

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	19 OCTOBER 2017	REPORT NO:	CFO/053/17
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	PAUL MURPHY	REPORT AUTHOR:	ED FRANKLIN
OFFICERS CONSULTED:	DEPUTY CHIEF FIRE OFFICER (DCFO) AREA MANAGER (AM) STRATEGIC CHANGE AND RESOURCES DIRECTOR OF STRATEGY AND PERFORMANCE HEAD OF ESTATES ICT BUSINESS RELATIONSHIP MANAGER ICT SUPPORT ANALYST STATION MANAGER (SM) MARK JONES		
TITLE OF REPORT:	ICT ROLE BASED RESOURCING (RBR)		

APPENDICES:	APPENDIX A APPENDIX B APPENDIX C APPENDIX D APPENDIX E APPENDIX F APPENDIX G	ROLE-BASED RESOURCING DISM – INCIDENTS RESULTS DISM – SHQ RESULTS DISM – STATIONS RESULTS DISM – TDA RESULTS DISM – VESTY 1 RESULTS EIA
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Purpose of Report

1. To request that the Authority note progress and next steps in activities associated with ICT Role Based Resourcing (RBR).

Recommendation

2. That Members note the progress made on the RBR project and the move to a more modern way of working by the Authority's staff.

Introduction and Background

3. ITIL (Information Technology Infrastructure Library) is the most widely accepted approach to ICT service management in the world and its practices are firmly embedded in the ICT department.

4. ITIL Service Design aligns ICT services with strategic goals, policies, infrastructure and changing business requirements in a cost-effective manner.
5. In 2017 two key Service Design initiatives were undertaken by ICT involving the use of ICT equipment:
 - Following an initial Multi-Functional Device (MFD) and printer rationalisation exercise, the renewal of the MFD contact with Konica Minolta Business Solutions (UK) Ltd
 - A full Role Based Resourcing (RBR) activity to determine best use of ICT equipment for individual members of staff

Konica Minolta Contract

6. The renewal of the Konica Minolta contract was approved by Members on 29th June 2017. Report 'CFO/043/17 Multi-Functional Contract 2017 Renewal' refers.
7. The award of the contract to Konica and the adoption of the print management solution – Paper Cut – represents an estimated saving in the region of £186k over the next 5 years. Existing budgets have already been reduced in expectation of savings. Paper Cut will realise significant benefits, including the introduction of secure printing, making users aware of the environmental and financial costs of printing, and the ensuing reduction in paper and ink throughout the estate.

RBR Activity

8. Arising from an initial request from the ICT & Information Management Strategy Group, to evaluate the use of personal computers, laptops and smartphones, the Deputy Chief Fire Officer (DCFO) widened the scope of the evaluation to cover a full RBR activity to determine best use of ICT equipment by all members of staff.
9. The subsequent RBR project was the logical next step, complementing the activities around the MFD rationalisation and savings mentioned above.
10. The underpinning reasons for the introduction of RBR include:
 - It encourages the best use of limited resources. "Enough, but not too much"
 - It enables staff to know what resources to expect as they move between locations and roles; no surprises, no guesswork

- It reduces waste from unused ICT equipment, unnecessary journeys, time, etc.
- It provides more estate space
- It reduces pressure on telent to maintain unused and/or varied equipment
- It promotes long-term sustainability and efficiency, reducing pressure on budgets
- It promotes agility; resources can be redeployed/decommissioned faster when ICT requirements are known in advance
- Overall agile & smarter working

RBR Method

11. The RBR project was the undertaken by ICT, evaluating the agile provision of ICT equipment at stations, SHQ, TDA, Vesty One and 'incidents', based on the roles of the staff housed or present there.
12. The major task was to design a way to fairly and efficiently provide ICT resources to staff at stations, SHQ, TDA, Vesty One and 'incidents' based upon their roles. The approach involved a two-step process:
13. The first step was an assessment of the current situation:
 - Which roles are/could be at each of the five situations
 - What each role has in terms of existing ICT equipment
14. The second step was to create a dynamic model called the Dynamic ICT Standardisation Model (DISM). The DISM allows accurate and easy calculation of projected ICT equipment numbers, costings and modelling of any future scenarios.
15. Scenarios were based on what each role actually *needs* in terms of access to ICT equipment to work in an agile way.

