



South Yorkshire Fire & Rescue

WORKING FOR A SAFER
SOUTH YORKSHIRE

ICT STRATEGY 2010-2015

August, 2010

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Foreword

The main purpose of this document is to set out quite clearly what ICT objectives we want to achieve and why. We have examined what has been achieved to date and unashamedly identified areas that are proving to be barriers to the effective and efficient use and development of ICT resources. As a result the strategy contains clear actions to overcome these barriers and to achieve continuous improvement.

Along with the rest of the public sector, the Fire Authority is facing huge challenges due to a 'squeeze' on public sector finances. The development of this new ICT strategy sends a clear signal that this Service recognises the importance of ICT and the key role it has to play in a high performing organisation that is striving for improvement and efficiencies. Any reader of this document may be assured that the Service is fully supportive and committed to delivering this strategy

Mark Smitherman
Chief Fire Officer

PART 1

Our Vision:

“Working for a Safer South Yorkshire”

Our Commitments:

The Corporate Plan 2008-2011 outlines what the Service aims to achieve by identifying a series of eight commitments.

Commitment Number 1:

We are committed to reducing deaths and injuries and safeguarding property.

Commitment Number 2:

We are committed to responding quickly and effectively to emergencies and other requests for assistance.

Commitment Number 3:

We are committed to helping build stronger communities and a safer environment for people to live and work.

Commitment Number 4:

We are committed to helping our communities thrive and prosper.

Commitment Number 5:

We are committed to attracting, developing and retaining people with the right skills, knowledge and values to deliver what matters.

Commitment Number 6:

We are committed to providing a professional fire and rescue service to the highest standard.

Commitment Number 7:

We are committed to managing our resources effectively and responsibly.

Commitment Number 8:

We are committed to excellent performance.

The Corporate Plan establishes for each commitment a series of objectives. In this ICT Strategy, we identify how each of the main ICT aims support these over-riding commitments and objectives.

Mission Statement:

To provide a forward looking, progressive and resilient ICT service, which uses industry wide best practice and methodologies to embrace any new technologies which will facilitate SYFR in providing a quality service.

PART 2

The Need for an ICT Strategy

The nature and role of ICT within South Yorkshire Fire and Rescue has, and will continue to change rapidly. There are increasing pressures on Fire and Rescue Services to improve their overall performance and quality of services, whilst at the same time controlling costs and demonstrating that best value is being achieved.

Changes in legislation and a series of national projects and initiatives are radically changing the way in which services are delivered and how we transact and interact with the community, whilst the desire for joined-up government and closely integrated systems has inevitably led to greatly increased complexity of ICT systems and infrastructures. The ICT strategy acts as a key enabler for business change and service transformation. It also sets out a clear strategic direction in the provision of ICT services.

We do recognise that our Vision will present a significant level of challenge to achieve in full, but we are confident that with this strategy we have laid firm foundations and defined a clear, corporate framework specifying how ICT will be implemented and managed to take the organisation forward over the next five years, supporting the fundamental change in the way in which the organisation operates and how services are delivered.

Aims of the Strategy

The high level aim of the Strategy is to provide a clear focus for our ICT activities in order that officers, members, partners and the general public may have clear guidance and confidence that we know as an organisation where we are, what we want to achieve and how we are going to achieve it.

In particular the strategy aims to:-

- Support SYFR's corporate aims and objectives through the best use of information technology and ensure ICT capabilities are aligned with business strategies and organisational development
- Ensure ICT plays a key role as a facilitator in the organisation
- Maximise the benefits, improvements and efficiencies from the latest information technology developments.
- Provide a road map for the development of ICT within SYFR with milestones against which performance can be managed.
- Set clear expectations against which the ICT Section can deliver, linked closely to the strategic aims of the service.
- Increase customer and stakeholder satisfaction.
- Ensure seamless integration with other organisations, agencies and partner systems.
- Encourage long-term and innovative thinking.
- Enable SYFR to conform to National ICT Standards and legislation for public sector organisations as defined by the relevant Government Departments and respond in a timely manner to changes in technology.

PART 3

Main ICT Aims

This strategy details how we can apply and develop Information and Communication Technology (ICT) in South Yorkshire Fire and Rescue to support the delivery of our Corporate and Service objectives and priorities, enable change and drive forward improvement.

This strategy is not a technical ICT Strategy. It is an ICT Strategy for the organisation rather than for the ICT Department. It will require commitment and co-operation from all Directorates, officers and members to deliver what is an ambitious programme of work.

A number of issues have been identified which have shaped the scope and priorities that need to be addressed by this strategy. The main ICT aims have been considered under three broad headings:-

Section 1 – Delivering Our Service

Section 2 – Working with our Community

Section 3 – Our Staff and How we Work

Under each of these main groupings, we examine key ICT elements, identify in a simple tabular format what we are doing now, what is or isn't working well and how we aim to improve.

In order to achieve some of these aims there may well be a requirement to support this Strategy with the development of specific policies. Such policies will be identified and brought forward for development as and when required as part of the annual business process.

There are aspects of the Strategy that may require specific funding. These are shown highlighted throughout the document and will form the subject of business case bids for finance at the appropriate time.

PART 3 – Section 1

DELIVERING OUR SERVICE

We are committed as an organisation to use ICT to provide SYFR with an efficient and effective medium that aims to support high quality service delivery, which will provide flexibility and capacity for continuous improvement.

Issues for consideration are:

Mobilising our Resources

Back Office Support

Providing the Right Information



Techmate
Techmate

MOBILISING OUR RESOURCES

MAIN AIM

Develop and maintain an ICT Service that is capable of delivering high quality and cost effective services that meet the needs of the organisation and the community.

The Fire Service employs a wide range of staff, all who have different communication and support needs in order to undertake their role. It is ICT's responsibility to support the delivery of our corporate and service objectives and to do this, we must ensure that we have robust technology (both hardware and software) available as appropriate.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
The organisation is committed to ensure that personnel are provided with the equipment, systems and tools necessary to deliver quality services to the community	Challenged to do more with less	<p>Continue technology refresh and rolling programme of replacement equipment</p> <ul style="list-style-type: none"> • Provide an accessible list of equipment that is intended to be replaced and when • Annual User Satisfaction Survey to determine change in user requirements • The use of "Techmate" will be promoted to assist with end user training needs. 	<p>Ongoing</p> <p>2011/12</p> <p>2011/12</p> <p>2011/12</p>
A resilient communications infrastructure (network links) has been implemented which underpins all our business systems, our office tools and increasingly our interface with customers	Increased demand for ICT systems to meet business needs may create issues around network speed.	<p>Maintain a flexible and responsive ICT infrastructure through the adoption of standards and integration of systems</p> <ul style="list-style-type: none"> • 6 monthly review of usage. If 85% capacity, seek increase in bandwidth 	2010/11
A formal homeworking policy has been developed and a solution has been put in place that allows users to access the corporate network from remote locations using a number of different access levels	Currently there are approx. 100 members of staff who use the remote access facility to meet their flexible working requirements. However, there is a need to support more flexible working by recognising the individual requirements of office based, "hot-desking" and mobile working	<ul style="list-style-type: none"> • Will investigate and implement new desk based technology that will provide greater freedom of access within the office environment utilising wireless network capabilities • Explore opportunities presented by Windows 7 "Direct Access" for remote working. This will increase flexibility to deliver services across a variety of locations. Introduction of extended 	<p>2011/12</p> <p>2011/12</p>

		<p>remote working <u>subject to separate Corporate Policy decision.</u></p> <ul style="list-style-type: none"> Investigate the introduction of “unified communications”, a method of consolidating telephony, voicemail, and e-mail systems making it easier for users to communicate with one another whether or not they are sat at their desk. 	2011/12
For major projects ICT form part of project team	Lack of ICT involvement at an early stage where they could clearly have made a significant contribution	Seek changes to internal procedures which requires ICT/Asset Management sign off prior to purchase	2010/11
The proposed Regional Control Centre,(awaiting final decision on opening) based in Wakefield, will handle emergency calls for all four Fire and Rescue Services in the Y&H Region. A total of nine Control Centres with major ICT systems will replace the existing 46 local fire service control rooms across the country	<ul style="list-style-type: none"> No current interface with our internal software systems that permits the efficient transmission of data to Regional Control. Ownership of data will need to be considered 	Adoption of appropriate software termed “middleware” as and when final decision made on the opening of the RCC	2011/12



Regional Control Centre for the Yorkshire and Humber Region based in Wakefield, West Yorkshire



Links to Our Corporate Plan 2008- 2011

This will support the following strategic objectives:

- Risk reduction (Commitment 1)
- Managing our resources effectively and responsibly (Commitment 7)

BACK OFFICE SUPPORT

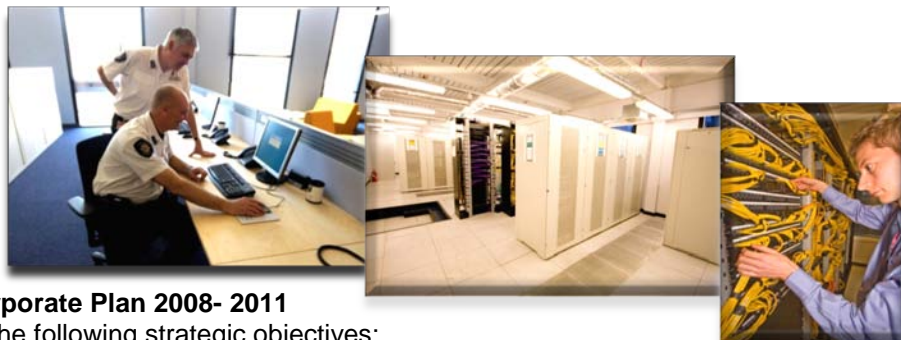
MAIN AIM

To ensure the ICT Section acts as the “focal point” for all computer services provided to users with regards to ICT related enquiries and requests

When a user has a problem, complaint or question, they want answers quickly. The ICT Section provides a vital day-to-day contact point between users and suppliers, not only handling problems, but providing an interface for other activities such as maintenance contracts, software licences, service level management and preventative management.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
The establishment of the ICT service desk for the management of ICT related problem management, support and enquiries has already led to an improved level and quality of service	Further development and resources will be necessary to support the expanding user-base and the overall increasing level of ICT throughout the organisation	Continue to promote and channel calls to the corporate service desk in order to provide an efficient, centralised service that is responsive to user requirements	2011/12
		<ul style="list-style-type: none"> Implement “self-service” options that allow end-users to report, track, trace and escalate problems through the corporate Intranet. 	2012/13
		<ul style="list-style-type: none"> Continue to maintain alignment with “Service Management” following the ITIL (IT Infrastructure Library) Good Practice model. 	Ongoing
We replace back office systems e.g. services and associated infrastructure when they become incapable of meeting changing needs.	Retention of infrastructure for too long hinders ICT opportunities	Annual staff survey and user requirements will provide a complete picture of where we need to focus our efforts and prioritise our resources with regards to satisfaction and functionality of systems The following processes have been identified: <ul style="list-style-type: none"> Migration to Windows 7 Upgrade to IE8 Upgrade to Exchange 2010 Preparation of rolling programme for deployment of thin client technology 	2010/11 2010/11
A comprehensive document management system is currently	Not rolled out to everyone and there is a lack of understanding of usage.	<ul style="list-style-type: none"> Undertake a review of Document Management System 	2010/11

deployed.	Is it fit for purpose Need for common ICT to support information sharing and provision in the form of document and records management system	<ul style="list-style-type: none"> Implement any identified Document Management improvements Roll out to Training and Development Centre (TDC) 	2011/12 2011/12
We backup and maintain our systems to ensure the security, availability and recoverability of data and applications within SYFR	Reliance on ICT Staff to recover data deleted by users	<p>Investigate other ways of keeping data secure</p> <ul style="list-style-type: none"> Implement Microsoft "Data Protection Manager" to provide an extra more proactive layer of backup and allow users to "self-recover" deleted data Implement a more robust "patching" regime using Microsoft Windows Server Update Services (WUSUS) By using WSUS, we can fully manage the distribution of updates and security patches that are released through Microsoft to computers in our network. 	2011/12 2010/11
Users have a variety of desktop packages e.g. Microsoft Office, Microsoft Project, Integra, IRS etc.	No commonality throughout the organisation leading to difficulties of upgrade	As part of rolling programme replacement, a standard desktop is to be installed. Any additions will be subject to managers approval	2012/13
Our workforce uses a variety of mobile devices including mobile phones, blackberry's, PDA's	<p>Increasing need for a more flexible and mobile workforce</p> <p>Are there too many different forms of communications equipment?</p>	<p>Continue use of Government Contract for mobile devices to ensure set up costs are kept low and network security is not compromised</p> <ul style="list-style-type: none"> Review options for consolidation and roll-out as applicable of mobile devices 	2011/12



Links to Our Corporate Plan 2008- 2011

This will support the following strategic objectives:

- Providing a professional fire and rescue service (Commitment 6)
- Managing our resources effectively and responsibly (Commitment 7)

PROVIDING THE RIGHT INFORMATION

MAIN AIM

Have the appropriate ICT in the right location providing the most relevant up to date information to users

Information is recognised by South Yorkshire Fire and Rescue as a critically important resource. Accessible, accurate and up-to-date information is essential to enable informed effective decision making.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
Current intranet developed for internal communication and information in the last 3-4 years.	Current Intranet not meeting user needs	<ul style="list-style-type: none"> Commit ICT resources to internal project team for re-design of Intranet Schedule another review and refresh for 3 years time 	2010/11 2012/13
The ICT Section has consistently looked to consolidate legacy technologies and business systems to remove duplication, reduce costs and standardise systems & processes.	<p>Lack of corporate design, with databases holding duplicate information.</p> <p>Legacy systems not suitable for latest operating system</p>	<p>Work with Functional Heads and Service Managers to complete standardisation and rationalisation process which will take place over a 5 year rolling programme that is to be publicised for internal reference</p> <p>(25% each year)</p>	2012/13
<p>Information is recognised by SYFR as a critically important resource. Accessible, accurate and up-to-date information is essential to informed effective decision making,</p> <p>The organisation strives only to retain information which is relevant and up to date</p>	Information may be stored in silos	Develop, in conjunction with review of Document Management, a Corporate Policy on Records Management to conform with the existing and developing standards and legislation	2012/13
We use information systems such as Local Area Statistics Online Service (LASOS), Acorn data (Lifestyle Groups) and other sources to inform our knowledge of our local communities	Reliant upon the co-operation of external organisations	Review and update, as appropriate, information sharing agreements with our partners to increase our knowledge and understanding of local communities and 'at risk' vulnerable groups	2012/13
In pursuit of closer integration and re-use of common core data,	Databases must conform to established and emerging government standards.	Ensure updates from SYFR are passed to the National Land and Property Gazetteer (NLPG)	2011/12

reference databases will be developed using a single property database called "Compass".		on a regular basis	
ICT support the transfer and management of information between the Front and Back Office (including information transfer to the fireground). Even before crews arrive, they will, via the MDT, have an understanding of the incident, allowing them to act immediately in full knowledge of where intervention is needed and where the risks are located.	Risk Critical Information is needed to ensure safety of crews – This needs to be kept up to date. Is ICT undertaking core business activity?	<ul style="list-style-type: none"> • In consultation with the Operational Assurance Team (OAT), continue to distribute risk critical information to the Mobile Data Terminal (MDT) located in the Fire Appliance, via the wireless network until RCC • Consult with OAT regarding phasing out of risk plans • Investigate new functionality brought by upgrading the software on the MDT to the latest version (this will provide real time data on appliance movements, improved callout and status). 	2011/12 2011/12 2010/11



Links to Our Corporate Plan 2008- 2011

This will support the following strategic objectives:

- Risk reduction (Commitment 1)
- Responding quickly and effectively to emergencies (Commitment 2)

PART 3 – Section 2

WORKING WITH OUR COMMUNITY

Historically, ICT Strategies have tended to be inwardly focussed with little reference to the wider needs of the community.

In line with the guidelines for the Transformational Government programme, we are radically changing the way in which we transact and interact with the community. The use of ICT to open up new electronic service and communication channels and provide community access to the Internet services and associated advice is fundamental to our corporate vision.

