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# 1.

## The Brigade's Vision

**By the Chief Fire Officer (Designate)  
of the Mid & West Wales Fire Brigade**



Doug Mackay M.Sc.,M.I.Fire.E.

The Mid & West Wales Fire Brigade is committed to providing the highest levels of firefighting, emergency rescue and fire safety services. Evidence of our success is demonstrated in the Brigade being consistently calculated as one of the fastest responding brigades in the country, as validated by District Audit and Her Majesty's Inspectorate of Fire Services. The Brigade is proud to hold Charter Mark status and to have received Investors In People (IIP) and European Foundation for Quality Management (EFQM) accreditation.

On first consideration the potential use of electronic service delivery tools by a fire brigade seems somewhat limited. However, the modern Fire Service undertakes a considerable number of activities in parallel with its traditional core firefighting and rescue roles and many of these are well suited for delivery by electronic means. Examples of the non-emergency duties undertaken by brigades include the issuance of fire certificates, provision of fire safety information, assessment of high-risk premises and the compilation of fire reports for insurance purposes etc. Additionally, like all public bodies, many other typical business activities have to be addressed including procurement, recruitment, consultation and the publication of numerous types of organisation specific material.

The Brigade covers an area in excess of four thousand five hundred square miles, approximately two thirds of the landmass of Wales, within which there is a diversity and richness of communities and cultures. Given this large area and long distances it is important we provide ready and effective access for citizens to all our services, as we already provide with our operational response. More effective use of information and communications technologies will improve the range and quality of the work we do. I am confident that this Brigade will be considered with the same high regard for its future electronically delivered services as it is today for its emergency firefighting, rescue and fire safety roles.

## **1.1. Introduction**

This is the Mid & West Wales Fire Brigade's Implementing Electronic Government (IEG) Statement that has been produced in response to an invitation for the submission of suchlike by the Office of the Deputy Prime Minister and thereby commit the organisation to a Government assisted electronic service delivery programme.

The purpose of the document therefore, is to demonstrate that the Brigade and the Fire Authority plan to utilise information and communications technologies to better deliver services to its citizens. Inherent elements of this process will include identifying citizens preferences, identifying potential partner organisations, identifying services appropriate for electronic delivery as well as creating and resourcing an organisational structure capable of successfully meeting the 2005 deadline of Best Value Performance Indicator number 157.

This Statement will be debated and approved by the Brigade's management team before submission to the Fire Authority. Revisions to the document may be made from time to time as the Brigade's electronic service delivery programme is further developed.

## **1.2. Our Service Delivery Priorities**

Mid & West Wales Fire Brigade is committed to protecting people, property and the environment from fire as well as providing other rescue and humanitarian services. We will achieve this by involving and informing the community and working in partnership with others to provide a value for money service for those who live in or visit Mid and West Wales. Within its 2002/2003 Best Value Performance and Business plan the Brigade has recorded its service delivery priorities and these are detailed below:

- Deliver an efficient and effective Fire & Rescue Service to limit the number of deaths and serious injuries as a result of fire and other emergencies.
- Save property and limit damage to the environment due to the effects of fire and other emergencies.
- Perform Fire Safety duties with a view to reducing fires and associated loss of life and serious injury.
- Reduce preventable fires, hoax calls and the incidents of arson through a comprehensive community Fire Safety education programme.
- Provide an efficient, effective and economic management system that produces safe working procedures and practices.
- Maintain efficient and effective support services ensuring sound management of financial controls and monitoring mechanisms.
- Consult with the community and other users of the Brigade's services in the setting of appropriate performance measures and targets as part of the process of providing Best Value.
- Ensure the investment in training and development of staff achieves these aims and objectives.
- Ensure that all sections of the community are served with respect and dignity, and that

the diversity of the community and our staff is recognised and respected.

Confirmation of the dedication of the Brigade in achieving various of these service delivery goals is demonstrated in a number of innovative local initiatives as detailed in Section 1.5 of this document.

### **1.3. Our Objectives For Electronic Service Delivery (ESD)**

The Brigade considers that the adoption of electronic service delivery techniques will support many of its existing business strategies and plans whilst at the same time affording greater opportunity for partnership working with other agencies. Benefits that are expected to accrue from ESD processes specifically include:

- Greater access to and more effective delivery of services.
- An ability to deliver a greater range of services and to all social groups.
- Better understanding of citizens needs, how they regard our services and improvements to service delivery planning.
- Improved accountability, reporting and monitoring of Authority activities.
- Extended use within the organisation of electronic systems resulting in both operational and business benefits.
- Enhanced support for the delivery of 'joined-up' services.

In line with the Authorities' Welsh Language policy, we will ensure that all citizen orientated electronic service delivery facilities will support the use of the Welsh language.

### **1.4. Citizens, Stakeholders And What They Want**

The potential for consultation with the public, solely for e-government purposes, by the Brigade is limited due to the lack of resources available and the expense and complexity of approaching all representative groups within each of the six Unitary Authority areas.

However, by referencing an earlier Brigade consultation survey undertaken between April 2000 and March 2001 that was designed to identify service delivery issues in general, an insight into some of the preferences of our citizens has been gained, providing a useful starting point in preparing this Statement. Furthermore, each one of the six Unitary Authorities have themselves completed a detailed public consultation within their area to determine e-government preferences and the results of each of these has been made available to the Brigade for its use. As it is considered that the preferences identified in these surveys will also be true for fire brigade specific services, their findings will help determine the preferred electronic delivery techniques that will eventually be adopted by the Brigade.

