

# **Implementing Electronic Government Statement**

**October 2002**



**West Yorkshire Fire Authority**

# 1 OUR VISION

## Introduction

The West Yorkshire Fire Authority is a single purpose authority responsible under the Fire Services Act for providing a fire service for the five metropolitan districts that make up the county of West Yorkshire:

- Bradford
- Calderdale
- Kirklees
- Leeds
- Wakefield

We operate 50 fire stations around the county with a headquarters at Birkenshaw, near the centre of the county and we employ over 2000 staff, who use 79 fire engines and special purpose vehicles, and a wide range of specialist equipment to provide high quality fire and other emergency services to all the communities of West Yorkshire.

We have set ourselves a mission: to reduce death, injury and property loss due to fire and other emergencies, undertake humanitarian services and protect the environment.

Every year we examine the service we have provided and we compare our performance with that mission, with our targets and with the performance of other fire authorities. We ask the communities we serve to help us to refine our targets and set new ones in conjunction with national initiatives.

For the 2002/2003 financial year our main challenges and targets are given below.

1. Achieve a downward trend in the number of emergency calls, fires, accidental fire deaths and injuries.
2. Minimise the impact of fire and other emergencies by maintaining a well equipped, immediate response capability.
3. Secure the safety from fire of people in public buildings and workplaces by risk-appropriate enforcement of fire safety legislation.
4. Secure the safety from fire of people in their homes by pro-active intervention, education and collaborative initiatives.
5. Continue to achieve an upward trend in the recruitment, retention and progression of women and minority ethnic employees to the uniformed service.
6. Secure the health, safety and welfare of all employees.

7. Effectively train and develop all employees to maintain a competent workforce.
8. Establish performance management as a key tool in all areas of activity.
9. Comply with Government requirements for electronic services.
10. Minimise the adverse impact on the environment arising from the Authority's services and activities.

We are working hard to achieve these targets and to achieve our vision for the Authority's role in the future: to play a key role working with the community, in partnership with other public sector agencies, and with private enterprise to promote and maintain safer communities.

You can find out more about us and our challenges and targets by visiting our web site: [www.westyorksfire.gov.uk](http://www.westyorksfire.gov.uk)

This year, for the first time, we have introduced a comprehensive programme to use electronic systems to enhance our contact with the community and to make it easier for citizens to use our services to get a 'right first time' outcome.

The rest of this section of the statement describes our vision for the coming 3 years and gives some real examples of how we are already delivering improvements in the quality of our services by using electronic systems to help us to achieve our challenging targets.

### **Our Vision for community interaction and electronic service delivery**

- By adopting a strategy for our evolving systems, that prioritises the citizen's perspective alongside quality and best value, we will provide a service for our regulatory, administrative and informative functions that will enjoy the same high regard in the community as our firefighting role.
- By placing the citizen at the heart of our development programme, we will offer a service to the community that delivers our varied functions in a way that makes sense to the user.
- We already have an around-the-clock presence in our communities. Electronic systems will allow us to integrate and expand that service beyond emergency response to provide advice, support and other services at a time and place convenient to the citizen.
- We will continue to work to develop new partnerships and to strengthen and empower existing ones at local and regional level using electronic systems to make them more effective and to open them up to the community.
- Delivering e-government is a key part of our cultural change, helping us to embrace modernised government principles and to deliver our services in an environment of openness and accountability.

- Our services will be more accessible than ever before. We will actively publicise our services and how to access them to citizens and e-citizens alike, but we will go beyond that, working in partnership with district authorities and other agencies to extend access into areas of social deprivation to ensure our services reach the whole community.

The Authority has adopted a strategy of building upon a sound foundation, and has invested heavily in the 'back office' systems that are necessary to support e-government. This strategy will continue with further investment this year in network infrastructure, data storage and communications systems, but we are already beginning to see the benefits of those investments with more than 150,000 transactions per year meeting the e-government criteria.

In response to the Modernising Local Government and e-government initiatives, we have reviewed our priorities so we can deliver high impact front-end improvements earlier in the programme. This year we have targeted telecoms and the internet:

- Improvements to telephone infrastructure, incorporating software switching and internet technology will increase the capacity and flexibility of our phone systems, making it easier for citizens and particularly business users and our partner organisations to make the right contact first time. These improvements also open the way for call centre facilities to be introduced.
- We have expanded our web site and created two new roles to develop and maintain it as our principle publication medium. That expansion has already delivered tangible benefits to the community and the Authority particularly in recruitment where in less than 6 months, 20% of enquiries are coming through the internet, and initial indications suggest that those enquiries are coming from a more diverse section of the community than we have seen in the past.

Such front-end improvements will continue to be supported by expansion of integrated back-office development. This year our principle back-office project is expansion of our wide area network to deliver a 10 fold increase in capacity. That expansion will complement the telecoms enhancements to ensure our network based knowledge management system will be conveniently available to call takers at all of our sites, increasing our ability to deliver a right first time outcome for callers.

West Yorkshire has played a prominent role in the development of community fire safety and will continue to do so. Our own development will continue to be informed by national level working and we will work in cooperation with the national project leaders for all five streams of the National Fire Service e-Government Project.