RBR Recommendations

16. Refer to Appendix A – Role Based Resourcing. This provides the 'projected situation' ICT equipment numbers when RBR is introduced. (Note: Appendix B through to Appendix G contain the detail supporting evidence to Appendix A)

17. In essence this would mean for Community Fire Stations:

- Adoption of standard station operational ICT equipment based on a crewing model taking into consideration the number of Whole Time or Retained appliances and shift pattern worked on a Community Fire Station
- Following a suitable Proof of Concept (PoC), operational crews would be issued with Panasonic Tough Pads for use on the appliance to access in-house developed apps whilst out in the community

18. For all other sites, from the model it is clear that roles fall into one of three categories: desk based, semi-mobile or mobile.

19. For semi-mobile and mobile roles to gain the most in terms of standardisation and agility it is recommended that these roles be issued with a hybrid tablet and, following a suitable PoC, this is likely to be a Microsoft Surface Pro.

20. The Surface Pro's ability to be both a laptop and tablet is its greatest attribute. The juggling act between desktop, laptop, and tablet or iPad is expensive, not to mention a burden on staff who spend time transferring files between devices. See the later section RBR 'Tablets versus Laptops'.

RBR Observations

21. The move to the ICT equipment numbers outlined in the Appendices means a decrease in desktops and laptops but an overall increase in tablets. See table below:

	<i>Before</i>			<i>After</i>			<i>Gap</i>		
	<i>Desk Top</i>	<i>Lap Top</i>	<i>tablet</i>	<i>Desk Top</i>	<i>Lap Top</i>	<i>tablet</i>	<i>Desk Top</i>	<i>Lap Top</i>	<i>tablet</i>
Station	210	48	20	114	0	117	-96	-48	97
SHQ	95	74	52	149	0	115	54	-74	63
TDA	16	9	3	32	0	1	16	-9	-2
Vesty 1	22	6	1	26	0	21	4	-6	20
Totals	343	137	76	321	0	254	-22	-137	178

22. Although the increase in tablet numbers is offset by the decrease in desktops and laptops, the 5 Year ICT Capital budget was realigned to meet the costs of the increase in the number of tablets.

23. Further, the net increase in ICT costs and an increase in tablet numbers is misleading if only taken at face value as:
- RBR will be implemented in a sensible and cost-efficient way, e.g. when stations merge, when equipment is due for renewal, when the TDA is due for refurbishment, when staff leave or join... a phased approach, not 'Big Bang'
 - Financial savings would occur over the long-term, e.g. through time efficiencies and a reduced variety of ICT hardware for telnet to service
 - Some benefits are intangible *in this study* (e.g. worker satisfaction, 'agility', uniformity, sustainability and capability) yet will have financial benefits
24. A separate business case will be required for any requirements which differ to those identified by RBR. Working closely with Level Six budget holders and Finance, the business case will identify and address any required increase in budgets. Once presented, the business case will be approved by the Area Manager (Strategic Change and Resources).
25. Further actions arising from the RBR project will be individual projects to evaluate the Smart Board Provision on Community Fire Stations, the use of smartphones by staff and the benefits of Microsoft Office 365.

RBR Tablets versus Laptops

26. In broad terms, as technology has progressed, tablets can now perform most of the tasks associated with a laptop computer.
27. Tablets are extremely lightweight. Current times call for extreme mobility and in the past senior officers have pointed out the weight restrictions of carrying a laptop.
28. Tablets are fast to start up – most laptop computers generally take around 10 – 30 seconds to start up, however the initial start-up on a tablet device is generally around 2 – 10 seconds. Once powered on, a tablet can 'wake' from sleep mode instantaneously.
29. Tablets have improved battery life over laptops as tablets are designed for efficiency demonstrated by the low power requirements of their hardware components
30. In terms of the Surface Pro, this has some distinct advantages over a normal tablet. A USB port on the side lets you connect USB drives and cameras, and even charge another mobile device without recourse to adapters (this, however,

is also a cyber-security challenge). The Surface Pro can connect to a docking station which means on a desk, an external monitor, a keyboard and a mouse may be used.

31. There are inherent disadvantages with tablets. The higher price is an issue and tablet computers cost more than a laptop although this premium has been predicted to fall.
32. Screen size and screen damage is a greater risk with tablets. Because the screen is used as the primary input device, tablet computers are prone to problems like cracks, dead pixels, blown back-light bulbs and bad sensors. The LCD screen is one of the most expensive parts to replace on a tablet PC.
33. There is no single tablet that is the best for everyone, and an entry-level laptop may be a better fit for some or a high specification laptop for high end processing may be better for others. With the Surface Pro, however, it is a good fit for a corporate device for people who work in the community and affords the opportunity to standardise and, at the same time, enable agile working.

