

Our Vision:

To be recognised as the leading ICT function in UK Fire & Rescue, the best cloud delivered solutions providing the optimal long-term value



ECFRS ICT Strategy

Our Mission Statement:

We will deliver quality, cost effective ICT solutions to help make Essex Safer. We can measure this through Total Cost of Ownership, Total Cost per User, Satisfaction, Availability and Stability.

Our Strategy:

We will move to a cloud based, virtual environment, maximising the investment in subscription, support & maintenance. Our “Architectural Principles” guide us on this journey.

ECFRS ICT Strategy

Service Strategy

This is what our ICT Strategy supports and enables. Based on the current Service Strategy we have formed the following.

Vision, Mission, Purpose, Strategy & Tactics

- **Vision** – a vision is a statement of what you would like to become. It should be enduring and an ultimate stretch goal – most likely something that will never be attained.
To be recognised as the leading ICT function in UK Fire & Rescue, with the best cloud delivered solutions providing the optimal long-term value
- **Mission** – a mission is a statement of how we will accomplish our vision. It is usually a summary of core competencies and competitive advantage.
We will deliver quality, cost effective ICT solutions to help make Essex Safer. We can measure this through Total Cost of Ownership, Total Cost per User, Satisfaction, Availability and Stability
- **Purpose** – a purpose is a statement of why we exist or our reason for being. It should energise people to focus on something greater than oneself.
We have a statutory responsibility to reduce (prevent) incidents occurring, to protect people and property and to respond to emergencies when they do happen
- **Strategy** – a strategy is a plan to achieve the Vision, Mission and Purpose. It is what you are going to do. Strategy is long-term (1-5 years)
We will support the Service Strategy with the ICT Strategy. We will move to a cloud based, virtual environment, maximising the investment in subscription, support & maintenance and enabling the most effective business processes
Our “Architectural Principles” guide us on this journey.
- **Tactics** – Tactics are specific actions that you will take to implement the strategy. It is how you are going to do it. Tactics are actions taken by everyone in the organisation and should be aligned with and focused on strategy. Tactics are many and will change periodically as improvements take place
Defined by our “Technology Bricks” and the associated lifecycle

Our Architectural Principles for 2017

- Cloud first (or justify why not) then buy, finally, build
- Strategic supplier partnerships first (Microsoft & our peers)
- Rationalise and simplify (sweat the assets)
- Design for reuse & maximise that reuse (replace not add, exploit. Consider what is already in our sector)
- Appropriate security (and Cyber threat aware)
- Interoperability as a design principle
- Sustainability (in all that means)
- Reliable, available, and if justified - Non-Stop
- Effective data, information and knowledge management
- Location Independent

The Tactics we use are

- Microsoft Products first
- Microsoft Cloud first (Azure, O365, CRM Online, SaaS, IaaS etc.)
- Maximum value from all support & maintenance contracts
- Solutions follow the Technology Brick Model
- Virtual not Physical
- Least access necessary model

Technology Bricks: What we use to deliver the Strategy

Technology Bricks are the fundamental components that are used to deliver solutions to the client base. They cover everything from the processes used to initiate and govern change through the tools used to build the change and ending with the components, processes and tools used to deliver the solution to the client base.

As long as you select a suitable component from the catalogue, taking into account the deployment and target environment then you may assume no challenges will be made to your design. If you wish to go outside of this catalogue, then you must raise this as an 'Exception' to the Design Authority Team for approval to proceed.

The "Bricks" fit into a Lifecycle that enables progression and retirement of aging or inappropriate technology. Ours is:-

- **Investigate** - Emerging technology that is likely to fit with strategy. Usage of any component in this category will require an architectural exception approval
- **Develop** - Look for opportunities to use for new solutions, building experience and knowledge throughout the team
- **Exploit** – This is now our mainstream component and we should fully exploit the product.
- **Contain** - No further significant development of this product or development USING this product should be undertaken, plan to retire in 12-36 months. Usage of any component in this category will require an architectural exception approval
- **Retire** – No development or enhancement of this product or development USING this product should be undertaken. Plan for retirement within the next 18 months. Usage of any component in this category will require an architectural exception approval.

