Item 9

Towards a Dorset & Wiltshire Fire & Rescue Authority

MEETING	Shadow Policy and Resources Committee
DATE OF MEETING	22 July 2015
SUBJECT	ICT and Information Management Transition
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For decision
EXECUTIVE SUMMARY	As part of the business case for combination, independent consultants were engaged to advise the two Service's about the best way to harmonise their ICT infrastructure. This technical report was then used to support the successful attraction of £5.54m of DCLG transformation funding in 2014. This paper provides an overview of the ICT and information management transition workstream and outlines how the ICT and information management component of the grant funding will be used. The report seeks Member nominations to become involved in the workstream.
RISK ASSESSMENT	Failure to provide a robust oversight of the ICT and information management workstream may lead to heightened risks for a successful combination
BUDGET IMPLICATIONS	Planned expenditure to deliver the workstream has been detailed in the transformational grant bid 2014 and is being reported through the programme management progress reports to the Shadow Policy and Resources Committee.
RECOMMENDATIONS	It is recommended that Members: 1. Further endorse the ICT and information management transition programme in line with the successful DCLG transformation award. 2. Nominate Members from the Shadow P&R Committee to engage with the ICT and Information Management workstream.
BACKGROUND PAPERS	A new combined fire authority for Dorset and Wiltshire - Transformational funding bid 2014.
APPENDICES	None for the purpose of this report.
REPORT ORIGINATOR	Derek James, Assistant Chief Officer

1.   Introduction

1.1   As part of developing the business case for combination, both Service's commissioned an independent technical report on the best way to harmonise their existing ICT infrastructure (eg network, computer servers, telephony, etc). A detailed baseline review was undertaken and a number of technical workshops and assessments were held to support this exercise. This resulted in technical proposals by the independent consultants. Officers then prioritised these recommendations and developed a financially estimated programme.

1.2   In June 2014, both Chairmen approved through the delegated arrangements a bid to the DCLG's transformation grant. As Members are aware, in September 2014 we were fortunate to be awarded one of the highest grants to the fire and rescue sector totalling £5.54m. A key component of this bid was a financial requirement of £1.4m to harmonise and strengthen ICT and information management arrangements. This paper sets out the programme that has been agreed with DCLG, and also seeks Member nominations to engage with the ICT and information management workstream.

2.   Workstream 6: ICT and Information management

2.1   **General Overview**

2.1.1   As Members are aware Workstream 6 comprises of the following main elements that have significant linkages between them and across the wider combination programme.

   i.   *ICT infrastructure*. It is important that the new Service has the necessary technical infrastructure to ensure that it has efficient and resilient arrangements in place to support the systems that are in use by staff. These range from the familiar mail and calendar systems used by all staff, through to specialist departmental systems capturing and analysing community risk information. The infrastructure comprises of the network, network management systems, computer servers, telephony, systems to mobilise fire stations and systems to ensure that our information is managed in a secure and resilient manner.

   ii.   *Information management*. There are a number of statutory requirements that require single systems of work. These include compliance with legislation such as Freedom of Information, Data Protection, Regulatory Investigatory Powers Act (RIPA). In addition, there is a need to satisfy external accreditation bodies that we are managing our network and information in a secure way so that we do not compromise wider data sharing practices associated with such projects as the Networked Fire Control Services Partnership (NFCSP) and the use of Airwave radios. Workstream 6 also includes delivering a new website, intranet and document management system to support the new Service.

2.1.2   As Members are aware, the Workstream has been divided into a number of mandates. The following section outlines the purpose and deliverables for each mandate.

2.2   **Specific deliverables**

2.2.1   *Integration of networks.* The two Services currently have a network that allows staff to access their systems and information. Whilst organisations both meet security standards, as one might expect, the networks have different configurations and are managed using a variety of software systems to support specific requirements. This project is concerned with joining the two existing networks to form a single integrated and resilient network. In doing this we must maintain accreditation standards to allow us to work with external partners without compromising their own security arrangements. As Members are aware, a technical audit has been undertaken and specialist auditors have reviewed the approach. Some expenditure has been committed to engage technical specialist advice and to purchase data lines to ensure that we have a resilient internet connection to support remote working for corporate and operational staff. The budget for this work set out in the DCLG grant is £173k.

2.2.2   *Active directory.* This is the software within a Microsoft domain that registers all users, devices and systems to ensure that they are securely managed, and ensures that access to information and systems is correctly controlled. This work will deliver a single Active Directory domain for the new Service. Technical advice is being secured to ensure that this project is well thought through. The budget for this work set out in the DCLG grant is £27.2k.

2.2.3   *Data centres and storage harmonisation.* Once the networks are joined together, this project will ensure that the new Service has resilient data centres and storage. This is important for business continuity purposes. This has been an issue of concern raised by auditors to the Dorset Fire Authority. The agreed mitigation is that this will be addressed through the combination programme. This project involves new data lines that have long contractual lead times. Tenders are currently being sought and procurement will need to commence shortly. The budget for this work set out in the DCLG grant is £486k.

