

ICT Strategy - High Level Delivery Plan

ICT Strategy: What we will do		Supporting Activity/Projects	Responsibility
Information Governance & Security	<i>Establish standardisation for hardware and software to provide increased assurance on compliance regardless of where developed.</i>	ICT build standardisation documents for hardware embedded in BAU	Head of ICT
		ICT build standardisation documents for servers inc infrastructure mapping embedded into BAU	
		Standardisation of minimum spec for hardware suppliers into DWFRS (Security/Compliance requirements)	
		Standardisation of minimum spec for software suppliers into DWFRS (Security /compliance Requirements)	
		Whitelist for hardware and software embedded in ICT BAU processes	
		Desktop Patching	
		Asset management System Replacement Project (see project details below)	
	<i>Support and develop fit-for-purpose software systems (in house and externally purchased) that meet the needs of the Service.</i>	Digital transformation programme (See project details below)	Head of Corporate Support
		Software & Upgrade reviews with business owners	Head of ICT
		Quarterly meetings with business owners to review business needs and upcoming new projects	Head of ICT
		ICT business requirements engagement in Business Case development processes across service as part of Strategic Planning business case submission process	ALL DEPARTMENTS
	<i>Centrally manage all end user hardware devices online to assure security updates and patching is applied consistently reducing the risks to the service infrastructure.</i>	Intune Project - all hardware managed through Intune as part of BAU processes	Head of ICT
		End User Automatic Device patching (linked to asset manager - will identify, but need a tool for automatic updates)	Head of ICT
		Server Room Security Reviews and Upgrades	Head of ICT
		Asset Management System Replacement Project	Head of ICT
	<i>Review our Mobile Device Management and Log Monitoring systems to ensure we make best use of resources and the new technologies available.</i>	MDM part of InTune Project (see above)	Area Manager Service Support
		Log Monitoring Systems Review	Head of Corporate Support
	<i>Assure our firewalls are continually fit-for-purpose, meeting the ESN code of connection requirements, as well as being sustainable to support online partnership working.</i>	ESN CoCo Submission & Subsequent Sign Off by Auditors	Director of Service Support
		ICT Annual Health Check and Action Plan Delivery	Head of ICT / Head of Corporate Support
	<i>Simplify password management whilst still maintaining security compliance requirements</i>	See project below - linked with Windows 11 rollout	Head of ICT
<i>Continue to raise awareness and train our staff in information security.</i>	Awareness Training	Head of Corporate Support	
	Cyber Action Plan	Head of Corporate Support	
<i>Replace end point protection</i>	Bit Defender	Head of ICT	
<i>Implement Office 365 mail protection.</i>	Review	Head of ICT	

Operational Comms	<i>Develop use of MDT (Mobile Data Terminals) technology, replacing the current hardware with more flexible devices.</i>	MDT Review	Area Manager Service Support
	<i>In line with the Emergency Services Mobile Communication Programme, transition from Airwave to ESN for all critical operational communications.</i>	ESN project	Area Manager Service Support
	<i>Develop and implement new technology for risk management as part of a wider Fire Risk Management project.</i>	CFMIS Project	Area Manager Prevention & Protection
	<i>Work closely with fleet and equipment to ensure future technical capabilities form part of specification, procurement and delivery of new appliances</i>	New Appliance Project	Area Manager Service Support / Head of Assets / Head of ICT
		Special Vehicle Replacement Project	
	<i>Offer improvements for flexi duty officer's ways of working through integrated devices and software.</i>	ESN Project	Director of Service Support
		New hardware device trials	Director of Service Support
		Increased use of Bodyworn Cameras	Area Manager Learning & Organisational Development
	<i>Support delivery of new command and control system.</i>	Command and Control Review	Area Manager Service Support
	<i>Identify opportunities to deliver value for money while matching organisational needs.</i>	NFSP	Area Manager Service Support
ICT Resilience	<i>Update the distributed Server Farm and investigate benefits of hybrid and/or cloud delivery of the server farm for future proofing.</i>	Server SAN replacement	Head of ICT
	<i>Ensure the OS (Microsoft Data Centre 2012) is fit-for purpose, review these products at the same time the servers are replaced/upgraded for sustainability.</i>		
	<i>Distributed data storage system (linked to distributed server farm activity above) to be reviewed and replaced where appropriate including reviewing the on-going storage requirements to ensure that the current Service needs and new ways of working are met.</i>		
	<i>Review Mutiny firewall software alongside other monitoring systems in place to against business requirements to ensure right tools are in place, vulnerability gaps are closed no overlaps and or duplication across systems to assure value for money.</i>	Review of all monitoring tools and gap analysis of business requirements to inform new solutions and processes	Head of ICT / Head of Corporate Support
Cyber Action Plan / ICT Health Check / CoCo Submission			
Review of Roles and Responsibilities across ICT Network & Security Manager and Cyber Security Manager to provide assurance and ownership			
Technology Investment	<i>Review the replacement programme annually in line with the smarter ways of working agenda to ensure that users have the right hardware to meet the needs of the service and their role.</i>	Hardware procurement & replacement (rolling programme throughout year)	Head of ICT
	<i>Review the new telephony needs across the service and deliver a new solution to improve efficiency, reliance and reduce costs.</i>	Telephony Project	
	<i>Station Uninterruptible Power Supply (UPS) replacements will be undertaken based upon age and battery life predictions. Full replacement expected in 2025 with a move to a consistent make and model across all stations to ensure ease of maintenance.</i>	UPS replacement review	Area Manager Service Support / Head of Assets