Functional Area Processes and Frameworks	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
IT Service Management	ALL	Enterprise	None	None	ITIL V3	None	None
Project Management	ALL	Enterprise	None	Prince 2	Prince 2	In House Variations	Waterfall
Programme Management	ALL	Enterprise		MSP			Waterfall
Enterprise Architecture	ALL	Enterprise		TOGAF	TBD		
Application Design/Business Analysis Tools	ALL	Enterprise	Corporate Tool for Systems		TBD	Visio	
<i>Solutions Development</i>	<i>ALL</i>	Enterprise	<i>AGILE</i>		<i>Waterfall</i>		<i>JDI</i>

Owned by the ICT Management Team

Functional Area	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
Development							
Database	Enterprise	Server	MS SQL SAAS Azure Tables		Microsoft SQL Server	MySQL	Microsoft Access Oracle
Email	Enterprise	Server		Exchange Online		Exchange On-Prem	
Source Management	Enterprise	Server		Team Foundation Server	Team Foundation Server		Subversion
Workflow	Enterprise	Web			Microsoft CRM	Sharepoint on-prem	email
Workflow	Workgroup	Server			Cherwell		

Owned by the ICT Management Team

Functional Area	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
Infrastructure							
Network Access Security	Enterprise	Server/Appliance			Microsoft NPAS		
Backup	Enterprise	Web	Azure Backup	StorSimple	MS DPM	Assigra	
Data Storage	Enterprise	Server			StorSimple	LH SAN G3	LH SAN G2
Data Storage	Enterprise	Server			Sharepoint Online Onedrive	Sharepoint On-Prem Fileservers	
DHCP	Enterprise	Server/Appliance			MS DHCP		
Environmental monitoring	Enterprise	Server/Appliance			TBA		
Internet circuit provision	Enterprise	Service			VRF	DUCL (KP), BT (DR)	
IP address Management	Enterprise	Server/Appliance			SolarWinds IPAM		Spreadsheet IP Tracker

Functional Area	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
Infrastructure							
LAN sniffer (incident forensics)	Enterprise	Server/Appliance	None		Wireshark	MS Netmon	
LAN switch management	Enterprise	Server/Appliance				Procurve Manager +	IMC
Mobile communications	Enterprise	Service		EE	EE/O2		
Monitoring & Alerting	Enterprise	Server			Solarwinds Orion, SCOM		IPMonitor
Network Switching	Enterprise	Server/Appliance	Meraki/Cisco HP		Hewlett Packard	Legacy Switches	
NW Capacity management (LAN, Internet)	Enterprise	Server/Appliance			SolarWinds Orion	PingPlotter	
WAN Capacity management	Enterprise	Server/Appliance			DUCL Orion		

Functional Area	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
Infrastructure							
PSN / ESMCP	Enterprise	Service			TBA		
PSTN	Enterprise	Service			SIP	POTS	ISDN
RADIUS (admin authentication)	Enterprise	Server/Appliance			Microsoft NPAS		
SBCs	Enterprise	Server/Appliance			Audiocodes		
SIP connections	Enterprise	Service			DUCL/Gamma		
Syslog (debug / troubleshooting)	Enterprise	Server/Appliance	Splunk			SolarWinds Kiwi	Syslog
UPS	Enterprise	Server/Appliance			APC		Socomec (Control)
Virtualisation	Enterprise	Server		HyperV	HyperV		VmWare
WAN (Routers, MPLS circuits)	Enterprise	Service	BT/Police		DUCL		
Wi-Fi Infrastructure	Enterprise	Service	Aruba/Meraki	Meraki	Meraki	HP Legacy	Hewlett Packard legacy APS

Owned by the ICT Infrastructure Team and Networks Team

Functional Area (ICT) Management Information	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
ITSM Service Management	Enterprise	Server	<i>Microsoft Service Manager</i>		Cherwell		
HR Service Management	Enterprise	Server			Cherwell		
ITSM Vendor Management	Enterprise	Server		Cherwell Delta Portal			Excel
Reporting	Enterprise	Web	Power BI	Power BI	SSRS BERT	PHP	
Project Management	Workgroup	Web	New project			MS Project	Excel

