



Shropshire Fire and Rescue Service



ICT Strategy 2015-2020



**Putting Shropshire's
Safety First**

Information, Communications and Technology Strategy

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Information, Communication and Technology Strategy

Part 1

Purpose

This Order provides a comprehensive picture of the way Shropshire Fire and Rescue Service (SFRS) plans to provide and use information, communications and technology to support the service it provides.

The Service Plan 2015-2020 sets out principal aims in service provision. This, in turn, will provide the basis for the various ways in which Information, Communications and Technology are to be used to support the business needs of the Fire Authority.

Strategic Aims

This Order supports:

- **To be there when you need us in an emergency with a professional and well equipped team**
- **To deliver a fire and rescue service which provides value for money for our community now and into the future**

Introduction

Information, communications and technology play a vital role in the operation, safety and administration of Shropshire Fire and Rescue Service.

The Service has established its new Plan for the next five years (2015 to 2020) and the purpose of this Information and Communications Technology (ICT) strategy is to set out how ICT will support the delivery of this plan.

The overall aim of this strategy is to use ICT to introduce efficiencies, and enable the effective delivery of the Service. In times of government austerity the full value and benefit of the ICT investment is more important than ever and this strategy sets out how this can be achieved.

The ICT Vision for 2015-2020

To provide a reliable and secure service so that all staff have access to relevant, timely and accurate information. Staff will be able to collaborate and efficiently use and share information regardless of their location, making service delivery more sustainable.

The successful achievement of this vision requires the introduction of radical new ways of working. Technology has been transforming our daily lives over the past

decade and as a result this has changed how we communicate and search for information. The ambition of this ICT Strategy is to exploit opportunities for savings through greater innovation.

Success factors

This strategy will introduce changes that will support all employees to work differently and the success of this strategy depends upon their commitment to embrace these changes and embed them into their working lives. We recognise that managers must be committed to ensuring their teams acquire the learning and skills required to adopt new ways of working.

This strategic change must be managed effectively across the organisation to realise the full benefits of the ICT solutions that will be introduced.

Interlinking strategies

The Service Transformation Programme is driving internal business change and is the means by which the Service Plan for 2015-2020 is delivered. The Programme is overseen by the Service Transformation Board consisting of all senior managers.

The Service Plan sets out planned changes for the continued delivery of quality, cost-effective services to the people of Shropshire. There are three strategies that underpin the Service Plan, namely ICT, People and Assets.

How the strategy is implemented

The Service Transformation Programme co-ordinates the delivery of all strategies with an agile approach that will reduce the risk of failure and improve results. This integrated approach involves ensuring ownership and commitment across the Service for embedding new working practices, working smarter and removing duplication.

Key themes and aims

There will be an increased dependency on ICT and over the next five years this strategy will continue to develop and maintain technological solutions within the following key themes:

1. ICT infrastructure

Commitment:

Maintain, rationalise and refresh the infrastructure so that it provides high availability and business continuity

The Government's efficiency and reform agenda for delivering better public services for less cost will be met as part of this strategy. We aim to reduce manual administrative processes to a minimum, using technology to take the strain and free up vital resources. This increases the dependency on the infrastructure creating greater demand for higher availability.

There has been significant investment in the infrastructure over the past 5 years and this will continue for the duration of this strategy. The platform is mainly virtual including the business-critical Command and Control (CnC) system. The end-to-end management of the environment will be improved to increase availability. The infrastructure is currently 'on premise' and with each lifecycle review there will be consideration for adopting cloud or a hybrid of both as this technology evolves and matures.

The migration to our own Wide Area Network (WAN) presents the opportunity to maximize our service to the community by supporting incident response to provide secure and reliable communications. There is further potential for perhaps bringing on-line those communities who otherwise would not be.

We will:

- Reduce manual administrative processes to a minimum, using technology to take the strain
- Continue with significant investment, as funds allow, in the infrastructure for the duration of this strategy
- Improve the end to end management of the environment to increase availability
- Maximise our service to the community by supporting incident response to provide secure and reliable communications
- Explore the potential for bringing isolated communities on line

2. Customer experience driven

Commitment:

Deliver an effective and valued ICT service with increased ease of use, self-service and user satisfaction

The full benefits of the significant investment being made in the infrastructure will not be realised until there is a high take-up amongst employees. It is the interaction between people, processes and data that is the key to working smarter.

It is important that users value the ICT service that is delivered to them. The ICT Service Desk will be the first point of contact for all problems, requests and queries. The principle of self service will be developed so that users can easily find information to work through small problems and reset passwords. The number of support channels will be developed to make it easier for users to help themselves and get the help they need when they need it.

