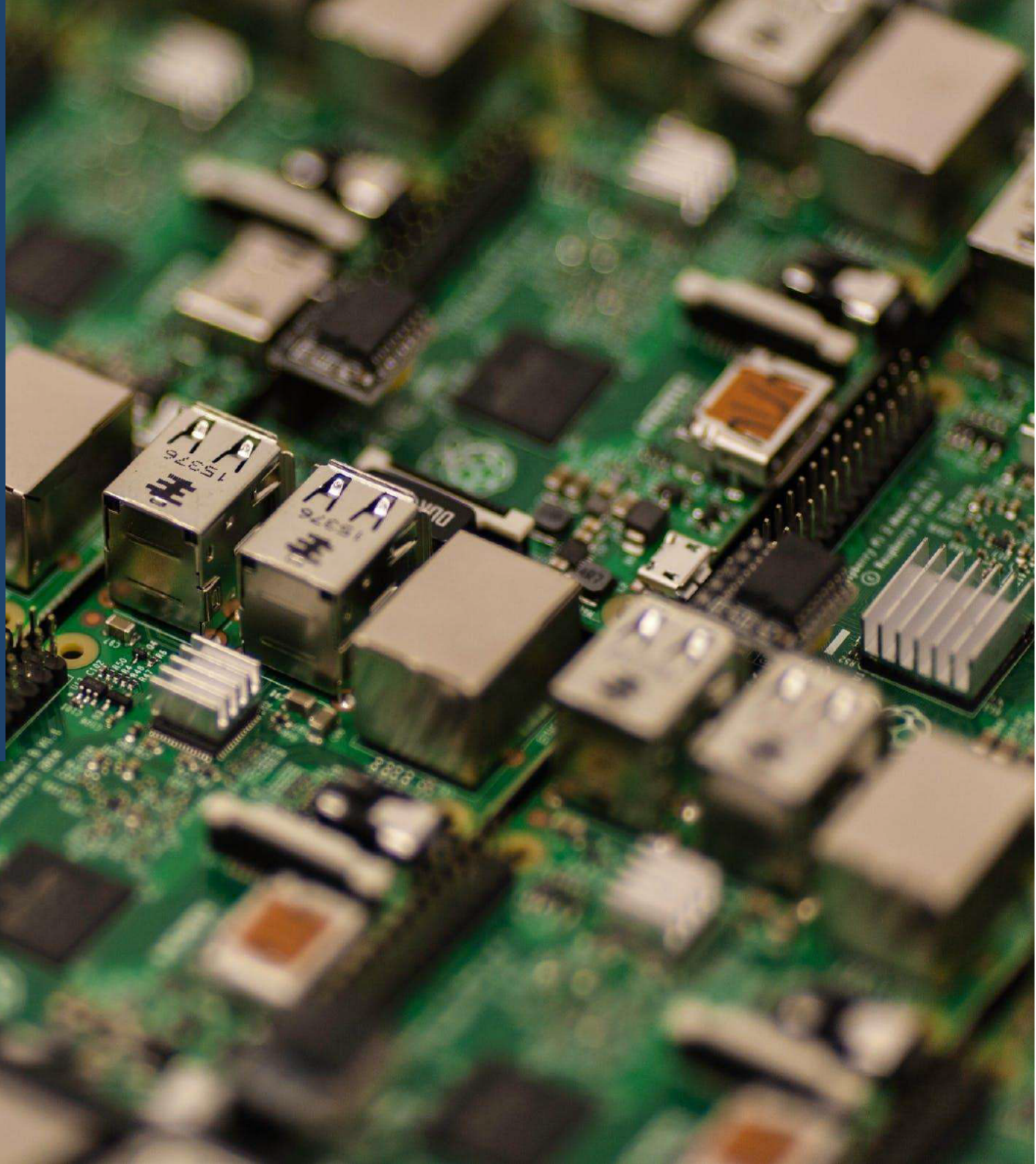


2 ICT

This section outlines our approach and strategy for our ICT infrastructure.



