It is intended that the Performance Management Board, which also formed a part of the new governance structure, will meet regularly to review, among other things, KIS strategy progress, consider changes to it and agree any delivery projects proposed in support of the Strategy, subject to the approval of the Business Transformation Board, the Strategic Management Board, and as appropriate Executive Committee.
- 1.2.4 Finally, there is a recognised need to continue to change and evolve working practices and behaviours within the KIS environment.

2. Executive Summary

2.1 Strategic Principles

- 2.1.1 The strategic principles found in this KIS Strategy align well with the strategic principles in the UK Government's ICT Strategy (2011), which is based on four themes:
 - 1) Reducing waste and project failure;
 - 2) Creating a common ICT infrastructure;
 - 3) Using ICT to enable and deliver change;
 - 4) Strengthening governance;
- 2.1.2 Under Item 1, there are four principles – to share and re-use solutions, to improve sourcing, to apply agile development methods, and to apply benchmarking and performance measuring.
- 2.1.3 Under Item 2, the five principles are
 - to apply common standards,
 - to use a standard cloud platform,

- to promote interoperability,
- to use modern knowledge-based service delivery,
- to use common document standards.

2.1.4 Under Item 3, there are three principles - to develop personalised and responsive services, to develop collaborative and mobile working, and to scan the horizon for future-proofing.

2.1.5 Under Item 4, the four principles are – to nurture opportunities for innovation, to scrutinise, measure and enforce compliance with mandated standards and actions, to identify successful solutions and leverage their wider adoption, and to coordinate engagement with suppliers to commoditise services and deliver better commercial outcomes.

2.1.6 These principles will underpin the ICT aspects of the BMKFA/BFRS KIS Strategy.

2.2 Where the Service has come from and where it is now with its Knowledge and Information Services' provision?

2.2.1 In the Strategic Review of Resources (June 2012), 34 issues were identified that needed to be addressed. Whilst recognising a number of things that were being done well, the effectiveness scorecard showed a low level of effectiveness overall, with 15 of the 24 indicators shown as red while nine were amber. The efficiency benchmarking also showed potential for improvement. These three sources of analysis (the overall number of issues that needed to be addressed, the effectiveness scorecard and the efficiency benchmarking) provide three views of the state of KIS provision within the Service.

2.2.2 In addition to these three views, the KIS Strategy also considers the current state from the perspective of the Services business systems/applications. Due to the paucity of documentation for the ICT environment (apart from network information), this material was not easy to collate and largely remains outstanding. Nevertheless, a list of applications has been compiled as part of the strategy process. This will need validating, testing updating and maintaining throughout strategy execution.

2.2.3 There are a number of strategic applications in use (notably the mobilising, availability, rota management, finance, human resources, payroll and transport applications). There are also a wide range of smaller applications (such as front-end and back-end spreadsheets and specialist databases) that have mostly been developed or procured to fill gaps in the coverage of the strategic applications. Several of these smaller applications pose a risk to service delivery continuity as their maintenance and upkeep have not been catered for within resourcing provisions.

2.2.4 As is well-known within the Service, applications are mostly stand-alone and poorly joined-up. Many manual processes therefore have to take place to link everything together, with resultant inefficiency, ineffectiveness and proneness to error. The applications identified include communications (28 applications), finance (4), GIS (6), HR (1), office (16), Performance and Intelligence (2), Property (5), H&S (1), Response/Operations (10) and Transport (3). Some of these application exist in more than one form (e.g. MS Word '97 and MS Word 2010 are two applications not one), and these variants will increase the number of application shown above. There is considerable scope for rationalisation and optimisation.

2.2.5 The ICT infrastructure is distributed over 21 locations and, as of September 2013, is connected together over the Public Services Network. This has resulted in a very substantial improvement, particularly for our station crews, eliminating the frustrations that

they had previously been experienced on a daily basis and providing a much more stable, robust and responsive experience in their use of business systems/applications.

2.3 Where does the Service want to get to with its Knowledge and Information Services?

- 2.3.1 As part of this KIS Strategy, a Vision Statement has been developed (see section 5) showing where we expect to be by March 2018.
- 2.3.2 In support of this, a set of 36 Strategic Business Requirements and a corresponding Outcomes Map has been developed which, taken together, lay out the future state that the Service wants to get to. The Strategic Business Requirements and the associated Outcomes Map forms the basis for this KIS Strategy.
- 2.3.3 The journey, simply stated, is that the key issues, effectiveness scorecard and efficiency benchmarking together identify the current state, while the Strategic Business Requirements identify the endorsed future state. The new KIS organisation structure provides a mechanism for managing and bridging the gap between KIS Users and KIS Providers, while this KIS Strategy articulates the means.
- 2.3.4 Finally, some key themes for the future state, as seen from the twin perspectives of the KIS Users and KIS Providers have been provided and summarised.

2.4 How can the Service get there?

- 2.4.1 A set of Outcomes has been developed that will deliver the Strategic Business Requirements. These have been portrayed on an Outcomes Map, which distributes them over a four-year period. This presentation clearly shows short-term (0-6 months), medium-term (6-24 months) and longer-term (24-48 months) deliverables.
- 2.4.2 Alongside the Outcomes Map, seven strategic themes have been identified and form the basis for the Project Portfolio and Road Map that will deliver this KIS Strategy:
- 1) Public Safety - Prevention, Protection and Response;
 - 2) ICT Development;
 - 3) Support Systems;
 - 4) Cash Saving;
 - 5) Governance;
 - 6) Organisational Development;
 - 7) Communication.

2.5 Project Portfolio

- 2.5.1 The Project Portfolio is marshalled around the seven strategic themes listed in Section 2.4.
- 2.5.2 In outline, the projects under the seven themes are:
- Theme 1: Combined Fire Control - Basic and optimised; Joining-up Response Support Information; Performance and Intelligence; Mobile Working of Community Protection Team; Self-Service Rostering; and Integration of Rostering and Payroll;
 - Theme 2: Ongoing ICT service Delivery; ICT Protocols & Procedures; Corporate Information Store; Wide Area and Local Area Communication; Mobile Communications; Mobile Working; Documentation of ICT Environment; Optimisation of Application Development; Internet/Intranet/Documentation Management; Optimisation of Infrastructure; Training; Optimisation of Sourcing Routes; Supplier Relationship Management; Service Desk; Disaster recovery;

- Theme 3: Review of Finance, Personnel and Payroll; SAP Phase 2 – Training; SAP Phase 3 – Self Service; Asset Management;
- Theme 4: Identification and Realisation of Real Cashable Savings;
- Theme 5: ICT Governance;
- Theme 6: Organisational Design, Role Definition, Recruitment; Staff Development and Staff Performance;
- Theme 7: Communications.

2.6 Road Map

2.6.1 A Road Map laying out the projects in the Project Portfolio is shown in Section 8, Figure 8.1.

3. Strategic Principles

3.1 Introduction

3.1.1 This section outlines the principles that will be followed in defining and executing this KIS Strategy.

3.2 Principles from UK Government’s ICT Strategy

3.2.1 As far as prudently possible and proportionate, BFRS will follow the principles within the UK Government’s ICT Strategy (Cabinet Office, March 2011, Crown Copyright), which consists of four themes:

- 1) Reducing waste and project failure, and stimulating economic growth;
- 2) Creating a common ICT infrastructure;
- 3) Using ICT to enable and deliver change;
- 4) Strengthening governance;

3.2.2 See Appendix A for a brief distillation of the principles within the four themes of the Government’s ICT Strategy.

3.3 Principles Applicable to BFRS KIS Strategy

3.3.1 Eliminating the principles that are relevant to national Government, but not relevant to the Fire and Rescue Service, leaves the following principles, with a brief commentary on how they will be applied to BFRS:

Principles	Application to BFRS
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1 Reducing Waste and Project Failure

<i>Consider technology earlier in policy making</i>	Consider policy and technology in tandem, with the impact on the technological environment considered as part of policy development, and the policy opportunities offered by technology routinely identified and considered.
<i>Move away from large and expensive ICT projects</i>	Ensure that the KIS Strategy is all-encompassing, but the projects used to implement are manageable

	Principles	Application to BFRS
		in size.
	<i>End large-company dominance, and remove barriers to SMEs</i>	Follow central Government in this regard, with principles like value-for-money, whole life costs, dynamism and flexibility governing procurement decisions.
	<i>Share and re-use solutions</i>	Buy each item once only. This will be facilitated by holding single corporate portfolios of business systems and KIS projects.
	<i>Improve sourcing of ICT, leveraging scale towards VFM</i>	Source everything strategically not tactically, involving partner organisations wherever prudent to do so.
	<i>Apply agile methods</i>	Stay nimble and responsive in developing knowledge and Information Services, but also employ the right disciplines.
	<i>Apply benchmarking and performance measurement</i>	Build on the first round of benchmarking that has been done by identifying improvements.

2 Creating a Common ICT Infrastructure

	<i>Apply common technology standards</i>	Use standards wherever possible, and beware of suppliers' proprietary agendas.
	<i>Use a standardised cloud platform</i>	Adopt the cloud prudently, and in stages, as it becomes more mature at a national level. Start with things like Microsoft Office 365.
	<i>Promote interoperability through open standards</i>	Specify interoperability and open standards in all procurements, except where security issues or other special circumstances militate against doing so.
	<i>Use modern knowledge-based service delivery</i>	Support knowledge-based service delivery by establishing an Information Management Department, or similar, which will supersede and subsume existing ICT structures.
	<i>Use standard document formats</i>	Develop tools and templates to enable seamless portability between business systems.

3 Using ICT to Enable and Deliver Change

	<i>Develop agile, personalised and responsive services</i>	Use such techniques to address the need for timely and accurate responses to changing requirements.
	<i>Develop collaborative and mobile public sector working</i>	Apply this principle to working within the Service, with partner agencies, and with all other stakeholder groups.
	<i>Scan the horizon for future-proofed solutions</i>	Hold this aspiration in mind to achieve dividends in terms of value for money and return on investment (although history would suggest that the Government's aim of future-proofing might not be fully achievable).

	Principles	Application to BFRS
4 Strengthening Governance		
	<i>Nurture opportunities for innovation</i>	Establish good governance, which will promote, and not stifle, innovation.
	<i>Scrutinise, measure and enforce compliance with mandated standards and actions</i>	Establish and maintain all KIS development in a properly controlled environment, with the right balance between controls and freedoms.
	<i>Identify successful solutions and leverage their wider adoption</i>	Seek out potential sources of successful solutions within the Service itself, in other Fire and Rescue Services, in the wider public sector, and in the private sector.
	<i>Coordinate engagement with suppliers to commoditise services and deliver better commercial outcomes</i>	Start by consolidating the current suppliers, alongside a close examination of alternative sources of supply.

3.4 In Summary ...

3.4.1 These principles apply well to BFRS. As well as chiming with the UK Government's ICT Strategy, they are consistent with the BFRS Strategic Business Requirements and Outcomes. The Society of IT Managers (SOCITM, www.socitm.net) has submitted a response to the UK Government's ICT Strategy, but has proposed very few amendments, while the Chief Fire Officers' Association (CFOA, www.cfoa.org.uk) has a sub-group focused on ICT which does good work. It is focused on targeted projects and initiatives, and provides little strategic direction on ICT over and above the UK Government ICT Strategy.