New systems will be delivered with training and will be as intuitive as possible so that users can make the best use of them. Throughout the delivery of this strategy the Service Development Team will support and facilitate the review and refine their processes to remove duplication and bureaucracy.

The ICT team is committed to improving the service it provides by measuring the timeliness and quality of responsiveness to ensure user satisfaction increases.

The business critical infrastructure for responding to emergency calls is supported on a 24/7 basis. Predictive and preventative maintenance will be conducted to minimize breakdowns and outages.

We will:

- Provide an ICT Service Desk that will be the first point of contact for all problems, requests and queries
- Develop 'self-service' so that users can easily find information to work through simple problems and reset passwords
- Increase the number of support channels to make it easier for users to help themselves and get help when needed
- Provide training and deliver new systems that are intuitive, so that users can make the best use of them
- Improve the ICT service by measuring timeliness and quality of response

3. Mobility

Commitment:

Enable access to information at any time, from anywhere to meet business needs

Achieving the vision of enabling access to information at any time, from anywhere requires three main elements: mobile devices, wireless networks and application software.

The deployment of SharePoint® as part of the 2012 Information Strategy will deliver collaborative applications to streamline how we work and improve quality of data and business intelligence.

A range of solutions will be implemented to provide secure and reliable networks with good coverage and fast connectivity to support all aspects of Service delivery including emergency response.

Mobile working will be encouraged and supported, where appropriate, with a policy that supports the introduction of new ways of working in a positive and professional manner giving far greater flexibility for staff.

The migration from the Service's existing digital Airwave Service to the national Emergency Services Mobile Communications Programme (ESMCP) solution will require a structured and well managed transition strategy. This must align the strategic direction for mobile communications including the mobile data terminals (MDT) that provide all the information required when attending an incident.

We will:

- Enable access to information at any time, from anywhere
- Deploy SharePoint® in order to streamline how we work and improve quality of data and business intelligence
- Implement a range of solutions to provide secure and reliable networks with good coverage and fast connectivity
- Support and encourage mobile working, where appropriate
- Migrate to the national Emergency Services Mobile Communications Programme (ESMCP) solution using a structured and well managed transition strategy

4. Information management and security

Commitment:

Gain compliance with security framework accreditation in order to mitigate the risks from increasing threats

With potential external threats increasing there is a need to comply with relevant security frameworks to mitigate the risks. A gap analysis was conducted against the requirements of the Public Services Network (PSN) Code of Connection and the recommendations from this now form a Corrective Action Plan. The plan covers physical, technical and procedural controls as well as a review of existing security policy documentation.

The required improvements will be implemented and integrated with the delivery of this strategy, starting with the nomination of Information Asset Owners (IAO) to carry out risk and business impact assessments on the information they manage. The IAO will also have responsibility as the System Owner for the systems that operate in their business function.

Processes will be implemented for meeting the Information Assurance standard that will in turn have cultural changes across the Service for improving how information is handled.

We will:

- Deliver improvements through the implementation of recommendations from the Corrective Action Plan
- Implement processes for meeting the Information Assurance standard
- Work with Service Development to support the cultural change required

5. Sustainability

Commitment:

Demonstrate value for money and explore potential income generation, remove information silos and streamline processes for working smarter

The ICT infrastructure and systems will continue to attract investment so that they remain current and capable of taking the Service forward in a cost effective manner. The return on the investment made will be demonstrated through improved performance and reduced costs and reported to Service Transformation Board.

The full value of this investment is in removing information silos and integrating business systems in order to access information. The resulting over-arching system will have service-wide access to:

- a geographical information system (GIS) for displaying and spatially analysing information,
- a dashboard for business intelligence and performance management
- a document management system for storing and retrieving documents
- a unified communication platform for collaborating in real-time from anywhere
- a portal as a common location for accessing information and collaborating

It is important that the way in which ICT is deployed and managed minimises its effect on the environment in terms of energy usage and emissions. This will be achieved by careful choice of equipment and design of working practices.

While the aim of this strategy is to improve efficiency, consideration will also be given to Service-wide initiatives where there is potential for generating income as a revenue stream. These commercial aspects will be considered taking into account the financial constraints that are being forecast over the next few years.

Sharing of knowledge is critical for the sustainability of this strategy. To prevent any single points of failure the following roles will work as a corporate resource for improving the quality of data and systems:

- **System administrators** – to work closely with the teams to gain an understanding of the operational delivery requirements, to provide basic querying, to lead on data governance and become the key point of contact for coordinating between users, suppliers and corporate specialist support
- **Systems development** – to provide specialist querying, to develop workflows and small systems, to interface with business applications

We will:

- Continue to invest in the ICT infrastructure so that it remains current and capable of taking the Service forward in a cost effective manner
- Demonstrate this investment through improved performance and reduced cost
- Provide an over-arching system which reduces information silos and improves access to information and communication
- Minimise the effect of ICT on the environment in terms of energy usage and emissions
- Give consideration to enterprise-led initiatives where there is potential for generating income as a revenue stream

6. Governance

Commitment:

Effective management of ICT and adherence to the corporate improvement programme

The direction for delivering this strategy as part of STB is governed by the Systems Governance Group (SGG). This group will make decisions about information and systems that adhere to core principles.

