



West Yorkshire
Fire & Rescue Service

Digital and Data Strategy

2021 - 2025



[Protective Markings]

Ownership: ICT

Date Issued: [Issue Date]

Version: 1.0 Status: Live

Contents

1	Introduction	3
2	Why are we doing this?	3
3	How are we going to do this?	3
4	What are we going to do?	4
4.1	Drive Digital Engagement	4
4.2	Digital Platforms & Systems	5
4.3	Build on Digital Foundations	6
4.4	Be Data Driven.....	7
4.5	Digital Organisation.....	8
4.6	Smarter Technology.....	8
5	How will we manage change?.....	9
6	How will we evaluate what we are doing?	10

1 Introduction

The purpose of this Digital & Data Strategy is to set the direction that digital investment will take to support the way we transform and deliver our service to our staff, partners, and community. It is focused on equipping our business with the right systems, technology, and data to support the aim of making West Yorkshire Safer.

2 Why are we doing this?

- **Strategy** – a clear future for information and technology across the organisation with technology working effectively to help us deliver our services. Utilising a mobile first approach and embracing innovative solutions to simplify processes, provide easily accessible intelligence and enable our people to focus on priorities in a more agile way.
- **Role support** – staff are confident and competent with the use of technology which integrates effectively and efficiently into their daily roles. Using innovative technology to support training and staff learning and development.
- **Efficiency, effectiveness, and people** – technology provides more efficient and environmentally friendly ways of working, maximising our investment in technology to provide value for money and better supporting our staff, partners, and communities.
- **Services & Community Engagement** – technology provides more effective routes for engaging with our communities and delivering our services.

3 How are we going to do this?

We will adopt the following principles to help guide and shape our vision for the Digital & Data Strategy.

Operating Principles	What this means
We are customer centric.	We map each part of the customer experience and seek to improve it at every point. We work with our customers to ensure they are at the centre of everything we do. Our customers encompass our community, our partners, and our staff.
We have fit-for-purpose systems and platforms.	We have nimble systems that operate in parallel. Our technology is easy to use and helps people to do their jobs. We assess new technologies in terms of value to our customers from analysis of original requirements through to post implementation feedback.
We invest in digital skills.	We invest in skills for our people and support distributed decision-making - anyone can be a champion of technology. We value diversity and connections over individual heroics.

Operating Principles	What this means
We maximise data and analytics and eliminate duplicate data.	We systematically gather and analyse data. We manage our data as a strategic asset and eliminate duplicate data entry. We use our data to make quality decisions.
We are 'digital first' across the organisation.	We support digital from the Chief down. We have an agile approach. We use digital experts to critique plans. We remove blockages rather than create them.
We test, learn, and iterate on what works.	We test with prototypes as a matter of course. We lower the cost of failure and increase the speed of learning. We value testing and experimentation over analysis and seniority.
We work across silos and collaborate.	We have integrated cross-functional teams. We make sharing as fast and consistent as possible.
We reward digital progress.	We communicate the benefits of digital in all areas. We show how digital makes work simpler and smarter. We drive people's motivation for digital.
We track digital progress through metrics and KPIs.	We use metrics and KPIs to review and evaluate our service. We focus on and define specific growth measures for digital adoption and the impact of new digital initiatives.
We look outward across sectors and peers.	We review innovation across all sectors, not just our own. We actively and openly engage with our peers, creating value through platforms and networks.

4 What are we going to do?

4.1 Drive Digital Engagement

We will develop solutions and partnerships which enable engagement via web, mobile, social media, chatbots, virtual assistants and other channels.

Actions	Outcomes
<ul style="list-style-type: none"> New external website – a fresh modern website that better reflects the organisation and provides effective communication with our community. 	<ul style="list-style-type: none"> Improved accessibility of services through extended self-service options. Increasing number of contacts received and resolved via digital channels and virtual assistants.