Issues for consideration are:

[**Partnership Working**](#)

[**Regional National Perspective**](#)

[**Supporting Local Initiatives**](#)

PARTNERSHIP WORKING

MAIN AIM

Collaborate on the joint usage of ICT equipment/systems to ensure seamless integration with other organisations, agencies and partners thus avoiding both duplication of data and processing of information

ICT is a key enabler in supporting collaboration both between internal departments and partner organisations such as Police, Health, Local Authorities and Central Government. This presents a variety of challenges in that there will be requirements to share infrastructure, business systems and information in a seamless and secure manner.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
The adoption of recognised ICT standards ensure that the Service's and our partner organisations' ICT networks are compatible with one another and that information can be easily interchanged.	ICT not viewed as core business priority Lack of funding	Attend any relevant meetings and actively participate in focus groups to support community based networks and initiatives <ul style="list-style-type: none"> Work with both public and private sector organisations to develop opportunities for shared service delivery Keep the ICT Strategy under review and updated to reflect both internal and external drivers for change over the coming years 	Ongoing
We take into account special needs of our stakeholder groups so they are not excluded from new electronic services	Cut ourselves off from the public by making our ICT products or services hard to access or use May be difficult to attract, retain or get the best performance from employees as they cannot access or use ICT essential to their work.	Ensure any new corporate policies are equality impact assessed and any new ICT systems meet required accessibility standards Maximise employee engagement and participation by utilising the servicedesk as a single point of contact providing advice on wider aspects of ICT accessibility solutions	Ongoing
We provide access to free-to-use Fire Service information and advice		Publish all relevant information on the Service's Web site www.syfire.gov.uk <ul style="list-style-type: none"> Liaise with Corporate Administration/Comms to periodically review content and functionality of website 	2010/11 Ongoing

<p>We work closely with our key suppliers to keep abreast of technology developments and also to ensure best value for SYFR. We feature in case studies and act as a reference site for some key technologies. As well as raising the profile of SYFR, this partnership approach also provides us with access to expertise and support with new technologies</p>	<p>The level and complexity of current and future ICT projects cannot be delivered in full with only SYFR resources</p>	<p>We will continue to manage and develop these relationships with our key suppliers and partners whilst ensuring robust contract management arrangements are in place</p>	<p>Ongoing</p>
<p>There are a number projects which are currently being developed with our Partner organisations as follows:</p>			
<p>An initiative jointly funded by the Local Councils and the EU is providing access to the Internet and Community web services and skills in the most deprived wards of the city through multi-media internet kiosks and community web developments.</p>	<p>Resources may not be available to share workload</p>	<p>The use of ICT will be used to open up new electronic service and communication channels and provide community access to the Internet services and associated advice which is fundamental to our corporate vision</p> <ul style="list-style-type: none"> • ICT to seek 12 month forward looking action plan to assist with planning and resources 	<p>Ongoing</p> <p>2011/12</p>
<p>We are currently establishing a "South Yorkshire Co-ordinating Centre (SYCC)" at our Training and Development Centre</p>	<p>Make sure systems and infrastructure remain fit for purpose</p>	<ul style="list-style-type: none"> • Utilise SYFR's existing licence agreements to provide remote access for Local Authorities during a multi agency incident • Provide training and support relating to the "Vector" incident command system to be used by SY Police, LA's and the Ambulance Service • Provide support for simulation testing exercises 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>SYFR is implementing a highly resilient satellite-based communications</p>	<p>Only Fire Service in UK to implement this system (usually Police Forces) –</p>	<ul style="list-style-type: none"> • Undertake site survey • Establish cabling and power 	<p>2010/11</p> <p>2010/11</p>

<p>network that is independent of the main UK telephone network. It is an “always available” system that will be used in any emergency event where normal communications are severely disrupted such as telephone and mobile phone networks</p>	<p>steep learning curve</p>	<p>requirements from the equipment rack to the end user equipment</p> <ul style="list-style-type: none"> • Undertake user training 	<p>2011/12</p>
<p>We are working with the Red Cross Fire and Emergency Support to ensure they are able to be contacted when required to attend emergency incidents</p>	<p>The existing pager system is no longer fit for purpose</p>	<p>A new system “Page One” is to be implemented</p>	<p>2010/11</p>



Links to our Corporate Plan 2008- 2011

This will support the following strategic objectives:-

- We are committed to managing our resources effectively and responsibly (Commitment 7)

REGIONAL/NATIONAL PERSPECTIVE

MAIN AIM

Collaborate on regional and national projects and initiatives combining technology and innovation to improve public services

We already participate, where appropriate, in collaborative ICT procurement both on a regional and national level for example ICT training. We need to do more and identify opportunities not just for procurement but potentially joint implementation, support arrangements and hosting of systems and technologies.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
The ICT Manager is a member of the Chief Fire Officers Association (CFOA) ICT Managers Group. National issues with regards to ICT are handled within this Group.	Having certainty of the issues needing to be raised	Introduce 6 monthly consultation sessions within SYFR to establish issues that need to be raised at CFOA via Corporate Management Board Report	2011/12
We sit on the Regional ICT Common Services Group which promotes, manages and supports collaborative and aggregated working, for all 4 Y&H services.	Having sufficient influence on Regional ICT issues	<ul style="list-style-type: none"> Investigate key priority areas relating to regional collaboration for major ICT system procurement 	2011/12
		<ul style="list-style-type: none"> Progress key findings from Regional Review, in particular explore opportunities for shared data centre with region and public sector partners 	2011/12
		<ul style="list-style-type: none"> Populate the ICT Common Services Portal with relevant documentation to assist collaboration 	2010/11
ICT are currently involved in a number of work streams as follows:			
SOCITM Benchmarking exercise for Fire Service performance monitoring	Lack of agreement and consistency of data	Establish working group to formulate and agree key performance indicators	2010/11

HMG Security Framework	Lack of resources for implementation	<p>Full compliance with HMG Security Policy</p> <ul style="list-style-type: none"> • Annual security testing of systems • Work towards the standards set in ISO 27001 for information security management • Update the existing ICT Security Policy and develop a robust Information Security Policy to safeguard SYFR's information assets and personal information and ensure GCSX Code of Connection compliance 	<p>2011/12</p> <p>2011/12</p> <p>2011/12</p>
Protective Marking Strategy	Lack of resources and funding	<ul style="list-style-type: none"> • Adoption of Regional Strategy • Implementation of software system to allow documents to be automatically protectively marked 	<p>2011/12</p> <p>2011/12</p>
We are working towards complying with the Government's Code of Connection (GCSx Compliance) to provide SYFR and our partners the ability to share information in a standardised secure environment.	<p>Risk of data loss.</p> <p>In some organisations, this has resulted in the Information Commissioner (ICO) beginning to enforce fines of up to £500,000 for breaching regulatory compliance mandates</p>	<ul style="list-style-type: none"> • Implement new security software solutions which are configured to meet the requirements for GCSx 	2011/12

Links to Our Corporate Plan 2008- 2011

This will support the following strategic objectives:

- Risk reduction (Commitment 1)
- Responding quickly and effectively to emergencies (Commitment 2)

SUPPORTING LOCAL INITIATIVES

MAIN AIM

Assist South Yorkshire Fire and Rescue and its partners in delivering the wider issues that contribute to safety in the community as a whole.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
<p>We provide IT and communications equipment for use by:</p> <ul style="list-style-type: none"> • Fire Cadets 	Lack of knowledge of requirements for future	ICT will review all business plans annually, seeking out proposals in order to consider support	Ongoing
<p>We provide ICT facilities in shared Community Rooms at suitable Fire Stations within South Yorkshire</p>	<p>Lack of forward planning</p> <p>Not sufficient ICT infrastructure to accommodate user requirements</p>	<p>ICT will review all business plans annually, seeking out proposals in order to consider support</p> <p>Continue to work with Property Services to improve early consultation arrangements</p>	Ongoing
<p>We provide equipment and support for various ad-hoc safety initiatives such as:</p> <ul style="list-style-type: none"> • Dark Nights • Crucial Crew • Lifewise 		ICT will review all business plans annually, seeking out proposals in order to consider support	Ongoing



Links to Our Corporate Plan 2008- 2011

This will support the following strategic objectives:

- Risk reduction (Commitment 1)
- Managing our resources effectively and responsibly (Commitment 7)

PART 3 – Section 3

OUR STAFF AND HOW WE WORK

ICT, by its very nature of technological improvements, requires a high level of skill that should be continually developed.

The ICT team are proud to belong to SYFR, very proud of what they have achieved and are passionate about what they do. We are committed to ensuring that staff who engage in ICT service delivery have adequate training, who aspire for continuous improvement and where information and advice is freely available.