Department Overview

Corporate Services purpose is to enable the organisation in its public duties by providing the infrastructure which supports activities and to ensure the organisation complies with statutory responsibilities.

Information, Communication and Technology (ICT) supports this through its department purpose. By successfully achieving Our Objectives, the department will contribute to the delivery of our Service Priorities and ensure that **together we make life safer.**

In particular, this Plan supports our Objective to adopt a commercial, sustainable approach to asset management to deliver public value, drive efficiencies and continually improve using industry standards, such as the Information Technology Infrastructure Library (ITIL), and the International Organisation for Standardisation (ISO). Alongside this, the department provides first class support by being resilient, joined-up and user focused; harnessing innovation to respond to the needs of our people and the Service.

This section of the Plan focusses on our strategy for our ICT assets and our ICT management approach. The whole ethos of our ICT strategy is that our diverse teams feel supported and equipped to deliver a leading fire and rescue service today and into the future. Decisions and actions relating to our ICT assets should not be taken in isolation, but that we should plan over the longer-term to generate wider benefit in terms of financial return or benefits to our end-users.

This approach will enable us to deliver ever greater efficiencies for the organisation.

“
Provide and enable consistently high quality, fit for purpose ICT services which drive innovation while safeguarding the organisation.

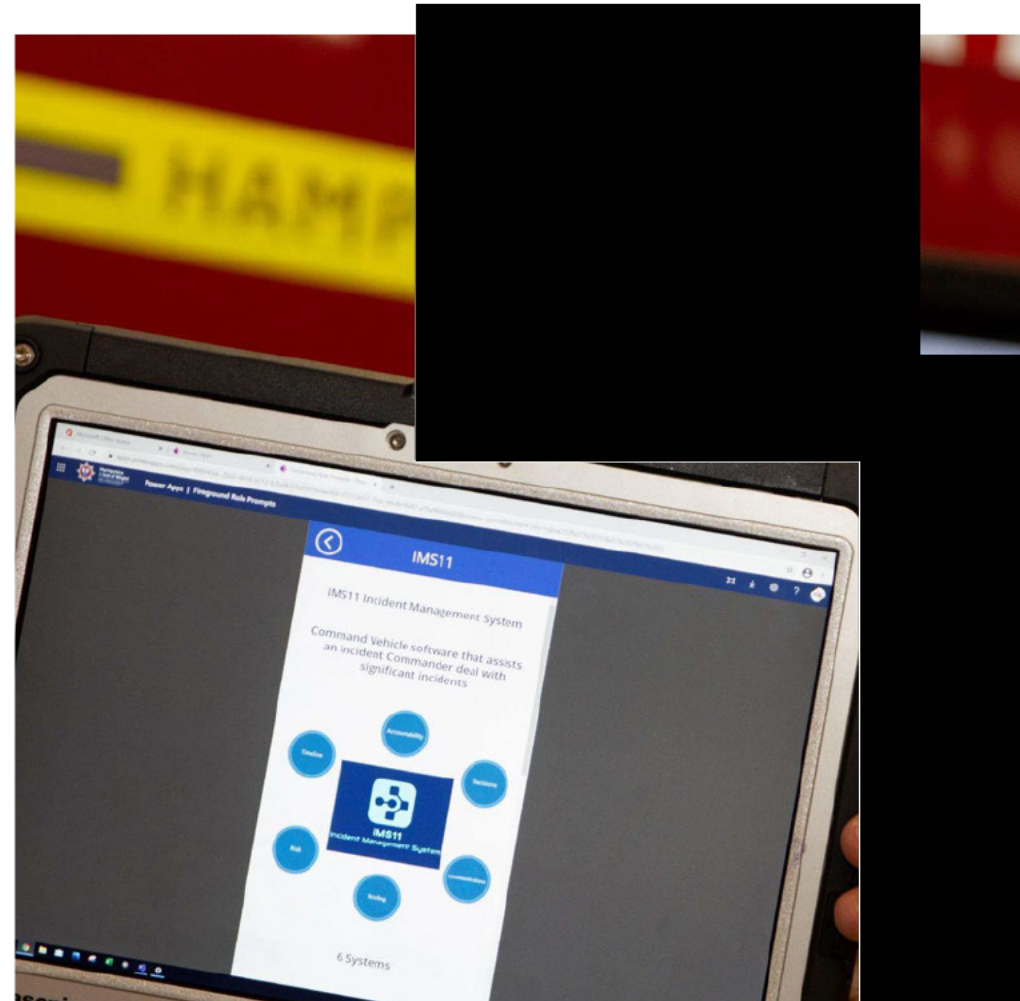
Department Purpose

DEPARTMENT IN NUMBERS



45 staff

£5.5m budget



Department Overview