In liaison with Greater Manchester County Fire Service we have already made arrangements for early adoption of the national standard data dictionary being generated by that project.

## 2 PRIORITY OUTCOMES AND SERVICES

To date the Authority has adopted a strategy for the introduction of electronic information systems that has closely reflected the targets of its directorates in meeting corporate aims. With a few exceptions, the improvements in service to the community resulting from electronic systems have come indirectly from improvements in the way we work.

With the introduction of the e-government strategy we have looked again at our information systems strategy and revised it to put greater emphasis on targeting and delivering improvements directly to the community.

Clearly, it is not practical to change the direction of a complex and long-running development programme overnight, nor do we wish to divert resources away from information system projects that are vital to our corporate aims.

Our revised strategy relies upon new resources and resources transferred from projects nearing completion that will allow us to modify and supplement the existing programme to introduce new customer focussed development immediately.

We recognise that a complete review of our services is necessary to establish those that can be enhanced by electronic systems and work is underway to implement a comprehensive audit that will include all aspects of our role in the community. That audit will include a survey of stakeholders throughout the community and inside the Authority; it will be used to inform our long-term development programme.

The government has set an ambitious target date in 2005 for us to have all of our services (that can be delivered electronically) available electronically. If we are to meet that deadline we cannot await the outcome of a comprehensive survey that will take some months, so we have made a start already by preparing an initial e-government implementation programme. That programme draws on recent Best Value reviews and on the consultation that was undertaken. It includes bringing forward existing projects, introducing new customer focussed projects and creating four new staff roles dedicated exclusively to the e-government programme and the projects associated with it. The new roles will complement and coordinate the work being done across the Authority and in cooperation with its partners.

We have already forged partnerships with the district authorities, with membership of strategic partnership groups. Our most prominent partnership roles are in community safety alliances such as our champion role in the Leeds Community Safety Partnership, but we are extending our activities into other areas. Examples of this are partnership in the Bradford Neighbourhood Renewal Initiative that is funding community outreach, and our new relationship with the Regenerating Leeds Partnership, where we have brought a new perspective to issues such as managing derelict property and car dumping.

We also have active partnerships beyond the district level:

- Working with the Yorkshire Forward Initiative, we have a successful bid in the Regen 2000 Partnership to support community work in Bradford.
- In partnership with the police we are in the 2<sup>nd</sup> year of Arson Bureau funding for our Arson Initiative.

- In partnership with the police we are bidding for European funding for a disabled awareness project during the European year of the disabled.

All of these initiatives are being actively supported by the Authority in the provision of information services and publication to the community.

We have also sought partnerships in the expansion of electronic services. We are exploring with the CACFOA e-government team the adoption of the CACFOA data dictionary as an Authority standard, in order to foster future integration and adoption of the Fire Service Portal as our standard for information interchange.

In developing internal systems, we have adopted a policy of using national standards where possible. In practice at this early stage, this means that specifications are created incorporating national standards where they are available.

At local level we have more than 70 partnerships in place with a wide variety of other bodies. All of those partnerships have access to Authority information services, and a programme has been introduced to incorporate all partnerships into our information programme.

Our strategy for developing e-government reflects the nature of the services we provide and the expectations of the community identified through long-term contact and in local consultation exercises. By far the greatest priority and highest demand for services are in the delivery of emergency response and the provision of information.

Our strategy is to:

- Enhance telephone-based interaction by phased introduction of computer based telephone technology allowing increased flexibility and volume of interaction.
- To support this with the expansion and enhancement of a computer based knowledge management system to minimise the need to route calls beyond first contact, and deliver the required response – right first time.
- To complement telephone access with alternate routes based upon internet publication, a programme to provide access through mobile technologies and a programme to increase awareness and use of the system.
- To work in partnership with district councils and other agencies to deliver these services to all areas of the community under joint initiatives and shared facilities.
- To support all of this with a programme of back-office and ancillary services development targeted to provide a comprehensive e-government solution. Development will be undertaken with regard to the emerging e-GIF standards and specifications and management will reflect those standards.

Our most significant initial projects are described below.