2.2.4   *Harmonising securing management.* This project is concerned with harmonising the ICT products used for anti-spam, anti-virus, web blocking and encryption. Currently both Services use a number of different devices, software and services that need to be brought together. The budget for this work set out in the DCLG grant is £77.5k.

2.2.5   *Voice integration.* Although both Services use the same technical provider, there is a need to create and configure a single resilient system to support the future needs of the Service. The budget for this work set out in the DCLG grant is £149k.

2.2.6   *Application delivery.* Both Services use software to deliver user applications to fire stations. To harmonise our approach will require software upgrades and some technical configuration to provide these services for a larger Service with more users. The budget for this work set out in the DCLG grant is £53k.

2.2.7   *Network monitoring.* The new network will need to be monitored to ensure that it remains reliable and meeting technical requirements. This requires a single monitoring system to be established. The budget for this work set out in the DCLG grant is £25k.

2.2.8   *Video conferencing*. The new Service has clear geographical challenges with poor road networks running north to south through the new area. To reduce unnecessary travel and to maximise productive time, the new Service will need to use video conferencing facilities more extensively. This project will provide facilities in main centres and provide a more general solution for managers to use at their workstations or via their laptops. The budget for this work set out in the DCLG grant is £24k.

2.2.9   *Patch management.* This is used to ensure that all software updates to products, especially security up dates, are promptly applied. Neither Service currently has a reliable and automated patch management system. The increased size of the new Service will require this to be made more efficient to avoid higher staff costs and to maintain external accreditation for code of connection associated with external partnership working. The budget for this work set out in the DCLG grant is £30k.

2.2.10   *Station end mobilisation.* As reported to Members, this project is concerned with how stations are mobilised. Dorset are currently migrating their system to the same system used by Wiltshire and the other NFCSP partnership members to support a wider harmonisation and support within the Networked Fire Control Services Partnership. It will also improve business continuity arrangements for service delivery. This project is well advanced and on track. The budget for this work set out in the DCLG grant is £117k.

2.2.11   *Information management.* There are a number of procedures that need to be harmonised to ensure that the new Service complies with key legislative requirements such as Data Protection, Freedom of Information, RIPA, etc. Officers have identified the critical procedures to be brought together and a policy framework for the new Service. This has been audited by internal auditors and the key findings will be reported to the Shadow Policy and Resources Committee on 22 July.

2.2.12   *Website and intranet.* This project is concerned with developing a new Website and intranet for the new Service. To support internal communications during the combination period, phase one of a new intranet has been launched. This has been well received by staff and is the main repository for relevant information associated with the programme. As part of creating this new website, officers also wish to enhance the functionality of the new Website to provide a higher level of community information and increased transparency. For example, this will include more community information about incidents within localities and signposts to prevention actions or awareness campaigns. A technical specification for the Website is currently being financially appraised. The budget for this work set out in the DCLG grant is £50k.

2.2.13   *Document management.* Currently neither Service have a particularly structured document management system. As part of developing the DCLG bid, the Services developed an outline functional requirement for a single document system to support the new Service. Two suppliers were approached to underpin the grant bid and following this exercise an outline cost of £200k was approved within the successful bid. This mandate has not yet been progressed as it is falls to a later phase of the work programme.

2.2.14   *Software road map.* As reported to the Joint Committee, there are a large number of user systems that need to be harmonised. As Members are aware, we are limiting the software

convergence during 2015/16 to three core systems, namely, finance management system (Workstream 2 led by Phil Chow, Treasurer (Designate), performance management system (Workstream 2 led by CFO Simon Routh-Jones) and flexi-duty rota (Workstream 4 led by ACFO Ben Ansell). The key deliverable for this mandate is a three year transitional road map linked to departmental reviews and business case saving profiles that will be included within key strategies supporting the Community Safety Plan to be approved by the Shadow Authority in February 2016.

3.   Governance and management

3.1   The workstream has mandates that have been outlined in the detailed progress reports to Joint Committee and are scrutinised by the Joint Leadership Team at its fortnightly meetings. Internal auditors with a technical ICT background have reviewed all projects before we have moved forward with them. Auditors are also currently reviewing the overall approach to transitioning ICT and information management. Technical auditors are also meeting the ICT strategic lead on a monthly basis to review progress and issues.

3.1.1   The programme aligns fully to the DCLG approved grant agreed by Members and is currently on track. The emerging financial estimates are in line with the grant and DCLG expectations. Existing procurement regulations are being adhered to with spend being reported to the Shadow Policy and Resources Committee through the Treasurer's section of the combination programme report.

4.   Next steps

4.1   Over the next few months, the work will accelerate in order to meet some tight deadlines. It is proposed that, like workstreams 1-3, Members are more closely engaged within this Workstream. It is therefore recommended that nominations are received from the Shadow Policy and Resources Committee to work alongside officers delivering the programme.