Requests for significant business improvements that involve data and information, work-flow and communications, and interconnecting digital devices must be presented to the group at the scheduled meetings. All staff are required to flag up new needs at the earliest stage so that the group can support them in finding the best technological solution that fits with strategic direction and meets compliance standards for PSN.

We will:

- Maximise use of existing systems to maximise existing investment
- Use standard solutions rather than bespoke
- Use proven suppliers and proven technology
- Adopt commonly recognised industry standards
- Capture information once, as near to the source as possible

7. Collaboration

Commitment:

To develop trust and good working relationships in order work collaboratively

The delivery of this strategy requires effective working with others internally and externally, eg suppliers and other Services. Developing trust and good working relationships will aid the achievement of a common purpose and business benefits. An open and positive approach will be key to working effectively across all sectors.

The public image of SFRS via the web and social media will be one of the communication channels for seeking out new opportunities for collaborating.

We will:

- Be flexible and responsive to changes in technology and the needs of the Service through clear and inclusive debate and review on an annual basis
- Convey a professional public image, explaining our Service to the community and having a clear, accessible presence on Social Media
- Be open and positive in our approach to working with others

Action Plan

We will:	Person Responsible	Target Date
ICT Infrastructure		
Reduce manual administrative processes to a minimum, using technology to take the strain	SMT	March 2017
Continue with significant investment, as funds allow, in the infrastructure for the duration of this strategy	CFA	Ongoing
Improve the end to end management of the environment to increase availability	ICT Manager	Ongoing
Maximise our service to the community by supporting incident response to provide secure and reliable communications	ICT Manager	March 2017
Explore the potential for bringing isolated communities on line	ACFO	March 2016
Customer-experience driven		
Provide an ICT Service Desk that will be the first point of contact for all problems, requests and queries	ICT Manager	Ongoing
Develop 'self service' so that users can easily find information to work through simple problems and reset passwords	ICT Manager	March 2017
Increase the number of support channels to make it easier for users to help themselves and get help when needed	ICT Manager	March 2017
Provide training and deliver new systems that are intuitive, so that users can make the best use of them	ICT Manager/Service Development Team	Ongoing
Improve the ICT service by measuring timeliness and quality of response	ICT Manager	Ongoing
Mobility		
Enable access to information at any time, from anywhere to meet business need	ICT Manager	March 2017
Deploy SharePoint® in order to streamline how we work and improve quality of data and business intelligence	ICT Manager	March 2018
Implement a range of solutions to provide secure and reliable networks with good coverage and fast connectivity	ICT Manager	Ongoing
Support and encourage mobile working, where appropriate	ACFO	Ongoing
Migrate to the national Emergency Services Mobile Communications Programme (ESMCP) solution using a structured and well managed transition strategy	ACFO	ESMCP timescales
Information management and security		
Deliver improvements through the implementation of recommendations from the Corrective Action Plan	ICT Manager	December 2015

Implement processes for meeting the Information Assurance standard	ACFO	March 2017
Work with Service Development to support the cultural change required	ICT Manager	March 2017
Sustainability		
Continue to invest in the ICT infrastructure so that it remains current and capable of taking the Service forward in a cost effective manner	SMT	Ongoing
Demonstrate this investment through improved performance and reduced cost	ACFO	Reports to APMC
Provide an over-arching system which reduces information silos and improves access to information and communication	ACFO	Ongoing
Minimise the effect of ICT on the environment in terms of energy usage and emissions	All staff	Ongoing
Give consideration to enterprise-led initiatives where there is potential for generating income as a revenue stream	SMT	Ongoing
Governance		
Maximise use of existing systems to maximise existing investment	SMT	Ongoing
Use standard solutions rather than bespoke	ICT Manager	Ongoing
Use proven suppliers and proven technology	ICT Manager	Ongoing
Adopt commonly recognised industry standards	ICT Manager	Ongoing
Capture information once, as near to the source as possible	ICT Manager	Ongoing
Collaboration		
Be flexible and responsive to changes in technology and the needs of the Service through clear and inclusive debate and review on an annual basis	SMT	Ongoing
Convey a professional public image, explaining our Service to the community and having a clear, accessible presence on Social Media	All staff	Ongoing
Be open and positive in our approach to working with others	All staff	Ongoing