East Sussex
Fire Authority

Information Technology (IT) Strategy

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East Sussex Fire Authority

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Related Documents

Version	Document	Author/ By	Date
v.1.01	IMD Outline IT Strategy	Dan Conti	June 2016
	IMD IT Strategy	Dan Conti/Jules Jackson	January 2016

Contents

1. Introduction

1.1. Foreword

This strategy paper builds upon work done over the preceding 12-18 months that culminated in a decision by the FRA to outsource the IT Service of the authority to telent and additionally delivering a transformation of core elements of the underlying infrastructure. This strategy looks forward beyond the initial Transformation activity, providing further technology direction whilst indicating the areas of IT activity in support of the overall business ambition.

1.2. Purpose of this document

The Service's strategic aims have been the driver in the development of this IT Strategy. It outlines an alignment with the business strategy that envisions a set of services and products that can be delivered subject to fully defining each solution with the support of an overarching business case and funding approval.

It provides an overview of the road map approach to delivery including the key initiatives. It demonstrates how the right supporting technology will enable us to make our communities safer and supports our Integrated Risk Management Plan (IRMP).

There is an emphasis on the need for planned demand from the business. This will help support efficient and effective delivery, with business case driven funding gates via an appropriate business led governance structure.

The new internal IT function, IT Governance (ITG), is introduced and how it will organise to work with suppliers to deliver the service and products required by the organisation and lays out the principles that will guide our activity.

IT services will be substantially transformed over the next five years, in turn enabling the organisation to **Run, Grow** and **Transform** the way it works to find efficiencies and deliver value to our community. This Strategy will form the basis for involving internal customers in the planning and delivery of the IT roadmap.

1.3. Strategic context

The nature of our Fire & Rescue Service is changing, with increasing emphasis on prevention and protection activities. These activities highlight the risks to our community, and addresses them through proactive education and training campaigns. This increasing engagement with the community drives a need for better access to risk information about those we serve in the public and the businesses in the commercial sector in order to use the information to greatest effect. It also requires us to set in place more effective mechanisms to help the community engage with us.

The focus on keeping our firefighters and community safe when incidents occur is paramount. Improvements in how we respond involve changes to how we organise ourselves, to the systems that we use to make sure our firefighters have the right information to tackle incidents effectively and to how we work with other public sector agencies. Ensuring our firefighters are properly trained and competent in all systems, processes and protocols is the key prerequisite to making this happen.

However, Fire and Rescue services are not just about the firefighters on the front line. We have a whole production team in the background making sure the Service is equipped with

everything it needs to be an effectively functioning organisation; from HR to engineering, risk analysts to finance, learning and development to business services and more. All these teams need to be confident that they can carry out their roles and have access to all the information and processes that they need. Overall we need to drive towards greater effectiveness and efficiency whilst discharging our responsibilities with openness and transparency to assure those that we support and serve that our operations are appropriately managed and governed.

As with all public sector organisations, there is a level of uncertainty about what the next five years hold and our approach needs to be sufficiently robust to keep us on track but flexible enough to allow us to respond to changing circumstances. We have established a set of principles for IT services to help us to maintain momentum against this backdrop.

2. Key business requirements

2.1. Overview

The IT Services are a key enabler to deliver our organisational goals and the IT Strategy is the mechanism through which the ITG function will demonstrate how it will do this.

The organisation is continually maturing and evolving and is likely to further formalise its emerging business strategy. For the IT Strategy to deliver on its commitments it will require a clear strategic environment within which to operate, coupled with agreed Key Performance Indicators so that measurable benefits can be planned and achieved.

The extensive engagement that the Information Management Department (IMD – previous name for IT function) has had with the organisation throughout 2015 and 2016 has helped to identify a number of key requirements which IT needs to support in going forward. Whilst initiatives required in support have been broadly defined, in some cases, these have yet to be translated into specifications, business cases and business programmes, with these steps in time enabling further validation through ongoing consultation and planning within the business.

The IT Strategy has been developed to support the IRMP and included a number of one to one meetings with Senior Managers to establish a view of the business drivers as represented on the plan on a page below. This view assists the IT Strategy to link visibly with the IRMP as well as downstream supporting programmes with significant IT components.

This strategy whilst developed to take account of the internal needs of the Service, recognises the increasing drive to work in partnership and collaboration with other public bodies and appreciates that as these opportunities are surfaced this strategy may need to flex to take account of these collaboration and partnering opportunities.