4. Where is the Service now with its Knowledge and Information Services?

4.1 Introduction

4.1.1 In the Strategic Review of Resources Report (V2.0, dated 11/06/2012), several views were developed to identify the current state of the Service's functions, including those pertaining to ICT and Information. Two of these views - key issues and effectiveness scorecard - are summarised in sections 4.2 and 4.3 respectively and form the rationale for taking forward the KIS developments outlined in this strategy.

4.1.2 Other views are:

- The business applications – see Section 4.4;
- Costs - see Section 4.5;
- People - see Section 4.6;
- Infrastructure – see Section 4.7.

4.2 Key Issues

4.2.1 In Section 5 of the Strategic Review of Resources Report, a total of 34 issues were identified. These are reproduced for ease of reference in Appendix B of this report.

4.2.2 The following summary of issues has been brought-forward from Section 5 of the Strategic Review of Resources Report. *Note: It is recognised that progress has been made to address some of these issues since the Strategic Review of Resources Report:*

1. *ICT Strategy.* There is no up-to-date, comprehensive, coherent ICT Strategy for the organisation, and no clear ownership;
2. *ICT Governance.* There is no effective ICT governance framework for sponsorship, direction, authorisation of ICT developments, applications development and management, or change management;
3. *ICT Information User Needs.* ICT systems are not joined-up and interoperable, resulting in multiple manual entry of the same information. There is no Information Architecture, Systems Architecture, Data Architecture or Applications Architecture to record the ICT environment, and guide its ongoing development. Personnel lack access to current and reliable information;
4. *ICT Systems Access.* System access is a major cause of frustration and irritation for many members of the user community, and remote working, an important capability especially for operational officers, is still not working as it should;
5. *ICT Systems Responsiveness.* The system response is often very slow, especially for remote working, but even within the HQ building, which has led to awkward “work arounds”;
6. *ICT Support.* Operational users believe that there is a lack of understanding of the requirements of a 365-24-7 emergency service, and a lack of understanding of the risks of failure. There is also a perceived lack of empathy and understanding in what is important to the customer, rather than the ICT department.
7. *ICT Resourcing.* There are inadequate capability and capacity within the organisation to provide a co-ordinated and comprehensive ICT function;
8. *ICT Infrastructure and Investment.* There has been a recognised lack of investment over a number of years, and the infrastructure does not support the Service as it should. Poor communications mean that the reliability of remote access is still a significant issue. Connections frequently break down, meaning that users have to keep logging on with attendant delays, frustrations, and loss of productivity;
9. *ICT Applications.* Historically, much of the application development has not followed a rigorous development methodology, with many of the aspects of good application development not in place, including outcome-based functional specifications, project plans, and a co-ordinated process. Processes have not been systematically documented across the organisation. While there is a useful network architecture, there are no information architecture, systems architecture, applications architecture or data model to aid understanding of the ICT environment and guide developments.

4.2.3 These issues are the issues that this KIS Strategy and the KIS group will address.

4.3 Effectiveness Scorecard

4.3.1 The following effectiveness scorecard has been brought forward from Section 7 of the Strategic Review of Resources Report.

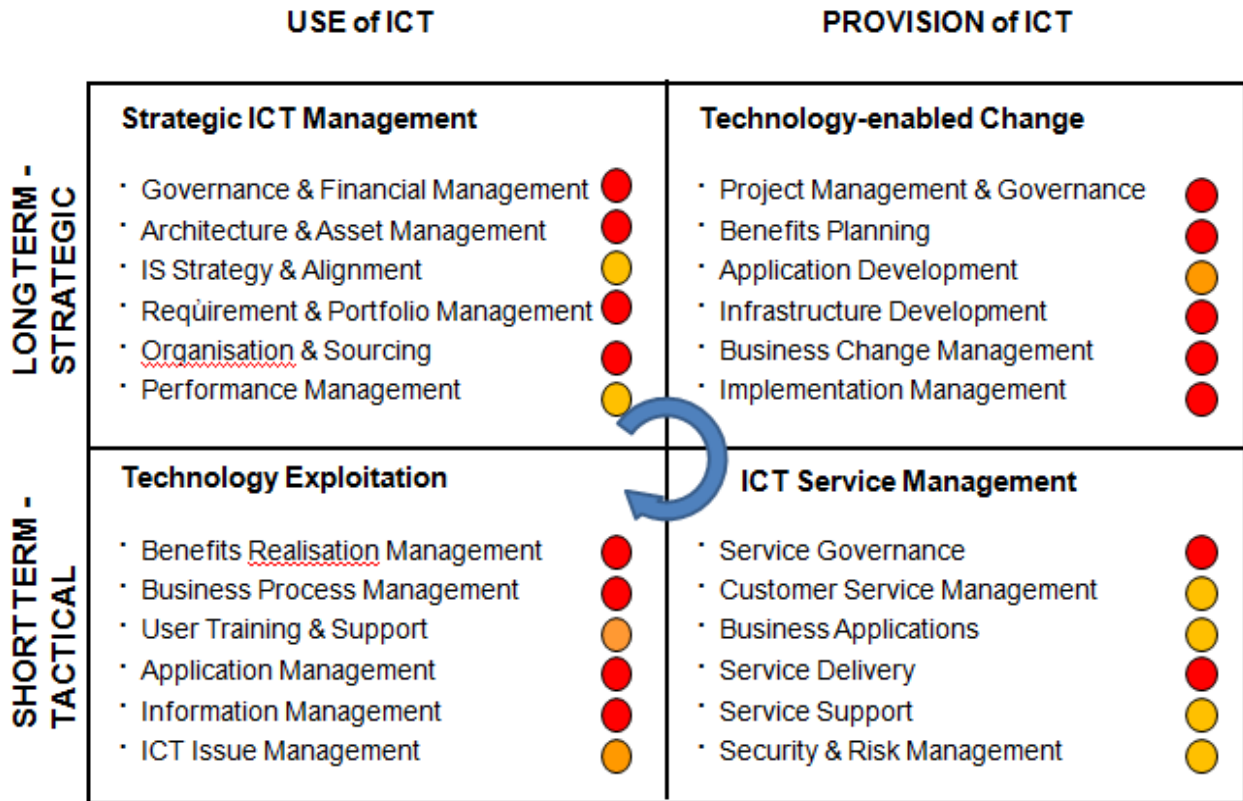


Figure 4.1: Effectiveness Scorecard for KIS

- 4.3.2 For a commentary on each of the scorecard parameters, see the Strategic Review of Resources Report, Section 7 and Appendix G.
- 4.3.3 A key aim of this KIS Strategy is to progress these issues such that the effectiveness scorecard steadily moves towards being completely green.

4.4 Current Business Applications

- 4.4.1 The main functions, applications and flows currently in use across the service are illustrated in Figure 4.2, and a more complete set of applications grouped by function is shown in Figure 4.3