Project Description	Milestones	Internal Drivers	Nationally Led Objectives
<p><b>1. Internet Presence Development (Phase 1)</b>  The Authority's existing modest internet site will be substantially expanded and enhanced to include all aspects of the Authority's activities and to maximise opportunities for interactive use. In particular, our internet site will offer the following services to the community:</p> <p>1.1 Publication of information about the Authority and its activities, including all statutory publication requirements but also including a wide variety of additional information about the organisation and its role.</p> <p>1.2 Information and support for all regulatory functions undertaken by the Authority to inform and assist those subject to regulatory requirements together with the ability to initiate, and, where appropriate complete regulatory requirements through the internet.</p> <p>1.3 The ability to arrange and pay for services through the internet where appropriate.</p> <p>1.4 Publication of information about careers and recruitment designed to be relevant to all sections of the community, complimented by on line enquiry and application.</p> <p>1.5 Publication of a comprehensive fire safety awareness programme including access to educational materials and interactive access to advice. This programme will be generic, but will also support specific initiatives and will be tailored to reach high risk sections of the community, both directly and indirectly.</p> <p>1.6 Publication in support of partnership working. The Authority will use its internet services to make information available to other agencies and where appropriate to make information from partnership programmes available to the community.</p> <p><b>2. Internet Presence Development (Phase 2)</b></p> <p>Phase 2 will address low volume and low priority information access with expansion of content to include secondary and internal service information.</p>	<p>Publication scheme in place by February 2003.</p> <p>In place by December 2003 Interactive service available by March 2004.</p> <p>Effective March 2004.</p> <p>Publication programme in place by December 2002. Publication programme in place by December 2002.</p> <p>Partnership publication scheme in place by June 2003.</p> <p>Comprehensive publication to be achieved by April 2005.</p>	<ol style="list-style-type: none"> <li>1. Achieve a downward trend in emergency calls.</li> <li>3. Secure safety from fire in public buildings.</li> <li>4. Secure safety from fire in the home.</li> <li>5. Recruitment equality.</li> <li>9. e-government compliance.</li> </ol>	<p><b>Customer service.</b></p> <p>Our internet expansion and development will provide a cost effective, convenient and efficient route to our services for a wide spectrum of our community.</p> <p>It will be achieved directly through home and business computers, WAP devices and TV and through community access provided in partnership with other agencies.</p> <p>It will also promote wider <b>social inclusion</b> directly and indirectly by freeing resources for face to face contact.</p> <p>The project embraces our work to make more information about us available, in the spirit of the Freedom of Information Act and includes a substantial provision to encourage feedback from the community, promoting participation, <b>democracy and accountability.</b></p>

Project Description	Milestones	Internal Drivers	Nationally Led Objectives
<p><b>3. Telephone Switching Systems</b></p> <p>The Authority's telephone services will be enhanced by a programme of modernisation aimed at increasing our ability to make the right connection first time, and ensuring call takers have access to appropriate up-to-date information to minimise call passing.</p> <p>Piloting and initial installation of software based telephone switching facilitating call-centre management practices.</p> <p>Expansion of the existing intranet to provide knowledge management facilities, initially for fire safety matters.</p> <p>This programme is supported by a programme of re-cabling Authority premises to maximise the flexibility and availability of telecoms and computers, and expansion of the existing wide area network to allow higher data transmission speeds to support remote call takers.</p>	<p>Initial pilots in place by March 2003.</p> <p>Fire safety expansion complete by December 2002.</p> <p>Current cabling programme complete by the end of March 2003.</p>	<ol style="list-style-type: none"> <li>1. Achieve a downward trend in emergency calls.</li> <li>3. Secure safety from fire in public buildings.</li> <li>4. Secure safety from fire in the home.</li> <li>5. Recruitment equality.</li> <li>9. E-government compliance.</li> </ol>	<p><b>Customer service.</b></p> <p>By increasing the flexibility and capability of our telephone systems and complementing that with enhanced access to information for those taking calls from the community at all our sites, we will be able to offer a substantial improvement in the service we offer to phone users. This project will increase the information available by phone while minimising call-passing and providing a right-first-time response to many more callers.</p>
<p><b>4. Contact Centres &amp; Community Working</b></p> <p>In addition to increasing the amount of information available from each of our offices through expansion of the intranet and improved telephone systems, the Authority is exploring options for partnership working with district authorities and other agencies, to make information available and provide contact facilities at other locations.</p> <p>This project is in its initial stages but we intend to make documents, video, and internet access available within communities at stations and at shared premises in key locations across the community.</p> <p>Partnership working will be complemented by increased internal commitment to maximising community presence in high deprivation areas.</p>	<p>Suitable Partnerships to be implemented by October 2003.</p> <p>Contact centres to be implemented by December 2005.</p>	<ol style="list-style-type: none"> <li>1. Achieve a downward trend in emergency calls.</li> <li>3. Secure safety from fire in public buildings.</li> <li>4. Secure safety from fire in the home.</li> <li>5. Recruitment equality.</li> </ol>	<p><b>Customer service.</b></p> <p>By making facilities available in socially deprived areas, this project seeks to provide improved access for those sections of the community not having other access to information and information technology. Clearly this will promote wider <b>social inclusion</b>.</p> <p>A key benefit of such centres will be the opportunity to deliver a safety awareness message and to engage the public with community safety information in support of the national objective of <b>creating safer and stronger communities</b>.</p>