Issues for consideration are:

[Ability and Capacity](#)

[Risk and Governance](#)

[New Opportunities](#)

[Value for Money](#)

[The Environmental Agenda](#)

ABILITY AND CAPACITY

MAIN AIM

To implement a structured approach to education, training and development to ensure there is increased knowledge and skills for all those staff involved in ICT Support

One of the key principles in developing a successful ICT service is the ability to maximise resources and capacity in terms of staff, skills and technology. We need to provide appropriate training and the right tools to ensure that ICT staff are highly productive and that they possess the necessary skills and knowledge to enable them to provide advice and support.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
The team have broad technical skill sets that appear to meet the current needs of the organisation providing a high degree of resilience	Do we have right skills to meet future challenge?	Build on the skill sets that already exists within the Section <ul style="list-style-type: none"> Encourage dissemination of knowledge between staff via team meetings and shadowing as appropriate 	Ongoing
Personal Development Reviews (PDR's) are undertaken for all staff on an annual basis	There may be a lack of Training Opportunities if no funding available	Maximise opportunity to attend internal training events e.g. Health & Safety, Equality and Diversity etc. and prioritise subject areas for external training	2010/11
The ICT team have worked together for a long time which has given them time to build a good relationship with each other and provide excellent support for each other (see IDEA Review). However, we must ensure that the ICT staff have appropriate skills and knowledge to provide professional advice and support. We are committed therefore to the introduction of a professional framework for ICT staff	Lack of succession planning represents a risk to service delivery	Enhance the professionalism & effectiveness of ICT Team <ul style="list-style-type: none"> Identify any core competencies required Implement the Skills Framework for the Information Age (SFIA) which has been developed by the British Computer Society and adopted by many local authorities and all central government departments for their ICT staff. It is acknowledged as a best practice model 	2011/12 2011/12 2011/12
When required, we will use Specialist ICT Consultants to assist in major projects	ICT being a wide subject area, not all knowledge is available in house	At project initiation stage, ICT to assess and advise specialist areas where ICT support is required <ul style="list-style-type: none"> Project procedures to be amended to reflect this 	Ongoing 2010/11

		requirement <ul style="list-style-type: none"> • Arrange specific Technical ICT training as required 	Ongoing
Membership of the Government ICT Profession is strongly encouraged	Staff may not be self-motivating	Renew membership on an annual basis	Ongoing
Activity recording sheets are completed by the ICT Staff	Is the ICT Section of the correct size to meet current and future workloads	Quarterly update reports will identify areas of activity and resource issues	2011/12

Links to our Corporate Plan 2008- 2011

This will support the following strategic objectives:-

- Attracting, developing and retaining people (Commitment 5)

RISK AND GOVERNANCE

MAIN AIM

To make sure that suitable controls are in place to maintain consistent high standards and to ensure there is a managed approach to risk reduction

The ICT Section manages all ICT related processes such as Information Security and Business Continuity Management and ensures compliance with any new legislation which may be relevant to the organisation. An ICT risk register is maintained which identifies, assesses and maps controls to minimise impact of risks to the organisation.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
<p>ICT have delivered some good and innovative solutions, in the Operations field, along with a wide range of services to the whole of SYFR e.g.</p> <ul style="list-style-type: none"> • Risk Critical info delivered via mobile data terminals to the fireground • Community Action Database • Station Audit System • Standard Operating Procedures (SOPS) delivered via Blackberry devices to Officers for use at scene of incident • RDS - Retained Availability System • Integrated Vector into the Service Incident Command System 	<p>Lack of profile within the organisation - Do not have a high level of visibility within the service.</p> <p>ICT is seen as a service which reacts to issues rather than leading on issues.</p>	<p>Ensure that the ICT Section has the capacity and capability to deliver its remit.</p> <ul style="list-style-type: none"> • Prepare Quarterly Update Reports to Corporate Management Board (CMB) on ICT work areas • Update the Service Level Agreement and gain user input to make it more relevant to the business • Publicise our services by updating and simplifying the "Service Catalogue" and re-publish on the Intranet in user friendly language • Raise the profile of the self help system "Tech Mate" (a web based technical support function complete with 'how to' videos) 	<p>2011/12</p> <p>2011/12</p> <p>2011/12</p> <p>2012/13</p> <p>2012/13</p>
<p>ICT develop a suite of policies including but not limited to:</p> <ul style="list-style-type: none"> • Security Policy • Network Security • Internet Policy • E-Mail Policy • Service Level Agreement (SLA) • Business Plan • Acceptable Use 	<p>Failure to follow new legislation exposes Fire Authority to risk</p>	<p>We intend to build upon previous work and continue to follow the national standards as defined by the Cabinet Office and CLG</p> <p>Developments and additions to recognised and relevant standards will be regularly assessed and incorporated in future revisions of the ICT strategy where appropriate</p>	<p>2010/12</p> <p>Ongoing</p>

<ul style="list-style-type: none"> • CCTV Policy • Data Protection • Change Mgt Policy <p>In addition, a Data Quality Strategy exists which links in with all the above policies.</p> <p>Information is acquired by attending Fire Service Meetings, Internet Forums, subscription to Government Web Sites, Public Sector E-Mails etc.</p>		<p>Emerging legislation affecting ICT related policies will be reported with the Quarterly CMB Report with details of any actions taken</p>	2011/12
<p>A register of ICT related assets (including software) is held and maintained</p>	<p>If register not maintained effectively, unable to manage, control and protect the assets within the organisation throughout all stages of their lifecycle.</p>	<p>This strategy and the processes already in place within ICT will assist in managing these assets corporately</p> <ul style="list-style-type: none"> • Continue to adopt and implement Information Technology Infrastructure Library (ITIL) principles for asset management 	<p>2010/11</p> <p>Ongoing</p>
<p>Equipment is disposed of in accordance with the current financial Regulations</p>	<p>The following needs to be considered:</p> <ul style="list-style-type: none"> • Conformance with relevant health and safety guidelines • Consistent with protecting the environment • Benefit the local community and voluntary groups 	<p>Develop a policy detailing all aspects relevant to the disposal of equipment</p>	2011/12
<p>Contingency plans are in place to manage both planned and un-scheduled breaks in service of failure of all parts of the ICT infrastructure</p>	<p>Disaster Recovery does have a significant level of cost which requires a sensible balance between potential risk of failure and the level and volume of contingency measures</p>	<ul style="list-style-type: none"> • Review the ICT Business Continuity/Disaster Recovery Plan annually • Ensure this feeds into the Corporate Business Continuity Plan 	2011/12

Links to Our Corporate Plan 2008- 2011

This will support the following strategic objectives:

- Risk reduction (Commitment 1)
- Comply with regulatory and statutory standards (Commitment 8)

NEW OPPORTUNITIES

MAIN AIM

Review and evaluate new innovations to create opportunities for generating new ways of working which will contribute to the business needs

In an ever increasing world of ICT developments it is important we try to keep abreast of emerging technologies and review their potential impact on our organisation. Ongoing development work ensures the ICT Section evaluates any new hardware or software product to determine if there is potential to improve business practices.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
We seek to monitor and take advantage of public sector ICT technology developments		Develop our association with recognised national and regional public sector professional organisations and standards bodies as follows: <ul style="list-style-type: none"> • Society of IT Managers (SOCITM) • IDeA • SY Forum and E@sy Connects Group • Local Government Association • CLG 	Ongoing
New innovations are identified by: <ul style="list-style-type: none"> • Reviewing National publications • Attending relevant seminars and exhibitions • Discussions at ICT Team briefs • Consulting with other Departments and end users. 	Reliance on other sections to bring forward new ideas within their specialist areas New opportunities progressed too quickly without thorough technical assessment Assumption that there is capacity within the ICT Section (see IDeA Review)	The Quarterly CMB Report will include a section on innovations/research Revised project governance procedures to be introduced Introduce activity recording (other than faults which are recorded on the Servicedesk), and agree an appropriate amount of time to devote to research/development	2011/12 2010/11 2010/11

Links to Our Corporate Plan 2008- 2011

This will support the following strategic objectives:

- Responding quickly and effectively to emergencies (Commitment 2)
- Managing our resources effectively and responsibly (Commitment 7)

VALUE FOR MONEY

MAIN AIM

ICT is viewed as a key player in facilitating modern and efficient working practices, that aims to provide excellent service delivery at minimum cost.