In summary the service access preferences declared by citizens of the Mid and West Wales area can be defined as follows:

- Telephone Communications – the popularity of the telephone for accessing local government services throughout the Mid and West Wales area was very evident and perhaps reflects local social demographics. However, although a substantial majority

consider call centre type facilities can/will improve services to the public, it was clear that auto-attendants and answering machines would not be acceptable during office hours.

- One Stop/First Stop Shops – a high proportion of consultees, particularly in the more urban authorities of City & County of Swansea and Neath Port Talbot, considered the ‘local office’ approach to be a preferable way of accessing authority services. In most instances this was the second most popular access mechanism after the telephone.
- Internet/Website/E-Mail – surprisingly perhaps, these service access mechanisms, even when considered collectively, were far less preferable to citizens in general and in some instances were less popular than letter writing or visiting a local Councillor. However, two of the six authorities have identified that the Internet etc. is more likely to be used by those that are currently less than fifty years of age and therefore these media will increase in popularity as time passes.

Although the Internet etc. is currently one of the public’s least favoured service access mechanisms it is recognised however, as being fundamental to some of the other e-government objectives such as joined-up government, partnerships with stakeholders, electronic procurement and other business related functions.

### **1.5. Key Partner Working**

The Mid & West Wales Fire Authority and Fire Brigade place great emphasis on partnership working in all aspects of their activities recognising that significant benefits can be gained for the organisations involved and for the citizens they serve.

Some examples of partnerships that have already been developed by the Brigade and the Authority include:

- Wales Fire Service Forum – a joint concern of the three Welsh Fire Authorities that has resulted in better communication with and additional funding from the Welsh Assembly Government. Additionally, the Forum has resulted in increased co-operation between the three Welsh Fire Services on operational and organisational matters.
- Co-responder Initiative – a partnership with the Welsh Ambulance Trust whereby fire station crews in remote rural areas are trained to provide on a ‘first call’ basis first aid and cardiac related support within their communities.
- Vehicle Arson Reduction Initiative – this is a partnership which includes a range of partners including South Wales Police, Neath Port Talbot County Borough Council, City & County of Swansea and Ferry Bridge Recovery Services.
- Joint Property Development Partnership – there are various of these that include collaboration with Dyfed Powys Police, the Welsh Ambulance Trust and Her Majesty’s Coast Guard to construct for example new and shared facilities at Aberystwyth and Llandeilo.

It is expected that further collaborative opportunities will result from the implementation of electronic service delivery mechanisms and key partners that have already been identified for future collaboration include:

- Six Constituent Unitary Authorities – the Fire Authority has a very close and interdependent relationship with six constituent Unitary Authorities and each one of

these is currently implementing electronic service delivery strategies.

- South Wales/Dyfed Powys Police – the boundaries of the Mid & West Wales Fire Brigade encompass the whole of the Dyfed Powys Police area and also “G” and “H” Divisions of the South Wales Police Force. Service collaboration is already underway with these organisations.
- Chief & Assistant Chief Fire Officers Association (CACFOA) – a series of national, Government funded, Fire Service specific projects has been proposed and is being co-ordinated by CACFOA and the Brigade is committed to participating in many of these. **See Appendix A.**
- Welsh Assembly Government – increased co-operation has already resulted from the activities of the Wales Fire Service Forum and there is scope for further collaboration especially within the area of community regeneration and social inclusion.
- Her Majesty’s Fire Service Inspectorate – Fire Service legislative responsibilities are managed by the Fire Service Inspectorate which is one of the functions of the Office of the Deputy Prime Minister. Consequently, ESD collaboration with the Inspectorate is to be welcomed and encouraged.
- Association Of Community Councils (ACC) – the Authority is already developing closer links with the ACC to secure greater participation at the citizen level.

Although significant private sector partnerships have yet to be identified, it is considered that such opportunities will emerge as a consequence of the ongoing development and implementation of electronic service delivery measures by the Brigade.

## **1.6. Our Targets For Electronic Service Delivery**

In addition to complying with the requirements of BVPI 157, the Brigade itself plans to create a series of supportive local electronic service delivery targets that will help it focus upon specific issues such as:

- Implementation of Brigade specific ESD projects
- Corporate management of information within the organisation
- Procurement and payment of goods and services on-line
- Participation in nationally co-ordinated fire service specific projects
- Participation in locally co-ordinated citizen centric related projects

It is recognised that the timescales dictated by the latter two of these issues will, to a significant extent, be dictated by key partners as will be achieving the associated goals.

## **1.7. Monitoring progress/Informing stakeholders**

Effective mechanisms will be needed to ensure that Brigade management and stakeholders alike can be properly and regularly appraised of the progress being made or any difficulties that are being incurred with regard to ESD implementation.

### *1.7.1. Monitoring and control arrangements*

The Brigade's Management team will monitor progress regarding the delivery of the goals and objectives as identified in this IEG statement and will receive regular project reports from the E-government Officer and his group. Furthermore, such project reports will help identify to senior management the resource requirements that will be needed to effect electronic service delivery including the enhancements to the Brigades existing information and communications infrastructure. In-house ESD projects will generally conform to a Prince 2 project management structure, commensurate with Government recommendations, by utilising the prevailing Prince 2 accreditation.

Electronic service delivery will become a standing item at meetings of the Fire Authority for general consideration by all Members in addition to those that have been co-opted to support day to day activities on this issue. A Prince 2 based project structure detailing the various internal officers and the elected Members that are associated with this process, as well as an outline description of their roles and responsibilities, is incorporated within this Statement as **Appendix B**.