We will make the most of technology to make things Simpler, Smarter and Engaging

Actions	Outcomes
<ul style="list-style-type: none">• Microsoft live events – provide enhanced functionality for interactive communications with our staff and the wider community.• Extranet for partner sharing – simple but secure way of sharing information with our partners.• Digital humans – provide innovative ways for our staff and community to access information.	<ul style="list-style-type: none">• Improved coordination of customer and key stakeholder contact.• Delivery of high quality, accessible digital services across channels.• System accessibility considers the diversity of our staff, community, and partners.• Consistent approach to management of customer interactions with WYFRS.• Improved functionality and capability to provide training digitally and remotely.• Ability to share information effectively and easily with our key partners.

4.2 Digital Platforms & Systems

We will ensure that we are using our systems to the maximum of their potential. We will continue to develop our systems and integrate them with other WYFRS systems where appropriate.

Actions	Outcomes
<ul style="list-style-type: none">• Microsoft Teams Channels – provide secure portals for teams / groups to collaborate effectively.• SharePoint Online – provide a modern digital workplace for our staff to access up to date information wherever they are.• Microsoft Power App Platform – provide simple applications to replace InfoPath and automate manual processes.• FireMap – modernise the existing system as part of the wider OneView project.• Cisco phone enhancements – look at whether Cisco contact centre solution can provide enhanced benefits for the ICT Service Desk.	<ul style="list-style-type: none">• Provide a modern digital workplace which is better connected and personalised to the role of the individual.• Paper processes are migrated to a more efficient modern platform.• Online and offline access to information is simpler.• Anytime / anywhere staff communications and engagement.• Improved communications.• Increased functionality and self-service from our core business systems.• Enhanced resource management.• Secure ICT systems and infrastructure.• SharePoint Online providing a modern go to 'Digital Workplace' for all things WYFRS, acting as an effective system for communications.

We will make the most of technology to make things Simpler, Smarter and Engaging

Actions	Outcomes
<ul style="list-style-type: none">• Self-service budget management – review options for managers to access budget information in SAP.• Access HR upgrade – move to the latest version to maximise functionality.• Gartan upgrade – move to the latest version to maximise functionality.• Review of email filters and self-service email release enable users to release their own quarantine emails.• Review how technology can improve the processes for operational learning	<ul style="list-style-type: none">• Modern digital forms are quick to create and adaptable to meet the changing needs of the Service.• Improved functionality from our Cisco telephony system.• Improved self-service for budget holders.• Improved coordination and visibility of activity across WYFRS.• Processes for capturing, collating, assessing, and distributing are effective and efficient.

4.3 Build on Digital Foundations

We will provide systems that can respond to changing business needs, improved working practices and organisational growth.

Actions	Outcomes
<ul style="list-style-type: none">• New LAN – provide fast secure connectivity across our internal networks.• New WAN – provide fast, secure connectivity between our sites and out into the external environment.• Implement Azure DevOps - enable more effective management of our development projects.• Improve laptop build process – SCCM / Autopilot – more efficient automated process.	<ul style="list-style-type: none">• Improved performance of our applications.• A robust and secure foundation for our applications to operate across.• Modern workplace facilities for all locations to improve communications and the working environment.• Improved visibility of managers as staff have greater flexibility and agility to work from any location.• Modern ways to manage our visitors and improve their experience whilst with us.• Good quality connectivity across all our locations.

Actions	Outcomes
<ul style="list-style-type: none"> • Meeting room technology – all staff able to access integrated large screen technology for meetings, training, etc. • Investigate data SIMs in laptops – simple FDS Officer connectivity at incidents. • Data Centre strategy – determine the future onsite / cloud / hybrid options for our data centres. • Resource booking solution – intuitive system for booking desks / rooms / parking to support agile working. • Visitor management solution – effective system for managing our visitor’s experience. 	<ul style="list-style-type: none"> • Meeting room technology is easy to use and provides good virtual and in-person experiences. • Resource usage (meeting rooms, desks, car parking, etc.) are maximised. • Resources are easily identified and booked by staff as needed. • Streamlined receiving and alerting of visitor arrival on site. • Improved control and adaptability of our systems to meet changing needs thus futureproofing our environment. • Cyber security implications are understood and effectively managed.