We have major challenges ahead of us particularly in relation to the financial outlook for the public sector. The budget pressures we will face for the foreseeable future will restrict our ability to keep our technology up to date and meet demand. This will be compounded by services expecting more from ICT and ICT being seen as a key enabler of service improvement, change and efficiency. We must ensure that we prioritise investment in to those technologies which will deliver real efficiency gains

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
We maintain effective control over ICT spend, assets and providers	ICT are being challenged to do more with less	Ensure delivery of value over the long term by:	2010/15
	Major challenges ahead of us particularly in relation to the financial outlook for the public sector	<ul style="list-style-type: none"> Alignment of ICT spending with corporate plan to ensure that we prioritise investment in to those technologies which will deliver real efficiency gains which can be reinvested in frontline services 	2010/11
	The budget pressures we will face for the foreseeable future will restrict our ability to keep our technology architecture up to date and meet demand. This will be compounded by services expecting more from ICT and ICT being seen as a key enabler of service improvement, change and efficiency	<ul style="list-style-type: none"> Identify and eliminate unnecessary spend which will reduce ICT costs with minimal impact upon value 	2010/11
		<ul style="list-style-type: none"> All capital spends for the purchase of software and hardware to be supported by business case/cost benefit analysis Review hardware replacement programme to maximise economic life 	2010/11
We identify and promote good practice in managing information and ICT	New standards are mandated on the organisation	Adopt suggested ICT SOCITM/Audit Commission's Value for Money Indicators (VFMI's) and set challenging targets	2010/11
A number of Key Performance Indicators (KPI's) are followed by the ICT Section	Benchmarking is the essential first step to improvement	Take part in a series of benchmarking services to evaluate how efficiently the ICT function is managed, how it's performance compares with other local authorities and	2010/11

		related public services, and how this contributes to organisational performance Set out annual action plan for improvement	
ICT Equipment is procured frequently via the Procurement Section which perform ordering functions	Delays in procurement that affect service delivery Not obtaining value for money	On major ICT procurement, seek specialist support from Procurement Section at initial stage of purchase(establish procedures) Utilise opportunities offered by the new Supplier Contract Management System (SCMS)	2010/11 2010/11

Links to our Corporate Plan 2008- 2011

This will support the following strategic objectives:-

- We are committed to managing our resources effectively and responsibly (Commitment 7)

THE ENVIRONMENTAL AGENDA

MAIN AIM

We are committed to ensuring we minimise ICT's negative impact on the environment and act in a sustainable way.

The green agenda is now an accepted everyday topic of conversation. Government, businesses, organisations and individuals are expected to change their thinking and behaviour to produce a positive impact on the problems of carbon footprint, emissions, sustainability and recycling. We recognise that ICT has a part to play in this and we are therefore looking to implement measures to reduce energy consumption, minimise environmental impact and where possible reduce our carbon footprint.

Position Statement	Main Issues/Challenges	Deliverables/Targets	Year
<p>ICT have implemented measures to reduce energy consumption and CO2 emissions:</p> <ul style="list-style-type: none"> • PC shut down after office hours • Rationalisation of Printers Strategy • Set green printing including duplex and grey scale by default • Recycle Toner • Use of Eco Buttons for management of power on P.C.'s • We based Car Pool System • Utilising Thin Client technology 	<p>Green initiatives not always appreciated by workforce</p> <p>Limited baseline information available to accurately assess these reductions</p>	<p>Produce a "Green ICT Policy" and include an action plan for the following:</p> <p>Key areas: Procurement Energy Re-cycling Remote working</p> <p>Specifics</p> <ul style="list-style-type: none"> • Consolidation to a single communications device • Re-use of equipment that is no longer required but is still serviceable. • Identify servers and data disks in the data centre that are running but not providing any services • Implement storage virtualisation & capacity management • Procurement • Investigate IP Telephony 	<p>2012/13</p> <p>Energy (2011/12)</p>



Links to our Corporate Plan 2008-2011

This will support the following strategic objectives:-

- Reduce energy (Commitment 4)

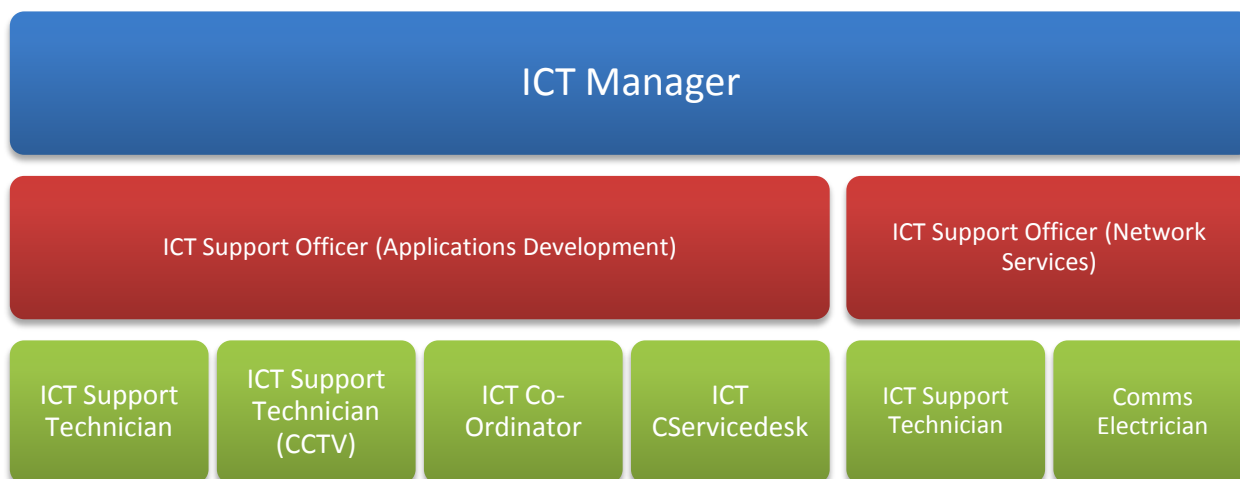
PART 4 - ICT ASSETS AND PERFORMANCE

SECTION 1 – SETTING THE SCENE

1. Organisational Arrangements

The ICT Section operates within the functional area of Asset Management.

Whilst the nature and role of ICT within SYFR has and will continue to change rapidly, the ICT Section currently operates with 8 full time members of staff and 1 temporary post.



The specific functions performed by the ICT Section can be categorised into three main headings: Support, Development and Corporate activities.

Support Functions

- Provision of ICT Service Desk facility (including desktop support)
- Repair, maintenance and upgrade of hardware
- Support of file servers, mail servers and application servers (including financial, payroll, Mobilising, Management Information System, Document Management, fire safety, corporate planning etc)
- Maintenance of local area and wide area networks, internet and firewall
- Maintenance and administration of telephony systems
- Maintenance of links from mobilizing system to stations
- Management of mobile phones including issue, fitting of hands free kits
- Remote Access, Web mail etc
- Responsible for video conferencing and web cam systems
- Provision and maintenance of radio communications and operational main scheme radios
- Fireground Radio, Mobilising Pagers and Alerters
- Provision of IT training

Development Functions

- Design development and implementation of software systems/applications
- Conversion of manual systems to electronic
- Technical development of the intranet and internet sites

Corporate Functions

- Contingency/Disaster Recovery and Identification and maintenance of ICT risk information
- Performance Indicators
- Policy documentation
- Project Management and ICT advisor
- Security of Servers, Networks etc.

In recognition of its importance to the Service, in 2009/10, SYFR committed itself to undertaking a full in-depth review of the ICT function. The review was undertaken by the IDeA and includes a strategic review of the ICT service by studying key background documents (as provided by SYFR), interviewing key staff and partners and reviewing comparisons with similar services delivered elsewhere in the sector.

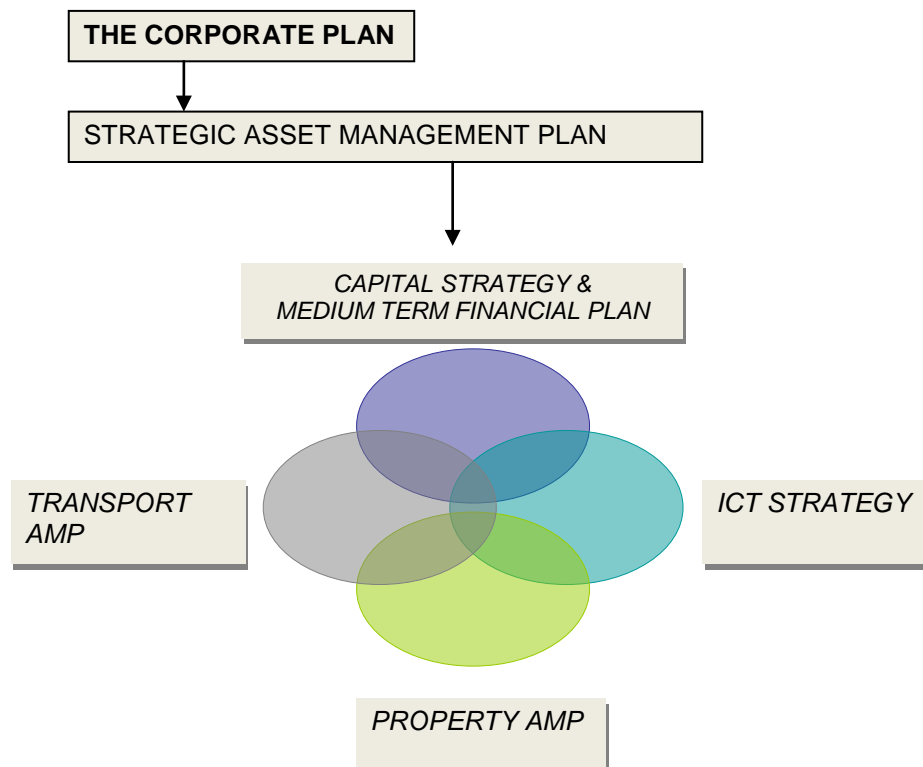
The IDeA has produced a report outlining its findings against the topics listed in the scope document, identifying possible actions by which SYFR can secure, develop and enhance its ICT service. Many of the recommendations contained within the report are included within the ICT Strategy.