### *1.7.2 Keeping staff and stakeholders informed*

In addition to the reporting arrangements for Brigade management and Fire Authority Members as detailed above, other mechanisms will also be employed to help ensure all other stakeholders are also kept effectively informed. Such mechanisms shall include the submission of regular reports to the Brigade's Information & Communications Strategy Working Group, the publication of a quarterly e-government newsletter both internally and externally, via the Brigade's public Internet website, and through the normal activities of meetings with stakeholders regarding collaborative projects. It is considered that the submission to the Office of the Deputy Prime Minister of regular BVPI 157 progress reports will also be undertaken.

## **1.8 Measuring up**

The Government considers that in the future public services will be improved in seven key areas and each one of these areas is identified below along with details of the Brigade's plans for delivering local ESD related service improvements.

### *1.8.1. Joined up services -*

Through local and national initiatives that will often be collaborative in nature, the Brigade will deliver customer focused services in easily understood ways that will meet local needs and also support the ideals of local Community Plans and Strategies.

### *1.8.2 Accessible services*

Public access to services will be based upon local needs and reflect preferences for access times and places. Telephone and Internet based technologies will be the primary access mechanisms, the latter of which will be supported by the various public information kiosk networks being developed within the six Constituent Authorities, some of which are already in place.

### *1.8.3 Services delivered or supported electronically*

The delivery of 'frontline' and non-operational services will benefit from the introduction of new or enhanced communications and information technology systems. Examples being, mobile access

to risk information by firefighters and expanded public website based facilities.

#### *1.8.4 Services delivered jointly*

Participation in the CACFOA co-ordinated national projects will ensure that many Fire Brigade specific services will be delivered in a joined-up manner. Localised service requirements will reflect collaboration with local key partners.

#### *1.8.5 Services delivered seamlessly*

In parallel with the Web enabled services that will be available to Internet based users be they citizens or business, customer facing telephony equipped staff will have comprehensive internal access to the same facilities. It is intended that this will result in the seamless delivery of the same quality service to citizens however and from wherever they may access the Brigade.

#### *1.8.6 Services which are open and accountable*

The objectives, standards and performance of the Fire Authority and Brigade will regularly be published within the public domain utilising electronic mechanisms as they are now, by use of traditional methods. Additionally, the easy submission of online complaints and provision of speedy responses will be facilitated.

#### *1.8.7 Services which are used by e-citizens*

The Brigade will promote the availability and use of its e-enabled services as and when they become available online. Promotion will be undertaken by the Brigade on an individual basis and also in collaboration with key partners when appropriate.

The above descriptions are purposefully general in order not to limit the potential for adopting those access channels etc most appropriate to citizens needs.

## **2. Principal Outcomes And Services**

The Brigade recognises that the e-government philosophy is not just about the electronic delivery of services but also embraces other important principles such as democratic accountability, social inclusion and customer service. The Authority recognises that these are some of the fundamentals of the modernising Government and e-government agenda's and reference to each of them is detailed below.

### **2.1 Outcome Priorities**

#### *2.1.1 Customer Service*

The e-government specific detailed consultation undertaken at Unitary Authority level will inform the Brigade's plans to deliver services electronically and thereby help ensure they are structured around the needs and convenience of citizens. Collaboration both at local and national levels will offer the most cost effective means of implementing ESD solutions.

#### *2.1.2 Social Inclusion*

The Brigade will provide better access for users groups that would particularly benefit from the electronic delivery of services e.g. the visually impaired, hearing impaired, the housebound and members of ethnic minority community. PC/Internet public access requirements will be addressed by Unitary Authorities.

#### *2.1.3 Democratic Accountability*

Enhanced democratic accountability will be achieved by the more widespread Internet based publication of the Brigade's and Fire Authority's activities and plans. Furthermore, the increased consultation and complaints opportunities that will result from ESD will be exploited.

### **2.2 Key Priority Services**

The Government has identified seven key priority local services and although these are perhaps generally more relevant to local authorities e.g. improving local transport needs, some do relate to the Brigade's activities and Service Delivery Priorities and plans. Details of the Government's Key Priority Services and how some of them will be supported by the Brigade are given below:

- Raising Standards Within Schools
- Improving The Quality Of Life For The Young, Old And Families
- Promotion Of Healthier Communities
- Creating Safer Communities
- Improving Local Transport

- Promoting Local Economies

The Brigade is already active in four areas of these Key Priority Services. This is demonstrated by example in our involvement with the Young Firefighters programme, Vehicle Arson Reduction Initiative, collaboration with local Health partnerships, schools fire safety education programme and pioneering schemes such as the partnership with Age Concern to raise home safety standards in the homes of the elderly in Neath/Port Talbot.

### 3. The Brigade As An E-Organisation

The Brigade recognises that identified within the Governments national strategy there is a series of five themes that local Authorities and Fire Brigades should develop in order to build and implement their individual ESD strategies. The five themes are Transactions, Access Channels, Enablers, E-Business and Organisational Development and each one of these is addressed in turn below:

#### 3.1 Theme 1: Transactions

In order to plan the implementation of electronic service delivery the Brigade has completed an initial assessment of the non-operational interactions that currently take place with citizens and business. These 'draft' transactions have been grouped together into specific types that both reflect Government definitions and also align with specific Fire Service national projects some of which will be fundamental in e-enabling the associated elements of the Brigade's business.