ICT operates in a fast moving, evolving environment with the necessity to be reactive and proactive both internally and externally.

ICT operates to several national and international standards and meets strict Code of Connection (CoCo) requirements to enable interconnectivity to Airwave and the Public Sector Network (PSN). We meet International Organisation for Standardisation (ISO) for our security and operate Information Technology Infrastructure Library (ITIL) best practice and National Cyber Security Centre (NCSC) Guidance to deliver services to our users. The Emergency Services Network (ESN) will also apply additional CoCo standards and will shape the future strategy for emergency service communications.

Collaborating across the fire and rescue sector is an essential part of our strategy; we currently have a lead role within the NFCC ICT Forum, helping to shape ICT asset management practices across the sector. Our ongoing NFSP partnership with neighbouring Services provides a fully resilient Command and Control operation that interfaces directly with our own infrastructure and systems. Alongside this, as Airwave Custodians, the team is responsible for the asset management of secure communications.

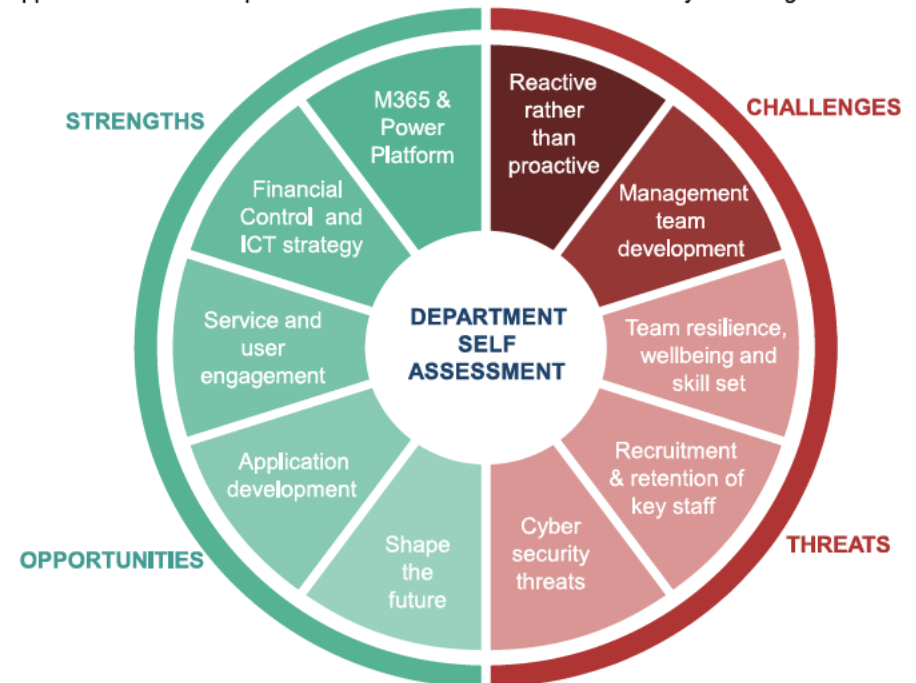
The team proactively engage users and actively participate in Service improvement projects, identifying where our existing services can provide added value or where ICT can support assessment and procurement of new technology. Under the banner of 'OneICT' technology accountability across the organisation continues to be brought into the ICT department to ensure holistic support and lifecycle management.

In preparing this Plan, it is important to understand our current position and where we are in relation to our aspirations and objectives. This section is an open self-assessment.