Project Description	Milestones	Internal Drivers	Nationally Led Objectives
<p><b>5. Performance Monitoring &amp; Resource Targeting</b></p> <p><b>We will continue to develop our performance monitoring systems and in particular, to maximise the benefit gained in combining mobilising and operational performance data with geographic information systems to identify high-risk areas.</b></p> <p><b>The Authority is undertaking a review of its use of spatial information with a view to specifying an improved corporate geographic information system that will enhance the service we are able to provide in operational mobilisation, and in risk analysis.</b></p> <p>Expansion and development of performance monitoring systems also plays a key role in our changing culture and the move to increased openness and accountability in line with the principles of the Freedom of Information Act.</p> <p>The Authority is undertaking a review of its project management and performance reporting systems with the aim of simplifying the processes involved and increasing the range and relevance of the performance information published.</p>	<p>Specification to be available by the end of October 2003.</p> <p>Review to be complete by December 2002.</p> <p>Revised project management system available March 2003.</p>	<ol style="list-style-type: none"> <li>1. Achieve a downward trend in emergency calls.</li> <li>3. Secure safety from fire in public buildings.</li> <li>4. Secure safety from fire in the home.</li> <li>6. Health &amp; Safety of employees.</li> <li>8. Establish performance management in all areas.</li> </ol>	<p>By ensuring appropriate emergency response and allowing accurate targeting of information, education and partnership with social services, this project is a key element in <b>creating stronger and safer communities.</b></p> <p>This project specifically targets the nationally led objective of <b>Democracy and Accountability.</b></p>
<p><b>6. Service Audit</b></p> <p>The authority recognises the need to review its information systems development strategy in the light of national initiatives. While this document has come about as the result of an initial review and re-prioritisation of the existing strategy, a service audit is necessary to ensure all aspects of Authority business are incorporated into the e-government programme.</p>	<p>Audit to be complete by the end of December 2002.</p>	<ol style="list-style-type: none"> <li>9. E-government compliance.</li> </ol>	<p>By ensuring compliance with the e-government initiative, the Authority is delivering the nationally led objectives of <b>customer service, social inclusion and democracy and accountability.</b></p>
<p><b>7. General Purchasing</b></p> <p>The Authority has undertaken the replacement of its principle purchasing and supplies management system. A key feature of the specification for the new system is the ability to undertake purchasing and internal distribution control electronically.</p>	<p>System implementation by April 2003.</p> <p>All internal transactions to be electronic by October 2003.</p>	<ol style="list-style-type: none"> <li>9. E-government compliance.</li> </ol>	<p>Adoption of electronic transaction for supplies management and purchasing will deliver significant savings in staff time, delivering cost-effective right-first-time results.</p>
<p><b>8. Wide Area Network Expansion</b></p> <p>In order to support the expanded intranet and allow its use at all</p>	<p>WAN expansion programme</p>	<ol style="list-style-type: none"> <li>3. Secure safety from fire in public buildings.</li> <li>4. Secure safety from fire in the</li> </ol>	<p><b>Customer service.</b></p> <p>By increasing the capacity of our</p>

Project Description	Milestones	Internal Drivers	Nationally Led Objectives
sites in support of telephone contact management, it is necessary to increase the capacity of the network to all sites. That expansion also supports the increasing use of centrally held and integrated information.	complete by April 2003.	home. 9. E-government compliance.	information systems, we make it easier to deliver information to the community.
<b>9. Data Integration</b>  In order to support increased citizen contact and extend the coordination of information that allows 'joined up government' the Authority has incorporated the necessary integration of systems into its existing systems development programme. This will form a part of every information system project.	Initial infrastructure upgrades April 03.	9. E-Government compliance.	<b>Customer service.</b> By increasing the integration of our information systems, we make it easier to deliver the right information to the community.
<b>10. Document and Content Management</b>  A programme of review and replacement of existing document and content management procedures, based upon emerging national standards. (eGIF, XML Schema, PRO guidance). The project will incorporate workflow and document image processing where appropriate within a corporate strategy. The key drivers for this project are information accountability and access under the Freedom of Information Act.	Fire Safety and Supplies workflow implementations Aug 2003.  Corporate document management standards review complete June 2003.  Corporate system implementation June 2005.	9. E-Government compliance.	<b>Customer service.</b> By increasing the integration of our information systems, we make it easier to deliver the right information to the community.  This project specifically targets the nationally led objective of <b>Democracy and Accountability.</b>

The projects listed above are the principal projects shaping the e-government project.

They are supported by other information technology and information projects delivering infrastructure and specific back-office system implementations.

[Appendix 2](#) is a list of current and planned projects relating to the e-government programme.

### 3. West Yorkshire Fire Service as an e-Organisation

The West Yorkshire Fire Service has made substantial progress in incorporating technology into its operations to improve and extend the services it offers to the community, addressing the high priority and high volume interactions identified through sustained contact with the community.

The e-government initiative has provided an opportunity to further improve existing provision and to extend electronic services to all aspects of the organisation. It has also assisted in more closely focussing our efforts on service delivery.

In this section of the statement we will describe the brigade's current position in terms of e-government, what we are already doing, and what we intend to do. We will do this using 5 main themes:

- Transactions
- Access Channels
- Enablers
- E-Business
- Organisational Development

#### Transactions

The brigade has initiated a comprehensive and detailed survey of the services it provides to facilitate this work and to provide the basis for performance monitoring for Best Value Performance Indicator 157. The results of that survey are not available at the time of writing. This document utilises the results of an earlier initial survey and will, therefore be subject to amendment in the future. A summary of the e-enabling of interactions is given in the table below. The listings on which this summary is based are given in [Appendix 1](#).