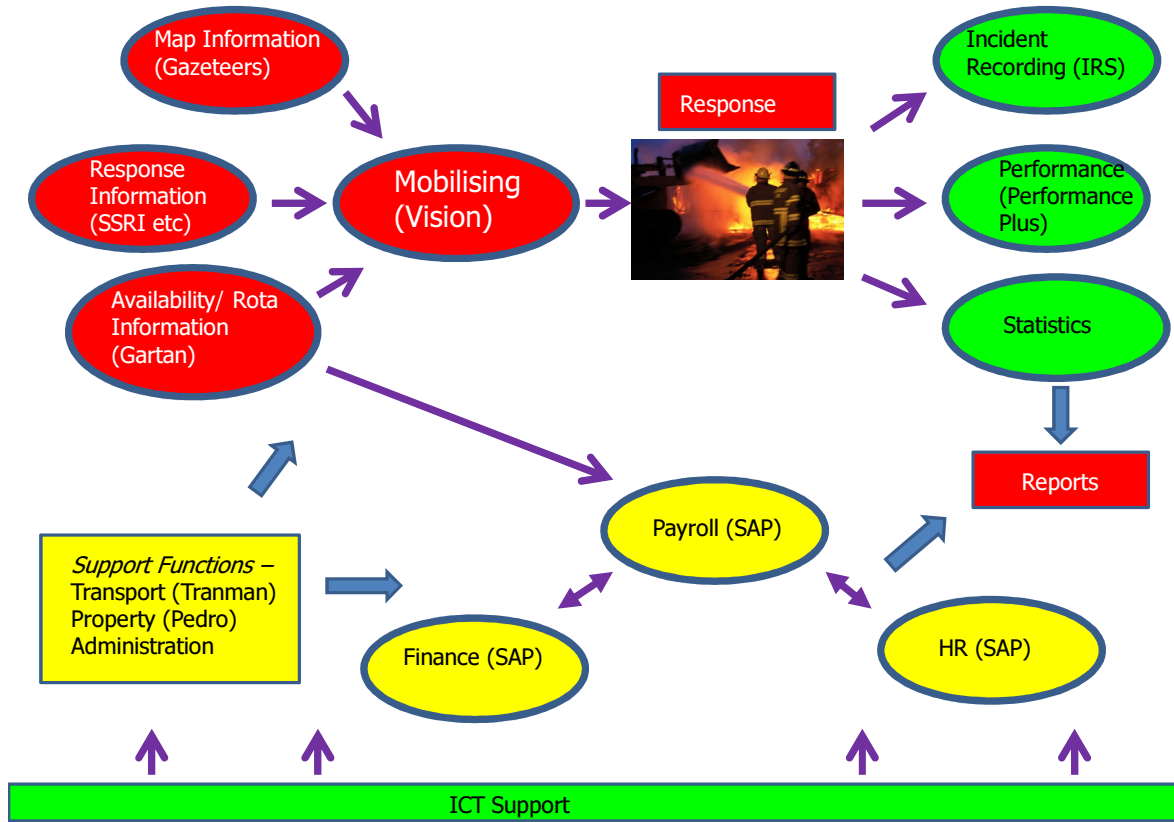


Figure 4.2: Main Functions, Applications and Flows

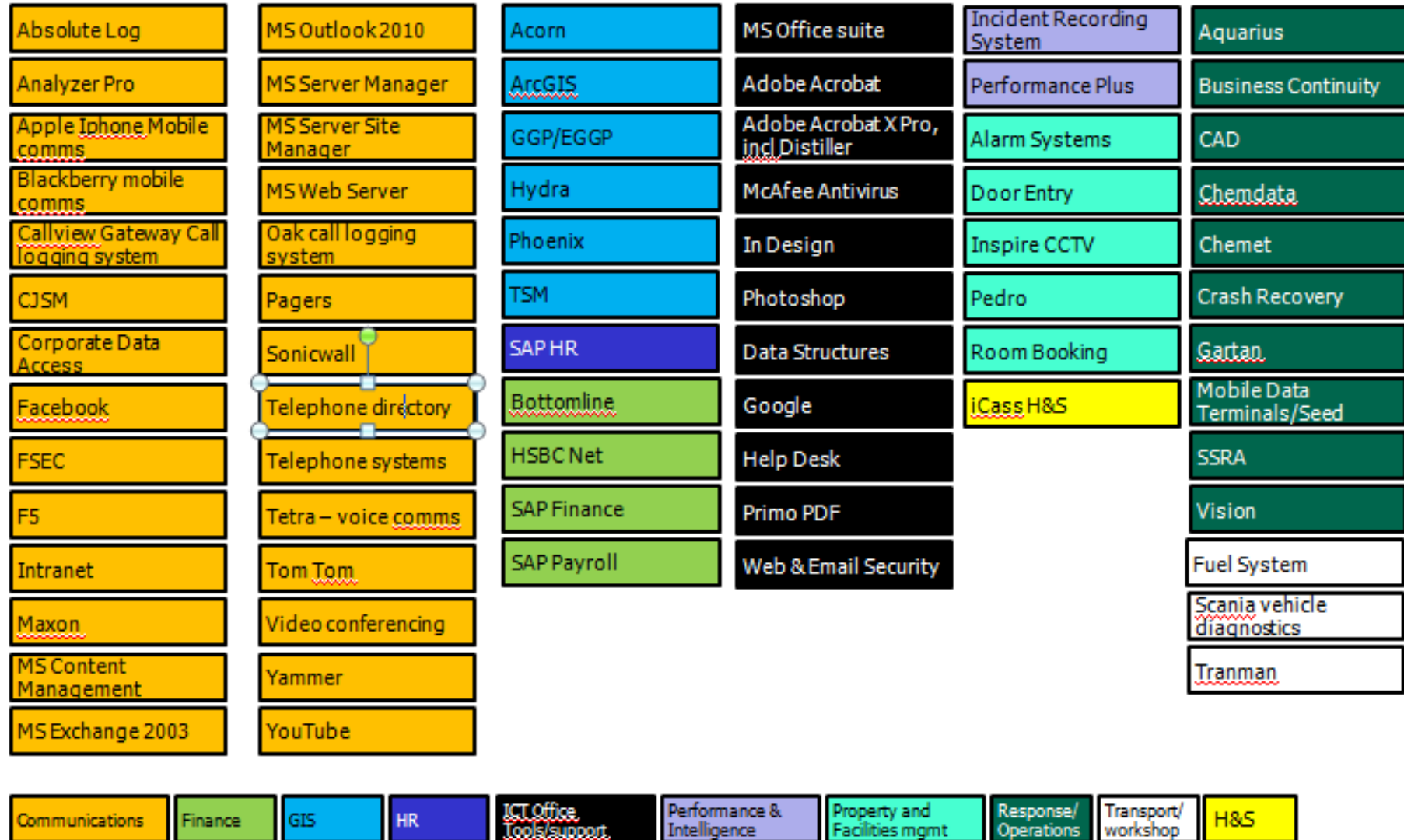


Figure 4.3: Applications by Function

4.5 Costs

4.5.1 The baseline summary of BFRS's KIS spend for 2013/2014 is shown below:

Cost Code	Rev/Capital	2011/12		2012/13		2013/14		2014/15
		Budget £	Actual £	Budget £	Actual £	Budget £	Projected £	Budget £
UBACI	Revenue	268,118	277,177	231,052 ¹	232,978	210,641	153,177	169,262
UGACS	Revenue	0	0	0	0	71,322	44,295	84,987
UGACP	Revenue	822,803	586,942	775,548 ²	590,683	652,588	706,196	707,282
UGAIT	Revenue	303,256	241,498	538,756 ³	469,042	542,085	511,452	580,085
Total	Revenue	1,394,177	1,105,617	1,545,356	1,292,703	1,476,636	1,415,120⁴	1,541,616⁵
CFA.09.FIT	Capital		179,440		155,381	99,000	99,468	360,000 ⁶

4.5.2 The opportunities for cash savings are many and are highlighted in this strategy. Good work by the newly formed Knowledge and Information Services Group in the current year has resulted in projected revenue costs for 2013/2014 being significantly less (£1,415,120) than its original planned budget (£1,476,636)

¹ Savings of £31k through KIS restructuring and £6k through removal of car lease costs

² Savings of £38k on computer maintenance/software/hardware and £1.5k through removal of car lease costs

³ Growth of £212k for Firelink and £20k computer software in support of the TVCCP

⁴ Savings realised largely through KIS restructuring

⁵ Growth of £65k to support successful Capital growth bid for the ICU (£60k) & ICT (£5k)

⁶ This budget figure includes 100k that was moved from the 2013/14 budget for the telephony project

4.6 People

4.6.1 A best practice and professional service should include all KIS governance, strategy, projects, applications development and management, support and maintenance arrangements, integrated and run as a coherent whole. This scope of Knowledge and Information services is valid regardless of which team or individual provide them.

4.7 Infrastructure

4.7.1 In all, there are 21 locations across the Service, including the Stocklake site, which serves as the headquarters, the base for the Aylesbury fire station, the urban search and rescue facility and the workshop. A project is in progress to update and standardise the desktop environment, and a project is underway to increase the number of virtualised servers, thus reducing the overall number of servers.

4.7.2 For security reasons, no further detail is provided in this document.

4.8 In Summary...

4.8.1 The current state of the Service's Knowledge and Information Services has been identified through a range of 34 key issues, an effectiveness scorecard, an appraisal of its Business systems, which show them to be largely isolated, not joined up, and with many manual processes interspersed between them, the costs and people.

4.8.2 The next section considers where the Service wants to get to.

5. Where does the Service want to get to?

5.1 Introduction

5.1.1 This section looks at the future direction for KIS in the Service.

5.1.2 It considers:

- 1) Support for the Service's Vision;
- 2) Future state for KIS in 2018;
- 3) The Strategic Business Requirements that will underpin the future state, and which are the basis for this KIS Strategy;
- 4) The journey, simply stated;
- 5) Key themes, as viewed by KIS Users and KIS Providers.

5.2 KIS Support for the Service's Vision

5.2.1 The KIS mission is to contribute to delivering the Service's vision: *'To make Buckinghamshire and Milton Keynes the safest areas in England in which to live, work and travel'*.

5.2.2 The KIS service of the future will support this vision by providing what the Service needs quickly, reliably and securely in all endorsed modes, and being seamlessly integrated with the business, as well as responsive, well-directed and managed.

5.3 Future State for KIS in 2018

5.3.1 The following is the future state for KIS in the Buckinghamshire & Milton Keynes Fire Authority in 2018, from the perspective of a typical staff member.

People don't talk about IT or Information issues anymore. They don't see a need to. All they know is that their needs are well understood by the KIS group, they have mobile devices that are always connected, quick and have real time secure information that they can trust as accurate and up to date. People are also much more disciplined and respectful of KIS and its capability and importance to the Service. This respect is the result of a lot of hard work, not only from KIS but from the whole Service.

The results don't come from just investing in new systems. They came from expanding the role and responsibility of KIS and from adopting a more intelligent approach to it. Our KIS group is responsible for all IT and Information services – from their provision right through to their use in all of the different areas of the Service. They manage both aspects over the long as well as the short term, and in doing so, see the whole cycle of a solution - from its inception, design and testing all the way through to its use. This broader role for the KIS group means that they understand and are much more in tune with our needs as users and that of the Service as a whole.

Our KIS governance model helps to achieve the above, and its focus on effective use means that we make much better use of the business systems and information that we already have. We use our KIS effectiveness scorecard to assess our progress and performance, and although it's mostly all now green (with a few ambers), it wasn't always that way. We run the scorecard every 12 months to ensure that we are maximising the potential that we have and the investments that we have made. It's fair to say that as a result of the new Customer Services culture within KIS, the Service now understands what its staff use to do their jobs and what they value - and in doing so, we are able to focus on maximising that use building on that value. Getting the relationship right between use and provision means we get significantly better value for the money from the resources we invest.

The creation of intelligence and its use to be more efficient and effective has become a theme at BMKFA. The information that we get from our service desk is particularly impressive and has been modelled by other directorates within the Services and is being sold to other FRS's. We don't know how we used to make function effectively without it. We have this information because we have much more discipline – from the customer and from the KIS group – in using the service desk as the single point of information capture for incidents. It now captures everything from password re-sets to FOI requests to new application requests and is being used in POD to manage case work and within Finance to manage their work queues. The subsequent information that is captured is used proactively by KIS, Finance, POD and other Providers to target the root causes to issues and manage down demands by highlighting user training issues and frequent callers who have specific issues. We now have a single sign-on and mobile desktop, so people can log on at any time anywhere! This is just one example of how bringing the ICT and Information teams together under KIS and creating a Customer Services team within it is more efficient, effective and influential than the services previously provided. From a user's point of view, it's quick, flexible and responsive. It is also proactive at spotting issues and putting in place solutions before things become visible to users or, failing that, too much of a problem.

Part of the reason that we have achieved so much is that the Service has Strategic Business Requirements for the function – or SBRs as we all call them. They were first defined four years ago, but we re-refresh and validate them every 12 months, and they have stood the test of time. The KIS team say the SBRs provide clear direction to users, as well as to them in their delivery. These SBRs are the foundation of our KIS strategy and all that we do. We have built the Outcomes Map to outline how we deliver them.

The results of all the hard work are clear. User satisfaction is high and the Service works much closer with KIS in almost everything we do and involves them from the outset because of the value that they add to decisions about how to take things forward. It helps that, as part of the journey, we have delivered real cashable savings. We began a two-track programme four years ago – one to implement targeted cashable savings and the other to assess invest-to-save initiatives. The two work hand-in-hand, and as a result of all of the changes above, we now invest more consciously and intelligently. This two-track programme means we have delivered cashable savings back to BMKFA that we wouldn't have thought possible four years ago.

When we look back four years, we had the ambition but none of the above. The Service has worked hard to deliver our Moving Forward vision, and I can now say with confidence that the service that BMKFA provides to its citizens is significantly better quality and value for money. This is a Service that we feel proud to be part of!

5.4 Strategic Business Requirements

- 5.4.1 In the Strategic Review of Resources Report (V2.0, dated 11/06/2012), a set of Strategic Business Requirements was developed. These Strategic Business Requirements provide a robust statement of the target future state towards which the Service is heading.
- 5.4.2 The Strategic Business Requirements have been reproduced for ease of reference in Appendix C. They were endorsed by the Senior Management Team in April 2012.

5.5 The Journey, Simply Stated

- 5.5.1 The graphic in Figure 5.1 illustrates the journey of the KIS Strategy from where we are now to where we want to be.
- 5.5.2 The current state is identified by the issues, efficiency benchmarking, and effectiveness scorecard, while the future state is identified by the Strategic Business Requirements.