The ICT department continues to embed isolated technology across the service under 'OneICT' and have delivered cost savings in key areas.

The existing core ICT Infrastructure is in a good place benefiting from recent investment in Microsoft Office 365, WiFi and security enhancements. The ICT team currently support over 80 different services and actively drive new technology projects.

There are several key areas identified for improvement and a wealth of technology innovations to support the continued improvement in the effectiveness and efficiency of the organisation.



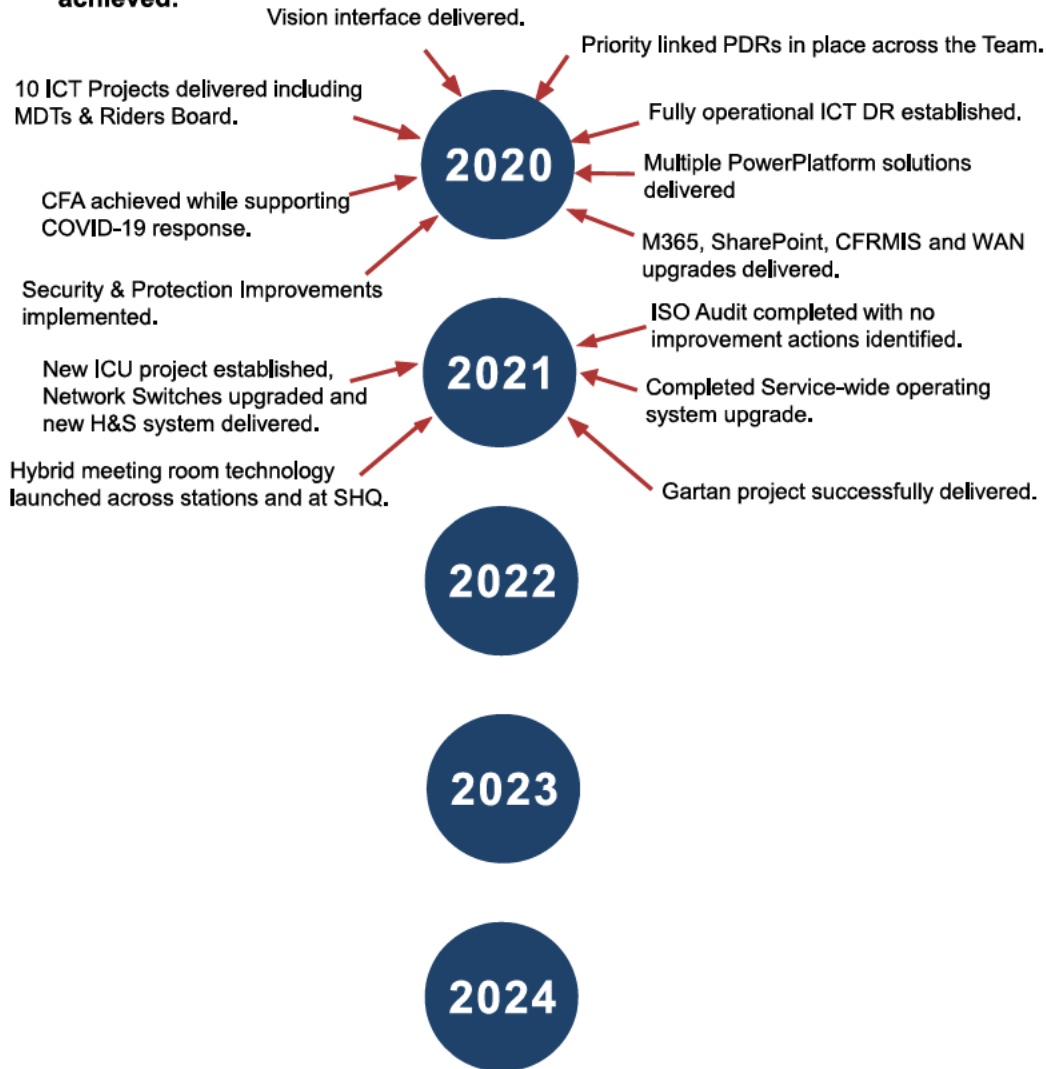
“

The existing ICT infrastructure is in a good place benefiting from recent investment.