Technic Manage	Replacement of Multitone station end equipment replacing the operating system to maintain security.	Multitone Review	Area Manager Service Support	
	More efficient processes and technology to manage business requirements of hardware.	ESN Project	ALL OPERATIONAL DEPARTMENTS	
		Mobile phone replacement programme	Head of ICT / Area Manager Service Support	
		Operational fire fighter technology review of needs	Area Manager Response	
		Laptop replacement programme (see above in line 40)	Head of ICT	
Support the Service in identifying how technology can support delivery of training and align this vision to capital and project development programmes	Operational fire fighter technology review of needs	Area Manager Response		
Digital Transformation	Document migration programme from file shares to SharePoint.	Digital Transformation Programme Workstream - Document Migration	Head of Corporate Support	
	Reduce reliance on historical systems making best use of current investments	Digital Transformation Programme Workstream - Notes systems into Office 365	Head of ICT	
	Develop fit for purpose systems and processes to meet the current business needs, providing sustainability and reducing future risks	HR processes and systems review project - in line with digital transformation and business requirements	Director of People Services	
	Process improvements using tools in office 365	Aligned to above data migration and NOTES into o365 - develop more efficient processes to assure efficiencies in ways of working	ALL DEPA	
	Adopt a Cloud first approach wherever possible when procuring new systems and software to reduce infrastructure costs.	Ongoing task throughout all ICT strategy development	ALL DEPA	
	Maintain and develop specialist skills in line with technological changes.	Ongoing ICT & Digital Transformation team development programme	Head of ICT / Head of Corporate Support	
		Ongoing resource planning, skills upgrade across all operational and corporate teams in line with HR workforce planning processes and training departments		
		Phoenix Consultancy Support Project		
	Provide training and support to end users to facilitate the cultural changes associated with embracing new technology and smarter ways of working.	Training programme aligned to digital transformation programme workstreams	Head of Corporate Support	
	Review bandwidth against business needs and increased remote access requirements, as well as accounting for change to web based and cloud ways of working	Review bandwidth on a annual basis in line with ICT and wider service business needs, ensure environmental scanning for any dependent impacts or risks	Head of ICT	
	Improve authentication and implement single sign-on to as many applications as possible to improve efficiency and security.	SSO Project	Head of ICT	
	Business Intelligence and Data Management	Continued use of PowerBi and Office 365 tools to integrate data and provide client focused useable front end.	Digital Transformation Programme	Head of Corporate Support
		Migration of corporate systems to hosted environments.	Digital Transformation Programme	Head of ICT / Head of Corporate Support
Establish clear data retention processes for all corporate systems.		Part of governance for Digital Transformation Programme above Wider work ongoing with IAO and IAAs across service	Head of Corporate Support	
Review approach to mapping in terms of Service benefits and NFSP collaborative working		NFSP	Area Manager Service Support	