IRMP Strategic Aims

Business Strategy

Our purpose: We make our communities safer

We will do this by (commitments):

- (1) Delivering high performing services
- (2) Educating our communities
- (3) Developing a multi-skilled, safe and valued workforce
- (4) Making effective use of our resources

Business Initiatives

- (1)(4) Technology Foundations
- (1)(2)(4) Pillar – Community & Business Safety
- (1)(4) Pillar – Fire & Rescue Support Systems
- (1)(3)(4) Pillar – Workforce Management
- (4) Pillar – Finance
- (1)(4) Business Intelligence
- (2)(4) Flexible Working
- (2)(4) Smart Working

Provide appropriate response

- (1)(4) Dynamic Mobilising
- (1) Officer Mobilising
- (3) Timely Fire-ground Information
- (4) Operational Demand Management
- (3) Reliable Respiratory Protective Equipment [Communications]
- (1)(4) Dynamic Crewing
- (4) Retained Availability
- (1) Immediate Emergency Care Responding
- (4) Resource Utilisation
- (4) Emergency Services Mobile Communication Programme

Promote community protection

- (2) Public Event Support
- (1)(2) HSV Management
- (2)(4) Community Profiling
- (1)(2) Streamlined Fire Safety Audits
- (1)(2) Proactive Safety Campaigns
- (1) Fire Investigation [outcomes]
- (1)(2) Effective Community Engagement
- Improve Mobile Working

Create effective collaboration

- (4) Emergency Service Collaboration Programme
- (1) IT Supplier [Telent]
- (1) Partnership Data Sharing
- (4) Police and Crime Commissioner
- (1) Duty to Collaborate
- (1)(4) community and local authority partnerships

Effective HR management

- (4) Electronic Personnel Files
- (4) Integrated Personnel Management
- (4) Electronic Recruitment
- (3) People Strategy
- (3) Occupational Health [HSWC]
- (2)(4) Volunteer Management
- (3)(4) Integrated Payroll
- (3) Health and Safety

Develop our personnel

- (3) Course Management inc. Delivery
- (3) Integrated Training Records
- (3) e-learning
- (3) Inclusion and Diversity

Efficient resource management

- (4) Estates Management
- (4) Financial Management
- (4) Asset Management
- (4) Fleet Management
- (4) Procurement

Improve our service delivery

- (1)(4) Performance Management
- (1)(4) Business Improvement Initiatives
- (1)(4) Business Intelligence
- (4) Information and data governance
- (4) Corporate GIS and Gazetteer
- (1) Organisational Development

2.2. Current situation

Technology is playing an increasingly important role in delivery of front line services as well as the day to day operational management.

IT services across ESFRS are fragmented, functionally limited or underdeveloped and many are reaching, or have reached, the end of their serviceable lives. In some cases there are bespoke developments that rely on key individuals - this both limits opportunity to develop cost effectively whilst placing key person dependency risk with the Service.

The FRA decision to outsource IT Services to telent recognised that there is a requirement to replace, remediate and / or develop our technology to ensure that we have a coherent, cohesive and capable platform to better support our organisation and ultimately the community moving forward. The current difficulties can be summarised as follows:

Technology Area	Existing limitations
Technology Foundations	These are non-standard, organically developed – incapable of offering viable / secure platforms for future delivery.
Core Application Pillars	Significant opportunities to enhance core components to further reduce risk whilst delivering operational efficiencies. Application Pillars are, Community & Business Safety, Fire & Rescue Support systems. Workforce Management and Finance Systems.
Application Integration	Cross application integration limited preventing effectiveness / efficiency gains e.g. No Firewatch<>Mobilising integration limiting ability to dynamically mobilise required incident resources.
Performance Management / Business Intelligence	Aggregation of information sources limited leading to knowledge / intelligence blind spots that would otherwise drive better management decisions.
Collaboration Technologies	Non-standard technology together with absence of digital collaboration / workflow technologies prevent move to paper light / process optimized, digitally agile, knowledge led, work environment.
End User Computing	Predominantly desk based IT limiting opportunities to flex ways of working to reflect increasing demands for mobile working

The changes that are required will help to ensure our organisation receives a sustainable, functionally mature, secure, highly available, agile digital experience enabling effective and efficient delivery throughout.

2.3. Key focus areas

The evaluation of business direction and current technology capabilities has identified key focus areas for business activity where programmes are anticipated over the lifetime of this strategy. These initiatives listed below will help make our communities safer and align with our commitments of:

1. Delivering high performing services
2. Educating our communities
3. Developing a multi-skilled, safe and valued workforce
4. Making effective user of our resources

ITG will continue to work closely with our internal customers to further develop a clear understanding of these requirements and the related implications and timing of new IT services to support the evolving view of the wider business transformation.