Tony Oliver, Head of ICT

Our Achievements

Since the start of this Strategic Plan, the department has successfully achieved:



Department Delivery Plan

All of our activities should contribute to achieving our **Priorities & Objectives** outlined within this Plan. To ensure this, each department has a mission statement for each of the Objectives which states how the department will seek to deliver against the requirements of the Objective between 2020 and 2025.

This section outlines how the department will deliver against our Excellent Support, Delivering Value and Inspiring Our People Objectives. We have taken a consistent approach across all departments for the Inspiring Our People Objective.

EXCELLENT SUPPORT

ICT are resilient, joined-up and **user focused**; harnessing innovation to respond to the needs of our people and the Service, **supporting others**.

We **protect our organisation** by ensuring a consistent approach to regulatory compliance and **cyber security** founded on robust corporate governance and aligned to **international standards**.

ICT offer an extended hours Service Desk and **24x7** call out Technician support providing direct support to all users for a broad **range of devices and systems**. We will proactively work across the Service to identify the **right technology** solutions, backed up by effective project management, to bring tangible benefits to the organisation.

Using **market analysis** and working with the NFSP, other FRS and a number of key suppliers, ICT keep pace with **technology advancements** and new products that benefit the Service. We track progress of initiatives such as ESN and **proactively monitor** our Fire Station connectivity.

This Objective helps us successfully deliver the 'Our People' and 'High Performance' Priorities.

DELIVERING VALUE

ICT adopt a **commercial, sustainable approach to asset management** to manage product lifecycle, deliver public value, drive efficiencies and continually improve.

We **work closely with our stakeholders** and utilise insight and data to deliver effective solutions and use performance data to track effectiveness of ICT solutions and resources. By setting up a Configuration Management Database (CMDB) ICT can effectively manage the Service assets, software versions and network security to minimise risk within the organisation.

ICT led projects will ensure triggers are in place for timely contract renewal and technical refresh, ensure **operational services are fully supported with ICT accountability** and that the right support services are in place, meet the needs of the service, balancing **time, cost and quality**.

A centralised ICT budget enables users to focus on their deliverables whilst **ensuring the right technology is available** to meet the need of the role they perform.

This Objective helps us successfully deliver the 'Our People', 'High Performance' and 'Public Value' Priorities.

INSPIRING OUR PEOPLE

We have highly motivated teams who are **proud of working for the Service**. We **recognise our successes** and provide opportunities to reward our people. Our directorate **nurture, retain and develop talent**; we are a team where individuals thrive in a compassionate and performance driven environment delivering impact for the organisation.

Our people **feel supported** to develop a fulfilling career as part of a high-performing team, through training opportunities and a collegiate, inclusive culture. Each individual has a development plan and are accredited and professionally recognised where appropriate.

We encourage and support a **healthy and sustainable work life balance**. We **promote mental wellbeing** by being considerate to on-going work pressures and by understanding that we all **bring our whole selves to work**.

We are **subject matter experts** recognised for our knowledge and the part we play. We have strong values and are dedicated to the work we do for the Service. Every member of the team knows where they fit in and how what they do supports the organisation.

This Objective helps us successfully deliver the 'Our People' and 'High Performance' Priorities.

Department Roadmap 2022/23

To support the Corporate Services purpose and deliver against our Priorities & Objectives, the department has identified key activities which will be delivered during 2022/23.

This section outlines the planned department activities for 2022/23 and shows how each activity supports the delivery of our Priorities & Objectives. These activities contribute to the successful delivery of the Department Delivery Plan.



