



1. Changes since the last version

Draft V 0.5

Information Asset Owner: Head of Service Development

Author: IT Manager

Approval: Executive Committee

Date 16 October 2019

Please note that as Service Documents are frequently updated, if you print a document, its accuracy cannot be guaranteed. Always check the intranet for the latest version.

2. Index

1. [Document changes](#)
2. [Index](#)
3. [Purpose and scope](#)
4. [Roles and responsibilities](#)
5. [Introduction](#)
6. [Where have we come from](#)
7. [Mission Statement](#)
8. [What our vision means](#)
9. [Achieving & Managing our vision](#)
10. [When will we achieve our vision](#)
11. [Consultation/publication/communication](#)
12. [Integrated Impact Assessment \(IIA\)](#)

3. Purpose and scope

The purpose of this strategy is to provide a focus on Information Communications Technology's (ICT) priorities and direction over the next five years, to support the Buckinghamshire and Milton Keynes Fire Authority (The Authority) Public Safety Plan / Corporate Plan 2015 - 2020.

4. Roles and responsibilities

Chief Fire Officer - Responsible for leading the Service on its continued journey of improvement in the Service's governance, performance and financial management.

Deputy Chief Fire Officer - Responsible for Service Development

Head of Service Development - Departmental responsibility for ICT

IT Manager - Responsible for the day to day management of the ICT function



Service Desk Manager – Responsible for day to day delivery of the ICT Service Desk function

Managers - Responsible for the day to day management and delivery of fire and rescue service activities.

All colleagues - collectively responsible for upholding the expected values, behaviours and objectives of the Authority.

“ Using technology to enable our colleagues to work securely and effectively anytime and anywhere ”

5. Introduction

The fire and rescue service in the UK is going through a period of unprecedented change with the expectation of users increasing alongside the ongoing financial pressures to deliver more with less. The Authority remains committed to delivering its priorities which are:

- Prevent incidents that cause harm from happening;
- protect homes, public buildings and businesses from the effects of fire;
- to provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand;
- to offer best value for money to our residents and businesses and ensure that the Service is compliant with regulatory requirements and recognised 'good practice' standards and can readily evidence this at all times.

Within the ICT Department we foresee:

- growing and increasing cyber-threat complexity;
- exponential rise in polymorphic as well as less complex viruses, worms and Trojans;
- greater access to secure cloud technology;
- the renting/software as a service (SaaS)/subscription-based model for software going forward;
- move from traditional desktop delivery of IT Services to different mobile platforms;
- younger generation in the workplace Generation Z/Millennials with different expectations/experience of ICT.

6. Where have we come from?

Our vision is to make Buckinghamshire and Milton the safest areas in England in which to live, work and travel



The last ICT Strategy was written in 2014 following a restructure of the ICT team after a Strategic Review of Resources (June 2012). This strategy was updated in 2017 to align it with developing business objectives.

In 2012 it was identified that the ICT function was not performing as required by the organisation and there was a perceived disconnect between operational users and the ICT Department.

Since 2012 all staff from within ICT have left the organisation and been replaced, and the structure and responsibilities of the team have been amended to correct the issues which were identified.

Our systems had become stale, using obsolete software and desktop-based hardware. Opportunities to move to paperless systems had not been taken and systems were not integrated or capable of becoming so.

Disaster Recovery systems were unproven and not robust and our resilience to emerging cyber-attacks was low.

Despite the issues identified above the service has moved on at pace over the last 4 years with replacement cloud-based systems for HR, Finance and Resourcing amongst others now in place and Risk Information, Fleet Management / Servicing coming on line shortly. These changes have been captured under the Business and Systems Integration (BASI) project. An example of this is SAP which was seen as a business blocker due to the cost of changes to its structure, the complexity to the end users and the control of the system within Buckinghamshire County Council. We have successfully replaced SAP with Integra / ITrent cost effective cloud based, commercial, software packages.

7. Mission Statement

The ICT department will deliver integrated solutions on robust, resilient and secure platforms.

Wherever prudent, solutions should be remotely hosted or cloud-based.

The applications, where appropriate, should be accessible through a range of modern mobile technologies.