		Delivery			
		2021/22	2022/23	2023/24	2024/25
Task Owner	Current Status				
ICT Networks and Security Manager	In progress	✓			
ICT Infrastructure Manager	In progress	✓			
ICT Infrastructure Manager	In progress	✓			
ICT Infrastructure Manager	Complete	✓			
ICT Planning & Support Manager	Complete	✓			
ICT Infrastructure Manager	Ongoing BAU	Ongoing as part of BAU			
ICT Planning & Support Manager	In progress				
Multi teams	In progress				
ICT Planning & Support Manager	Ongoing BAU	Ongoing as part of BAU			
Head of ICT	Ongoing BAU	Ongoing as part of BAU			
Head of ICT	Ongoing BAU	Ongoing as part of BAU			
ICT Networks and Security Manager	In progress	✓			
ICT Networks and Security Manager	Not started		✓		
ICT Networks and Security Manager	Ongoing BAU	Ongoing as part of BAU			
ICT Planning & Support Manager	In progress	✓	✓		
ICT Networks and Security Manager	In progress				
Cyber Security Manager	Not started	✓	✓		
ESMCP Project manager	Ongoing BAU	Ongoing as part of BAU			
Multi teams	Ongoing BAU	Ongoing as part of BAU			
ICT Infrastructure Manager	In progress				
Cyber Security Manager	Ongoing BAU	Ongoing as part of BAU			
Information Governance Manager & Data Protection Officer		Ongoing as part of BAU			
ICT Networks and Security Manager		✓			
ICT Infrastructure Manager			✓		

Operational Communications Manager	In progress	✓	✓		
Operational Communications Manager	In progress		✓	✓	✓
Multi teams	In progress	✓	✓		
Fleet & Equipment Project Manager	In progress	✓			
Special Vehicles Programme Manager	In progress		✓		
ESMCP Project manager	In progress	✓	✓		
ESMCP Project manager	In progress	✓	✓		
SM Training & Command Projects Manager	In progress		✓		
Operational Communications Manager	TBC		✓	✓	
NFSP Partnership Manager	Ongoing BAU	Ongoing as part of BAU			
ICT Infrastructure Manager and ICT Networks & Security Manager	In progress	✓	✓		
ICT Infrastructure Manager	In progress	✓	✓		
ICT Infrastructure Manager and ICT Networks & Security Manager	In progress	✓	✓		
Cyber Security Manager	Not started		✓		
Multi teams	Ongoing BAU	Ongoing as part of BAU			
Information Governance Manager & Data Protection Officer	Ongoing BAU	✓			
ICT Planning & Support Manager	Ongoing BAU	Ongoing as part of BAU			
ICT Infrastructure Manager	In progress	✓	✓	✓	
Operational Communications Manager				✓	✓

Operational Communications Manager			✓		
ESMCP Project Manager	In progress	✓	✓	✓	✓
Operational Communications Manager	Ongoing BAU	✓	✓	✓	✓
u/k	Not started		✓		
ICT Planning & Support Manager	Ongoing BAU	✓	✓	✓	✓
u/k	Ongoing BAU	Ongoing as part of BAU			
Head of Training	Ongoing BAU	Ongoing as part of BAU			
Multi teams	In progress	✓	✓		
ICT Projects & Business Relationships Manager	In progress	✓	✓		
Head of HR	In progress	✓	✓		
RTMENTS	In progress	✓	✓		
RTMENTS	Ongoing BAU	✓	✓		
Information & Procees Improvement Officer	Ongoing BAU	Ongoing as part of BAU			
ALL Departments Leads	Ongoing BAU	Ongoing as part of BAU			
ICT Projects & Business Relationships Manager	In progress	✓	✓		
Information & Procees Improvement Officer	Ongoing BAU	Ongoing as part of BAU			
ICT Infrastructure Manager	Ongoing BAU	✓	✓		
ICT Infrastructure Manager	Not started		✓		
Information Systems Manager Corp Support	Ongoing BAU	Ongoing as part of BAU			
ICT Infrastructure Manager	In progress	✓	✓		
Information Governance Manager & Data Protection Officer	In progress	✓			
TBC	In progress	Ongoing as part of BAU			