OUR PRIORITIES

Our Communities

Our People

Public Value

High Performance

Learning & Improving

OUR OBJECTIVES

Excellent Support

Delivering Value

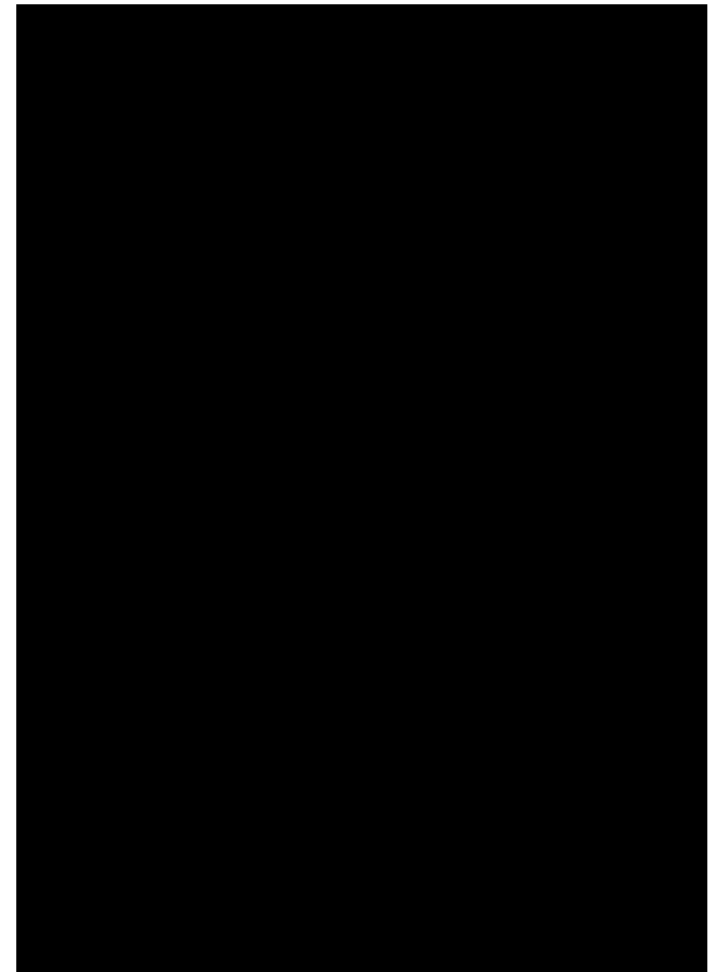
Inspiring Our People

0.0 Safety Plan Activity

0.0 Directorate Activity

ACTIVITY

- 19.0** Plan implementation of outcomes from HR & Operational On Call review project
- 4.0** All staff to have a PDR directly linked to the 3 CS Objectives
- 5.0** Develop a site booking system app
- 20.0** Review of contract renewal – Print Services
- 7.0** Undertake QA exercise on assets for insurance purposes
- 8.0** Plan & scope long term, adequate infrastructure & storage to support CCTV across the estate
- 21.0** Commission new ICU for operational use
- 22.0** Scope the feasibility/introduction of an end user defect reporting portal for fleet & equipment
- 23.0** Review scope and potential move to wholly cloud based ICT infrastructure
- 24.0** Scope feasibility and possible introduction of an expanded pool vehicle booking system
- 25.0** Scope feasibility of and deliver replacement stores stock management system
- 26.0** Consider alternatives to use of PPE log books for a better recording and reporting capability
- 27.0** Establish a Lone Worker system
- 28.0** Review existing and establish updated 7-year tech refresh plan
- 29.0** Embed new overtime processes for all staff in liaison with IBC & Gartan
- 30.0** Review of contract renewal – Voice
- 14.0** Continue with SIP completing the new Bishops Waltham Fire Station
- 31.0** Maintain certification – ISO accreditation, PEN test & remediation as part of CoCo
- 32.0** Implementing changes as result of switchboard review
- 33.0** Continue to support ESN programme
- 34.0** Review of contract renewal – Tranman
- 35.0** Review of contract renewal – CFRMIS



Department Roadmap 2022/23 (Continued)

To support the Corporate Services purpose and deliver against our Priorities & Objectives, the department has identified key activities which will be delivered during 2022/23.