ICT functions will be supported by a team of multi skilled, well-trained, and continuously developing technicians with a strong customer focus.

Where possible services will be delivered through collaboration.

8. What our vision means

Service Document Procedure:

ICT Strategy 2019 - 2024



Buckinghamshire
FIRE & RESCUE SERVICE
we save lives

We will use technology to provide a resilient, reliable and secure platform to enable our colleagues to work from any location at any time with equipment appropriate for the wide variety of tasks they undertake.

The systems which support the business will provide a consistent user experience, utilising modern 'Social Media' type interfaces, reducing repetitive input of data and exploiting the value of the information we hold whilst protecting its confidentiality, integrity and availability (CIA triad).

We will ensure that systems provide value for money and are fit for purpose.

Benefits

The ICT Strategy will benefit our community by:

- ensuring we provide value for money;
- enabling us to use our resources more effectively in our communities who are at greater risk;
- facilitating better use of our information through harnessing a multiplicity of communication channels including social media;
- providing current appropriate and relevant information on our website;
- using the information we collect to enhance the service we provide;
- providing information through a variety of communication channels including social media;
- using technology to ensure we are transparent and accountable to the community we serve.

The Strategy will benefit our colleagues by:

- making our systems simpler and easier to use;
- ensuring information is readily available to enable them to perform their duties on the right equipment when and where required;
- reducing administration time by enabling the electronic collection of information at source;
- using technology to automate time consuming manual processes.

The Strategy will benefit us and our partners by:

- providing mechanisms to exchange information electronically and securely;
- developing better integration with our partners' systems;
- maximising opportunities for collaboration.

The Strategy will benefit the Service we deliver by:

- acting as an enabler to optimise operational costs;
- using electronic ways of working to increase our capability to deliver more prevention and protection activities;
- using electronic ways of working to improve data quality and enable more effective use of the information we hold;



- using electronic forms and system integration to remove repetition and increase automation;
- providing a more resilient and secure environment;
- enabling better engagement with our colleagues.

9. Achieving and Managing our Vision.

Our ICT Strategy sets out a programme of projects and changes in direction based on our current position. However, the rapidly changing ICT landscape along with the public demands and priorities placed on the UK fire and rescue service over the coming years means constant review is necessary to ensure we remain aligned to the priorities and objectives of The Authority.

The Authority's internal boards: Performance Management Board (PMB), Business Transformation Board (BTB) along with the Medium Term Financial Plan (MTFP), will provide:

- assurance that the ICT Strategy remains aligned to our Corporate Plan / Public safety plan 2015 – 2020 and will be updated when the replacements for these documents are released.
- where appropriate finance is available to support long term investment in the right technology to support the Service along with providing value for money;
- ensure that changes to the ICT Strategy are clear, agreed and focused;
- the monitoring of projects against predetermined tangible deliverables project goals for cost, benefits and time;
- open and transparent communication plans for the delivery of projects are in place and where appropriate, customers are consulted with.

How we will deliver change:

- look for opportunities to collaborate with external parties when it makes good business sense for us to do so;
- industry standard methodologies for project management and ICT service management such as Information Technology Infrastructure Library (ITIL) will be used where appropriate and of benefit;
- introduce Skype for Business, one of the features of which will provide conferencing facilities to reduce travel times, cost and our environmental impact;
- Reviews will be undertaken at least annually to confirm that the ICT Strategy remains aligned to corporate priorities, appropriate and funded.