Transaction Type	Total Types Identified	Actual %	Forecast %			
		April 2002	2002/3	2003/4	2004/5	31/12/05
Providing Information	51	55	75	88	100	100
Collecting Revenue	11	0	0	100	100	100
Providing Benefits & Grants	0	NA	NA	NA	NA	100
Consultation	35	9	26	71	89	100
Regulation	11	0	0	36	73	100
Applications for Services	32	13	28	72	100	100
Booking Venues, Resources and Courses	10	10	20	50	70	100
Paying for Goods & Services	8	0	0	100	100	100
Providing Access to Community, Professional or Business Networks	2	50	50	50	100	100
Procurement	3	0	0	100	100	100
Total	163	22.7	37.4	76.7	93.9	100

**Table 1 A summary and forecast of e-enabling of interactions (by percentage of interactions) at April 2002**

We have prioritised our work to e-enable services based up the importance of the service (in the view of the community) and the rate of demand. Not surprisingly citizens put calls to and about emergencies and information about safety from fire at

the top of their list. We have already e-enabled those. That is more than 400 e-transactions every day.

## **Access Channels**

Historically we have provided our services face to face. Naturally this will always be the case for our emergency response, as indeed the telephone will remain the most common way to call for our help for some years yet, but many of the other services we provide can be delivered in other ways. This is particularly true for people who need information from us, or who want to arrange a non-emergency service.

We have been talking to people in the community about how we can improve our services, and our policy for developing access channels has been guided by what they tell us.

Our policy is based upon four key channels. We expect face-to-face contact and the telephone to continue to be the most commonly used channels for the foreseeable future, but we will also be making our services available on the internet and in conjunction with other organisations, in one-stop-shops and contact centres in the community.

### **Face-to-Face**

Face-to-face interaction will increasingly be supported by information available on mobile data devices. Initially, we are concentrating on the delivery of information during emergencies, but back-office development includes data preparation work in preparation for remote access to certain data via mobile terminals.

The brigade operates 50 fire stations that are our contact centres in the community. Each station is e-enabled to provide fire safety information from the existing knowledge-base. That provision will be expanded to offer a more comprehensive and faster service.

### **Telephone**

We will continue to expand the range of information available to those taking telephone calls, to increase their ability to give a right-first-time answer without the need to pass on the call. All of our back-office development supports this function. This is supported by planned enhancements to the telephone infrastructure to improve the flexibility and capacity of the service.

While the improvements we plan to face-to-face and telephone interaction will provide better service, they are limited in their ability to extend our service within the community, particularly into areas of social deprivation or different cultures.

We are tackling this need with the introduction of two access channels; the internet, including a variety of methods of accessing it, and increased presence in communities in partnership with other organisations.

### **Internet**

We have embarked on a programme of expansion aimed at increasing the amount and range of information available on our web site and at increasing the amount of interaction it offers. This will include submission of applications for licenses, recruitment or other services, payment for services and interactive safety information. The programme also includes expansion to offer service to mobile users through WAP and SMS technologies.

## Community Presence

We are exploring opportunities for partnerships with district councils and other agencies to expand our physical presence in communities with the adoption of shared facilities. Fire stations will continue to be our primary tool in this programme, and the existing provision of community facilities will be enhanced by e-enabling.

An active programme of publicising the range of services available and the convenience of internet access will be the key to encouraging take-up of alternative access channels. As the development programme continues, this will be supplemented by emphasis on the ability to monitor progress of applications made to the brigade and other interactive services such as a “do it yourself home fire safety check”. A key element of this strategy is the delivery of a tangible ‘right-first-time’ outcome supported by convenient access to additional supporting information, to allow the citizen to decide when sufficient response has been made.

During the period 2002 – 2005 we are aiming to achieve an increased take-up rate of our internet services of 100% year on year.

Our access channel strategy supports our vision and will achieve our goals of providing increased access to our services as well as improved services. It is in line with the strategies of district councils and related agencies, and it is firmly based in the stated needs of the community. Cost benefit analysis, particularly with regard to the limited range of services we offer and our relatively small size, has ruled out other access channels involving substantial investment in technologies not currently used in the brigade. Those decisions will be reviewed periodically, particularly in the light of strategies adopted by district councils.

	Actual Interactions (‘000s)	Forecast Interactions (‘000s)			
		01/02	02/03	03/04	04/05
Website	<0.4	2	4	8	16
Telephone	120	150	155	160	155
Face-to-Face	4	6	8	8	16
Smart cards	0	0	0	0	0
Other Electronic	0	0	0	0	0

**Table 2 Actual and forecast e-enabled interactions by channel**

Table 2 gives actual and forecast e-enabled interactions by each of the main channels identified by the Office of the Deputy Prime Minister.

### Enablers

As we said in section 1, our strategy is based upon ensuring a sound foundation of back-office systems on which to build our customer interfaces. A fundamental principle adopted early in the introduction of information technology is the use whenever possible of established industry standards and de-facto commercial standards. This has paid dividends to the brigade and means that we can move forward from a position of strength.

Our systems are currently based upon:

- Open systems standards data management, principally Oracle systems that will ensure continued flexibility in data availability.
- Microsoft Office administrative systems.
- Novell network management.

We have accepted a de-facto standard based upon internet technology as the basis for future systems and we are currently exploring Microsoft .Net (Dot Net) technology with a view to adopting it as development environment of choice.