There are increasing pressures on ICT to improve overall performance and quality of services, whilst at the same time controlling costs and demonstrating that best value is being achieved. To facilitate this, the ICT Section use a Servicedesk System which allows, first line Servicedesk staff to resolve reported incidents themselves or assign calls to second line support specialists.

The desire for joined-up government and closely integrated systems has inevitably led to greatly increased complexity of ICT systems and infrastructures. ICT therefore work to corporate standards which assist SYFR and partners to plan, procure, implement and co-ordinate ICT systems to ensure that they:

- Deliver expected benefits through service improvements and efficiencies.
- Integrate seamlessly with other organisations, agencies and partner systems thus avoiding both duplication of data and processing of information.

The inter-relationship of the ICT Strategy with other Corporate Policies/Strategies is shown below:



2. ICT Assets – Location and Stakeholders

SYFR has a variety of ICT assets located throughout the South Yorkshire area. This section examines the general location and number of those assets available to SYFR staff.

Command HQ	Servers (Windows 2003)	32
	Personal Computers (XP)	310
Control Room	Mobilising Workstations	16
Training and Development Centre	Personal Computers (XP)	94
Stations	Citrix Terminals	92
	Multi Media Machines	23
Other Remote Locations	Personal Computers (XP)	70
Appliances	Mobile Data Terminals	43
	CCTV Systems	39
General	Portable Computer Equipment (Laptops)	130
	Blackberry Devices	85
	Mobile Phones	556
	Radio Pagers	250
	Satellite Navigation Units	54
	Printers (Network)	57
	Printers (Local)	50
	Audio Visual Equipment	25
	Landline Telephones	650

3. Software Assets

Corporate applications will be reviewed periodically to determine whether they are approaching the end of their lifecycle. Detailed below are the main corporate systems currently in use although ICT support a much wider range of software products.

Application	Summary Detail
Financial Systems: Integra	Integra – is the Authority’s financial management system. It integrates all the Authority’s financial ledgers and also provides a purchase ordering system, a stock control system and an electronic stock requisition system. Accessed on a daily basis by SYFR staff. In addition a chargeable service is provided to both Joint Secretariat and South Yorkshire Pensions Authority. First line maintenance of the hardware is provided by the ICT Section. There is an annual maintenance contract with the software suppliers.
Payroll System - Epix	The system is used by the Payroll Section to calculate pay for SYFR staff and to provide information to various stakeholders such as HM Revenues and Customs. Hardware maintenance is initially provided by ICT Section and escalated to the supplier via renewable annual maintenance contracts if deemed necessary.
Technology Forge	A Facilities Management computer software system (Technology Forge) is used to provide a detailed Property Register, Help Desk, Record Condition Surveys, Utility information, pre-planned maintenance, and plant register, and provides an interface with the Finance system for invoicing and processing ICT staff and Technology Forge may be called upon to maintain the software.
Management Information System (MIS) and Incident Recording System (IRS)	A real-time system supplied by 3TC Software, that analyses and helps to collate information on emergency incidents. Additional module for HR purposes. ICT section manages the system and liaises with all areas of the service that is involved in using the system. 3TC Software may be called upon to maintain the software. Data Management provides support and admin training for the IRS System
Corporate Performance System	A system supplied by Actuate which is called Views, assists in analysing SYFR’s corporate performance. Programme Manager acts as System Manager and the Performance Team provides user support. First line hardware support is provided by ICT staff who may also be called upon to maintain software.
Community Fire Safety System	A system which combines a comprehensive premises record database with sophisticated job management tools. The solution is being used for the strategic targeting of fire safety resources to maximise the reduction of risk in both CFS (Community Fire Safety) and TFS (Technical Fire Safety) contexts. ICT Staff provide first line hardware and software maintenance for this product.

Electronic Document Management System	The system provides a secure, central repository for SYFR's active and archived documents. It allows us to organise documents and control their creation, revision and distribution processes, across their lifecycle.
CCTV/Mobile Data	The in-vehicle Operational Information System, which provides simple intuitive access to a wide range of Operational Information, including Brigade-wide mapping, tactical plans, procedures, Chemdata, gazetteer and other access facilities and a range of other support functionality including routing via the Mobile Data Terminal hardware.

4. Links between Finance and ICT Planning

The Authority has a three year capital strategy, capital programme and medium term financial plan which are linked together in the following way:

- The capital strategy is a key corporate document that describes how the Authority's capital investment plans support the achievement of its objectives and priorities. It sets out the overall framework on how capital needs are properly identified, evaluated, prioritised and financed. It is updated each year and submitted for approval by members as part of the budget process.
- The capital programme is derived from the capital strategy and sets out in detail the anticipated expenditure for the current year and following three years for all committed capital schemes and those which have been agreed to be of a high priority to proceed. It is also formally approved by members on an annual basis as part of the budget process following consideration of available capital resources and affordability.
- The medium term financial plan sets out the projected revenue spending and resources over a three year forward period. This therefore includes any financial implications arising from capital investment as well as revenue spending on asset maintenance.

NOTE: Due to the Comprehensive Spending Review (CSR)2010 and the development of a new Integrated Risk Management Plan, only absolute priority schemes were considered for 2010/11. It is anticipated that usual capital strategy planning will commence once assessment of need and financing has been completed.

One purpose of the ICT Strategy is to give focus as to how ICT assets should be managed to support the objectives and priorities of the Authority and is therefore an essential tool in prioritising capital and revenue expenditure on assets to feed into capital and revenue plans.

Where additional resources are needed, Capital and Revenue bids are submitted by those services seeking an improved ICT facility as part of the budget making process each year although there is some flexibility to introduce additional spending bids as and when required, to take account of unplanned emerging needs.

Capital bids are evaluated and prioritised using a Capital Prioritisation model (as set out in the capital strategy document) and a full scheme appraisal is conducted which, where appropriate, includes a Whole Life Costing appraisal. Priority spending bids are then submitted to the Authority for consideration of affordability as part of the budget and financial planning process.

The implications of a more difficult financial environment may well negatively impact on those aspects of the ICT Strategy that will require funding (highlighted within the report). Those funding requirements will be considered as and when appropriate business cases are prepared.

SECTION 2 – REVIEW OF INFORMATION AND COMMUNICATIONS TECHNOLOGY

5. Key Performance Indicators

A set of key performance indicators have been adopted using standard indicators which are well established within various sectors of the ICT industry including performance indicators produced by KPMG(VFM indicators) and the public audit forum.

The guidance below starts by defining the scope of the function and goes on to identify the key themes which cover the requirements of a modern, value for money ICT function.

The scope and key themes are included as background information as well as the primary and secondary indicators.

6. Scope

The scope of the ICT function covers all aspects of infrastructure, systems, processes and disciplines required to support:

- The effective delivery of business objects;
- Managing information as a corporate asset;
- Supporting business change through the innovative use of technology
- Promoting and supporting the adoption of good practice across a number of important areas.

7. Key Themes

In order to help derive our value for money indicators for the ICT function, we have identified some key themes that reflect a modern, value for money ICT function.

- ICT Strategy
- Business engagement
- Governance
- ICT Architecture and Asset Management
- Configuration, Development and Integration
- Information Management
- Information Security
- Performance Management
- Skills Management
- Service Delivery
- Service Support

These themes have been taken from the National e-Service Delivery Standards (NeSDS) programme in association with KPMG.