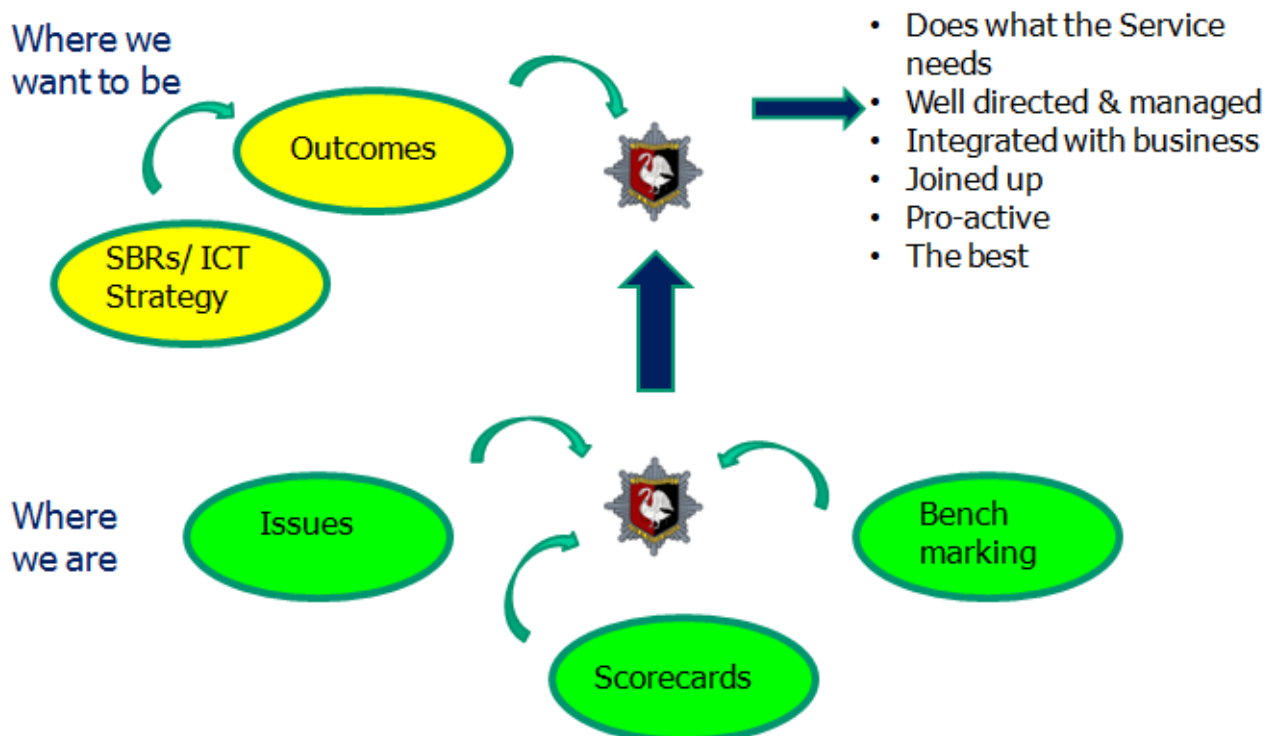


Figure 5.1: The Journey from Where We Are to Where We Want to Be

5.6 Key Themes, as Viewed by KIS Users and Providers

5.6.1 As another way of seeing the journey, there are some key themes that will be delivered through this strategy. They are expressed in terms of the two-way communication between the users and providers of Knowledge and Information services, the single feature that was identified as the root cause behind the current state. The following features are expected to be achieved as a result of delivering the transformation:

5.6.2 KIS providers communicate well with the rest of the organisation ...

- They are co-ordinated across the Service;
- They are pro-active in identifying requirements;
- They are good at communicating progress in a disciplined manner;
- They are good at communicating plans, objectives, and what the Service can expect, on the intranet and in other visible places;
- They are good at running projects in a disciplined manner;
- They are good at expectation management with the user community;

So ... the user community knows how to work with the KIS providers to best effect.

5.6.3 KIS users communicate well with KIS providers ...

- They provide the necessary leadership & direction;
- They are co-ordinated across the Service;
- They are clear on what they want and when they want it;
- They are realistic in their expectations;
- They have discipline in running their projects;
- They engage early with KIS providers;
- They have a co-ordinated portfolio of requirements and projects;
- They are good at prioritising new requirements in relation to the overall portfolio of requirements.

So ... KIS providers are well-sighted on where they should be going and what the user community wants, and are able to deal with a well-disciplined customer.

5.7 The Shift from ICT Provision to Information and its Management

5.7.1 One of the key aims of this KIS strategy is the shift from ICT provision to information and knowledge, and its management across the Service.

5.7.2 Figure 5.2 indicates the information journey across the Service, and how it engages users and providers at all levels.

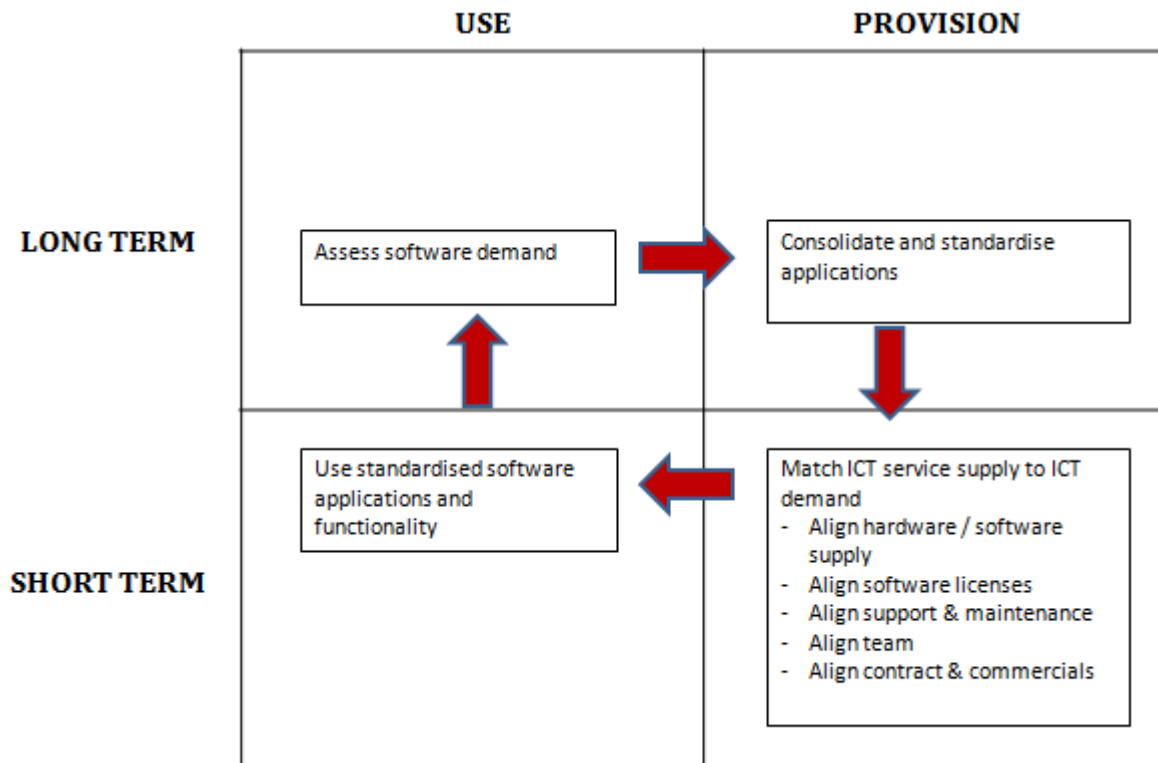


Figure 5.2: Information Journey

5.8 In Summary...

- 5.8.1 The Service is clear on what it wants to achieve. The envisaged future state for KIS is clear. Strategic Business Requirements have been identified and endorsed by the Senior Management Team. The translation of the Strategic Business Requirements into the expected behaviours that will underpin the two-way relationship between the KIS users and KIS providers is also clear, as is the strategic aim of the information journey.
- 5.8.2 The next section addresses the means by which the future state will be achieved.

6. How can the Service get where it needs to go?

6.1 Introduction

6.1.1 This section considers the following:

- 1) Outcomes from Strategic Business Requirements;
- 2) Outcomes Map;
- 3) Short-term, Medium-term and Longer-term Outcomes;
- 4) Strategic Themes;
- 5) Sourcing Options.

6.2 Outcomes from Strategic Business Requirements

6.2.1 As noted in the previous section, the Strategic Business Requirements are a statement of the endorsed future state for Knowledge and Information provision, and the basis for this KIS Strategy.

6.2.2 Appendix D maps the Strategic Business Requirements onto a set of outcomes that will be necessary to achieve the delivery of the SBRs.

6.3 Outcomes Map

6.3.1 These outcomes are shown graphically in Figure 6.1.

6.3.2 The outcomes are shown in bands, distributed along a timeline spanning four years. The starting position is in the bottom left corner, while the achievement of this KIS vision is in the top right corner.

6.3.3 Some Strategic Business Requirements break down into more than one outcome. As one example, the process SBR Pr4: *“Business systems and processes are so good that they are invisible, joined-up as appropriate, and support the needs of the organisation in a user-friendly, fast, reliable, and interactive manner”* breaks down into Outcome 4a: *“Business processes are defined”* to be achieved within 6 months, Outcome 4b: *“Business processes & systems are joined-up as appropriate”* to be achieved within 24 months, and Outcome 4c: *“Business processes & systems are user-friendly, fast, & reliable”* to be achieved within 48 months.

6.3.4 This version of the Outcomes Map represents the unconstrained circumstance, in which a full range of capacity and commitment is available. Other versions of the Outcomes Map would apply to represent circumstances with less capacity and commitment.

6.4 Short-term, Medium-term and Longer-term Outcomes

6.4.1 The outcomes may usefully be brigaded into:

- Short term (0-6 months);
- Medium term (6-24 months);
- Longer term (24-48 months).

**Buckinghamshire Fire and Rescue Service
 4 year KIS Strategy**

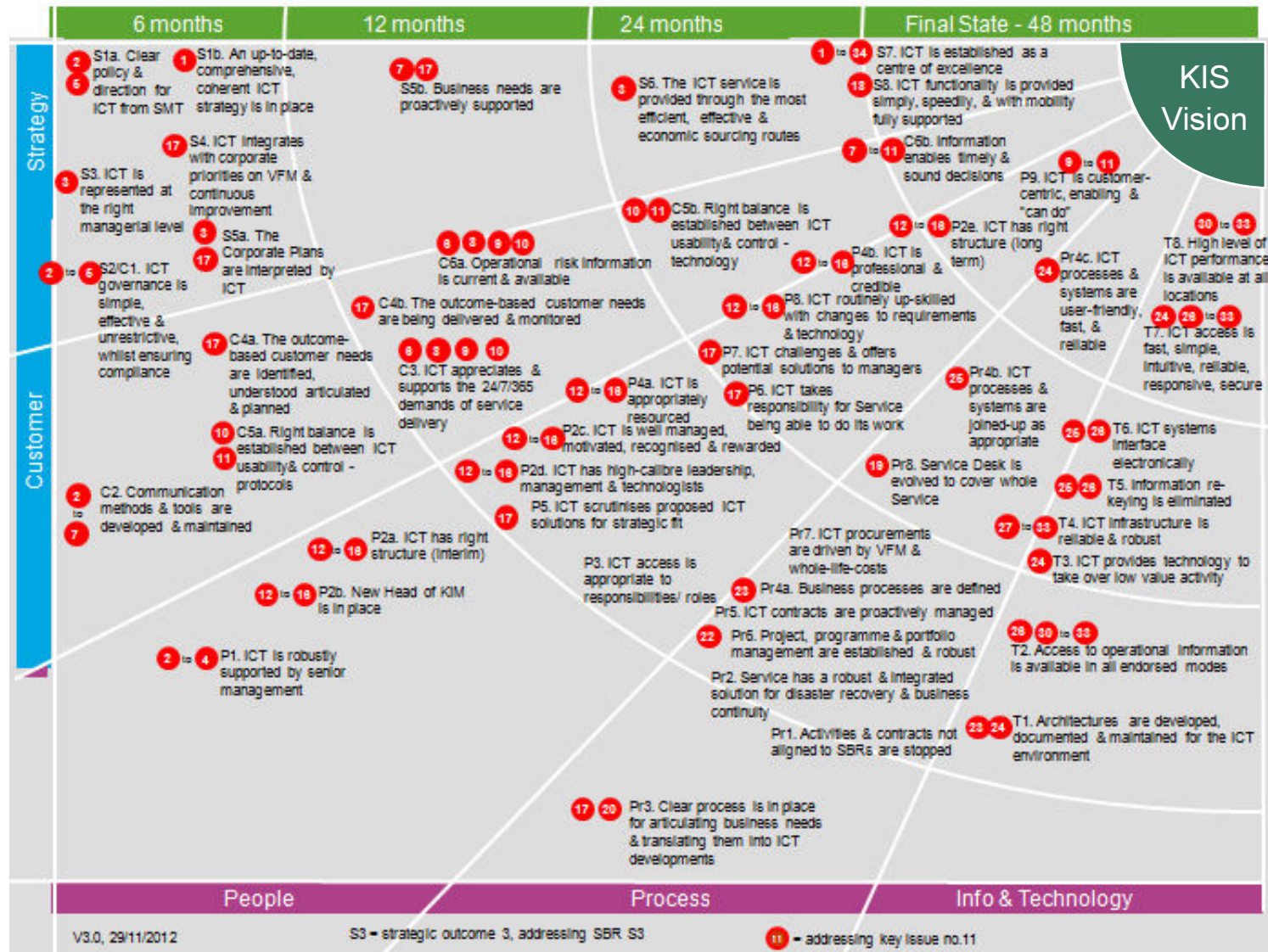


Figure 6.1: Outcomes Map

6.5 Strategic Themes

6.5.1 Building on the Strategic Principles in Section 3, the Strategic Business Requirements in Section 5, and the Outcomes earlier in this Section 6, leads to the following strategic themes:

- 1) *Public Safety – Prevention, Protection and Response.* This theme covers the KIS developments necessary to support the primary purpose of the Service in Public Safety – Prevention, Protection and Response. It includes the Combined Control Project with whichever partners the Service decides to align, a close examination of the business processes required to support the Combined Control relationship, and the development of joined-up systems to support all aspects of mobilisation, control, prevention and protection;
- 2) *KIS Development.* This theme will establish a range of KIS facilities, including ongoing KIS service delivery, protocols and procedures, a data warehouse, fast and secure wide and local area networks, robust and integrated mobile communications, mobile working, documentation of the KIS environment, and optimisation of application development. Also included are development of the intranet as a corporate resource, infrastructure optimisation, optimisation of sourcing routes, supplier relationship management, an enhanced service desk, and disaster recovery;
- 3) *Support Systems.* This theme will cover the development of all necessary support systems, such as a thorough review of the sourcing of the finance, personnel and payroll area for business fit, value for money, and return on investment; self-service human resources; and the procurement of a fit-for-purpose asset management system;
- 4) *Cash Saving.* This theme addresses the need to identify cash savings, whilst at the same time developing a much enhanced KIS environment. As of March 2013, 34 areas of potential cash saving had been identified, all of which are covered by the projects identified under these seven themes, and some of which will be addressed by this specific theme, theme 4;
- 5) *Governance.* This theme covers the establishment of the necessary governance to control the development and maintenance of the KIS environment;
- 6) *Organisational Development.* This theme addresses the development of organisational structures, roles and job descriptions to carry forward the transformation of the KIS environment into a knowledge-based organisation, as well as ongoing staff development. It is about building people capacity and capability, organising people effectively to deliver customer services as efficiently as possible, and the development of high performing teams and ways of working;
- 7) *Communication.* This theme will put in place all aspects of communication necessary to ensure that the KIS Transformation, proceeds with all stakeholders fully informed and engaged.

6.6 Sourcing Options

6.6.1 As indicated under the Strategic Themes above, the sourcing of KIS services may be via a range of different routes.

6.6.2 *In-house KIS Service Provision.* BFRS already does some development in-house. However, the available pool of resource is small. A significant enhancement in capability and capacity would be required if the developments identified in this KIS Strategy and the proposed KIS organisation structure, were these to be continued to be undertaken in-house, either in whole or in part. Business system development is not a core competence or a specific strategic objective of the Service.

6.6.3 *Sharing Services with other Organisations*

Finance, Personnel and Payroll. BFRS already shares some services with Buckinghamshire County Council for finance, human resources and payroll systems. BFRS does not get all that it would like from this arrangement, but it is not yet clear whether this circumstance gives BFRS at least the minimum of what it needs functionally, or whether BFRS is receiving value for money when compared with alternative sources. This is something that will need to be closely examined as part of the implementation of this strategy.

Combined Fire Control. It is the intention of the Service to share a mobilising and control system with its Thames Valley partners, Royal Berkshire FRS and Oxfordshire FRS. According to the business case, this will enable cash savings to be made. There is also an opportunity to examine the scope for sharing the business systems/applications that feed the mobilising and control process, as part of the process of joining-up the various systems.

Other Opportunities. In a similar manner, there may be opportunities for wider sharing of systems and services.

6.6.4 *Whole-sale Outsourcing.* This has proved to be a hardy perennial option for businesses, especially those who find themselves frustrated with their in-house service provision. However, such a course must be treated with caution. There have been many examples of outsourcing deals that have not worked out, and have cost the clients a lot of money. The principle of just giving the problem to an outsource supplier seldom works well. Outsourcing suppliers will invariably charge substantially for bringing the client organisation up to a satisfactory level, and will continue to charge substantially for maintaining and developing the circumstance. Furthermore, the client must definitely establish an intelligent client function in house to manage the contract, and not delegate this crucial role to the supplier, as many organisations have done. In the case of BFRS, the KIS function as it currently exists is probably too small to be attractive to typical outsourcing suppliers. In any event, the most prudent course of action would be to complete the re-organisational aspects of the KIS Strategy before considering outsourcing as a candidate sourcing route, and this is the course of action to be followed by this Strategy. This position does not exclude the use of third parties where their services offer better value for money and more sustainable support and maintenance than in-house alternatives.

6.6.5 *Accessing Services via the Cloud.* Over the last few years, the cloud has arrived, heralded by a noisy fanfare. It is not really a new concept, in that bureau services have been available for many years. Is it the panacea for all ills? Probably not, but it may offer a useful sourcing route for some parts of the BFRS KIS environment – like the standard office applications. The UK Government has made the G-Cloud a key component of its ICT Strategy (see Appendix A for a few extracts), with standardisation and cost savings as two key objectives, but the development of the G-Cloud is still relatively immature. The Government's strategy is that organisations should access the G-Cloud via the Public Services Network, to which BFRS should have access in 2013, and this KIS Strategy will be based on careful and staged access to the G-Cloud.

6.7 **In Summary ...**

6.7.1 This section has shown how the Strategic Business Requirements lead to a set of Outcomes that will need to be delivered in order to deliver this KIS Strategy.

6.7.2 It has also identified seven Strategic Themes that underpin the Strategic Business Requirements and Outcomes.

6.7.3 The Strategic Themes and Outcomes now need to be converted into a Project Portfolio, which is the subject of the next section.

7. Project Portfolio

7.1 Introduction

7.1.1 This section identifies a project portfolio to address the information management and KIS requirements identified by the Strategic Business Requirements (Section 5), Outcomes (Section 6), and Strategic Themes (Section 6).

7.2 Strategic Themes

7.2.1 As noted in Section 6, the following seven themes have been identified and will be used as the framework for the portfolio of projects necessary to deliver the strategy:

- 1) Public Safety – Prevention, Protection and Response;
- 2) ICT Development;
- 3) Support Systems;
- 4) Cash Saving;
- 5) Governance;
- 6) Organisational Development;
- 7) Communication.

7.3 Project Portfolio Table

7.3.1 The identified projects under the above project themes are listed in Table 7.1, together with the Strategic Business Requirements and Outcomes that they deliver, and the anticipated benefits. The costs will be developed separately as part of the Business Case.

Table 7.1: Project Portfolio

Project Theme	Project Title	Project Description	SBRs and Outcomes Met	Anticipated Benefits	Original Timeframe
1. Public Safety – Prevention, Protection and Response	Project PS1: Combined Fire Control - Basic	This project will ensure that BFRS integrates with the Combined Fire Control Project, at least at a basic level, in a timely, efficient and effective manner.	T2-T8	The strategic decision to establish Combined Fire Control will be met.	Oct 12 – Mar 14
	Project PS2: Combined Fire Control - Optimised	This project will examine and re-engineer the ICT aspects of the mobilisation and response processes. The focus will be on integrating optimally with the Combined Fire Control initiative, using common or interoperable applications where possible, reducing manual parts of the processes, eliminating multiple entry of the same information, and joining-up processes. The project will ensure that the mobilising application (currently Vision) is integrated and harmonised with the application for determining staff and equipment availability and rota management (currently Gartan), and any other relevant applications.	S7, S8, C6, Pr4, T5	More efficient and effective, and less risky, mobilising and response will be established.	Apr 14 – Sep 16
	Project PS3: Joining-up Response Support Information.	This project will ensure that all information necessary to support mobilisation and response is joined-up, coherent and readily available at the point of delivery. This will include site-specific risk information, gazetteer mapping information, satellite navigation, crash information and hazardous chemical information.	Pr4a-c, C6	More efficient and effective, and less risky, mobilising and response will be established.	Oct 12 – Sep 16
	Project PS4: Performance and Intelligence	This project will develop the necessary support to provide management information, record and measure performance, and develop intelligence around all aspects of the Service.	C3, C6, T2, T8	Leading edge performance and intelligence information will be available for all areas of the service.	Oct 12 – Mar 15

	Project PS5: Mobile Working of Community Protection Team	This project will examine and re-engineer the processes involved in the Home Fire Risk Check and Fire Safety Inspections, to streamline the processes end-to-end, automate them, and eliminate or significantly reduce manual data entry.	Pr4, T3-T8	These re-engineered processes will deliver much enhanced efficiency and effectiveness, potentially freeing-up staff for other activities.	Apr 13 - Mar 15
	Project PS6: Self-Service Rostering	This project will establish self-service rostering.	Pr4, T5, T6	Self-service will eliminate the need for third party involvement in the entry of rostering information, leading to greater efficiency and effectiveness.	Apr 14 - Sep 16
	Project PS7: Integration of Rostering and Payroll	This project will ensure that operational rostering is electronically linked with payroll and other human resources functions.	Pr4, T5, T6	This will lead to very much cleaner and tidier processes, less scope for recording erroneous information, and single point data entry.	Apr 14 - Sep 16
2. ICT Development	Project ICT1: On-going ICT Service Delivery	This project will ensure that the baseline ICT service delivery is maintained at a robust level.		The baseline service will be maintained.	Oct 12 - Sep 16
	Project ICT2: ICT Protocols & Procedures	This project will establish the necessary framework of ICT protocols and procedures (including ICT use, communication use, security and data protection) to govern the development and maintenance of all information management and ICT.	S2/C1, C5	Information and ICT development will proceed in an appropriately controlled environment, ensuring all necessary compliance whilst enabling appropriate freedom.	Oct 12 - Sep 16