Where actual or effective national data standards existed, they have been adopted. This is seen most clearly in our use of Ordnance Survey data as our standard for spatial data and mapping. We are extensive users of geographic information systems (GIS) and we expect to benefit greatly from the future availability of the National Land and Property Gazetteer without substantial changes to existing systems.

A project to develop a corporate dictionary and schema has been curtailed to allow full advantage to be taken of the development of the electronic-Government Interoperability Framework (e-GIF) and associated standards. Future systems specification will be have regard for compliance with known e-GIF related standards.

Our intranet is the basis of our knowledge management system. Substantial development of the brigade's web site and associated intranet is a principal focus of our e-government programme. Included in that is a comprehensive review of our document and content management processes. This work is being informed by the ongoing national work concerning XML schemas and metadata that forms part of the developing e-GIF, as well as the existing government guidance on web design and access.

We are exploring opportunities for early involvement in the development and active support of both fire service and national portals.

<b>Enabler</b>	<b>Current Position</b>	<b>Planned Activity</b>
Document Image Processing (DIP) and Workflow	A limited application has been identified in two departments. Systems are being specified to meet those applications that are capable of expansion and integration as new applications are identified.	An investigation of the need and scope for corporate level workflow and DIP has been included in the remit of a review of corporate data management and work systems.
Geographic Information Systems (GIS)	Extensive use is made of GIS in operational response, response planning and community risk analysis.	Consideration is being given to the benefits of wider availability of GIS within the brigade. The planned maintenance of existing systems includes provision for the adoption of a single (national) data standard.
Mobile Technology	The brigade has a very limited implementation of mobile technology but intends to develop its use significantly. Mobile (information management) technology is considered by the brigade to fall into two programmes; incident related use and administrative use. Incident related use closely related to the provision of wide area communications for operational purposes. That programme has been substantially delayed by the intervention of central government. As both programmes are likely to be	A limited programme of development of administrative systems will be continued, targeted specifically at the citizen interface in order to support the e-government programme.

Enabler	Current Position	Planned Activity
	related by their use of equipment, this has also curtailed the administrative programme.	
Customer Relationship Management (CRM)	CRM is currently based upon premises records and essentially anonymous contact.	While customer focus has been adopted as a key principle in the development of systems and procedures, it is not considered necessary to maintain a comprehensive personalised CRM system. The programme requires a policy to ensure a single standard for the customer interface. This will be accomplished with the development of a procedural CRM system that will not require systematic personal data recording.
Case Based Reasoning/Query Management	No attempt has been made to introduce formal case based reasoning. Query management is currently ad-hoc.	At present no plans exist to formalise case based reasoning for citizen interaction because of our low level of extended customer interaction. Query management is within the scope of the current review of information management. It may be included within the scope of a corporate workflow project.
Knowledge Management	The brigade has adopted an extended intranet as a simple knowledge management system.	The project has proved successful and will continue to be expanded and enhanced and it will form the basis for telephone and internet based information provision. The principles of 'the learning organisation' have been adopted and will extend to all areas of the organisation as formalised knowledge management procedure based upon the intranet.
Customer Database	This is currently limited to premises over which we have regulatory powers, or for which we provide consultancy under a formal agreement and a small number of individuals that are the subject of specific programmes.	Because of the relatively limited and infrequent contact the brigade has with individuals, there are no plans to create a personalised customer database; as to do so is considered to be contrary to the principles of the Data Protection Act.
Land and Property Database	We are not involved with the development of this database	We expect to benefit from the availability of the National Land and Property Gazetteer

**Table 3 The government-identified enablers - brigade adoption**

## Development of e-Business Systems

All of the back office systems of the brigade are e-enabled to some degree, but none of the systems is entirely e-enabled. This has introduced an additional problem of legacy systems into the development programme for some departments.

Finance management is divided between a small in-house department that undertakes “front-end” processing, and back-office processing undertaken externally by the Kirklees Metropolitan District Council. The interface between the two is fully e-enabled.

All document and records production is e-enabled but some manual record keeping is still undertaken. Procedural and policy documentation is all fully e-enabled.

The brigade has recognised the need for a review of its back-office systems and this is being undertaken as part of the formal best value process. Parts of the review published to date have introduced substantial changes to working practice that have incorporated e-enablement. This is particularly evident in the restructuring of the Fire Safety department.

The degree of integration of back-office systems is recognised to be unsatisfactory. This has led to the introduction of a corporate oversight group with a remit to exercise control over the introduction and development of information systems to ensure new systems comply in all respects with corporate needs, and are fully integrated with other corporate systems.