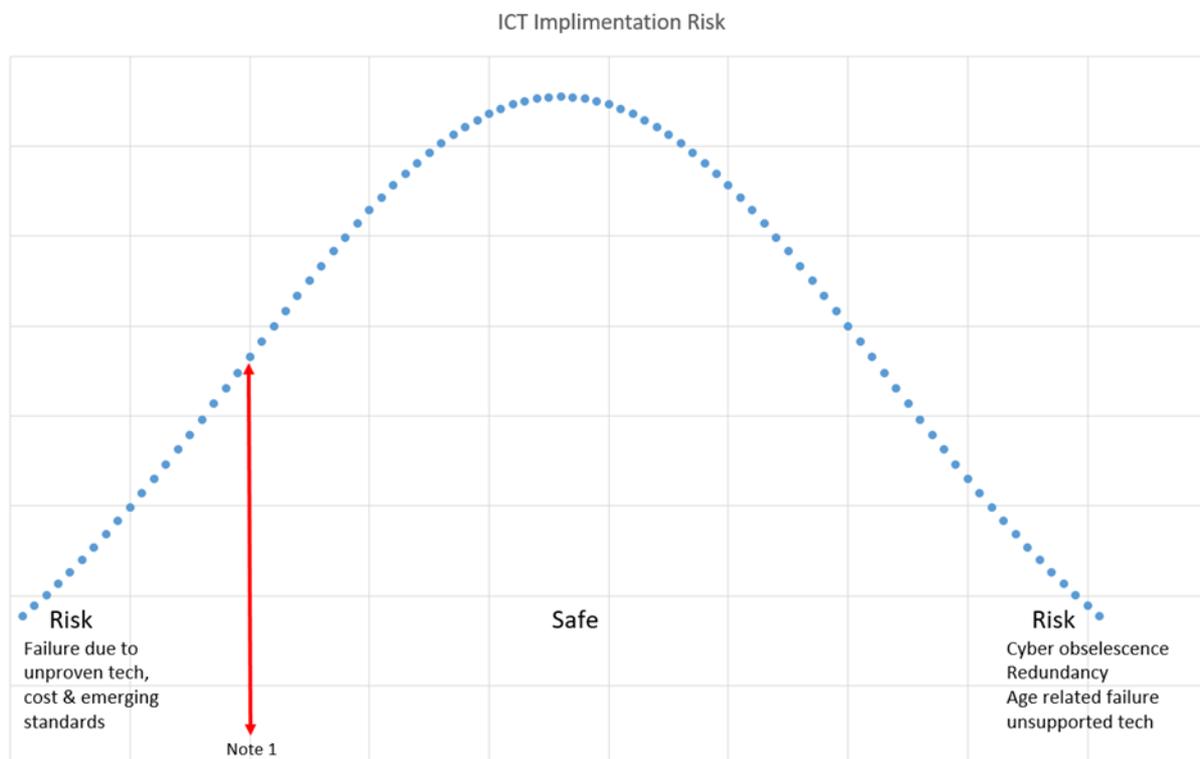
Architectural Principles



Our ICT architectural principles with regard to the procurement and development of hardware and software are as follows:

- cloud first;
- strategic supplier partnerships first (Microsoft our Thames Valley partners and other collaboration);
- rationalise and simplify, where possible use social media type user interfaces;
- design for reuse and maximise that reuse. Consider what is already in the fire sector;
- appropriate security and Cyber threat aware;
- sustainability (in all that means);
- reliable, available, and if justified - Non-Stop;
- location independent;
- maximum value from all support and maintenance contracts.

Whilst we look to new and emerging technology to help us to achieve our priorities we will make use of technology once it is proven and established, see the bell chart below:



Note 1 – Early adoption brings advantages of longevity but needs to be carefully considered against the risk.



10. When will we achieve our vision?

2019/20	2020/21	2021/22	2022/23	2023/24
Investigate Office 365	Implement Office 365	Review Office 365	Review remaining on site servers	Strategy Refresh
Review of mobile phones provision	Total cloud solution feasibility study	Move production servers to the cloud	Review Mobile telephony	
West Ashland's Blue Light Hub	De-commission Bletchley & Great Holm	Review MDT hardware	Review SKYPE telephony	
Investigate wide area network (WAN)	WAN changes / implementation	Review WAN changes		
Investigate / implement Emergency Services Network when available and prudent to do so				

11. Consultation/publication/communication

In preparing this strategy we have consulted with the Service through a survey which all colleagues were invited to take part. We also interviewed and involved future leaders and senior managers. The survey showed that 87% reported:

“the overall quality of service offered by the ICT Team” is either Very Good or Excellent.

As a matter of course we randomly survey Service Desk users upon closing of incidents/requests and have high 90% satisfied response, see the graph below:



Results grouped by calendar quarter



All feedback received from the survey and consultation has been considered and where possible included in projects to be delivered.

Once a draft paper was available we circulated it to Representative Bodies and asked the leadership group for feedback.