4.4 Be Data Driven

We will be informed by insight and evidence to develop and personalise the service.

Actions	Outcomes
<ul style="list-style-type: none"> • Enterprise integration, business intelligence and OneView – system connectivity managed through middleware. Business intelligence through the OneView performance management system built on a modern data warehouse and accessed via Power BI. • SAP finance and payroll and Access HR integrations – review how our payroll and finance systems can integrate effectively to reduce manual processes. 	<ul style="list-style-type: none"> • Data is easily accessible from one place. • Improved data quality enabling proactive intervention and prevention activities. • Smarter storage of information. • Improved visibility of work. • Eliminate duplicate data entry. • Eliminate the need for manual manipulation and interrogation of data across multiple systems. • Easier integration of data. • Resources and support are shared across WYFRS to match demand and improve outcomes and efficiencies. • Greater use of business intelligence to improve strategic prioritisation and inform our Community Risk Management Plan.

We will make the most of technology to make things Simpler, Smarter and Engaging

Actions	Outcomes
	<ul style="list-style-type: none">• Improved data governance and protection of our data.

4.5 Digital Organisation

We will instil a digital culture that facilitates development of new skills and promotes learning and innovation to all staff across the service.

Actions	Outcomes
<ul style="list-style-type: none">• ICT training – catalogue available for off the shelf and bespoke training.• M365 Learning Pathways available for all staff – review implementation for all Microsoft based training.• Review ICT customer charter and SLAs – review and align to new ways of working.• Managed ICT security service – work with a security specialist to better protect our systems and information.• SFIA review – determine the value of benchmarking our ICT staff against the SFIA standard.• Review developer resources – determine how we can better support the move to in-house application development.• Review the effectiveness of the current e-learning solution.	<ul style="list-style-type: none">• Increased adoption of digital, self-service by all staff.• Increased staff satisfaction.• Increased productivity.• Digitally capable people.• More attractive proposition to new talent.• Standardised systems that allow intuitive adoption.• Digital skills and behaviours embedded across the organisation.• Drive efficiency of processes – smarter working.• Share skills, learning and innovation across the organisation.• Working anytime, from anywhere.• Create more skills and capability internally to develop our ICT systems.• A modern e-learning system that meets the needs of the organisation.

4.6 Smarter Technology

We will use technology to augment the delivery of our services and the incidents we attend and better manage our assets.

Actions	Outcomes
<ul style="list-style-type: none">• Enhance technical capability and connectivity for command support at remote incidents.• Review additional drones and operators – review the use of drones and other innovative technology to support incident management.• Fire appliance live tracking – review how live tracking can enhance incident response.• IoT sensors – research how technology can simplify and automate everyday tasks.• Innovation / Intelligent Client service – implement an effective communication channel between ICT and the organisation to better support department aims and objectives.	<ul style="list-style-type: none">• Ability to establish incident command communications in remote areas.• Innovative technology such as drones, providing improved risk and incident management.• Improved real-time vehicle tracking to support coverage and response capabilities.• Proactive monitoring and alerting of building health using IoT (Internet of Things) helping to deliver our Environmental Strategy and inform our estates planning.• Smarter collection and usage of statistics to remove manual processing.• Improved coordination and safety.• Faster assessment and direction of resources.• Proactive compliance with changes from the external environment such as recommendations from the Grenfell enquiry.

5 How will we manage change?

The Digital & Data Strategy is aligned with and supports delivery of the WYFRS Your Fire & Rescue Service Plan. In delivering the strategy, the following principles will be followed.