Functional Area	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
Security							
Data Leakage Protection	Enterprise	Server/Appliance	Microsoft Solution	Microsoft Solution			
Email scanning at the perimeter	Enterprise	Web	Exchange Online		Mimecast		Websense
End point protection (Malware + Host IPS)	Enterprise	Desktop	Microsoft SCEP, Sophos		Sophos	Sophos	
Exchange protection (Malware)	Enterprise	Server/Appliance		Exchange Online		Exchange On-prem	
Firewalls (Corporate)	Enterprise	Server/Appliance	Meraki		Checkpoint		
Firewalls (Employee / guest)	Enterprise	Server/Appliance	Meraki			Fortinet	
Internet filtering (Corporate)	Enterprise	Hybrid		Z-scaler	Checkpoint		Websense

Functional Area	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
Security							
Internet filtering (Employee/guest)	Enterprise	Server/Appliance				Fortinet	
MDM	Enterprise	Server/Appliance			Intune	Good (Blackberry)	Good (Blackberry)
Privileged access management	Enterprise	Server/Appliance			Dell TPAM		
RADIUS / 2FA (RAS auth)	Enterprise	Web	Freja (EOLP) Azure 2FA		Microsoft 2FA	Cryptomas	
Removable media controls	Enterprise	Desktop	To be Investigated			Sophos	
Reverse Proxy	Enterprise	Server/Appliance			Netscaler		
Secure file exchange	Enterprise	Server/Appliance	Egress/ Onedrive with DPM	Onedrive with DPM		LiquidFiles SFTP appliance	
Security Incident and Event Monitoring	Enterprise	Server/Appliance			LogRhythm		

Functional Area	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
Security							
Server file system protection (Malware)	Enterprise	Server/Appliance		SCEP		Sophos	
SharePoint protection (Malware)	Enterprise	Server/Appliance		Sharepoint on-line	Sophos		
VPN - Corporate laptops	Enterprise	Server/Appliance	Direct Access				
VPN - SSL	Enterprise	Server/Appliance			Netscaler		
Vulnerability scanning (Web apps and technical)	Enterprise	Hybrid	Qualys, Rapid7		Surecloud		
Web application firewalls for ADFS	Enterprise	Server/Appliance	Azure			Microsoft	

Owned by

ICT Security Manager

Functional Area	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
Operating Systems & Environments							
Server Operating System	Enterprise	Server			Server 21012 R2		Server 2003 Server 2008
Desktop Operating System (PC)	Enterprise				Windows 10	Windows 7	Windows XP
Desktop Operating System (Embedded)	Enterprise			Windows 10	Windows 7	Windows 7	
Desktop Operating System (VDI)	Enterprise		Citrix VDI VMWare VDI			YES	
Citrix VDI-in-a-box	Enterprise					Yes	
Citrix XenApp	Enterprise				YES		

Functional Area	Scale	Deployment	Investigate	Develop	Exploit	Contain	Retire
Operating Systems & Environments							
Microsoft App-V	Enterprise					YES	
VMWare							Yes
Microsoft Exchange					Move to O365		
Microsoft Lync				Move to Cloud		Local Srv	
Microsoft Sharepoint Server				Move to Cloud			Local Servers (complete)
Microsoft SQL Server				TBD	TBD	TBD	
MY SQL Server						5.6	
Oracle							YES
Sophos					YES		
Microsoft SCOM					YES		
Microsoft SCCM					YES		
Development Tools	Enterprise	Desktop	Python	Visual Studio	CodeCharge Studio		Notepad++

To be agreed with functional areas.

Functional Area	Owner	Deployment	Investigate	Develop	Exploit	Contain	Retire
Applications - Corporate							
Room Booking Service	ICT	Server			MS Resources	RBS	
Actuate (PB Views)	Performance					Yes	
BIRT Designer Professional	Performance					Yes	
CadCorp	Performance				Yes		
CHEMDATA	Operations				Yes		
Cherwell	ICT & HR				Yes		
Coda Dream	Finance				Yes		
Concerto	Property				Yes		
Crash Recovery System	Operations				Yes		
EOPAS	Occ health				Yes		
Mosaic Profiler	Community Safety				Yes		

Functional Area	Owner	Deployment	Investigate	Develop	Exploit	Contain	Retire
Applications - Corporate							
Navori	Media				Yes	Yes	
SAP	HR & Finance				Yes	Yes	Yes
TASK Self Service	Operations				Yes		
Vector CMS	Operations				Yes	Yes	
VDMS (MDT)	Operations				Yes	Yes	
Airbus CMS	Operations				Yes		
Archive Manager	ICT				Yes	Yes	
Good Control	ICT				Yes	Yes	
Good For Enterprise	ICT				Yes	Yes	
Microsoft Office	ICT			Office 365	2016	2010	Any others
Microsoft Access	ICT				2016		
Microsoft OneNote	ICT				2016		