**Table B: How the Brigade will achieve 100% service delivery by 2005**

Transaction type	Current Position	Forecasts			
	April 2002	2002/03	2003/04	2004/05	31/12/05
<i>Providing Information</i>					
➤ number of interactions identified	10				
➤ % e-enabled	50%	60%	80%	100%	100%
<i>Collecting Revenue</i>					
➤ number of interactions identified	4				
% e-enabled	0%	0%	0%	50%	100%
<i>Consultation</i>					
➤ number of interactions identified	3				
➤ % e-enabled	50%	60%	80%	100%	100%
<i>Regulation (such as issuing licences)</i>					
➤ number of interactions identified	6				
➤ % e-enabled	0%	0%	25%	50%	100%
<i>Applications for services</i>					
➤ number of interactions identified	4				
➤ % e-enabled	25%	25%	50%	75%	100%
<i>Booking venues, resources and courses.</i>					

Transaction type	Current Position	Forecasts			
	April 2002	2002/03	2003/04	2004/05	31/12/05
➤ number of interactions identified	2				
➤ % e-enabled	0%	0%	100%	100%	100%
<i>Paying for goods and services</i>					
➤ number of interactions identified	4				
➤ % e-enabled	25%	25%	50%	75%	100%
<i>Providing access to ...networks</i>					
➤ number of interactions identified	0				
➤ % e-enabled	0%	0%	0%	0%	0%
<i>Procurement</i>					
➤ number of interactions identified	10				
➤ % e-enabled	5%	25%	50%	50%	100%

### 3.2 Theme 2: Using different access channels

The Brigade will only employ access delivery mechanisms that are commensurate with the requirements of its citizens, business and other stakeholders. The Brigade is mindful that its ESD strategy should not contribute to any digital divide but rather ensure all citizens are afforded equal access opportunities. Consequently, the access channel policy will reflect local citizen preferences whilst also planning the integration of back-office systems with public and/or internal front-ends.

From the consultation already undertaken by the Brigade and its six Constituent Authorities it has been determined that present customer preferences dictate the provision of effective telephony based facilities, one stop/first stop shops and Internet based arrangements. As the second option is not a practical alternative for the Brigade, given the large geographic area it covers etc., it is the first and last options which will be developed most to parallel existing service delivery methods.

**Table C: Public interactions and main e-access channel take-up**

	Actual (%)	Forecast(%)			
	2001/02	02/03	03/04	04/05	05/06
<b>Telephone</b> <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):</i>	Not Available	10	30	50	70
• volume of interactions					
<b>Local Service Websites</b> <i>(i.e. access via the internet from home, business or public kiosk)</i>	Not Available	10	10	20	25
• volume of interactions					
<b>Other - Face To Face, Letters etc</b> <i>(i.e. front-line operations where officers meet citizens, visits to Brigade HQ etc and or letter writing)</i>	Not Available	80	60	30	5
• volume of interactions					
<b>Totals(%)</b>	Not Available	100	100	100	100

### 3.3 Theme 3: Development of enablers

Already within the Brigade there are various technology-based developments that are being implemented to enhance operational and non-operational activities and that will ultimately lead to service delivery improvements. These 'enabling technologies' are identified below and in a manner that reflects the Government's differentiation between the various information and communications technologies. Progress on delivering the nationally co-ordinated Fire Service projects will, to an extent, help determine the Brigade's planned activities.

**Table D: How the Brigade is planning to use different enablers**

<b>Enabler</b>	<b>Current position</b>	<b>Planned Activity</b>
<i>Document image processing (DIP) and workflow</i>	Single system currently supporting Human Resource and Fire Safety Department activities.	Further development to support frontline operational activities and access via mobile data terminals.
<i>Geographic Information Systems (GIS)</i>	Two compatible systems currently in use to support Control Room and hydrant maintenance requirements.	Integration of systems to better support sharing of fire hydrant location data internally and to the fireground.
<i>Mobile technology</i>	Procurement ongoing to acquire mobile data terminals for frontline appliances.	Expand use to support Fire Safety inspection requirements but commensurate with new Fire Service national digital radio system.
<i>Customer relationship management</i>	Disparate databases and paper/manual based system.	Yet to be determined.
<i>Case based reasoning/query handling</i>	None currently in use.	Yet to be determined.
<i>Knowledge management</i>	Intranet facility comprising of single repository for internal operational and administrative purposes with additional Internet facing resource for storing public data.	Introduce new and separate internal repositories for operational and administrative purposes and develop Internet facility for greater public use.
<i>Customer database</i>	Fire Safety premise management and recording system.	Yet to be determined.
<i>Land and property database</i>	Comprehensive property and postcode gazetteers currently support the Command and Control system.	Investigate potential benefits of National Land and Property Gazetteers.

### 3.4 Theme 4: Development of e-business (back office) systems

Currently there are few 'back office' facilities within the organisation that support direct data entry by citizens accessing via public networks or by data entry from an external partner organisation. However, the Brigade has recently completed the roll-out of IT facilities to all its fire stations in preparation for greater access by staff to centralised systems. Such centralised systems to which access is now provided include online stores requisitioning, Intranet/knowledge management facilities, staff rota systems, Fire Safety inspection systems, e-mail and payroll facilities. Listed overleaf are some of the Brigade's more significant back office type business systems, their current

development state and proposed future upgrades.