	Project ICT3: Corporate Information Store	This project will research and establish a coherent and consistent corporate information store (data warehouse or similar), based on common data definitions, single data entry with multiple use, and the overarching objective of ensuring that applications are appropriately joined up. This will include the corporate gazetteer and other graphical information systems.	T2-T8, C3-C6, S7-S8	This will lead to a coherent data management environment, properly joined-up systems, and very much enhanced efficiency and effectiveness.	Jan 13 – Sep 15
	Project ICT4: Wide Area and Local Area Communication	This project will establish a fit-for-purpose, fast, robust, secure, efficient and effective wide area network (WAN), local area networks (LAN), and telephony, probably – subject to closer analysis – based on the Public Service Network, due to be available from 2013.	T2-T8	A major source of user frustration and irritation - the slow and erratic network response - will be reduced. Remote communications will be radically enhanced, and operational risks will be reduced.	Oct 12 – Mar 14
	Project ICT5: Mobile Communications	This project will establish integrated, efficient and effective mobile communications - radio communication, mobile telephony, pagers, and mobile data handling - harmonised across the Service.	T2-T8	Another major source of user frustration and irritation - the uncoordinated and erratic mobile communications - will be reduced.	Apr 13 – Mar 15
	Project ICT6: Mobile Working	This project will rigorously examine the need for mobile working, and optimise the processes required to achieve this.	Pr4, T2-T8	Mobile working will address the need for a flexible working environment, allowing personnel to work from all endorsed locations.	Apr 14 – Sep 16
	Project ICT7: Documentation of ICT Environment	This project will document the current and planned KIS environment – including applications, systems, networks, processes, information, and interfaces.	T1	This will provide a solid basis from which to understand the current KIS environment, and guide its ongoing development.	Oct 12 – Sep 16
	Project ICT8:	This project will span across all functional areas within the Service,	Pr3, C3-C6	This will lead to a very much	Oct 12 –

	Optimisation of Application Development	and lead to an integrated and costed portfolio of ICT requirements (cross-referenced to the endorsed Strategic Business Requirements, the outcomes, and the identified issues), and optimisation of the development of applications in support of all functions.		more controlled ICT development environment, with fewer maverick developments. Note: with solid governance and control there will be none.	Sep 16
	Project ICT9: Internet/Intranet/Documentation Management	This project will examine the scope for development of the internet, intranet, and documentation management environment, which will involve purging the current document store of redundant material, establishing protocols for future usage, and expanding the use of the intranet/internet environment.	Pr4, C6, T2	This will lead to cleaner and more effective working, and make a better return on the investment in these areas.	Jan 13 – Sep 16
	Project ICT10: ICT Optimisation of Infrastructure	This project will take forward the ICT hardware environment, including virtual servers, and standardised inter-working of desktop computers and portable devices.	T2-T4, T7-T8	The hardware environment will be modern, consistent and integrated, allowing for more effective working from all endorsed locations.	Apr 14 – Sep 16
	Project ICT11: Training	This project will provide all necessary training for the new KIS environment, starting with a training needs analysis.	P2, P4	The user community will be optimally equipped to use all KIS facilities to which they need to have access.	Jan 13 - Sep 16
	Project ICT12: Optimisation of Sourcing Routes	This project will consider the best and most appropriate sourcing option for each component of the KIS service, including insourcing versus outsourcing, sharing services, making versus buying services, and use of the cloud.	Pr1, Pr7	The Service will procure its KIS services through optimal channels.	Jan 13 - Dec 15
	Project ICT13: Supplier Relationship Management	In this project, relationships with all existing and future suppliers will be managed in a tight and controlled manner. Duplicate and redundant contracts and services will be eliminated, and remaining suppliers rationalised.	Pr5	Tight control will be in place over all suppliers of KIS services.	Jan 13 – Sep 16
	Project ICT14: Service Desk	This project will refine the service desk function, to review the current software against other candidate software, enhance performance reporting, and support change requests.	C2, C3, Pr4, T8	The Service will receive timely and accurate responses to all KIS matters, as well as performance reports.	Jan 13 – Sep 16

	Project ICT15: Disaster Recovery	This project will review the risk scenarios, and establish an optimal disaster recovery process.	Pr2	The Service will be proof against disasters and will be able to continue to run its business.	Jan 13 - Dec 15
3. Support Systems	Project S1: Review of Finance, Personnel and Payroll	This project will assess the current SAP applications support for the finance, personnel and payroll functions, and compare it for VFM and return on investment with other candidate applications meeting the same objectives. This will include front end (input) and back end (reporting) processes. If necessary, the finance, HR and payroll systems will be re-tendered against an outcome-based specification.	C4, Pr4 C6,	This will establish whether the current SAP environment really represents good value for money and return on investment, as well as providing what the user community needs.	Jan 13 - Dec 15
	Project S2: Training, (ref SAP Phase 2)	This project will address training needs, including e-learning. With regard to SAP Phase 2 (training), this will need to take account of the findings from Project S1, and may prove to be unnecessary. However, nationally and regionally, the National Operating standards for fire fighters are to be based on e-learning modules. BFRS will therefore need to ensure that it has something in place in 2013 -14, so it will need an e learning project though Q1 2013.		Automated support will be provided for training.	Apr 13 – Sep 15
	Project S3: Self-Service Human Resources (ref SAP Phase 3)	This project will establish facilities enabling personnel to administer their own basic HR functions. This project will also need to take account of the findings from Project S1	Pr4, T5, T6	Personnel will be able do their own basic HR functions, with resultant gains in efficiency & effectiveness.	Oct 14 – Sep 16
	Project S4: Asset Management	This project will procure an asset management capability.	Pr5, Pr7	Tighter asset management will lead to better control of spending.	Oct 12 – Sep 16
4. Cash Saving	Project CS1: Identification and Realisation of Real Cashable Savings.	This project will critically examine the current spend on ICT, and the contracts and projects underway and planned, against the Strategic Business Requirements, and identify areas of waste and duplication of service provision. Many aspects of cash saving will also be addressed through the other projects in this portfolio.	Pr1, S6	Real cash savings, with better value for money and return on investment from ICT investment, will be achieved. As at the date of this report 34 areas of potential cash saving had been identified.	Oct 12 – Sep 16

5. Governance	Project G1: ICT Governance		This project will establish robust mechanisms to ensure that all aspects of KIS management and development are handled in a robust, coherent, systematic manner.	S1-5, C1, C5	Appropriate control of the KIS development and maintenance process will be established.	Oct 12 – Sep 16
6. Organisation Development	Project OD1a: Organisational Design, Definition and Recruitment.	OD1a: Role and	This project will examine, design and put in place the necessary organisation and roles to reflect a coherent information management and KIS function across the Service.	P1-P9	A fit-for-purpose organisation to handle the transforming and transformed KIS environment will be established.	Oct 12 – Mar 13,
	Project OD1b: Introduce new ways or working, culture change, and performance measures	OD1b:	Subsequent to OD1a, the project will address ways or working, culture change, and performance.	P1-P9	An ever increasing focus on customer service, business outcomes and increased project delivery performance.	Apr 13 – Sep 16
	Project OD2: Staff Development.	Staff	This project will ensure ongoing development of all staff, and the skill base, in line with the KIS Strategy. It will cover all KIS training, including classroom and online training, as well as KIS support for operational training.	P2, P4	Staff and skills will be developed in tandem with the implementation of the KIS Strategy.	Apr 13 - Sep 16
7. Communication	Project C1: Communications	C1:	This project will establish and maintain the necessary communication mechanisms to ensure that developments in the KIS environment are clearly and simply communicated to all stakeholders.	C1-C6	All stakeholders will be aware of on-going KIS developments, and able fully to participate according to their roles.	Oct 12 – Sep 18

8. Road Map

8.1 Introduction

8.1.1 This section lays-out the Project Portfolio in terms of a Road Map for delivery over the term of this KIS Strategy

8.2 Gantt Chart

8.2.1 Figure 8.1 shows the Road Map expressed as a Gantt Chart, showing the projects from the Project Portfolio of the previous section.

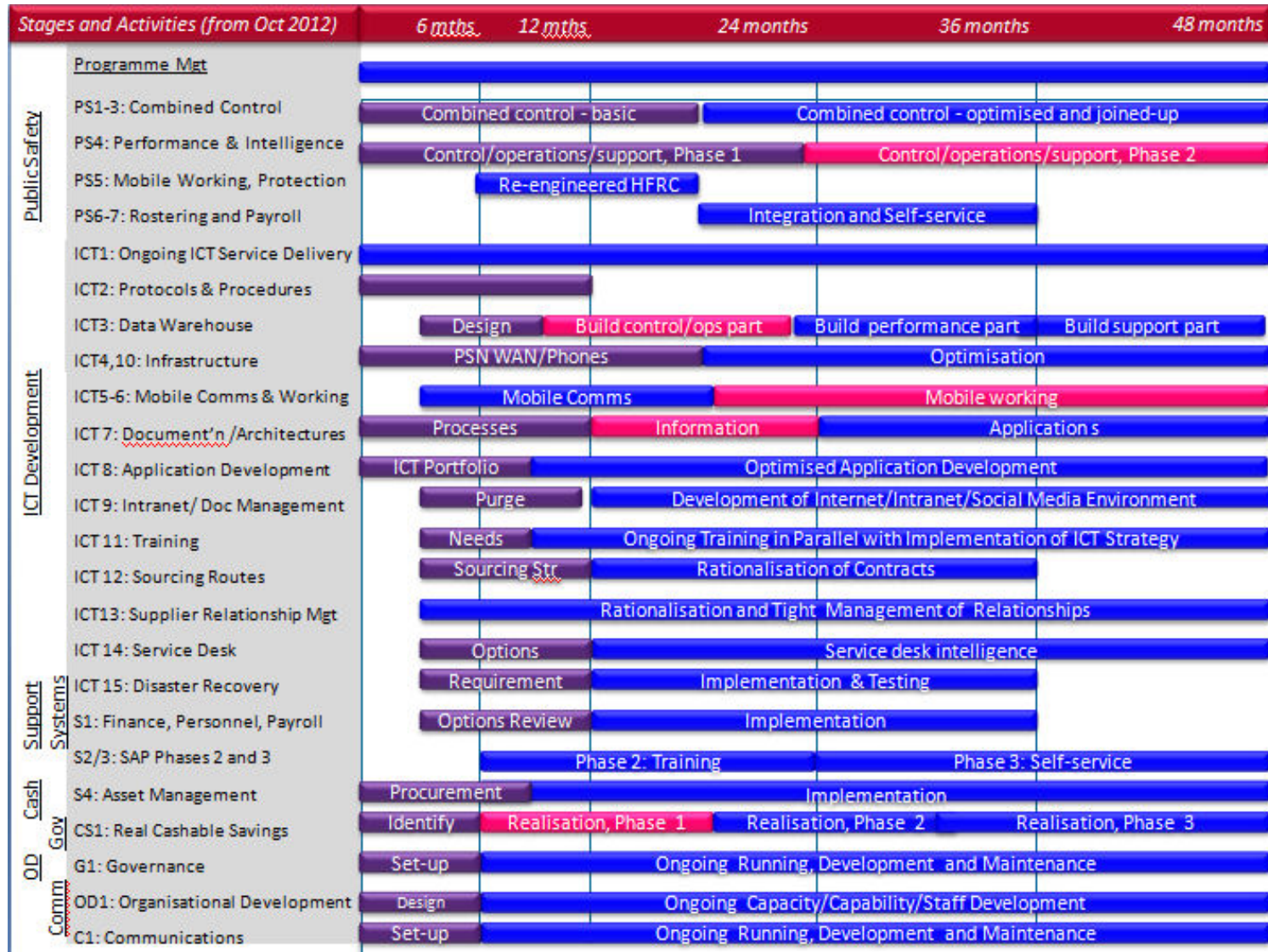


Figure 8.1: Road Map for Delivery of the KIS Project Portfolio

Appendix A: Government ICT Strategies

A1. Introduction

This appendix support Section 3, and outlines relevant Government ICT strategies and strategic initiatives:

- Government ICT Strategy;
- Government Cloud Strategy;
- Public Services Network.

