ICT Strategy
2016-2020

West Yorkshire
Fire & Rescue Service

Making West Yorkshire Safer
www.westyorksfire.gov.uk

simpler | smarter | engaging

"We will make the most of technology to make things simpler, smarter and engaging"

Introduction

The fire service is going through an unprecedented time of change in an ever challenging financial environment. West Yorkshire Fire and Rescue Service (WYFRS) remains committed to delivering its priorities which are:

- Deliver a proactive community safety programme

- Deliver a professional and resilient emergency response service

- Provide a safe skilled workforce that serves the needs of a diverse community

- Provide effective and ethical governance and achieve value for money

To meet the challenges WYFRS undertook an efficiency research programme which looked at four key areas.

IRMP 3 Research Project

To identify options to match resources against reducing risk and demand primarily through a more flexible approach to emergency cover with least impact on firefighter safety and community safety.

Ways of Working Research Project

To examine ways of working to identify efficiency savings and facilitate Integrated Risk Management Plan (IRMP) objectives.

Strategic Asset Review Project

To review the capacity, standard and suitability of West Yorkshire Fire and Rescue Authority (WYFRA) land and buildings to develop a future asset strategy.

Information Strategy Review Project

To scope, develop and deliver an Information Strategy by undertaking a review of current information usage and make recommendations for change.

The Information Strategy Review Project identified several ways in which technology can assist us in being able to work smarter and simpler and enable us to engage more effectively with our staff, community and partners.

What our vision means

We will make the most of technology to make things simpler, smarter and engaging

We will maximise the use of electronic ways of working, simplify systems and provide a consistent user experience reducing repetition and exploiting the value of the information we hold within a secure and resilient infrastructure.

We will ensure that the systems provide value for money and are fit for purpose whilst remaining within the boundaries of our compliance requirements.

The ICT strategy will support the ambition of the Authority in 'Making West Yorkshire Safer' and its aim to 'provide an excellent fire and rescue service working in partnership to reduce death, injury, economic loss and contribute to community well-being'.

Benefits

The strategy will benefit our community by:

- Providing current and relevant information on our website.

- Providing information through a variety of communication channels including social media.

- Providing more ways for our community to communicate with us.

- Using the information collected within our diverse community to enhance the service we provide.

- Enabling us to use our resources more effectively in our communities that are at greater risk.

- Providing value for money.

- Using technology to ensure we are transparent and accountable to the community we serve.

The strategy will benefit our staff by:

- Making our systems easier to use.

- Ensuring information is readily available to enable them to do their job when and where it is needed.

- Reducing administration time by enabling the electronic collection of information at source.

- Using technology to automate time consuming manual processes.

The strategy will benefit us and our partners by:

- Providing mechanisms to exchange information electronically and securely.

- Developing better integration with our partners' systems.

- Maximising opportunities for collaboration.

The strategy will benefit the Service we deliver by:

- Acting as an enabler to reduce operational costs.

- Using electronic ways of working to increase our capability to deliver more prevention and protection activities.

- Using electronic ways of working to improve data quality and enable more effective use of the information we hold.

- Using electronic forms and system integration to remove repetition and increase automation.

- Providing a more resilient and secure environment.

- Enabling better engagement with our staff.

How we will achieve our vision

Strategy enablement

Strategy enablement is all about ensuring we have the right operating environment in place, with a governance structure that ensures the ICT Strategy and any future ICT initiatives can be delivered effectively, are regularly reviewed and remain fully aligned with our Service Plan.

An ICT Governance Board oversees the delivery of the ICT Strategy. It ensures that the strategy is achieving what it set out to do, within time and budget.

We appreciate that this work will not end once the strategy is delivered and so the ICT Governance Board will oversee the priorities and budgets for all future ICT initiatives. In doing so it will ensure that the projects undertaken will be those that add value to the organisation and help to achieve current and future corporate objectives.

The ICT Governance Board will ensure that regular reviews of ICT systems are undertaken to ensure they remain fit for purpose and continue to provide value for money.

Simpler

We will make things simpler by:

- Ensuring system security is managed effectively to minimise the number of passwords and reduce administration time when staff change roles including the potential for enhanced use of identity cards.

- Moving to a paperless meeting solution that will reduce administration time and printing costs and enable the rationalisation of the number of printers we need.

- Using electronic forms and mobile working solutions to reduce manual processes, administration time and printing costs and improve data quality and the availability of information.

- Looking at how our rich media (images and video) is stored, managed and used to ensure it has the right level of accessibility and security with minimum administration.