**Table E: The position on Brigade back-office systems**

<b>System</b>	<b>Current degree of integration with other systems</b>	<b>Planned Activity</b>	<b>Priority H/M/L</b>
<i>Intranet/Extranet</i>	An Intranet based server is the most commonly used information source within the organisation and is already accessible to all PC users throughout the Brigade.	It is intended that the Brigade's Intranet will be further developed to support frontline firefighting and Fire Safety activities and better support administrative purposes.	H
<i>Extranets</i>	The Brigade already utilises a web server to publish Fire Authority and Brigade material.	Expansion of this facility to become the main portal for external "interests" to access Brigade services via the Web. It will also support internal users needs including those of citizen facing telephone operatives.	H
<i>Financial systems</i>	Some integration with an external payroll and creditor service provider has been attained.	Review effectiveness of existing integration to support electronic service delivery needs in general and e-business requirements in particular.	M
<i>E-procurement</i>	None	Pilot an e-procurement facility in financial year 2002/2003	H
<i>HR and payroll</i>	Adequate integration with externalised payroll system.	Review effectiveness of existing arrangements in conjunction with that of the financial systems.	M
<i>Asset management</i>	None.	Review requirements for effective electronic AM system.	M
<i>Office systems and teleworking</i>	All Brigade premises can currently access e-mail/Intranet etc.	Further develop remote access facilities to support mobile and home worker requirements.	H

### **3.5 Theme 5: Organisational development**

Commensurate with the technological developments that will be necessary to achieve its electronic service delivery goals, the Brigade recognises that, as equally as important, organisational developments will also be needed. Whilst initially such developments may be limited to the appointment of an e-government officer and project team, as identified in **Appendix A**, as business processes are readied for electronic delivery, working practices and personal skill portfolios will

also have to be enhanced. This section details how it is proposed to address some of the issues that relate to organisation development.

### 3.5.1 Leadership

A Brigade officer and Fire Authority Member have already been identified and as 'E-Government leaders'. Each will respectively be responsible for delivering the e-government agenda at officer and Member level.

**Table F: Details of individual responsibilities and names**

Area of activity/project title	Responsibility	Name
Lead officer for e-government	Identify, plan, report on and implement ESD objectives and associated resource requirements in consultation with internal groups and external partners.	Mr Nigel Williams
Lead member for e-government	Represent Authority and citizen interests and generally contribute to development of ESD programme.	Cllr

### 3.5.2 Change Management

In any public Authority and indeed most businesses, the single most important asset is staff. The introduction of ESD facilities will not only have a significant impact upon the citizen users of the services, but also upon the personnel delivering them and the business processes that support them. Consequently, it is recognised by the Brigade that it will have to thoughtfully consider how to best manage the sometimes radical changes that will inevitably result within the organisation as a result of its ESD strategy. In human resource terms, the Brigade has a commendable record already achieving Investors In People accreditation and furthering the 'cultural awareness' of all middle managers by provision of specialist training. The Brigade therefore plans to build upon these achievements to secure a gradual and evenly paced introduction of changing working practices and employee responsibilities.

### 3.5.3 Project management

The Brigade will utilise and further develop its Prince 2 project management expertise to define a suitably scaled project plan that will result in the effective identification of all required resources, business processes and structures so as to ensure that project outcomes are delivered in line with E-Government expectations.

### 3.5.4 Business process re-engineering

In order to successfully deliver its ESD targets, a review of the Brigade's existing business processes and practices is required. Although some re-engineering has already taken place, or is currently in hand in some areas of activities associated with ESD, this will now be undertaken in a

more formal manner that will better support the identification of resource requirements and refinement of project plans. Particular areas for scrutiny include service access/delivery channels and the re-engineering requirements and positioning of existing back office systems to address citizen needs.

### 3.5.5 e-skills (staff training)

In organisational terms, the Brigade is a small to medium size enterprise and many of the high-level technical skills it requires to support its electronic systems are currently out-sourced. It is therefore likely that a significant proportion of the additional skills that will be required to support new technical facilities will also be secured from outside of the organisation e.g. contract staff or system suppliers. That said, there is a recognised need to address staff skill deficiencies in various areas that include system users, those that provide day to day support, trainers and managers. A comprehensive skills analysis will therefore be undertaken to identify training requirements and the associated financial resources that will be necessary to provide them.

### 3.5.6 Marketing and selling

The Brigade will develop a strategy for promoting the use of its e-enabled services. Whenever appropriate, such work will be undertaken in conjunction with key partners both to secure cost savings and increase the impact of such measures. As the Brigade already publishes a significant amount of information and corresponds with a wide range of local and national entities, consideration will be given to modifying existing material to promote the organisations' ESD capabilities.

### 3.5.7 National infrastructure projects & standards

The Brigade recognises that the Government is supporting the public sector in reaching the 2005 deadline for ESD targets by funding a number of national infrastructure and standards projects. In some instances these will not be relevant to the Fire Service although the service may be a net beneficiary of the project deliverables. An example of this being the creation of a National Land and Property Gazetteer (NLPG) that could potentially support the operation of the Brigade's Command & Control Mobilising System. However, there are other projects that are recognised as having direct implications for the Brigade and several of these are detailed below.