Commitment	Key Focus Areas
1 & 4	**IT Operations Transformation:** moving from an in-house to a managed service delivery model by selecting a supplier with services, capability and capacity (on demand) that meet our business requirements whilst also allowing us to shape those services according to our financial means. The engagement with IT needs to be more integrated across the whole organisation and the strategy is driving us towards that.
1, 2 & 4	**Pillar – Community & Business Safety:** ensuring we have a clear strategy and delivery plan for governing how we engage with our community (and other key parties) to ensure we provide the most accessible and responsible service possible to support community safety.
1, 3 & 4	**Pillar – Fire & Resource Support Systems:** implementing our new mobilisation service and investing in the processes and technology that will enable East and West Sussex Fire & Rescue Services to respond to emergency events in the most efficient and reliable manner possible. In addition to ensuring that the policies that govern turn out operations, the equipment our teams use and the access to information they require are all highly interwoven. Continuing to ensure the safety of our firefighters is paramount and features in all staff training, development and IT service provision.
1, 3 & 4	**Pillar - Workforce Management**: recognising that our people are our most valuable asset and their well-being is at the forefront of everything that we do through ensuring an up to date view of safety, availability, performance and competencies to meet a number of objectives.
1 & 4	**Pillar – Finance:** Ensuring our finance support systems operate in a digital and process optimised fashion whilst ensuring overall effectiveness in the management of all financial matter.
1, 3 & 4	**Performance Management / Business Intelligence:** ensuring effective and smooth access, analysis and use of our staff, citizen, businesses, risk, estates, engineering, IT and finance information to inform decision making both at strategic and operational level.
1 & 4	**Smart Working -** Administrative Services and Document Management: improving the design and streamlining of our administrative service processes and how we record, store and access documents and records to remove duplication and improve efficiency and outcomes.
1 & 4	**Flexible Working:** supporting staff to be more effective working in locations other than a fixed office whilst providing tools that facilitate greater collaboration and enhanced communications. We want to enable better use of our offices and fire stations and to give our people the tools they need to work productively regardless of where they are so that they are not constrained by physical location.
1	**Security and Compliance:** providing and supporting a secure information and technology environment to meet our operational, statutory and legal obligations.

3. Our Approach

3.1. Overview

Through the IT Transformation Programme, we are changing the model for the delivery of IT services to meet these business requirements. ITG will become a commissioner of services, provided by a delivery partner. We have selected a suitable supplier (telent) to deliver our IT operations and support our technical project delivery. telent is working with us in broadly four stages, as follows.

telent has adopted the existing services, maintaining continuity of the **Run** operation, and will then rapidly begin to consolidate them, adapting them to fit standard delivery models and improving their reliability. Working with us, telent will **Grow** the services, helping us to do more with the tools we have by making improvements to them and increasing integration between systems. The range of services will ultimately **Transform**, as we begin to implement entirely new tools to address business requirements. The stages are not strictly sequential – some new services may be implemented very quickly – but they do represent a progressive improvement over time.

In doing so, we will set in place a foundation of more reliable IT delivery that will support the ambitious programme of business transformation ahead.

The expertise and knowledge that telent will bring will help us ensure that the choices we make meet the needs of the business and provide cost effective and high quality IT service delivery to our staff.

To help guide our decisions over the next five years, we will work to a number of guiding principles that will help us ensure that we keep our information, people, processes, technology and security requirements at the heart of all we undertake.

3.2. Key principles

At the core of our strategic delivery are four groups of principles that will guide us in defining and delivering better IT services, as follows:

Governance Principles	Planning Principles
• The business strategy is clearly articulated • Business case led initiative prioritisation • Clear CMT and FRA validation of Strategy shifts	• Integrating ITG into the upfront, top down business planning processes of ESFRS • Mature approach to planned demand / supply management
Solution Principles	**Delivery Principles**
• Based upon clear requirements • Market proven IT Solutions • Standard / Cloud based solutions adopted with minimal technology change, Service (process) to change to accommodate the new technology rather than vice versa e.g. align with standard	• Sourcing Strategy - Delivery Risk with supplier • Establish central and unified KPIs that tie IT and business to the outcome. • Engagement with business for delivery schedules

• Leveraging what other public services do where possible • Information: enabling access to the right information at the right time for the right purpose by the right person. • People – ensuring that for users, IT is useful, trusted, easy to use and unobtrusive. • Technology: deploying appropriate and consistent technology • Security: applying appropriate security measures, information governance and delivering Public Services Network (PSN) compliant IT. • Process: using technology that is central to and integrated with business processes.	

There are also a number of broader 'foundations' which we will use to guide our decisions and service delivery; these underpin and work in tandem with the core principles above.

• Value for Money: we must ensure all IT services offer cost effectiveness either in themselves or by enabling wider service and process efficiencies.

• Ensure we can enable growth: IT services must enable our model for the future – services should support improved flexibility and responsiveness to meet future, perhaps as yet unknown, business requirements in a more rapid and structured manner.

• Resilience: services will be reliable and resilient and protected from failure as far as possible; where failures do occur, resolution and recovery should be rapid.

• Ensure and support business continuity.

