

Hampshire Fire and Rescue Authority

Standards and Governance Committee

Item: 11

11 December 2013

Progress and governance of major Service ICT projects

Report by the Chief Officer

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1 Summary

- 1.1 This report outlines the governance arrangements in place for major ICT projects in the Service, highlighting the members of the Senior Management Team who are responsible for delivering them.
- 1.2 The current status of each of the projects and the Service's approach to information security is reported.

2 Recommendation

- 2.1 That the progress and governance of major Service ICT projects report be noted.

3 Introduction and background

- 3.1 In response to a question arising from recent National Audit Office criticism of the Department for Work and Pension's ICT systems the Committee requested a report describing the major IT projects currently being implemented by the Service, including their progress to date and their governance arrangements.
- 3.2 In addition, information was requested about information security measures.

4 Project governance

- 4.1 Our major projects (ICT and otherwise) follow a similar governance pattern and project management style based around the Prince2 methodology. Each project has a Director sponsor, and a senior responsible owner (SRO) drawn from the Service's Heads of Service Team (HoST). The SRO will normally chair the project board.
- 4.2 Major projects are registered with and monitored by the Service's Project Management Office and exceptions reported to the Service Management Team. Funding is normally approved by HoST or the Finance and General Purposes Committee depending on the project size.
- 4.3 There will be regular meetings of the project board throughout the life of the project. These will receive updated information highlighting progress, consider the risk register and explore particular issues.

4.4 Our current major ICT projects are

- Networked Fire Control Services Partnership (NFCSP)
- FireWatch
- Moodle
- HantsFile
- SAP for joint working in Hampshire
- New website and content management system (CMS)

5 Project updates

5.1 Networked Fire Control Services Partnership (NFCSP)

The NFCSP will deliver a new networked command and control system in June 2014 supplied by CAPITA. The system has been procured and will be shared with three other fire and rescue services; Devon and Somerset, Wiltshire, and Dorset.

This is a critical system for the Service which will determine the appropriate response when someone calls 999 and mobilise the necessary firefighters, vehicles and equipment.

The procurement has been successfully completed and the contract awarded to CAPITA. Considerable design infrastructure work has been completed, including establishing a secure server room at Service Headquarters to host the equipment.

We are now entering the detailed configuration stage and training for staff. Although there has been some slippage in the planned implementation date for Hampshire as a result of contractor delays, the overall project is progressing within agreed timescales and costs.

The status of this project is GREEN.

Sponsor:	ACO Head of Community Response
Senior responsible owner:	AM Community Response Delivery

5.2 FireWatch

FireWatch will deliver a workforce management information system that will enable the Service to improve the management of resources (people, vehicles and equipment) and people's competencies.

To date a number of functions have been delivered to operational staff, and initial training is complete. A major upgrade of the software that includes fixes to known problems and which will provide new functionality is planned for phased implementation beginning in December 2013. This will allow us to record up to the minute details of the availability of retained firefighters.

Like the command and control system, FireWatch is critically important in the mobilisation of appropriately skilled people and necessary equipment to an incident. This means that the data in the system needs to be accurate and work is ongoing to ensure that this is the case.

FireWatch will also link to the system (SAP) we use to record information about people and money. The SAP system is being upgraded (see item below) as part of

the joint working in Hampshire project and as a result there is further work being undertaken to build all of the necessary links between the two systems.

The status of this project is AMBER. This recognises that the project scope and timetables are now being extended to two new areas: joint working in Hampshire programme and the NFCSP project. A further update on FireWatch is planned for the Finance and General Purposes Committee.

Sponsor: DCO Director of Service Delivery
Senior responsible owner: AM Community Safety Delivery

5.3 Moodle

Moodle is a learning portal, supplied and hosted by an external provider and accessed via the Internet from Service premises or any location with an Internet connection.

To date, many of the on-line training resources available via the Service's Intranet have been transferred into the Moodle portal, improving access to staff. Further training courses and the development of new functions are being planned as future releases.