**Table G: Brigade involvement with/links to national e-government projects and standards**

National Project	Actions taken and progress summary	Deadline for integration/compliance
e-GIF	The Brigade is currently implementing a mobile data facility that will support the dissemination and acquisition of premises risk type data. The distribution of this data will comply with the e-Gif framework as a consequence of it adopting the CACFOA created mobile data specification. Additionally, the Brigade will work with external public partners to identify any data interchange requirements and address them in an e-Gif conformal manner.	2005

<b>National Project</b>	<b>Actions taken and progress summary</b>	<b>Deadline for integration/compliance</b>
<i>XML Schema</i>	For all publicly entered website data captures the Brigade will adopt the XML Schema.	2003
<i>Website Guidelines</i>	The www(3) consortium standards for good website design have already been adopted by the Brigade. Furthermore, for future website developments the Brigade will comply with relevant British directives such as the Equal Access legislation, Royal National Institute for the Blind guidelines and Central Communications & Telecommunications Agency (CCTA) guidance.	2003
<i>Data sharing</i>	The Brigade is registered with the Data Protection Commissioner as a validated user of personal information. This registration will be reviewed and if necessary developed to reflect any additional data protection requirements that may be associated with the sharing or transmission of personal information between the Brigade and other public bodies.	2004
<i>Security</i>	The Brigade is currently in the process of completing a BS7799 externally accredited audit of its Information Security Systems. Measures will be implemented to review this external audit to ensure security systems continue to be appropriate as and when all of the Brigade's services are available electronically.	2003
<i>UK Online – Portal/Government Gateway</i>	Investigations are currently underway to identify appropriate mechanisms that will effect meaningful links between relevant sections of the UK Online Portal/Government Gateway and the Brigade's web based facilities.	2004
<i>Broadband</i>	Although the availability of Broadband services throughout the Mid & West Wales area is currently sporadic, the Brigade recognises the potential importance of this medium and consequently has recently implemented significant enhancements to the quality of its Internet link.	2002

### **3.6 *Measuring qualitative progress***

In order to determine actual usage levels of electronic access channels, the role of the Brigade's Quality Improvement Support Team (QIST), that currently embraces monitoring of many Brigade specific performance attributes, will be developed to include performance measurement of ESD based services. Attempts will be made to quantify improvements in customer satisfaction levels, that may result as a consequence of the e-enabling of services, and findings used to hone ongoing ESD strategies and therefore help justify sustained investment. It is expected that in some instances existing data gathering techniques will be employed such as online and paper based surveys along with direct telephone and face to face contact with citizens. It is also considered that the ESD mechanisms themselves will facilitate the automated collation of some user data.

## 4. Plans And Resources

### 4.1 *The Brigade's action plan*

Within this document reference has already been made to the various elements that collectively will need to be addressed to ensure a successful completion of the brigade's Electronic Service Delivery Strategy. Each of these elements is recorded below in summary manner to provide a readily understood synopsis of the Brigade's action plan toward implementing e-government.

- Access Channels - The Brigade has already identified access channel preferences within the Mid and West Wales area. Suitable technological solutions and or partners will now have to be identified to ensure such access channels are effectively provided and in place by the appropriate time.
- Development of Enablers - Technological enablers will be a key element in helping the brigade bring its services online. As the organisation is already heavily dependent upon information and communications technologies it is considered that in many instances only enhancements to existing facilities will be required.
- Development of Back Office Systems - There are currently few back office facilities within the organisation that support direct access by, or interaction with, third parties. An e-procurement trial is planned for the current financial year and it is expected that this pilot will prove to be a valuable learning experience with regard to many of the other likely back office systems integration requirements.
- Organisational Development - It is accepted by the Brigade's senior management that hand in hand with the introduction of new facilities to support electronic working, will be wide ranging changes to existing working practices and business procedures. Consequently, methodical arrangements will be introduced that will result in a graceful application of the change management practices necessary to support staff through what may be unsettling times.
- National Projects - The Brigade is committed to a full scale participation in the nationally funded and co-ordinated fire service specific electronic service delivery projects. It does this in the realisation that it alone would have insufficient financial and or technical resources that would be necessary to attempt, in a credible manner, an implementation programme. The Brigade further recognises the great potential of the data standards associated with the national projects and is therefore also committed to adopting these as it implements new, or enhances old, ESD based systems.
- Risk Assessment - Risk is an inherent element of all projects. Cognisant of this the Brigade has already identified potential project risks as are recorded Section 5 of this document, the Risk Assessment. To help minimise such project risks the Brigade will also develop a risk register that will be commensurate with its commitment to apply Prince 2 project management practices to its ESD programme.
- Transactions - An initial review of Brigade specific transactions has already been completed although it is accepted that the results obtained are currently insufficient upon which to make informed project decisions. Consequently, high priority has been given to the need to refine this initial review and this work, as identified in **Appendix C**, will be completed by Quarter 2 of 2003.

## 4.2 Resourcing profile

In recognition of the additional financial commitments that will be associated with ESD, the Government is making some additional funds available to the Fire Service. Although confirmation is yet to be received as to how much finance will be provided and in what manner it will be distributed, it is currently believed that the bulk of these resources will be utilised to support the CACFOA co-ordinated national projects.

Even with the benefit of the national projects, brigades will inevitably be faced with significant costs in addressing local ESD needs even though such needs may be minimised by exploiting the benefits of partnership working. Although it is not yet possible to determine how the additional funds necessary for implementing local ESD projects by this Brigade will be sourced, ie capital, revenue or some other mechanism, a schedule below details the more significant projects and their expected costs has been compiled.

**Table I: Resourcing profile**

Action/Project	Estimated costs (£k)					Potential benefits
	2001/02	2002/03	2003/04	2004/05	2005/06	Qualitative Benefits
Networked terminals at Fire Stations	100					Access to central IT facilities supporting online ordering, e-mail, information dissemination and reporting.
Mobile Data Terminals		160	160			Mobile access to premise risk/water hydrant information and the remote updating thereof.
Internet Portal Enhancements			25			Improved access consultation, dissemination of public information and support for future back office system integration.
E-Procurement		10	25	25		Reduced procurement costs and business process streamlines.
Call Centre System				150	150	Widespread public access support and streamlined telephone call handling facilities.
Back Office System Renewal/Integration			100	100	100	Improved support for public access to Brigade services and business process streamlines.
<b>Totals</b>	100	170	310	275	250	

## 5. Risk Assessment

Like all emergency services risk management is a philosophy that is fundamental to the Brigade's activities. A risk management philosophy is reflected within Prince 2 project management practices and therefore will be applied during the duration of the ESD programme. Below is an initial risk assessment schedule that details the potential threats to the Brigade's e-government activities.