3.3. IT services and tools

Working with telent we have drawn up technical migration plans that address the core requirements for adopting and stabilising our infrastructure, data centre, security and disaster recovery environment during the first half of 2017. We will also clarify and firm up our business requirements so that these can be clearly set out in an achievable roadmap of activity.
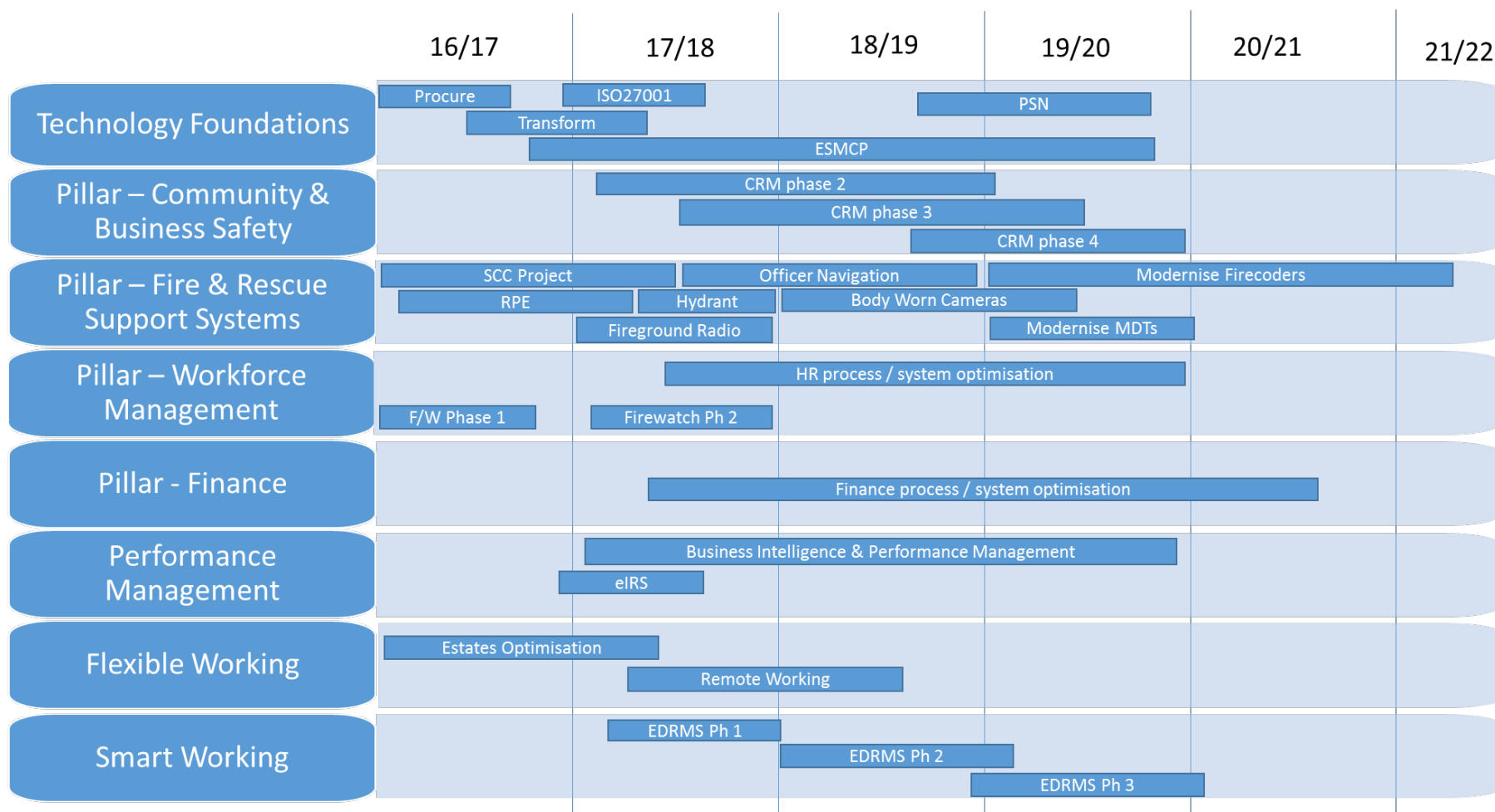
Beyond this period, we will work jointly with the supplier to implement the IT enablers required to support business programmes. Whilst we are still defining the exact technical plan, we can describe the areas of focus and many of the outcomes that we require within each technology area and how these align with our commitments.

	Actual or Candidate Programmes	Business Outcomes
Technology Foundations	**IMD Transformation** – Renovate / transform the underlying technology platforms and security of Service IT.	• Outsourced day to day operational and project delivery to an IT partner organisation that excels in IT Services (people, process and technology) and in optimising key vital signs such as service availability / performance, project delivery, risk and cost management as well as advising and assisting in shaping the IT of the Service strategically • The establishment of an internal Intelligent Client function operating on behalf of the business to ensure appropriate control and oversight of the outsource IT partner • Enhanced physical security of core services within highly resilient data centre hosting environment for core ESFRS IT services • Reducing risk of service availability issues and ensuring ongoing manageability by modernising technologies. • Further reducing service / data risk through introduction of DR capabilities and IT Security good practice (ISO27001) control alignment • Removing legacy digital blockers by migrating to modern and commonly used email and directory services platform (MS Exchange/Outlook, and MS Active Directory). • Overall, introduce a more secure, sustainable and manageable core technology capability providing a solid platform for future change
Core Application Pillars	**Community & Business Safety** – Harmonise and functionally as well as digitally mature CRM delivery in areas of community and business safety.	• More effective, targeted and timely delivery of Home Safety visits • Increased efficiency in the delivery of Home Safety Visits with potential to do more with same resources offering greater potential for community safety • More effective delivery of Business safety / compliance checks. • Improved interaction and sharing of information with partner bodies • Ability to register and leverage risk information in a more timely fashion by digitally enabling capture and transfer of risk information delivering it to where it is needed with minimal delay. • Improved method of interaction with business and public property owners. • Improved mapping and addressing capabilities as well as site specific risk information.
	Fire & Rescue Support Systems – Provide modern, supported and integrated Mobilisation & Turn Out capability within the East and West Sussex control room, with appropriate East Sussex Firefighter technology capabilities	• Modern supported solution enabling further efficiencies and better utilisation of resources in the delivery of critical services • New Respiratory Protective Equipment (RPE) will deliver digitally recorded Breathing Apparatus (BA) telemetry with better firefighter safety control and learning based on actual usage. Reduction of the potential for human error in BA timing control. • New RPE will be safer for Firefighters due to improved set design and absence of extraneous cables, reducing snagging hazard.