The status of this project is AMBER. This reflects the recent promotion of Moodle to major corporate project status and the impact of that on the project management structure.

Sponsor: Director of Human Resources
Senior responsible owner: Head of HR Services

5.4 HantsFile

HantsFile is an electronic document and records management system which helps people to prepare, store, retrieve and share information (documents, spreadsheets, scanned images etc.) held in electronic form. HantsFile is in use across Hampshire County Council.

To date, a high level analysis of the Service's document management requirements has been completed and a review is underway to determine the on-going plan for rollout and implementation across the Service.

The status of this project is GREEN.

Sponsor: Director of Corporate Services
Senior responsible owner: Head of Information and Communications Technology

5.5 SAP for Joint Working in Hampshire

SAP is a core system for the Service covering people, finance (including payroll) and procurement. A number of these support services are combining with those from Hampshire Constabulary and Hampshire County Council as part of the joint working in Hampshire programme. SAP is undergoing a significant phase of development to meet the needs of the combined unit.

Although not directly responsible for delivery, the Service is working with Hampshire County Council and Hampshire Constabulary in defining the new requirements to ensure they meet the needs of the whole partnership. The governance arrangements for this project are different from the others listed as it spans three organisations.

A Joint Working Programme Delivery Board has been established. It is led by the Director of Corporate Resources, HCC, and includes representatives from the Service and from Hampshire Constabulary. Within the programme, the SAP development is managed by an ICT enabler workstream led by HCC.

A significant amount of requirements definition work has been completed, and further work continues. There is a phased implementation with a partnership agreement due to be signed on 1 February 2014, staff transfers beginning on 1 February 2014 and the joint centre to process various HFRS transactions (payroll, payments and invoicing) going live in August 2014.

The status of this project is GREEN.

HFRS sponsor:	Chief Officer
HFRS senior responsible owner:	Director of Corporate Services

5.6 **New website and content management system**

The Service's website is an important way to communicate with the public. Behind the published information is a content management system (CMS) that enables information to be collected, edited and managed. This project will involve the selection of a new CMS, redesign of the website and loading revised content.

Following an evaluation of the existing website and available options, the project is entering review phase to identify a supplier for a content management system and website hosting.

The status of this project is GREEN.

Sponsor:	ACO Head of Community Safety
Senior responsible owner:	Head of Marketing and Communications

6 Information security

- 6.1 The Service has a strong focus on information security, not only because of increasing threats arising from cyber attack, but also because it makes good business sense in terms of protecting assets and ensuring a robust approach to prevailing legislation e.g. Data Protection and Freedom of Information. To this end, a range of staff and technical policies are in place.
- 6.2 The Service's computer network and associated services have been accredited to the British Standards Institution Information Security Management System standard (BSI ISO/IEC 27001 2005) since 2008. Re-accreditation is required every three years (with intermediate annual audits) and is dependent on a demonstration of continuous improvement.
- 6.3 In preparation for the new networked command and control system, the Service is currently working to achieve security accreditation (Code of Connection) for both

our radio network (Airwave) and the Public Services Network (PSN), which provides secure connections between public authority computer networks and central government..

7 Supporting our corporate aims and objectives

- 7.1 Information and technology is one of our key priorities for making our Service stronger. Effective management of IT projects directly contributes to this priority.

8 Risk analysis

- 8.1 Each project includes its own risk analysis. Within our project methodology a project risk log is maintained.

9 People Impact Assessment

- 9.1 The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.

10 Environmental and Sustainability impact assessment

- 10.1 Each project will consider environmental and sustainability impact. This will normally be included in the project initiation document or the business case.

11 Background papers

- 11.1 The following documents disclose the facts or matters on which this report, or an important part of it, is based and has been relied upon to a material extent in the preparation of the report:

“None”

Note: The list excludes: (1) published works; and (2) documents that disclose exempt or confidential information defined in the Act.