- Looking at how our training and competency records are managed to reduce administration time and complexity.

Smarter

We will make things smarter by:

- Updating our information management strategy to ensure the information we hold is managed, used and shared in the most effective way to help deliver our services to our community and work more closely with our partners.

- Ensuring our infrastructure is resilient and flexible to enable access to information and applications when and where it is needed.

- Using technology to enable more flexible ways of working with devices to suit the role.

- Reviewing our human resources system to ensure all personnel information is managed and used effectively and to reduce duplication of information.

- Implementing a rostering solution that enables more effective management of the various shift patterns in use now and in the future to ensure our resources are available when and where they are needed most.

- Looking at how our prevention and protection information is collected, managed and used to help ensure the safety of our staff and the community and enable more effective working with our partners.

- Looking at our financial management solution to simplify processes and enable integration to other key systems.

- Looking at how our stores system can be improved to reduce manual and paper processes and improve stock management.

- Looking at how our transport system can be improved to reduce manual and paper processes and improve the management of our fleet.

- Looking at how our equipment management system can be improved and whether electronic tagging of equipment could be used to better manage our assets, reduce administration time and ensure all equipment is maintained to the appropriate standards.

- Looking at how our hydrant management system can be improved to remove manual processes and ensure the information is available to operational crews as fast as possible.

- Looking at the implementation of ITIL (Information Technology Infrastructure Library) service management standards, Service Level Agreements and Key Performance Indicators across the ICT department to ensure service meets recognised standards and improve the user experience when requiring support.

- Looking at how existing technology use can be maximised to reduce the number of systems in use and ensure value for money.

- Looking at how our systems could be shared with partners to provide more collaborative services to our community.

Engaging

We will make things engaging by:

- Maximising the use of our performance management dashboards to better manage our performance.

- Establishing an ICT training function to ensure our staff are trained to use new and existing technology to its full potential.

- Reviewing our communication methods to ensure we can communicate effectively with our staff, partners and community in a variety of ways.

- Maximising the use of Skype for Business to provide conferencing facilities to reduce travel time and cost.

How we will manage our vision

The ICT strategy sets out a programme of change based on our current position however, public priorities and the demands placed on the fire service are likely to change over the coming years. It is important to ensure that the strategy remains aligned to the priorities and objectives of the Authority.

The ICT Governance Board will take ownership of the ICT strategy and ensure:
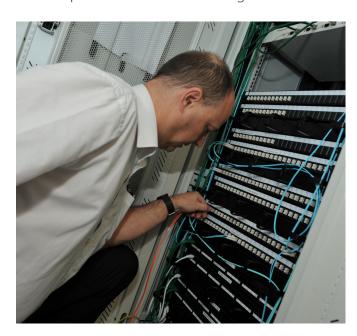
- The ICT strategy remains aligned to corporate strategy through regular reviews.

- Governance is in place to support and manage the long term investment in technology.

- Changes to the strategy are defined and agreed.

- Monitoring of projects against deliverables, time and cost are in place and benefits are realised.

- Management Board and the Fire Authority are updated on progress.

- All financial expenditure is approved, spent and managed within the requirements of the Authority's constitution.

Regular reviews will be undertaken to ensure the ICT Strategy remains aligned to the Service Plan. Changing priorities of the organisation, the community it serves and the environment within which it works may impact on the strategy.

Factors that may change the strategic direction of the ICT strategy include:

- Changes to the way the organisation is managed and funded.

- Changes to the services provided to the community.

- Opportunities arising from changes in technology.

- Changes to priorities for key resources needed for the delivery of the projects within the strategy.

- Changes to Government policy or funding.

Where changes to the ICT Strategy are identified and approved the appropriate programme plans will be updated to reflect the changes.

When we will achieve our vision

Simpler Smarter Engaging

2016/17	2017/18	2018/19	2019/20
Review information management strategy			
Paperless meeting solution			
Establish ICT training function			
Enhance use of Skype for Business			
System security and enhanced use of identity cards			
Rostering and HR solution			
Flexible and resilient infrastructure			
ICT service management, Key Performance Indicators and Service Level Agreements			
Rollout of electronic forms and mobile working solution			
Review sharing of systems with partners			
	SharePoint upgrade		
	Competence Records		
	Protection solution		
	Continuous enhancement of performance management systems		
	Stores system		
	Flexible working technology		
	Hydrant management		
	Equipment management and electronic equipment tagging		
	Communication methods		
		Maximise use of existing technology and supplier management	
		Transport solution	
		Rich media solution	
			Financial management system
			Printer estate

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