	and data.	• RPE project also contains new fire ground radio provision based on digital communication and can utilise the latest BA micro-phone and noise-cancellation to extensively improve intelligibility.
	Workforce Management – Deliver coherent, effective and efficient HR solution.	• A digitally re-engineered set of business processes underpinning the administration of HR delivering greater efficiency and effectiveness in the day to day processes e.g. Significantly reduced role change administration overhead with more timely and accurate change recording. • Reduced opportunity for human error in pay related transactions. • Optimised technology solutions enabling appropriate provisioning and maintenance of the workforce including dynamic operational interfaces to mobilisation • An accurate and timely view of the entire resource of the Service to enable efficient sourcing of skills for specific incident requirements. A consequent reduction in the costs of unnecessary wasted resource.
	Finance – Modernise end to end processes digitally enabling associated workflows.	• Streamlined procurement via electronic indents, wider and more appropriate use of P-cards. • More responsive reporting options than can be obtained from the existing system. • Enhanced financial integrity and efficiency.
Performance Mgt	**Data Warehousing / BI** - Leveraged information enhancing management decision making and greater performance scrutiny and management	• Data rich reservoir pulled from relevant data sources enabling effective intelligence and performance Management Information to be mined easily and support management decision making with appropriate control and oversight of the Service.
End User IT	**Flexible Working** – Adapt end user computing solutions in support of organisational goals and objectives.	• A more effective and satisfied workforce who are able to deliver their work obligations in many different ways both inside and outside of the normal workplace. • Provide tools and ways of working that maintains pace with other working environments - both public and private sector, and aims to increase the effectiveness of support staff attraction / retention objectives.
Collaboration Technologies	**Smart Working** – Modern organisations need to be able to communicate, work and share information in new ways – this programme will aim to support organisational needs with sustainable platforms that will evolve and change as the business needs dictate.	• Reduction of paper forms and reduced multiple handling of information and copy typing. • A workplace environment that is increasingly anchored in the digital workplace with instant messaging, voice/video conferencing and document sharing, that combined with other changes, will support transition to enhanced ways of working delivering increasing effectiveness and efficiency. • Introduction of document management and workflow systems will ensure accurate records management, reduce paper, and promote optimised digital workflows whilst facilitating enhanced information sharing with other public service partners.

3.4. The ITG plan on a page

The diagram below illustrates how the organisation's objectives might be achieved through a series of business programmes. These programmes will determine the IT enablers we need, which are delivered via ITG through a structured and agreed pipeline of projects and programmes according to IT guiding principles. Service value, service quality and service efficiency will be our main drivers for investment and change.

	16/17	17/18	18/19	19/20	20/21	21/22
Technology Foundations	Procure	ISO27001		PSN		
		Transform				
		ESMCP				
Pillar – Community & Business Safety		CRM phase 2				
		CRM phase 3				
			CRM phase 4			
Pillar – Fire & Rescue Support Systems	SCC Project		Officer Navigation	Modernise Firecoders		
	RPE	Hydrant	Body Worn Cameras			
		Fireground Radio		Modernise MDTs		
Pillar – Workforce Management		HR process / system optimisation				
	F/W Phase 1	Firewatch Ph 2				
Pillar - Finance		Finance process / system optimisation				
Performance Management		Business Intelligence & Performance Management				
		eIRS				
Flexible Working	Estates Optimisation					
		Remote Working				
Smart Working		EDRMS Ph 1				
		EDRMS Ph 2				
			EDRMS Ph 3			

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3.5. Our endpoint

From the business direction identified to date, we envisage:

- An IT capability that will have undergone significant renovation both technically and organisationally to ensure the day to day delivery of the IT service, in support of the business, is optimised and maintained going forward.
- An IT control and oversight function that establishes a strong relationship with the business as well as an ability to oversee delivery from the IT Outsource partner ensuring value for money, appropriate service levels and risk managed delivery.
- A set of core applications that digitally deliver a rich function set to support the primary commitments of the organisation in either protecting the community at large or its front line firefighters as well as demonstrating increasing levels of efficiency by optimising workflows and processes.
- An increasingly sophisticated performance management and business intelligence capability that harvests and presents the right information to the right people at the right time to assure decision making and validate decisions after the fact.
- A supporting software application landscape that helps the organisation communicate and interact more effectively, with as little manual process friction as possible either within or with public service partners.