This section outlines the planned department activities for 2022/23 and shows how each activity supports the delivery of our Priorities & Objectives. These activities contribute to the successful delivery of the Department Delivery Plan.


OUR PRIORITIES

 Our Communities

 Our People

 Public Value


 High Performance

 Learning & Improving

OUR OBJECTIVES

 Excellent Support

 Delivering Value

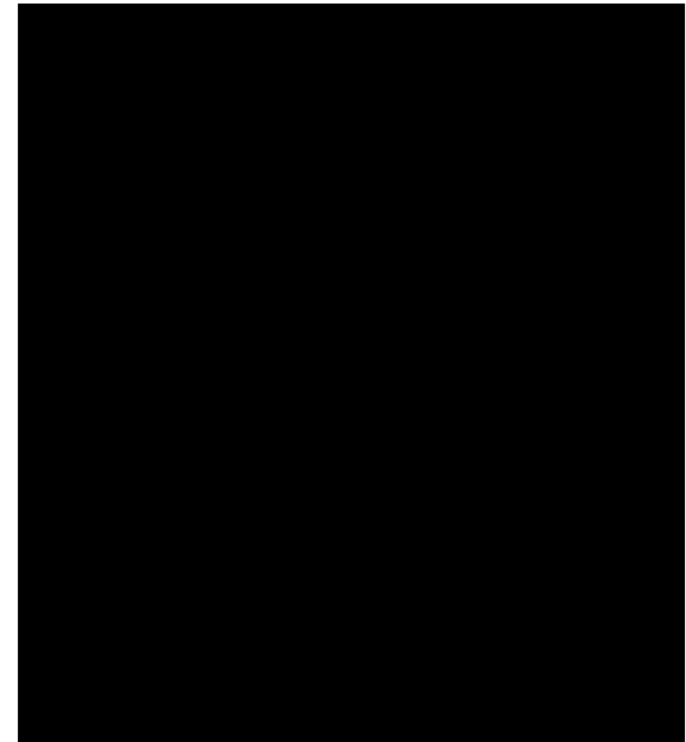
 Inspiring Our People

0.0 Safety Plan Activity

0.0 Directorate Activity

ACTIVITY

- 36.0 Review of contract renewal – mobile data cost and use
- 37.0 Review of contract and renew/re-tender current PageOne services
- 38.0 Plan for removal of PSTN/ISDN services
- 39.0 Complete mandatory upgrades for NFSP partnership system
- 40.0 Implement actions from Strategic NOG assessment
- 41.0 Support any technical needs for WholeTime Ff/Group recruitment system
- 42.0 Internal development of a Risk Register to potentially replace JCAD
- 43.0 L&D delivering LMS and PDR System
- 44.0 Support the delivery of MAIT
- 45.0 Deliver Phase 2 developments of the Gartan system project
- 46.0 Review Command & Control audio visual refresh, including Service Incident Room
- 52.0 Deliver system to remotely record Safe & Well activity
- 69.0 Support outcomes and contribute to overtime review project.
- 47.0 Review of contract renewal – WAN (2-year activity)
- 48.0 Plan and commence roll out of Windows 11
- 49.0 Support planning & delivery for NFSP technology refresh project; consider options & proposals



Monitoring Performance

It is important that our activities are regularly evaluated to identify how we can learn, understand, plan and improve.

We assess our performance through five perspectives, aligned to Our Priorities. The key performance metrics we monitor are outlined below.

OUR PEOPLE

Team Availability

- Sickness (days lost)
- Headcount
- Staff vacancies

Team Performance

- PDRs in date (100% target)
- Diversity profile

PUBLIC VALUE (Finance & Compliance)

Finance Report

- Budget vs Forecast
- Lost/Damaged Kit (# and %)

LEARNING & IMPROVING

Behavioural Change

- Cyber Security Incidents (# compared to previous year)

HIGH PERFORMANCE (Internal Efficiency)

Excellent Support

- Service Desk Resolutions within time (# and %)

Compliance

- Policy & Procedures in date (# and %)

Availability & System Stability

- Critical Systems (%)
- Non Critical Systems (%)