- **Business engagement** – we will consistently strive to understand key business challenges and needs, whilst ensuring we effectively manage expectations.
- **Support our stakeholders** – we will work with the business to understand project goals, requirements, and timescales to effectively resource change, meet expectations and achieve the desired outcomes.
- **Maintain target system landscapes** – we will collaborate with the business to clearly define and continuously review a target roadmap for key business processes and systems.
- **Govern ICT architecture** – we will govern the ICT architecture ensuring that appropriate policies, procedures, and guidance are developed, implemented, communicated, reviewed and enforced using IT Service Management best practice principles.

We will make the most of technology to make things Simpler, Smarter and Engaging

- **Communication plan** – we will have open and effective communications across the organisation to ensure all our stakeholders are aware of our active and pipeline projects and initiatives.
- **Business transformation and change** – we will transform business processes and change working practices using smart methodologies to make best use of the technology we invest in.
- **Innovative culture** – we will explore ways in which we can innovate the delivery of our tools and services.
- **Encourage and motivate staff** – we will instil a culture that encourages staff learning, development and recognition of ideas and achievement.
- **Relevant and tailored reference materials** – we will ensure the availability of suitable reference materials, in various formats, tailored to relevant audiences.
- **Embed knowledge transfer** – ICT teams will be engaged and provide support from the outset of projects to ensure appropriate knowledge and skill sets are provided for effective project delivery.
- **Value for money technology** – we will regularly evaluate ourselves against peers both within and outside the fire sector to ensure we are delivering value for money technology.
- **Data Ownership** – we will encourage departments to be empowered to own their data, processes, and systems. We will provide guidance to ensure staff have the right level of ICT literacy and competency to use the tools and systems effectively.

6 How will we evaluate what we are doing?

To ensure the Digital & Data Strategy is governed effectively during its implementation, we will:

- Ensure clear and appropriate governance of projects through Change Management Board, Tactical Project Board, ICT Change Management, and the Project Management Office.
- Use the WYFRS project framework to ensure effective project planning, monitoring, quality control, communications, and budget management.
- Continuously review the strategy and its projects to ensure they remain relevant, deliver clear business benefits, and are delivered within time, scope, quality, and cost.
- Actively seek feedback from stakeholders from initial planning through to post implementation.
- Oversee technology procurement through our technical design authority, ensuring smarter working through consistent standards and seamless integration with existing technologies.
- Undertake appropriate milestone reviews of the strategy to update stakeholders on progress and ensure the strategy remains aligned to the overarching Your Fire & Rescue Service Plan and the changing technology landscape.

We will make the most of technology to make things Simpler, Smarter and Engaging

Pillars	21/22	22/23	23/24	24/25
Digital Engagement	New External Website			
	Microsoft Live Events			
	Extranet for Partner Sharing			
			Digital Humans	
Digital Platforms & Systems	Microsoft Teams Channels			
		SharePoint Online		
		Microsoft PowerApps		
		FireMap		
	Cisco Phone Enhancements			
		Self Service Budget Management		
		Gartan Upgrade		
		Access HR Upgrade		
	Review operational learning processes			
	Review Email Filters and self-service email release			
Build on Digital Foundations		New WAN		
	New LAN			
				Resource Booking Solution
				Visitor Management Solution
	Implement Azure DevOps			
	Improve Laptop Build Process - SCCM / Autopilot			
	Meeting Room Technology		Investigate Data SIMS in laptops	
		Data Centre Options		
Data Driven		Enterprise Integration, Business Intelligence & OneView		
		SAP Finance & Payroll Access Integrations		
Digital Organisation	ICT Training - New Microsoft Products			
		M365 Learning Pathways for all staff		
	Review ICT Customer Charter & SLAs			
		Managed ICT Security Service		
			SFIA Review	
		Review e-learning solution		
	Review Developer Resources			
Smarter Technology	Enhance technical capability for remote command support			
			Review additional Drones & Operators	
		Fire Appliance Live Tracking		
			IoT Sensors	
			Innovation Service	