An organisation, unhindered by technology, envisioning ways to explore new ways of working and freedom to apply working styles that enable flexibility without compromising sense of control or the loss of organisation / team / collaboration.

4. Finances

Realising the ambition is not without its financial challenges, funding in the public sector continues to be difficult with internal and external scrutiny justifiably positioned to examine the merits of any proposed project spend.

4.1. Fuelling the Ambition – Financial Demand

Programmes Inflight: These projects are currently in delivery and have previously had their funding approved and will continue into year 17/18.

Programmes inflight	16/17 £000's	17/18 £000's	18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's	
Tech Foundations - IMD Transformation	937	235	0	0	0	0	
Pillar - Community & Business Safety	0	0	0	0	0	0	
Pillar - Fire & Rescue Systems	240	445	0	0	0	0	
Pillar - Workforce Management	0	25	0	0	0	0	
Pillar - Finance Systems	0	0	0	0	0	0	
Business Intelligence	0	100	0	0	0	0	
Flexible Working	337	73	0	0	0	0	
Smart Working	0	0	0	0	0	0	
	1,514	**878**	**0**	**0**	**0**	**0**	**£2,392**

Mandated / BAU Projects: These projects represent non-discretionary projects that will need to be undertaken, either due to external drivers (e.g. ESN) or to ensure the IT estate continues to be managed appropriately (e.g. BAU projects such as hardware refresh or software currency). Despite the non-discretionary nature of these projects they will still have to generate business cases and secure funding approval.

Mandated & BAU projects	16/17 £000's	17/18 £000's	18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's	
Mandated - PSN / ESN	35	500	1085	0	0	0	
BAU demand	33	62.5	120	75	75	75	
	68	**563**	**1,205**	**75**	**75**	**75**	**£2,061**

4.2. 17/18 Top 8 Priority candidate projects:

There is no firm view on costs as yet, with business cases supporting individual projects / programmes understandably firming these before funding approval. Meantime the estimated funding required to fuel the Service's ambition the following categories of spend have been detailed.

These projects represent the next wave of possible initiatives that have been deemed by the CMT, subject to business case, as having the most merit with regard to satisfying the need to increase community / firefighter safety, reduce cost and / or operational risk. Prioritised from a list of over 40 candidate projects in early 2017, business cases will be developed and presented for funding to the CMT during the first half of 2017. Following approval they will be scheduled as appropriate with a view to maintaining a challenging, yet achievable, service change agenda.

Candidate Programmes Top 8 Business Case Development	16/17 £000's	17/18 £000's	18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's	
Tech Foundations - IMD Transformation	0	0	0	0	0	0	
Pillar - Community & Business Safety	0	125	350	225	0	0	
Pillar - Fire & Rescue Systems	0	90	200	150	0	0	
Pillar - Workforce Management	0	0	0	0	0	0	
Pillar - Finance Systems	0	0	0	0	0	0	
Business Intelligence	0	175	350	225	0	0	
Flexible Working	0	0	0	0	0	0	
Smart Working	0	0	0	0	0	0	
	0	390	900	600	0	0	£1,890

4.3. Other Candidate programmes:

The balance of the funding required resides within the remaining projects within the pipeline. These sit outside the top priority projects either due their relative merit, or due to a scheduling dependency or simply down to the ability of the organisation to financially or organisationally fuel the activity.

The following illustrates the funding demand across each of the above areas as it relates to the various programmes:

Candidate Programmes Balance from current Pipeline	16/17 £000's	17/18 £000's	18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's	
Tech Foundations - IMD Transformation	0	0	0	0	0	0	
Pillar - Community & Business Safety	0	0	0	0	0	0	
Pillar - Fire & Rescue Systems	0	0	0	675	225	100	
Pillar - Workforce Management	0	40	20	0	0	0	
Pillar - Finance Systems	0	75	150	150	75	0	
Business Intelligence	0	0	50	0	0	0	
Flexible Working	0	15	150	125	0	0	
Smart Working	0	17	150	250	100	100	
	0	147	520	1200	400	200	£2,467

4.4. Funding

The combined funding required across all pipelines is circa £8.7m, or £6.1m if the final set of candidate programmes are discounted. This helps illustrate the financial support of the strategy delivery whilst recognising a shortfall of £1.7m against funding available for the 6 years (inclusive of 16/17) of £7m. This funding is a combination of:

- existing reserves including the IMD Transformation Reserve and other IT specific reserves but also agreed project funding from the Improvement and Efficiency Reserve
- flexibility identified from within the existing revenue budget for IMD

- IT specific grant funding for both the SCC Project and the Emergency Services Mobile Communication Programme