A2. Cabinet Office, Government ICT Strategy (March 2011, Crown Copyright)

The following is a brief distillation of the Government's ICT Strategy. This strategy applies to central government, executive agencies and arm's length bodies. It consists of four parts:

1) Reducing waste and project failure, and stimulating economic growth:

- Consider technology earlier in policy making;
- Move away from large and expensive ICT projects;
- End large-company dominance, and remove barriers to SMEs;
- Share and re-use solutions;
- Improve sourcing of ICT, leveraging scale towards VFM;
- Apply agile methods;
- Apply benchmarking and performance measurement.

2) Creating a common ICT infrastructure

- Apply common technology standards;
- Use a standardised cloud platform;
- Promote interoperability through open standards;
- Use modern knowledge-based service delivery;
- Use standard document formats;

3) Using ICT to enable and deliver change

- Develop agile, personalised and responsive services;
- Develop collaborative and mobile public sector working;
- Scan horizon for future-proofed solutions.

4) Strengthening governance

- Nurture opportunities for innovation;
- Scrutinise, measure and enforce compliance with mandated standards and actions;
- Identify successful solutions and leverage their wider adoption;
- Coordinate engagement with suppliers to commoditise services and deliver better commercial outcomes for government.

A3. HM Government – Government Cloud Strategy (a sub-strategy of the ICT Strategy, undated, Crown Copyright)

The following are a few extracts from the Government's Cloud Strategy.

“Cloud computing has brought about a step change in the economics and sustainability of Information and Communication Technology (ICT) enabled service provision. Government is committed to the adoption of cloud computing and delivering computing resources to users as needed (an on-demand delivery model). By exploiting innovations in cloud computing we will transform the public sector ICT estate into one that is agile, cost effective and environmentally sustainable.

Government cloud is not a single, government owned, entity; it is an ongoing and iterative programme of work which will enable the use of a range of cloud services, and changes in the way we procure and operate ICT, throughout the public sector. The vision is for government to robustly adopt a public cloud first policy, though this will not be possible in every case and there will also be a requirement for a private G cloud.

The US National Institute of Standards and Technology's (NIST) definition of cloud computing is the most widely adopted one, and has been adopted for G-Cloud; it states that:

“Cloud computing is a model for enabling convenient, on-demand network access to a shared pool of configurable computing resources (e.g. networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or cloud provider interaction.”

The G-Cloud Programme will establish the government's G-Cloud Authority through aligning tightly with the Public Services Network Authority, and exploring opportunities to integrate with the PSN Authority as soon as is practicable.

The G-Cloud programme is responsible to the CIO Delivery Board for the successful adoption of cloud computing and commodity ICT by government. The Programme is governed via a Delivery Board, supported by key working groups and boards for the different elements of the programme.”

A4. Public Services Network

“The Public Services Network (PSN) is the foundation layer of the Government ICT Strategy. It provides the platform required by the UK public sector to deliver increasingly innovative, shared and cost-effective services. The PSN represents a radical step change in the way the public sector consumes and operates its telecommunications and will deliver significant savings as well as a vastly improved ability to share services and integrate the provision of services to citizens.

The PSN is now a reality. Central Government departments and a rapidly growing number of local public service providers are progressing plans to adopt PSN standards and consume PSN-compliant services. Industry is responding to this by aligning its own investments with plans to provide better value telecommunications services that adhere to PSN standards.

Procurement Frameworks for PSN

Furthermore, the establishment of two major government procurement frameworks for PSN Connectivity and PSN Services during the course of 2012 will provide a simple and cost-effective way for public service providers to obtain PSN-assured services that will not only offer best value, but also ensure interoperability across the public sector and enable more

flexibility in the way we buy and share telecommunications services. It is hugely important now for both the public sector and the telecommunications industry to understand what the PSN is, how it works and what it enables so that they are able to establish their own plans for convergence to the PSN and ensure resources are no longer expended upon duplicated infrastructure, services and procurements”.

Source: Society of IT Managers

Appendix B: Key Issues

B1. Introduction

B1.1 This appendix supports Section 4, and summarises the key issues from the Strategic Review of Resources Report (V2.0, dated 11/06/2012)

B2. Key Issues

B2.1 The following issues have been brought-forward from Appendix E of the Strategic Review of Resources Report (V2.0, dated 11/06/2012). They have re-marshalled against the five headings that have used elsewhere – Strategy, Customers, People, Process, and Technology.

These are the issues that the Knowledge and Information Services team will use this KIS strategy to address.

No.	ISSUES
Strategy	
1	There is no up-to-date, comprehensive, coherent ICT Strategy for the organisation.
2	The ICT Strategy has no clear ownership or senior sponsor.
3	There is currently no effective ICT governance framework for direction, authorisation of ICT developments, applications development and management, or change management.
4	Sponsorship and ownership of projects has often not been clear, and changes of personnel have led to orphan projects.
5	BFRS lacks clear policy direction on the use of the internet, web access and social media sites, and its translation into a workable ICT practice.
Customers	
6	Personnel lack access to current and reliable information.
7	Elected Members do not currently have access to the systems for performance monitoring, as required by the CEO/CFO.
8	Users state that the system response is often very slow, especially for remote working, but even within the HQ building, which has led to awkward “work arounds”.
9	ICT support is not always as responsive as it should be to user requests, upgrade or development.
10	Operational users believe that there is a lack of understanding of the requirements of a 365-24-7 emergency service, especially with regard to out-of-hours cover, and a lack of understanding of the risks of failure - “a <i>gulf of appreciation</i> ”, as one user stated it. They point to a “ <i>not down to us</i> ” attitude. However, there are instances where the ICT Team have worked through the night to maintain an IT or Communication service, which is to be commended.
11	Some non-operational users likewise have expressed the view that the ICT Team does not have an appreciation of what is involved in their work and does not follow-up very well.

No.	ISSUES
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People

12	Due to a lack of support capacity, very little preventative maintenance has been carried-out, with the result that there are many sudden failures requiring reactive action from the team. There is also no strategic term of replacement for computers, with the result that some are as old as 7 years.
13	Whilst recognising the work being done by the various teams that are providing ICT services, a widely-held view is that there are inadequate skills, capability and capacity within the organisation to provide a more co-ordinated and comprehensive ICT function - including direction/management, systems analysis and design, information management, database management, supplier management, and SLA management - into the future.
14	It is not clear what resourcing requirements are required to support the Combined Control Room Project over the critical period to April 2014, or how much resource might be available in house, and how much will need to be procured from elsewhere.
15	The temporary contractual arrangements for most of the ICT team members has had, and will have, ramifications for staff motivation, retention, and the maintenance of a fit-for-purpose ICT complement.
16	There is inadequate resilience with regard to commitment to the organisation. There needs to be greater clarity about the support that is provided, both during office hours (08:00-18:30), and what on-call support is available for operational areas 24-7-365.

Process

17	There is no clear process for articulating the business needs in a form that can be translated into agreed and endorsed ICT developments.
18	Remote working, an important capability especially for operational officers, is not working as it should be (although it is reportedly better than it was)
19	A number of basic elements of support are not provided – e.g. a help page on the intranet with responses to frequently asked questions, and a list of people to talk to on specific topics.
20	It is not clear what the expectations of the organisation actually are in terms of ICT coverage and support, nor the extent to which the expectations are being met.
21	There is no formal programme of training and development for ICT personnel or those using ICT.
22	Historically, much of the application development has not followed a rigorous development methodology, with many of the aspects of good application development not in place, including outcome-based functional specifications, project plans, and a co-ordinated process.
23	With a few exceptions, processes have not been documented across the organisation. There are also no architectures for data, information, systems, or applications, to record the ICT environment and guide its development.

Technology

24	The ICT infrastructure and systems are often slow, unreliable and not easy to use.
25	ICT systems are not joined-up and interoperable, resulting in multiple manual entry of the same information.
26	System access is a major cause of frustration and irritation for many (though not all) members of the user community.
27	There has been a recognised lack of investment over a number of years, and the infrastructure does not

No.	ISSUES
	support the Service as it should.
28	The Performance and Intelligence Unit (PIU), which has developed or is developing a number of applications, is worried about reputational risk to itself due to the perception of the user community when presented with poorly functioning applications due to poor infrastructure.
29	Desktop upgrades are reportedly often not properly planned and implemented. Phased implementations sometimes leave desktops mutually incompatible, with applications and peripherals that no longer work.
30	There are issues with the pagers issued to retained fire fighting staff, because of patchy coverage, which can mean inefficient and potentially dangerous mobilisation. These problems apparently lead to the response that there is <i>"nothing you can do about that"</i> .
31	Poor communications mean that the reliability of remote access is still a significant issue. Connections frequently break down, meaning that users have to keep logging on with attendant delays, frustrations, and loss of productivity.
32	In addition to the patchy performance of the network communications, the mobile phone system (Vodafone-based) is reported to have poor coverage across the county, meaning that it is often hard to sustain conversations. Mobile phones often do not work in the secondary control room (on the HQ site) or even in the HQ building. Note however that these buildings have metal roofs and walls, which is a major challenge for communications.
33	Peripherals at stations are described by some users as poor.
34	There is currently no inventory of the computer systems and applications in use across BFRS.

Appendix C: Strategic Business Requirements

C1. Introduction

C1.1 This appendix supports Section 5, and summarises the Strategic Business Requirements, which provide a robust statement of the target future state towards which the Service is heading.

C2. SBR Statements

C2.1 The following Strategic Business Requirements have been brought-forward from Section 4 of the Strategic Review of Resources Report (V2.0, dated 11/06/2012). They were endorsed by the Senior Management Team in April 2012, and represent the target future state for the Service. For the purpose of this strategy, they have been re-ordered to map onto the outcomes through which they will be delivered, and the wording of a few of them has been refined without changing the intention behind them.

Headings	Description with 2013/2014 status
Strategy	1. There is a clear direction, ownership and sponsorship of ICT based on clear policy from the SMT and an up-to-date, comprehensive, coherent ICT Strategy for the organisation;
	2. ICT governance is effective, in the best interests of the Service, and at a level that it is unrestrictive to the business, whilst ensuring compliance and preventing malpractice;
	3. The ICT service has a constructive “voice at the table” at the appropriate level of seniority;
	4. The ICT service integrates with the Service’s value for money and continuous improvement priorities;
	5. The business needs of the organisation are supported in a proactive and positive manner, with business and ICT managers taking the Corporate Plans, and interpreting what they mean for ICT;
	6. The ICT service is provided through the most economic, efficient and effective sourcing routes, with a clear position on insourcing and outsourcing, as well as specific technologies;
	7. The ICT service is the centre of excellence that translates the strategy and policy into an action plan and helps to deliver it;
	8. All necessary functionality is provided simply, speedily, and with mobility fully supported, thus enabling a flexible work force to work remotely;