Functional Area	Owner	Deployment	Investigate	Develop	Exploit	Contain	Retire
Applications - Corporate							
Microsoft Project	ICT				Yes		
Microsoft Publisher	ICT					Yes	
Microsoft Visio	ICT				2016		
Print manager Plus	ICT				V9.x		
JCAD	Charles Thomas - Risk Department			Move to cloud version		On site version	
Q-Pulse 5	Workshops			Sharepoint		YES	

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
Act! Pro	EFA			Cloud Version		Local Version	
Adobe Creative Cloud	TBA				TBD	TBD	
AutoCAD 2013 - English	Property				YES		
Crystal Reports	ICT?					Yes	
Draeger Quaestor Light Titanium Edition	Operations (BA)					YES	
GIS	Performance				YES		
Hosecalc	Operations				YES		
Huddle						YES	
Pyrosim	Technical Fire Safety				YES		
Scania Multi	Workshops				YES		
Telka BIMsight	Property				YES		

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
Tiger 2020	ICT			Move Lync & reporting to Cloud		YES	
Becrypt	ICT						Yes
Citrix Go-to-Assist	ICT						Yes
Filezilla Client	ICT					YES	
2AR3 Programmer	Paul Roast - Comms					YES	
AbleBits.com Duplicate Remover for Excel (for installation on Terminal Server)	TFS - Wendy Marshall Ian Roxburgh- Harding						YES
AD Photo Edit Bulk Edition	ICT					YES	
ADManager Plus	ICT					YES	
Adobe Digital Editions	Media				Evaluate		

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
Adobe Dreamweaver CC 2015	Media				Evaluate		
Adobe Photoshop	Media				Evaluate		
Adobe Photoshop CS5	Media				Evaluate		
Adobe Premiere Pro CC 2015	Media				Evaluate		
Adobe Reader	ICT				Reader DC		Reader XI
Advanced Query Tool	Performance				v9.1.4		
AED Manager	Operational - Defib software				YES		
AIUS	MDT		New product?			YES	
Allok Flash Converter	Media					Yes	

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
AQT	Performance				????		
AssetManager 2009	Property Services?					TBD	
Asta Powerproject	Property Services				TBD		
Astrium MDCG 7.0.11.9883	MDT					Yes	
AVLS/GPS	MDT					Yes	
BacTalk2	Paul Wells - BA						
Barcode Macros	Finance						Yes
blue8compass 7.3	Water					Yes	
blue8world 2.4	Water					Yes	
blue8world Interface to blue8compass 7.1	Water					Yes	
Bodyguard IR-Link II Version 20.01(c)	BA - Paul Wells						

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
Brother P-touch Editor 5.0	Paul Roast / ICT			TBD			Yes
Bullard	Technical Department				TBD		
Canon PhotoStitch / Scanner	Media				Yes		
Command Support System 1.5 Patch 8.0 (8.0.0.7)	Operational				Yes		
Command Support System Server 1.7 (1.7.0.9)	Operational				Yes		
Corel PaintShop Pro X7	Media						Yes
CorelDRAW Graphics Suite X5	Media						Yes
C-Tools Plus	ICT - C touch screens				Yes		

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
CutePDF Writer 3.0	ICT				MS Tools		Yes
CyberLink PowerDVD	Windows OS add - on			Move to Cloud (YouTube/Vimeo)			Yes
DCS-Time 4.2	Workshops						Yes
Dragon Naturally Speaking	Wendy Marshall, Kathy Payne, Lee Heaton				Yes		
DVD staker software Microboards automation GX2	Media						Yes
DVDShrink / Imageburn	Media						Yes
DWG TrueView 2009	Property Services				Yes		
Eltek Darca Plus 3.0	Operational - BA Chamber software				Yes		
Entel Programmer	Comms - Paul Roast			TBD			