System	Current Degree of integration	Planned Activity
Intranet	The intranet is at the heart of the brigade’s knowledge management system and is an integral part of all departments and business processes.	The scope of the system will continue to be expanded to provide more comprehensive content. Specific areas will be tailored to provide support for telephone call handlers servicing Fire Safety and regulatory contacts, by the end of 2003/4. The system will incorporate data formatted specifically to service mobile users by the end of 2004/2005.
Extranets	No extranets are currently in place.	The brigade intends to use extranets to support its partnership working. Work is currently underway to address security concerns.
Financial Systems	The principal financial service is provided externally.	Discussions are underway to establish access for e-payment using established commercial systems.
e-Procurement	Procurement is entirely manual, but is supported by e-enabled office systems.	A replacement system is currently being specified. A mandatory requirement will be full e-enabling of external and internal procurement and supplies management processes. Implementation is planned before the end of 2002/3.
HR and Payroll	Payroll is managed externally. HR operates an independent computerised personnel system and is supported by e-enabled	Payroll is currently subject to a Best Value review which may result in substantial changes to existing arrangements. E-enablement will be a requirement of any

System	Current Degree of integration	Planned Activity
	office systems.	new arrangements. Personnel data is a major component of the data review already referred to. It is expected that this will lead to the introduction of a single integrated computerised personnel system. This is anticipated and budgeted for delivery, by the end of 2003/4.
Asset management	Equipment management is e-enabled. Hydrant management is managed manually. Property management is managed manually Fleet management is e-enabled.	Hydrant management has been subject to review and a specification produced for a replacement system. E-enablement is a mandatory requirement for all aspects of the system. Delivery of the selected system is anticipated by the end of 2002/3. No plans currently exist for a review of property management.
Office Systems and Teleworking	Office systems throughout the brigade are e-enabled. An informal survey suggests that e-mail is the principal means of communication within the brigade (except direct speech), and accounts for up to 20% of contact with external organisations. All document production is electronic. Teleworking is in use in the brigade for selected roles.	E-enablement of office systems was evolutionary and to some extent ad-hoc. The data review referred to earlier will include recommendations for the rationalisation of records management and the replacement of non-archive paper records. Teleworking will continue to be implemented where appropriate. It is expected that this will be supported by the provision of extranet facilities before the end of 2002/3.

**Table 4 Brigade Back-Office Systems**

Provision has been made beginning in the current financial year for a dedicated Information Manager with responsibility for oversight of legal and security related information issues. These areas are currently subject to review.

### **Organisational Development**

The Fire Authority as controlling body for the brigade has recognised the need to provide clear leadership for the e-government programme and has identified an e-government champion within the Authority and at board level.

- The champion at Authority member level is Councillor Fox, Deputy Chair of the Authority.
- The champion at management board level is Mr Barnes, Director of Corporate Services.

The champions are responsible for ensuring e-government issues are considered and promoted at the highest levels of decision-making.

Day-to-day management and coordination of the e-government programme is undertaken by the brigade's Information Manager, who is responsible for implementing and steering the change management process, under the guidance of the Director of Corporate Services (the Officer Champion). The change management process is overseen and supported by the senior officers of each of the directorates,

supported by the managers of the Finance, Information Technology and Information departments. This group, the Corporate Information Group (CIG) is responsible for all aspects of the processing of corporate information.

Each aspect of the e-enabling process is separately identified and made the subject of a formal project management process. All projects are overseen by the CIG, and carry a requirement for periodic progress reporting against agreed milestones.

Re-engineering of existing business processes is facilitated by the Best Value process, which ensures comprehensive stakeholder involvement and citizen focus. The cross functional and senior standing of the CIG ensures that e-enablement is appropriately considered at all stages of departmental and business review.

E-Skills training requirements have been identified at two levels; technical provision and user. Existing staff in the Information Technology and Information departments have been identified as requiring new skills, particularly concerning the emerging national standards. This need is being met with the flexible provision of external seminars and courses, including local higher education, and contact with appropriately skilled consultants.

User skills are provided by external (supplier based) systems training, and internal generic user training.

Wherever possible the brigade will adopt national standards for all aspects of e-government.

Of principal concern at this stage of the programme are the standards applying to data and data management, work has begun to bring brigade standards in line with those being developed under the e-GIF initiative where the development of an XML schema and metadata standards are of particular concern as is the comprehensive data dictionary expected from the Government Data Standards Catalogue.

Our internet and intranet sites are at the core of our programme. We intend to use the government website guidelines and access standards throughout its implementation.

It is our intention to be accessible through the Government Gateway, using national level digital certification. This is particularly important in e-enabling our regulatory services.

We are particularly concerned to be involved in the implementation of a fire service portal and will continue to monitor its progress and contribute where appropriate.

Our principle indicator of quality of service is, and will continue to be, falling numbers of death, injury and property loss due to fire and other emergencies, but we do recognise the need to include performance monitoring among the business processes we re-examine as part of the e-enabling process.

Because our front-end strategy is closely linked with the development of our internet site, take-up of that service, and take-up of individual interactive services within it will be a key indicator for us. In parallel with this we hope to see a reduction in staff time dedicated to responding to generic fire safety queries. This will be a secondary indicator of take up of alternative services.

Our Best Value consultations will continue to be our principal indicator of citizen perception of our services, and this process will be expanded to encourage additional comment on the availability and quality of our non-emergency services.

It is clear from the work undertaken already that an indication of successful e-enablement of business process will be increased communication and cooperation

between departments and directorates of the brigade, and the integration of related processes. Consideration is being given to a method for systematically monitoring and reporting on this process.