Customers	1. ICT governance is simple and effective (e.g. the organisation does not invest in new technology until a conscious decision is made that: a) the Service needs it; b) the Service doesn't currently have it; c) there is a sound business and financial case to support it); d) any new technology, wherever possible, integrates with and supports existing technologies;
	2. Communication methods and tools are developed and maintained;
	3. The 24/7/365 demands of Service Delivery are appreciated and supported, using priorities based on risk management;
	4. The outcome-based needs of the customers (i.e. operational and non-operational users, citizens, Elected Members, Directors, Managers) are identified, articulated, understood, delivered and monitored in a way that is flexible, future proof, and in line with Corporate and ICT strategies and business plans;
	5. The right balance is struck between usability and control of ICT systems, in which necessary controls are in place and ICT users understand their responsibilities to use the systems effectively, and to value the ICT service and systems (e.g. ICT system specification, use, security, data protection, and freedom of information);
	6. Operational risk information is always current, of high quality and available whilst responding to incidents, and management information more generally enables timely and sound decisions by managers;
People	1. The ICT service is robustly supported by senior management, who help to develop solutions with the assistance of super users;
	2. The ICT service has the right organisational structure, and is well-managed, motivated, recognised and rewarded, with high calibre leadership and management as well as high calibre and flexible technologists;
	3. ICT access is appropriate to managerial responsibility and/or role requirements;
	4. The ICT service is appropriately resourced, professional in its experience, credible in the eyes of its customers, and with the capacity to provide all necessary support and development;
	5. The ICT service provides a check and balance mechanism, by examining any proposed ICT solutions for compliance with the ICT Strategy and advising accordingly;
	6. The ICT service takes responsibility for the organisation being able to do its work, and provides solutions;

	7. The ICT service challenges and offers potential solutions where it believes that the organisation is not maximising its potential;
	8. The ICT service is routinely up-skilled as requirements change and new technologies are identified;
	9. The ICT service is customer-centric, supportive, approachable, engaging, enabling, and “can do”;
Processes	1. Activities and contracts not aligned with the Strategic Business Requirements are stopped;
	2. The Service has a reliable, robust and integrated solution for disaster recovery and business continuity;
	3. A clear process is developed and maintained for articulating the business needs and business processes in a form that can be translated into agreed and endorsed ICT developments;
	4. ICT systems and processes are so good that they are invisible, joined-up as appropriate, and support the needs of the organisation in a user-friendly, fast, reliable, and interactive manner;
	5. Contracts are proactively managed to ensure that what is agreed, is delivered;
	6. Project, programme and portfolio management are established and robust;
	7. All procurements of ICT products and services are driven by organisational needs, achieve value for money in terms of whole life costs, and meet business priorities;
Technology	1. Architectures are developed, documented and maintained for information, systems, networks, processes, data and applications to record the ICT environment, and guide its ongoing development;
	2. Real time access to operational information is available in all endorsed modes, including desktops, laptops, pagers, mobile phones, and vehicle mobile data terminals;
	3. The ICT service is proactive in providing technology to take away the low value activities, and in doing so delivers better value for money;
	4. The Service has a reliable and robust infrastructure;

	5. Re-keying of information is eliminated by automated processes and interfacing ICT systems, ensuring that data are accurate, reliable, consistent and current, and enabling the provision of timely reports and performance information;
	6. ICT systems and configurations interface electronically in a seamless manner, enabling the organisation to be joined up and standardised;
	7. Access (as evaluated by customers) to all ICT applications within the organisation and between agencies is fast, simple, intuitive, reliable, responsive and secure;
	8. A high level of performance is available at all locations and patchy coverage is eliminated.

Appendix D: Map of SBRs onto Outcomes

D1. Introduction

D1.1 This appendix supports Section 6, and maps the Strategic Business Requirements onto Outcomes that will be necessary to deliver the Strategic Business Requirements.

S1	There is a clear direction for KIS based on clear policy from the SMT, and an up-to-date, comprehensive, coherent KIS Strategy for the organisation.	S1a S1b	Clear policy and direction for KIS from SMT An up-to-date, comprehensive, coherent KIS Strategy is in place	Service policy S1a
S2	KIS governance is effective, in the best interests of the Service, and at a level that is unrestrictive to the business, whilst ensuring compliance and preventing malpractice.	S2	KIS governance is simple, effective & unrestrictive, whilst ensuring compliance	SBRs S2 and C1 merged
S3	The Knowledge and Information service has a constructive “voice at the table” at the appropriate level of seniority.	S3	KIS is represented at the right managerial level	
S4	The Knowledge and Information service integrates with corporate priorities on value for money and continuous improvement.	S4	KIS integrates with corporate priorities on VFM & continuous improvement.	Corporate priorities
S5	The business needs of the organisation are supported in a proactive and positive manner, with business and KIS managers taking the Corporate Plans, and interpreting what they mean for KIS.	S5a S5b	The Corporate Plans are interpreted by KIS Business needs are proactively supported	S1b S1b, C4a
S6	The Knowledge and Information service is provided through the most economic, efficient and effective sourcing routes, with a clear position on insourcing, outsourcing and shared services, as well as specific technologies.	S6	The KIS is provided through the most economic, efficient & effective sourcing routes	
S7	The Knowledge and Information service is the centre of excellence that translates the strategy and policy into an action plan and helps to deliver it.	S7	KIS is established as a centre of excellence	All preceding outcomes
S8	All necessary functionality is provided simply, speedily, and with mobility fully supported, thus enabling a flexible work force.	S8	KIS functionality is provided simply, speedily, with mobility fully supported	All preceding outcomes

C1	KIS governance is simple and effective, e.g. the organisation does not invest in new technology until a conscious decision is made that: a) the Service needs it; b) the Service does not currently have it; c) there is a sound business and financial case to support it; d) the organisation has the resources to implement it; e) any new technology, wherever possible, integrates with and supports existing technologies.	C1	KIS governance is simple, effective & unrestrictive, whilst ensuring compliance & preventing mal practice	SBRs S2 and C1 merged
C2	Communication methods and tools are developed and maintained.	C2	Communication methods & tools are developed & maintained	
C3	The 24/7/365 demands of Service Delivery are appreciated and supported, using priorities based on risk management.	C3	KIS appreciates & supports the 24/7/365 demands of Service Delivery	What are these 24/7/365 demands?
C4	The outcome-based needs of the customers are identified, articulated, understood, delivered and monitored in a way that is flexible, future proof, and in line with the Corporate and KIS Strategies and Business Plans.	C4a	The outcome-based customer needs are identified, understood articulated & planned	S5 and C3
		C4b	The outcome-based customer needs are being delivered & monitored	C4a
C5	The right balance is struck between usability and control of Knowledge and Information systems, in which necessary controls are in place and KIS users understand their responsibilities to use the systems effectively and to value the Knowledge and Information service and systems (e.g. ICT system usage, security, data protection, and freedom of information).	C5a	Right balance is established between KIS usability and control - protocols.	S1a, S1b, S2/C1. Need rules of the game. Need for training.
		C5b	Right balance is established between KIS usability and control - technology	C5a
C6	Operational risk information is current, of high quality and available whilst responding to incidents and management information more generally enables timely and sound decisions by managers.	C6a	Operational risk information is current & available	Depends on where NFRS is now.
		C6b	Information enables timely & sound decisions	S1b, S5b, C4a, C4b, C6a, Pr3, T1, T2

P1	The Knowledge and Information service is robustly supported by senior management, who help to develop solutions with the assistance of super users.	P1	KIS is robustly supported by senior management	S1a, S2/C1
P2	The Knowledge and Information service has the right organisational structure, and is well-managed, motivated, recognised, and rewarded, with high calibre leadership and management, as well as high calibre and flexible technologists.	P2a P2b P2c P2d P2e	KIS has right structure (interim) New Head of KIS is in place KIS is well-managed, motivated & recognised KIS has high-calibre leadership, management & technologists KIS has right structure (long term)	S1b, S2/C1, P2b P2a, P2b S2/C1, P2a, P2b S2/C1, P1a, P1b S1b, S2/C1, P2a-d
P3	KIS access is appropriate to managerial responsibility and/or role requirements.	P3	KIS access is appropriate to responsibilities/roles	C5a
P4	The Knowledge and Information service is appropriately resourced, professional in its experience, credible in the eyes of its customers, and with the capacity to provide all necessary support and development.	P4a P4b	KIS is appropriately resourced KIS is professional & credible	P2a, P2b
P5	The Knowledge and Information service provides a check and balance mechanism, by examining any proposed KIS solutions for compliance with the KIS Strategy and advising accordingly.	P5	KIS scrutinises proposed solutions for strategic fit	S1b, C4b, T1
P6	The Knowledge and Information service takes responsibility for the Service being able to do its work, and provides solutions.	P6	KIS takes responsibility for Service being able to do its work	S1b, S2/C1, P2d
P7	The Knowledge and Information service challenges and offers potential solutions where it believes that the organisation is not maximising its potential.	P7	KIS challenges & offers solutions to managers	S1b, S5b, C4b, T1
P8	The Knowledge and Information service is routinely up-skilled as requirements change and new technologies are identified.	P8	KIS routinely up-skilled with changes to requirements & technology	P2, P4
P9	The Knowledge and Information service is customer-centric, supportive, approachable, engaging, enabling, and “can do”.	P9	KIS is customer-centric, enabling, & “can do”	P1-8

Pr1	Activities & contracts not aligned to SBRs are stopped	Pr1	Activities & contracts not aligned to SBRs are stopped	
Pr2	The Service has a reliable, robust and integrated solution for disaster recovery and business continuity.	Pr2	Service has a robust & integrated solution for disaster recovery & business continuity	
Pr3	A clear process is developed and maintained for articulating the business needs and business processes in a form that can be translated into agreed and endorsed KIS developments.	Pr3	Clear process is in place for articulating business needs & translating them into KIS developments	S2/C1, P1
Pr4	Business systems and processes are so good that they are invisible, joined-up as appropriate, and support the needs of the organisation in a user-friendly, fast, reliable, and interactive manner.	Pr4a Pr4b Pc4c	Business processes are defined Business processes & systems are joined-up as appropriate Business processes & systems are user-friendly, fast, & reliable	S1b, T1 S1b, T1 S1b, T1
Pr5	Contracts are proactively managed to ensure that what is agreed, is delivered.	Pr5	KIS contracts are proactively managed	Could be < 6mth.
Pr6	Project, programme and portfolio management are established and robust	Pr6	Project, programme and portfolio management are established & robust	S2
Pr7	All procurements of KIS products and services are driven by organisational needs, achieve value for money in terms of whole-life-costs, and meet business priorities.	Pr7	KIS procurements are driven by VFM and whole-life-costs	S1b, C4b, P5

T1	Architectures are developed, documented and maintained for information, systems, networks, processes, data and applications, to record the KIS environment, and guide its ongoing development.	T1	Architectures are developed, documented & maintained for the KIS environment	S1b, C4a
T2	Real time access to operational information is available in all endorsed modes, including desktops, laptops, pagers, mobile phones, and mobile data terminals.	T2	Access to operational information is available in all endorsed modes	S1b, C6a
T3	The Knowledge and Information service is proactive in providing technology to take away the low value activities, and in doing so delivers better value for money.	T3	KIS provides technology to take over low value activities	S1b, S5b, C4a
T4	The Service has a reliable and robust Information and IT infrastructure.	T4	Information and IT infrastructure is reliable & robust	
T5	Re-keying of information is eliminated by automated processes and interfacing business systems, ensuring that data are accurate, reliable, consistent and current, and enabling the provision of timely reports and performance information.	T5	Information re-keying is eliminated	S1b, T1, T4
T6	Knowledge and Information systems and configurations interface electronically in a seamless manner, enabling the organisation to be joined up and standardised.	T6	Knowledge and Information systems interface electronically	S1b, T1, T4
T7	Access (as evaluated by customers) to all business systems within the organisation and between agencies is fast, simple, intuitive, reliable, responsive and secure.	T7	Business system access is fast, simple, intuitive, reliable, responsive, secure & appropriate to role	S1b, C4a, T1-6
T8	A high level of performance is available at all locations and patchy coverage is eliminated.	T8	High level of business system performance is available at all locations	S1b, C4a, T1-6