Equality and Diversity Implications

34. An EIA is attached to this report.
35. In summary, Equality and Diversity implications are positive for staff and the community which MFRS serves.
36. In terms of staff, the Surface Pros are much more user-friendly and have a number of more advanced accessibility options (e.g. facial login and touch screen instead of typing on a board and using a mouse) than the current solution.
37. RBR assigns ICT equipment to a type of role and provides devices accordingly, instead of individuals being given more devices than others arbitrarily even when their roles are essentially the same.
38. Wi-Fi will be provided, improving access to the internet for those who do not have it at home. As part of the RBR project, ICT is committed to providing a community wireless access point in all community fire stations.
39. Tough Pads and Surface Pros will likely also have some real-time translation app on them which will allow staff to communicate better with those who do not speak English. This will not be a perfect translation system, but it will be vastly better and cheaper than the current solution.

Staff Implications

- 40. Staff feedback formed the basis of the RBR report. Staff including Station Managers (SMs) and those from TRM, telent and ICT, provided much of the raw data which made this report possible.
- 41. The addition of an SM on the team also allowed for objective decision-making when deciding the projected ICT provision per role; the needs of staff were not decided just by an ICT formula. Staff will be affected either by receiving less ICT than they have now or more ICT. Yet the key point to note is that even if ICT is taken away, it will be replaced with ICT which the particular role *needs*, not simply *expects*.
- 42. This is a more modern (agile) way of working; with tablets replacing laptops and thus promoting mobility and adaptability of staff. Modernity is a key term here. Any replacement technology will be more modern than what staff have now. It will therefore be faster and more efficient. It will also give them access to a host of in-house apps.
- 43. A training needs analysis will be carried out as the introduction of Tough Pads, tablets and in-house apps will mean the introduction of Windows 10 and Office 2016.

Legal Implications

- 44. The Surface Pro has a Windows 10 operating system and as such the Legal Civica Case Management System will be available; the Civica Case Management System will be tested as part of the POC.
- 45. There are no direct legal implications to this report, although security issues are paramount.

Financial Implications & Value for Money

- 46. All RBR figures were estimated by using current costs provided by telent in addition to current market prices for the equipment and models that are anticipated to be purchased in the future.
- 47. Tablets and Tough Pads will be depreciated on a 5-Year basis and current ICT budgets have been identified within the 5-year ICT Capital budget to meet this requirement.

Role Based Resourcing	
	£'000
Forecast Required Spend over a 5 year period	790
Current Budget identified within the existing 5 Year Capital Budget	790

48. The Multi-Functional Device contract renewal did not form part of RBR, as the work stream was already underway.

Risk Management, Health & Safety, and Environmental Implications

49. All devices will satisfy all legal and statutory health and safety requirements. All old devices will be disposed of securely and safely to minimise the risk of data leaks. Training will be provided for users of the new devices where appropriate. Business cases may be submitted by staff who believe they do not have the correct device or enough resources. This will act as a 'check' on the resources assigned to staff.
50. Tablets in particular will be more energy efficient than the laptop technology which they will replace. Also, all old devices will be disposed of in a safe, secure and environmentally friendly way. The use of the new devices coupled with Skype will also likely reduce unnecessary journeys, reducing pollution.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

51. The communities of Merseyside will benefit greatly from the Role Based Resourcing project. They will see a leaner fire and rescue service with access to better technology, delivered by Protection, Prevention and Operational Response staff.
52. Communities will also directly benefit from a greater provision of community-accessible technology at stations, such as public Wi-Fi.

BACKGROUND PAPERS

CFO/043/17 Multi-Functional Contract 2017 Renewal

GLOSSARY OF TERMS

AM	Area Manager
RBR	Role-based Resourcing
DCFO	Deputy Chief Fire Officer

DISM	D ynamic I CT S tandardisation M odel
E&D	E quality and D iversity
EIA	E quality I mpact A ssessment
ICT	I nformation and C ommunication T echnology
ITIL	I nformation T echnology I nfrastructure L ibrary
LCD	L iquid C rystal D isplay
MFD	M ulti-function D evice
MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action” (You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA). If in doubt use MFRA.)
POC	P roof o f C oncept
SHQ	S ervice H ead q uarters
TDA	T raining and D evelopment A cademy
WI-FI	W ireless I nternet