*Explanation of Risk scores* Likelihood and impact are both scored out of 10, with 1 low and 10 high  
 Weighting is the sum of the two scores when multiplied together.  
 A score between 1 and 25 is a low risk  
 A score between 26 and 50 is a medium risk  
 A score between 51 and 75 is a high risk  
 A score between 76 and 100 is a critical or severe risk

**Table K: Risk analysis**

	<b>Risk Identification</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Weighting</b>	<b>Mitigating Actions</b>
	<b>Political and Leadership</b>				
1	Lack of political will and or engagement	2	6	12	Better engage and or re-engage members support.
2	Lack of senior officer participation	3	7	21	Ensure ongoing dialogue and demonstrate quick successes.
3	ESD strategy loses importance	4	8	32	Incorporate strategy in high level plans and ensure annual/ongoing reviews.
	<b>Funding</b>				
4	Insufficient resources to properly implement ESD	26	7	42	Minimise costs by maximising partnership working.
5	Loss of internal financial priority	5	5	25	Demonstrate quick successes with cost pay back benefits.
6	No central Government finance to support National Projects	4	6	24	Consider alternative financing arrangements and regionalised partnership working.
	<b>Technology</b>				
7	Existing systems may be unsuitable for ESD enhancements	5	6	30	Quickly identify existing system capabilities to identify alternative requirements.
8	Prevailing ICT infrastructure insufficiently robust	4	7	28	Adopt new requirements to best fit existing capacities.
9	Supplier capacities insufficient to meet customer needs	5	7	35	Consider joint working and sharing with additional partners.
	<b>Partnerships</b>				
10	Insufficient interest for partner working by larger external agencies	4	7	28	Highlight reciprocal service benefits and play 'joined up Government card'.

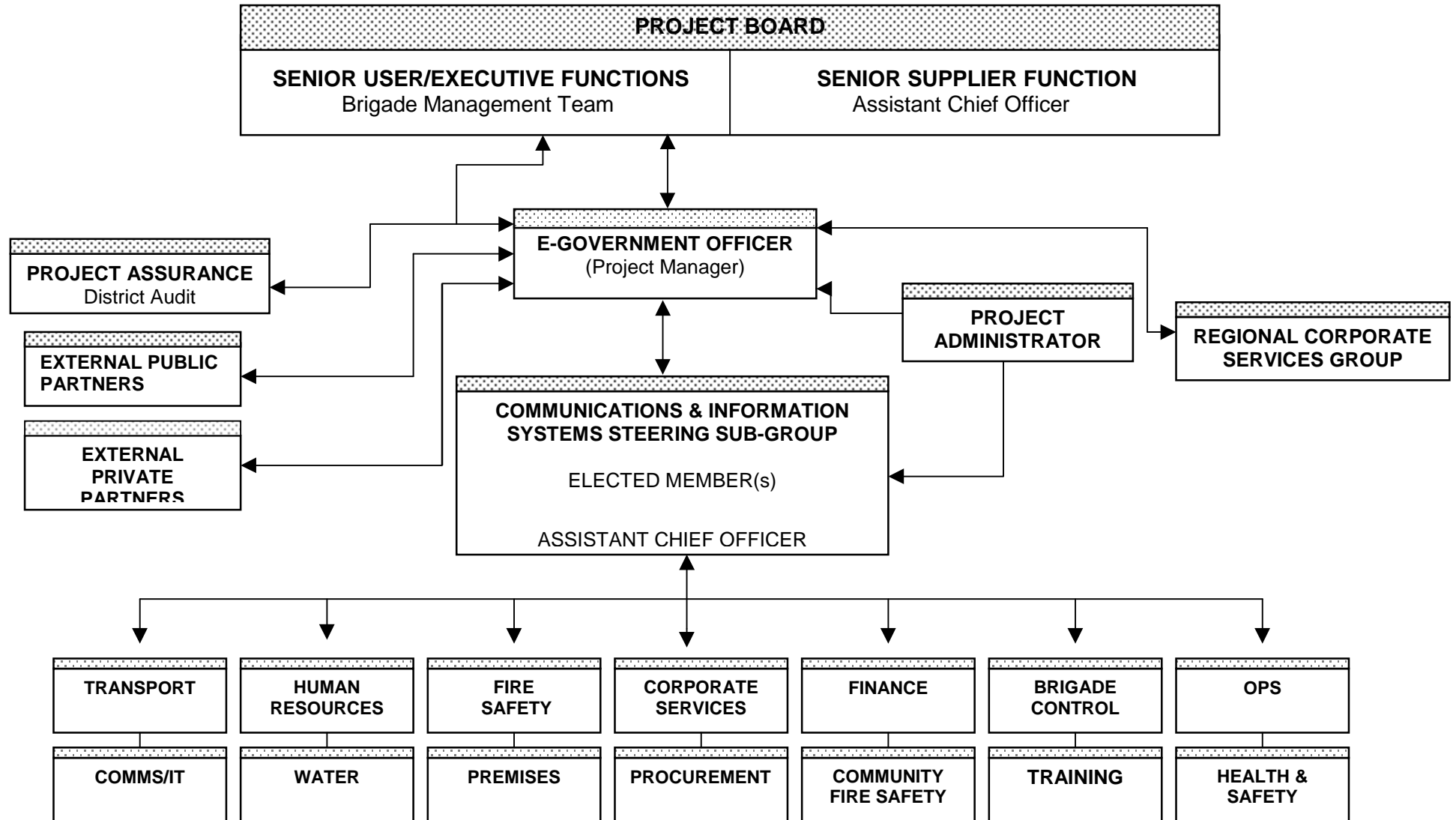
	<b>Risk Identification</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Weighting</b>	<b>Mitigating Actions</b>
11	Failure/delay of National Fire Service projects	5	7	35	Develop local and regional contingencies with other brigades.
	<b>Partnerships Cont'd</b>				
12	National projects non-compliant with Welsh requirements	3	5	15	Ensure early awareness at national level of local legislation eg Welsh Language Act.
	<b>Skills Shortage</b>				
13	Lack of skills/expertise to support/implement new technology	6	8	48	Develop staff appraisal programme to help identify and address skills requirement.
14	Impractical change management programme	5	8	40	Early identification of business process changes to allow time for implementation.
15	Prevailing working practices inflexible and unable to support new working methods.	6	5	30	Encourage early participation of all staff and representative bodies to minimise fear of change.
	<b>Citizen Dissatisfaction</b>				
16	Inaccurate assessment of citizen access requirements	5	5	25	Review consultation data and re-assess requirements as new data becomes available.
17	Citizens' requirement change	4	5	20	Ensure citizen feedback processes are integrated in ESD functions.
18	ESD implementation results in ordinate demand	3	5	15	Ensure new systems can be readily scaled to meet increased demands.
19	Service access inequalities arise	3	7	21	Utilise same core business systems for all access channels.
	<b>Business Processes</b>				
20	Current administrative practices would not support E-Government	4	5	20	Review current working arrangements and re-model to reflect new requirements.
21	ESD obligations not appreciated by all departments	5	7	35	Ensure all heads of department are appraised of brigade's legislative obligations and are committed to meet them.
22	Operational staff do not appreciate potential benefits	7	7	49	Create effective communication policy, meetings, newsletters and participation etc.
23	Inability to support 24 x 7 service access	5	5	25	Amend existing departmental and individual responsibilities and explore partnership opportunities.