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
FastStone Capture 8.2	Workplace Fire Safety						Yes
Fiddler (App debug tool)	ICT				Wireshark		Yes
FME Desktop 2014 (Build 14234 - win32)	Performance				Yes		
FreeMind	ICT						Yes
GanttProject	Property Services		MS Tools			Yes	
GIMP 2.8.6	Media			Corporate tools			
GML Viewer 4.0	Property Services						Yes
Google Chrome	ICT		Yes				
Google Earth	ICT		Yes				
Google SketchUp Pro 7	None						Remove

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
HP Web Jetadmin 10.3	ICT				Yes		
Hummingbird DM Extensions 5.2.105	ICT						Yes (Complete)
HydraVision	Ocat - Dan Davis				Yes		
HyperTerminal Private Edition v7.0	ICT						Yes
IRS	Performance				Yes		
iTunes	ICT - only used to wipe iPads				Yes		
KABA	Workshops					Yes	
Kutools for Excel 10.0.0.228	ICT						Yes
Lloyds TSB Filter Wizard	Finance - Payroll				Yes		

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
LogRhythm Job Manager	ICT - CM2				Yes		
MagicDisc 2.7.106	ICT						Yes
MapInfo License Server	ICT/Performance				Yes		
MarkWare	Brady printer software at Workshops				Yes		
MDOP MBAM	ICT - Bitlocker						Yes (Complete?)
Meeting Monitor Client 4.3	ICT						Yes (Complete?)
MIS	Comm Safety / Workshops						Yes (Complete?)
MOTOTRBO Customer	MDT				TBDTBD		

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
Programming Software							
Nib	Wendy Marshall touchpad/pen					Yes	
Northgate Compass 7.4	Water - no longer uses						Yes (Complete?)
Notepad++	ICT						Yes (Complete?)
Onstream Trapeze	Technical Fire Satety				TBD		
ORCalc [v3.6.2]	Mark Askew - Property Services				TBD		
Oshens	Health and Safety		Yes (project initiated)			Yes	
PAC SecureNet	Property Services				Yes		

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
Paint Shop Pro 8	Media				Yes	Yes	
particleIllusion 3.0.4	Ocat - Dan Davis				Yes		
PDF Complete Corporate Edition	Media				Yes	Yes	
PDF-eXPLODE V3.1.0	Finance				Yes	Yes	
PDF-XChange 4	Finance				Yes	Yes	
Picasa 3	Unknown				Yes		Yes
PuTTY version 0.63	ICT				Yes	Yes	
Resource Central	ICT				Yes		Yes (Complete?)
Resource Central Addin 2010	ICT				Yes		Yes (Complete?)
ResourceXpress Meeting Monitor	ICT				Yes		Yes (Complete?)

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
Roxio Easy Media Creator 7	Media						Yes (Complete?)
SketchUp DWG Importer	Property Services				Yes		
SMART Meeting Pro	ICT - Smartboard PC's				Yes?		
SolarWinds Orion	ICT				Yes		
Solibri Model Viewer v7.1	Property Services				TBD		
SSH Tectia Server	ICT				TBD		
Symantec System Recovery 2011	ICT						Yes (Complete?)
Symphony Bluelight Gazetteer	Performance						
Symphony Bluelight iExchange SQL Server	Performance						

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
Symphony Bluelight SQL Server	Performance						
Symphony iMatch	Performance						
Synchronize It!	ICT						
Tekla Model Sharing Foundation, IFC import plugin 1.65	Property Services				Yes		
Tekla Model Sharing Foundation, WebViewerXml plugin 1.9	Property Services				Yes		
TightVNC	ICT					Yes	
TPLpagers 3.02.2	ICT Paul Roast				TBD		
UltraVNC v1.0.2	ICT					Yes	Yes?
vCenter Orchestrator	ICT					Yes	

Functional Area	Owner		Investigate	Develop	Exploit	Contain	Retire
Applications - Specialist							
Veeam Virtualization Extensions UI	ICT				Yes	Yes	
Vitalograph Spirotrac	HR Occ Health				Yes		
VLC media player	ICT			YouTube/Vimeo		Yes	
WDM 4.8.5	ICT					Yes	
WinRAR 5.00 (64-bit)	ICT					YES	
WinZip	ICT					YES	
Wireshark 1.12.1	ICT				YES		
YesSoftware DemoCharge	ICT - RD						REMOVE
Zoho	ICT - CM2 and SW						REMOVE

Target Operating Model (To be Reviewed)