The brigade is currently participating in more than 80 local and regional partnerships. E-Enablement of those partnerships is currently ad-hoc. It is intended to include provision for e-enabling partnership processes in the programme, particularly in providing for information exchange (extranets) and publication. Formal take-up of e-enablement facilities will be considered as an indicator of performance.

## 4. RESOURCES

The brigade has existing budgets to support planned information technology development for the period 2002/3 – 2003/4. The existing programme is predominantly back-office development, but contributes directly to the e-government programme. The figures given in the table below include existing budgets for back-office systems for the current year, all the sums are those intended for citizen-centred development and e-enabling processes, they do not include unrelated spending on ICT infrastructure.

The principal new commitment made in the current year is the creation of five posts dedicated to e-government and related projects. The posts are:

- Information Manager
- Publication & Content Officer
- Librarian
- Administration Officer
- Clerical Assistant

This represents an investment in the e-government programme of approximately £150,000 of annual revenue. In addition we expect to employ the services of consultants for some aspects of the programme. Costs (where available) have been included in the budget below.

At this stage, it is not possible to estimate the necessary commitment of staff within the directorates for programme related work such as system specification, data management and training. Staff costs within the host directorates have not been included here.

The budgets for 2003/4 onward are provisional, and subject to change arising from the outcome of on-going budget, data and systems reviews. A breakdown of project budgets is provided in [Appendix 3](#).

Resources	(£'000s)	Forecast (£'000s)		
	02/3	03/4	04/5	05/6
Financial contributions from EU funding. Regen 2000 single regeneration bid for community work in the Barkerend area of Bradford. (This sum will include, but is not exclusively for, e-enabled services)	0	411	0	0
Financial contributions from other sources of government funding	0	0	0	0
Financial contribution from public-private partnerships	0	0	0	0
Financial contributions from other partnerships	0	0	0	0
Resources being applied from internal revenue	1837.5	445	470	695
Reinvestment of savings from e-government investment	0	0	0	0
Other sources	0	0	0	0
<b>Total</b>	<b>1,837.5</b>	<b>856</b>	<b>470</b>	<b>695</b>

**Table 5 Resource forecast for the e-government programme**

Because of the relatively small size of the organisation and the limited scope of services provided, there are no perceived opportunities for significant savings realised from the e-government programme in the foreseeable future. All the perceived benefits will be in terms of enhanced services.

## 5. RISK ASSESSMENT

The e-government programme is subject to a number of risks that could prevent successful completion of the programme by the 2005 deadline. The most significant risks are summarised here, together with the action we will take to reduce or eliminate the risk. We have also included an assessment of the probability that the risk will be realised, and its probable impact on the programme is also given. Probability and impact are described as 'high', 'medium' and 'low'.

We have made two assessments for each risk; the first applies if we take no action to lessen its impact, the second results from the action we propose to take.

Assessment of risk in such a complex and long running programme cannot be static. These risk assessments will be reviewed regularly as an integral part of the project management process that will be applied to each part of the programme, and to the programme as a whole.

	<b>Risk</b>	<b>Assessment</b> Probability Impact	<b>Action</b>	<b>Assessment</b> Probability Impact
Internal	Resistance to change – Staff: Failure to accept and maximise the opportunities for change to integrate and improve services.	Medium High	Staff development and training to confer understanding and ownership. Clear top-down leadership and championing.	Low Medium
	Resistance to change – Public Citizens may be unwilling to adopt alternative channels or engage in interaction.	Medium Low	Customer led changes and clear convenience incentives for use of alternative channels. Promotion of channels and incentives.	Low Low
	Corporate Coordination The programme is very complex and its scope wide. Failure to integrate with all aspects of the organisation will undermine quality of service.	High High	Formal and effectively applied project management applied in all areas of the programme combined with effective communication of plans. Applied good management practice.	Low Medium
	Unavailability of Staff Staff over-committed on multiple projects. Introduction of additional 'urgent' workloads during the programme.	High High	Formal project management applied to programme resources. Provision of contingency plans for staff shortfall. Prioritisation of resources according to corporate rather than directorate requirements.	Low Low

	<b>Risk</b>	<b>Assessment Probability Impact</b>	<b>Action</b>	<b>Assessment Probability Impact</b>
	Failure or Unavailability of IT Infrastructure Inadequate provision, failure or unavailability of IT systems will compromise service delivery and quality. This has particular impact on the reputation of the service and possibly on revenue collection.	High High	Carefully planned IT resource management. Close cooperation and communication in design and specification of services. Planned and phased implementation. Preparation of contingency plans. Use of formal project management in IT.	Medium Medium
External	External Impacts Impact on the brigade of uncontrollable external forces, eg. Industrial action, government initiatives requiring urgent resource reallocation, budget shortfall.	High High	Preparation of contingency plans. Identification of 'sacrificial' lower priority programmes. Careful forward planning and environment analysis.	Medium Low
	Legal or Partnership Constraints Impact of information legislation – preventing sharing or capture of information. Failure to agree on levels of cooperation and interaction. Mismatch in priorities for resource allocation or timescales.	Medium High	Pro-active approach to establish appropriate boundaries with the information commissioner and ODPM. Close cooperation and communication in designing and defining partnerships.	Low Low

**Table 6 Risk Management Summary**