Funding Available	16/17 £000's	17/18 £000's	18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's	
Tech Foundations - IMD Transformation	1230	770	0	0	0	0	
Pillar - Community & Business Safety	0	145	0	0	0	0	
Pillar - Fire & Rescue - SCC Project	240	240	0	0	0	0	
Pillar - Fire & Rescue - RPE Radios project	0	310	0	0	0	0	
Flexible Working - HQ Relocation	350		0	0	0	0	
Mandated - PSN/ESN	0	1000	0	0	0	0	
BAU project funding	300	355	447	483	548	565	
	2,120	2,820	447	483	548	565	£6,983

At an individual project level funding requirements and potential financial and non-financial savings will be clarified as business cases are developed and approved. At a strategic level the available funding will support the Strategy through to the end of 2017/18. There is, however, the opportunity through the budget setting process and the review of the Capital Asset Strategy for 2018/19 to identify and agree additional funding, from existing revenue and capital sources such as the Improvement and Efficiency Reserve and the Capital Programme Reserve, to support the forecast requirement for the full delivery of the Strategy.

5. Operating model

To support our IT transformation, we must also adapt some of the wider organisational processes that help us to deliver our aims. We aim to introduce adjustments to the way that we work, both as an ITG department, but also more widely in respect of how the ITG team engages with the wider organisation and how wider organisational processes can help us implement a more rigorous and effective operating environment in which IT serves.

The key change we will implement is the creation of an IT Client Management Function which will work in tandem with the new supplier to plan, deliver and manage IT services going forward as well as internally with the newly formed Programme Management Office Manager and wider business planning function.

5.1. What is an Intelligent Client Management

A standard definition: The 'Intelligent Client' retains sufficient technical knowledge of the services being provided by a third party to competently specify requirements and manage delivery of the services.

5.2. The ESFA Intelligent Client Management Function

We are changing the delivery model of IT services but in doing so, will still require an ITG team. The previous in house IMD team consisted of 13 positions, comprising full time, part time and contracting staff split across IT management, service delivery and support.

Our new ITG Team established in November 2016 has been restructured to better meet the needs of the organisation. We expect that for a short period of time, the new Client Function will require maturing to embed individual roles, the team as whole and the wider integration to the business community of ESFRS. This transition to the target operating model will be delivered as a BAU project under the guidance of the ITG Manager and the newly appointed PMO Manager.

Customer Facing - Main Roles: Business Relation Management Business / Technical Architecture	Information Security & Data Protection	Supplier Facing: Main Roles Supplier Management Financial Management Contract Management

Main Objectives
• Develop intimate understanding of the business and its direction of travel
• Align IT Strategy and Application/Data road maps in support
• Shape IT solutions and commission delivery
• Support project delivery e.g. technical design authority
	Main Objectives
	• Appropriate policy positions across range of Information Security and Data Protection controls
	• Security Awareness
	• Information Security Risk Management
	• Maintain an effective Information Security Management System
	• Compliance and Assurance testing
		Main Objectives
		• Control & Oversight of 3rd parties
		• Ensure supplier delivery
		   • Operational
		   • Contractual
		   • Financial
		• Assure best value
		• Software Asset Management

The new internal Intelligent Client Function will evolve to take on responsibility to:

• Provide business relationship management and service management to the business and supplier

• Work with the business to clearly articulate business requirements and processes to translate these into IT requirements

• Work with emerging portfolio and programme management functions to support the delivery of strategic priorities.

• Continue to develop, evolve and govern the IT Strategy and IT roadmaps going forward whilst ensuring alignment with ESFRS IRMP and associated programmes and projects.

• Create a more effective information environment through the development of information management framework and supporting processes

• Manage the supplier contract and effective service delivery against defined and agree SLAs, KPIs and PIs.

• Work with the new supplier to ensure that proposed solutions are aligned across the organisation and with strategic objectives

• Work with the new IT managed service supplier to make sure these requirements are translated into effective IT service arrangements - acting as a gateway to manage the flow and channelling of user requirements from the wider organisation.

• Work with suppliers to plan, implement and train the service to achieve the desired IT requirement outcome

• Work with the suppliers on a common IT architecture and standards

• Manage IT spend and budgets; with regards to Business as Usual services, new services and ad hoc requirements.

5.3. Governance

IT Outsource Supplier and other 3rd Parties

Effective governance of the management and delivery of services will be critical as we ensure that the new service meets our needs. The Governance of external services has been determined jointly with the new supplier. This governance will review and provide assurance of the quality of the provision of services; dealing with operational service governance including amongst other matters change management, service level management and achievement as well as project delivery. The joint service governance will report to a newly created governance board.

In addition, Contract governance will be provided through the client function delivering formal governance arrangements defined within the terms and conditions. Associated processes will be developed to ensure that contractual obligations, KPIs, risk management and escalations are managed on behalf of the organisation whilst maintaining the mutuality and partnering principles set out in the contract.

Business Demand

Equally important are internal governance mechanisms that help ITG effectively and efficiently manage demand from the organisation to meet strategic priorities, whilst balancing this against prevailing constraints to maintain a realistic level of IT workload and change for the organisation. This will be satisfied through governance to control the demand from within Business Planning and PMO functions to ensure effective channelling of demand.