8. Summary List of Performance Indicators Adopted

<i>KPI No.</i>	<i>Definition</i>
Primary Indicator 1	Cost of the ICT function: (i.e. spend on the ICT Section including employee costs and associated overheads) as a percentage of organisational running costs (expenditure)
Primary Indicator 2	Customer satisfaction: Measurement of the extent to which users are satisfied with the ICT services they receive.
Primary Indicator 3	Percentage of incidents resolved within agreed service levels.
Primary Indicator 4	Measurement of the total life-cycle costs of a connection to the voice network.
Primary Indicator 5	<p>Management practice indicator – number of practices that have been adopted by SYFR out of a possible total of 8.</p> <ol style="list-style-type: none"> 1. Formal Service Level Agreements are in place with key internal customers governing business requirements. 2. There are formal procedures in place supporting the operation of the ICT function, based upon good practice guidance such as COBIT (Control Objectives for Information and Related Technology), ITIL (IT Infrastructure Library) and/or other sector specific guidance/methods. 3. Information security management is in place. 4. User satisfaction surveys are conducted at least bi-annually with results openly published, supported with improvement plans where necessary. 5. Upon resolution of reported incidents the data is collated and analysed on a regular basis. 6. The most senior officer in the organisation with a dedicated ICT role has a direct report to the Executive/Corporate Management Board of the organisation. 7. A comprehensive professional development programme is in place for ICT staff which ensures that they receive at least five days of continuing professional development (relevant accredited training) per annum, covering technical, management and business focused training. 8. Business continuity management processes are in place to recover business and ICT services in the timescales as specified by the business. These processes are tested at least annually and are reviewed on a regular basis.
Secondary Indicator 1	Unavailability of ICT services to users
Secondary Indicator 2	Average number of support calls per user
Secondary Indicator 3	Percentage of users who are able to access the network and systems remotely.

9. Reporting on the Key Performance Indicators

Please see below summary table of performance indicators.

ID	Definition	2007/08	2009/10
Primary Indicator 1	Cost of the ICT Function as a percentage of organisational running costs	0.5%	0.65%
Primary Indicator 2	Customer satisfaction	No info available	See Paragraph 11 below for more details
Primary Indicator 3	Percentage of incidents resolved within agreed service levels	95.2%	96.4%
Primary Indicator 4	Measurement of total life-cycle costs of a connection to the voice network	£44.00	£99.00 (see note 1)
Primary Indicator 5	Management Practice Indicator	6 adopted	7 Adopted (see note 2)
Secondary Indicator 1	Availability/Unavailability of ICT services to users	99% Available 1% Unavailable	99.3% Available 0.7% Unavailable
Secondary Indicator 2	Average number of support calls per user	4.8	4.7
Secondary Indicator 3	Percentage of users who are able to access the network and systems remotely	4%	26%

Note 1:

The cost of a connection to the voice network has increased following the move to the new HQ and the implementation of a new converged voice and data network.

Note 2:

Management Practice Indicator No 6 – Not Adopted. The most senior officer in the organisation with a dedicated ICT role has a direct report to the Executive/Corporate Management Board of the organisation.

10. In June 2010 SYFR embarked on a benchmarking exercise facilitated by the Society of Information Technology (SOCITM). SOCITM is officially accredited as benchmarking providers for the Audit Commission's Value for Money Indicators. A number of other Fire Services from within the UK have also taken part in this exercise. The exercise is split into 5 stages with the production of the final report being available in October/November, 2010

- Stage 1 Preparation for survey
- Stage 2 Completion of questionnaire
- Stage 3 Analysis of results
- Stage 4 Production of report for participants
- Stage 5 Production of summary for all Socitm *Insight* subscribers

11. Customer Survey

User perceptions of the ICT Service are a critical element of any performance management system. Primary Indicator 2 reflects the emphasis in looking at services offered from the viewpoint of those who use it.

By adopting this key performance indicator, ICT is reinforcing the importance of the user perception and measuring this encourages us to understand how services may be improved.

The survey contributes to collaborative benchmarking both within the region and nationally.

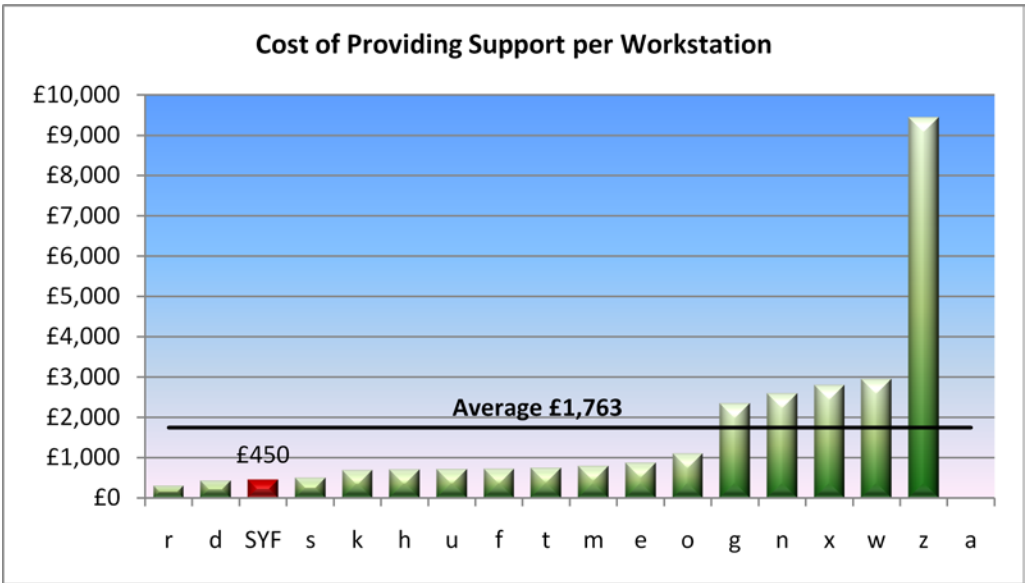
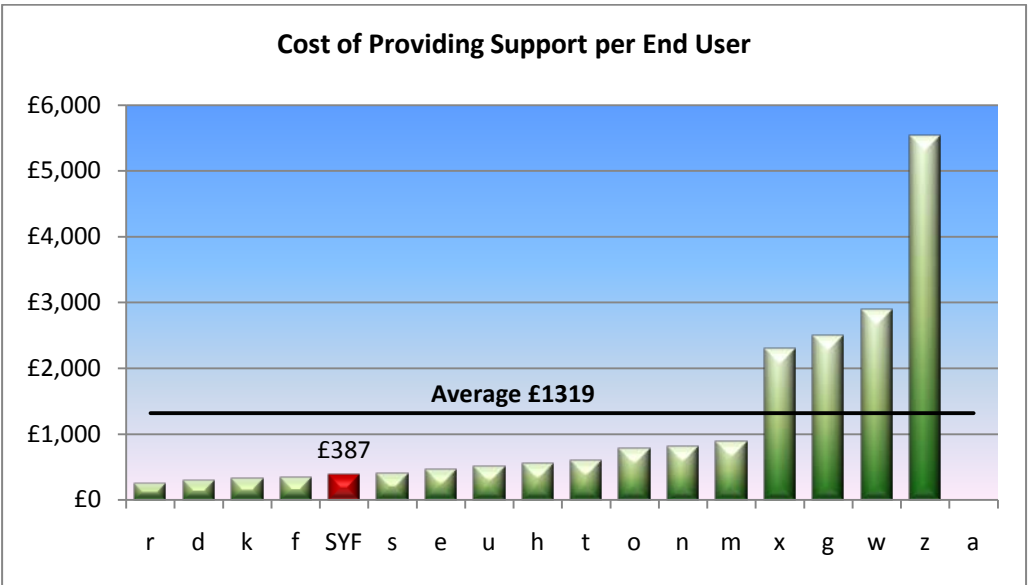
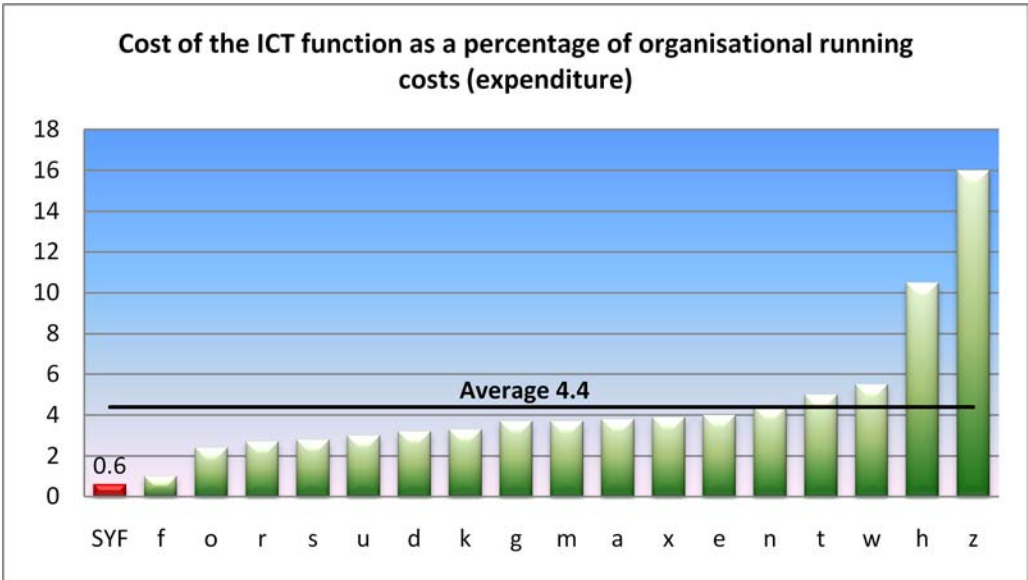
A summary of the responses from the survey undertaken in 2009/10 are detailed in the table below:

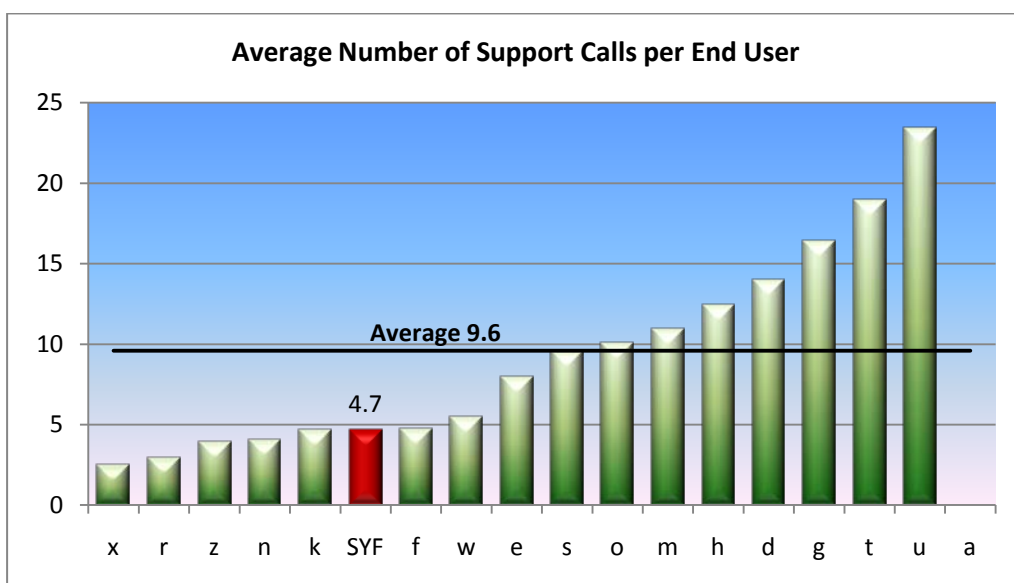
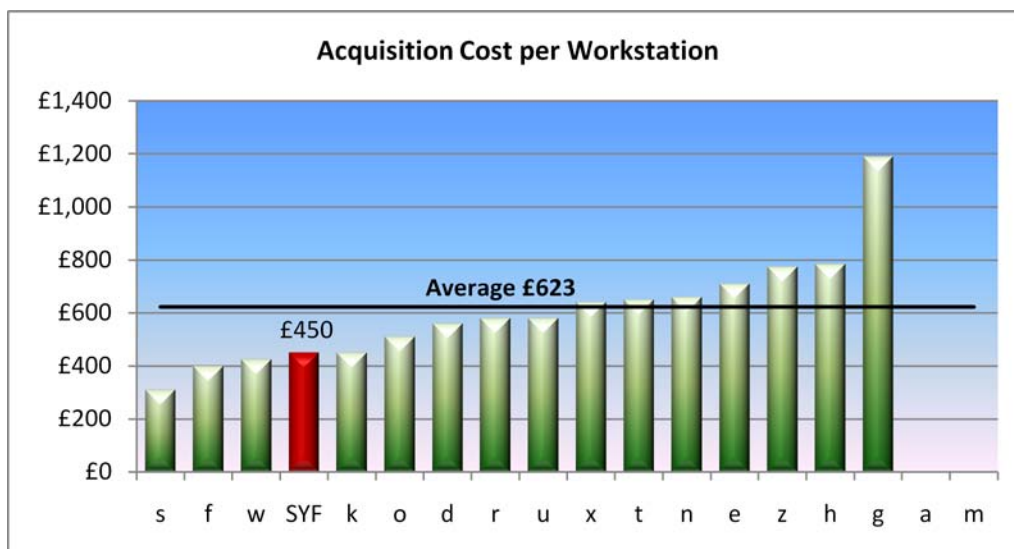
Summary of Responses to Customer Survey	Agree	Disagree	Indecisive	No Answer
I find the attitude of Servicedesk Staff Helpful	96%	1%	3%	
I know who is the first point of contact when things go wrong	90%	7%	3%	
The ICT Section responds within acceptable timescales when I ask for help	86%	1%	13%	
The support provided by ICT meets my needs effectively	80%	5%	14%	1%
ICT effectively supports delivery of SYFR's strategic objectives	51%	3%	30%	16%
ICT Section is proactive and innovative in providing technological solutions to meet business needs	51%	9%	26%	14%
The ICT Section manages the implementation, maintenance and enhancements of major business systems in a consistent, effective and timely manner	51%	3%	30%	16%
The ICT Systems are robust and reliable	55%	16%	26%	3%
The ICT Systems provide me with the information I need when and where I need it	69%	7%	20%	4%
The Organisation makes full use of ICT to improve services	43%	16%	29%	12%

12. Benchmarking

SYFR have recently taken part in a National Fire Service Benchmarking exercise which was facilitated by SOCITM. Socitm runs a series of benchmarking services to help ICT managers evaluate how efficiently they are managing their own ICT function, how their performance compares with other local authorities and related public services, and how this contributes to organisational performance. The final report of this exercise will be published in October 2010 and the results will be incorporated in an update to the ICT Strategy.

SYFR have been able to compare a number of key performance indicators for the year 2009/10 with other public bodies the details of which are shown below.





SUMMARY

The initial results from the Benchmarking exercise identify SYFR as performing comfortably within the best performing upper quartile. As such there is no corrective improvement action proposed at this point in time. However, as subsequent benchmarking occurs and indicators are developed there will be an opportunity to undertake useful trend analysis. Any improvement action will be considered as part of the annual ICT Business Plan process

Note:

Highlighted items represent that there may be significant funding implications which would fall outside of the normal ICT budget.

GLOSSARY OF TERMS AND ABBREVIATIONS

CLG	Communities for Local Government
EDMS	Electronic Document Management System
GIS	Graphical Information Systems
ICT	Information and Communications Technology
IDeA	Improvement and Development Agency
Intranet	An intranet is a private computer network that uses Internet Protocol technologies to securely share any part of an organization's information or network operating system within that organization.
ISO 27001	Standard relating to Information Security Management
ITIL	The Information Technology Infrastructure Library is a set of concepts and practices for Information Technology Services Management, Information Technology development and IT operations.
LAN	Local Area Network. A network that links workstations to servers (usually in the same building) at high speed.
Legacy Systems	Applications developed in the past and not able to support latest electronic service delivery
Middleware	Middleware is computer software that connects software components or applications.
Mobile Data Terminal	A PC placed between the driver and Crew Manager in an appliance to give access to risk critical data, the LUCAS crash recovery system and more.
NLPG	National Land and Property Gazetteer. It is derived from local versions maintained by local authorities (the LLPGs). Each property is assigned a unique property reference number (UPRN).
PDA	Personal Digital Assistant
Portal	This is a website which provides access to information or transactions. It can be personalised so that only relevant services are presented.
RCC	Regional Control Centre
SFIA	Sills Framework for the Information Age
SOCITM	Society of Information Technology Management.

LINKS TO SOURCES OF INFORMATION

Other Regional Fire Contacts:

Regional:

North Yorkshire Fire and Rescue Service Headquarters
Thurston Road
Northallerton
North Yorkshire
DL6 2ND

<http://www.northyorksfire.gov.uk/>

West Yorkshire Fire and Rescue Service
Oakroyd Hall
Bradford Road
Birkenshaw
West Yorkshire
BD11 2DY

<http://www.westyorksfire.gov.uk/>

Humberside Fire and Rescue HQ
Summergroves Way
Kingston Upon Hull
HU4 7BB

<http://www.humbersidefire.gov.uk/>

Useful Websites:

Society of Information and Communications Technology

<http://www.socitm.gov.uk/>

Chief Fire Officers Association

<http://www.cfoa.org.uk/>

Communities for Local Government

<http://www.communities.gov.uk/newsroom/>

IDeA

<http://www.idea.gov.uk>