## Appendix A: Schedule of Fire Service Projects

	<b>Project</b>	<b>Potential Partners</b>
1	<b>Architecture for data sharing/ knowledge management</b>	Other Brigades, other emergency services, local councils
2	<b>Inter-Agency Data Sharing for Targeting &amp; Evaluation</b> ('Portal Links to Support Crime & Disorder Strategies')	Local Authorities' Planning, Social Services, Education & Housing Departments, Other Emergency Services, Health Service, Probation Service, Voluntary Sector, Urban Regeneration Bodies, Home Office, OPDM
3	<b>Portal for regulation integrated with other local regulatory services</b>	Fire brigades, local councils (various departments), HSE
4	<b>Joint solutions for Community Fire Risk Management (CFRM)/support systems</b>	Local councils, other brigades
5	<b>Life events – fire service module</b>	Local councils, other brigades
6	<b>Collecting risk information</b>	Other brigades, other emergency services, industry and business
7	<b>Fire service portal</b>	Other brigades, HMI, OPDM
8	<b>Interactive safety games for children</b>	Schools, local education authorities
9	<b>One-stop safety advice</b>	Local councils, other emergency services, local voluntary organisations, DIY businesses
10	<b>Workplace regulations risk assessment</b>	Other brigades
11	<b>National system for recruitment of Fire Service personnel</b>	Other brigades in Wales and the UK office of the Deputy Prime Minister
12	<b>Electronic collection of national fire statistics</b>	OPDM, Fire Service Inspectorate and other brigades

# Appendix B: Project Structure

**ESD PROJECT**  
**PRINCE 2 PROJECT STRUCTURE**



## APPENDIX C: Project Implementation Milestones

	Milestone	Quarter/Year
Services	Definition of services capable of electronic delivery	Q2/03
	Prioritise work to make services capable of ESD	Q3/03
	Business process re-engineering (looking at the way things are done and making changes)	Q4/05
	Review interoperability of IT systems (internally and externally)	Q3/03
Website	Agree development priorities/ standards	Q2/03
	Review Internet service provision and security	Q2/03
	Develop Brigade website (basic information provision)	Complete
	Develop Brigade website (ESD – interactive/transactional)	Q1/04
	Develop fire portal (proposed)	National
	Develop control mechanisms/editorship/quality control	Q4/02
	Integration with local initiatives	
	– Local councils	TBD
	– Other emergency services	TBD
	– Existing partnership groupings	TBD
	Integration with national initiatives	
	– Fire portal (proposed)	TBD
	– eForms & eGif	TBD
	– UK Online	TBD
	– Local councils	TBD
– BVPP/CFS plan/Local Community Plan	TBD	
Data	Review use of National Land and Property Gazetteer	National
	Implement changes in line with NLPG	National
	Implement new back office systems?	Q2/05
	Integrate to back office systems	Q3/05
	Update arrangements to manage and use information internally	Q3/05
	Review traditional channels of service delivery	Q1/03
BVPI	Achieve BVPI 157 ESD	Q3/05
Training	Make sure all staff are trained adequately to use technology effectively	Q1/05
	Make sure all managers understand the potential of ICT to change the ways things are done	Q1/05