5.4. IT procurement and financial management

The ITG Team will be responsible for driving out cost from the IT service where possible. The new managed service supplier is incentivised to drive out cost but intentionally not to their detriment. They must be motivated to remove inefficiencies and so will need to develop a peer to peer relationship with the ITG Team to help identify where these exist. We must be able to articulate the longer term strategic roadmap so that suppliers can see the opportunities for spend in future. The ITG Team are responsible for clearly articulating the implications of this roadmap for IT.

To enable us to meet the expected budget constraints of the next 5 years, it is also critical that we keep to a principle of centralised budget which in turn allows us to get a clear grasp of all IT spend within the organisation. This will reduce ad hoc spend and maintain a clear audit trail and record of all IT components. This will in turn provide a clearer oversight over the whole IT estate and we will be much better positioned to make informed decisions about what the organisation needs and what is the most effective way of meeting these requirements.

In forth coming IT Strategy iterations we will refine the IT roadmap and the associated costs seeking approval from the Authority to invest the ITG Budget and make or support capital bids to deliver approved future business change initiatives.

6. Conclusion

Individual benefits realisation activity will determine the degree to which individual initiatives contribute to delivering against the IT Strategy. Annual revisions of the IT Strategy will in addition spotlight specific delivery against the areas of improvement below.

6.1. Ambition Realised

It is anticipated at the end of this five year period of business and IT transformation our IT services will be fundamentally transformed in crucial ways. We will have:

- Better technology platforms
- More reliable services.
- Up to date technology to drive innovation and efficiencies.
- A simplified applications environment with fewer, more powerful, applications.
    - o Enhanced Customer Relationship Management driving improvements in the way we serve our community at large
    - o Better Mobilisation and Turn Out systems.
    - o More appropriate devices, so that users need fewer devices.
    - o Technology to support flexible working and partner collaboration.
    - o PSN compliant services.
    - o Better control of IT services i.e.
        - ▪ Improved cost control.
        - ▪ IT services part of a single architecture for information management.

- A better IT delivery model - well-resourced suppliers managed by a commissioning team.
- More cost effective IT services.
- More secure services aligned to industry standards e.g. ISO27001

- Better Information Management
  - A paper-light culture
  - IT enabling better business process activities
  - Information sharing, analysis and use, including with partner organisations.
  - Support for performance management and service delivery.
- Better strategic alignment
- Removing organisational duplication
- Improving compliance
- Reducing ambiguity
- A framework that allows ESFRS to properly **Run, Grow and Transform**

Overall we will transform ITG to a more effective delivery model, shaping services to meet clear and agreed business requirements and according to our financial means.

6.2. Next Steps

Annual Operating Plan:

An annual operating plan will be developed in support of the IT Strategy to underpin the key activities, project or otherwise, that need to be delivered in the forthcoming year to achieve appropriate momentum and direction against the strategy.

Annual Strategy Reviews:

The IT Strategy will be reviewed to maintain alignment with the business strategy, take account of delivery and to feed into business and financial planning cycles. It is anticipated that the first review will be undertaken at the end of Q2 FY17/18 to align with the annual planning cycles then yearly thereafter.

Annual Survey:

ITG have commenced an annual customer satisfaction survey to baseline the IT satisfaction levels prior to service handover to telent. This survey will be run annually and developed to ensure it covers the vital signs relating to IT services, providing a feedback loop against which progress against improvement targets can be assessed.

7. Assurance and Audit

Assurance and audit of the IT Strategy will be achieved via the following mechanisms.

- **Business Alignment Assurance**: This will be done at least annually or whenever there is a significant business strategy shift to ensure the IT Strategy remain valid to the prevailing business context

- **Technical Assurance**: Mechanisms will be developed to triangulate the technical directions and choices with a number of peers. This is likely to include the following:
  - telent review of IT Strategy
  - nominated public sector body Heads of IT
  - Professional bodies e.g. Gartner

The aim of this assurance step is to provide comfort to the ITG function, CMT and ESFA that the technology roadmaps laid down for the Service remain appropriate and fit for purpose.

- **Financial Assurance**: this will run on a number of levels;
    - Firstly, working closely with the finance function to establish a reasonable proximity between the available funding and the funds required to fuel the ambition, ensuring realism within the IT Strategy.
    - Secondly, working closely with the business sponsors and CMT to ensure that business cases that require IT investment have a fully declared cost base and that this satisfies business case parameters.
    - Thirdly, demonstrating best value IT provisioning and delivery extending to where practical the movement of delivery risk to the 3rd party suppliers.

- **Delivery Assurance**: Whilst not entirely within the gift of ITG, it will be important to develop realistic views on the degree of IT change that can be undertaken at any one time as well as acknowledging the businesses ability to consume change. This will require close collaboration with the newly formed Programme Office to ensure appropriate momentum can be determined, tracked and throttled to establish achievable levels of quality delivery whilst providing suitable stretch targeting.

Appendix A: Programme / Project Breakdown

Combined 1 and 5
year plans V 5.0 150