



# ICT Plan

## 2021-25



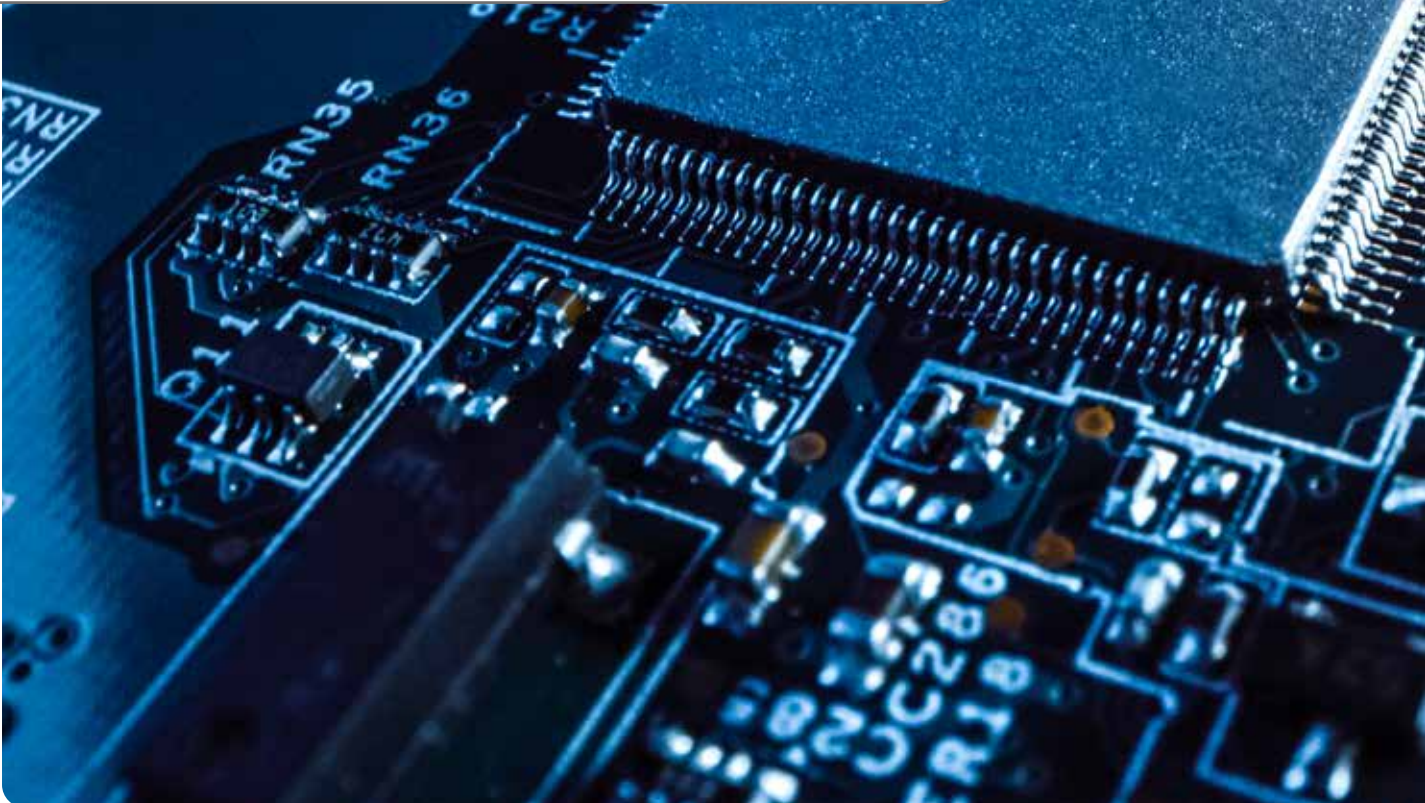
HEREFORD & WORCESTER  
**HWFR**  
FIRE AND RESCUE SERVICE

# Contents

Introduction	1
Our Purpose, Vision and Mission	2
Approach	3
Our Ethical Principles	4
Key Enablers	5
Communication Principles	7
Legislation	8
Monitoring and Review	9

## Introduction

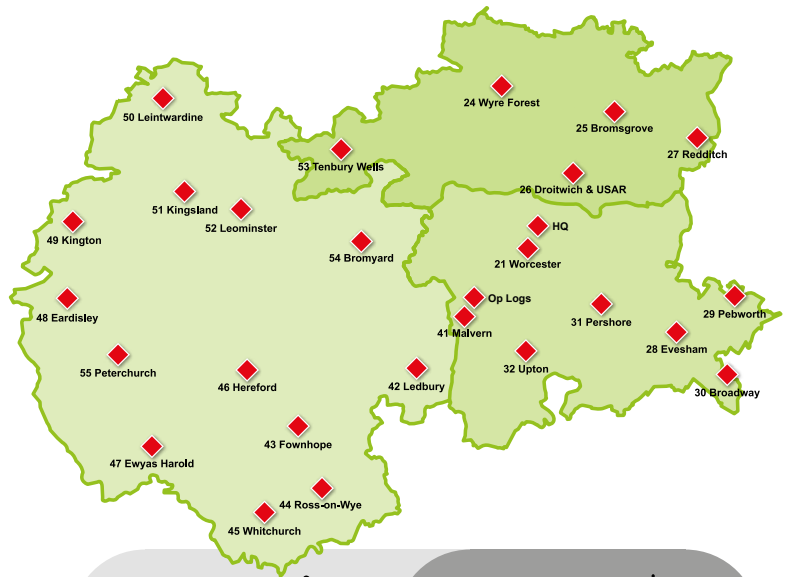
This plan sets out how digital infrastructure and systems will support Hereford and Worcester Fire and Rescue Service's (HWFRS) core aim of providing our communities with sustainable, high quality firefighting, rescue and preventative services. We aim to maximise the added value of digital solutions, innovative use of information technology and effective sharing and utilisation of data in ways that will drive efficiency and effectiveness in a meaningful and measurable way.



# Our Purpose, Vision and Mission

## Who We Are

Hereford & Worcester Fire and Rescue Service (HWFRS) works to keep people safe from fire and other risks. We employ over 690 full-time and part-time members of staff in 770 roles, delivering a wide range of prevention, protection and emergency response services across Herefordshire and Worcestershire (an area of 392,000 hectares with a population of over 790,000 people).



**25**  
Fire  
Stations



**41**  
Fire  
Engines



## Purpose

### Why we are here

Keeping people safe from fire and other risks. Responding efficiently and effectively to incidents and emergencies.

## Vision

### What we want to do

Saving More Lives: Building on our successes to continue to make a difference, improve lives and help secure resilient communities.

## Mission

### What we do every day

As one professional team we will work hard every day to deliver high quality, sustainable services to our communities.

**251**  
Wholetime  
Firefighters



**368**  
On-Call  
Firefighters



**24**  
Fire Control  
Firefighters



**127**  
Support  
Staff



In 2021-22 our Fire Control service dealt with over 16,000 calls and we attended over 7,400 incidents, including property and countryside fires, road traffic collisions, water rescues, collapsed structures, hazardous materials and animal rescues (an average of about 142 incidents every week).



**16,212**  
Calls to  
Fire Control



**7,419**  
Incidents  
attended



**1,605**  
Fires



**2,385**  
Special Service  
Incidents



**3,429**  
False Alarms

Our core purpose, vision and mission guide us in our work to make the communities of Herefordshire and Worcestershire safer. To do this effectively we need to ensure we understand and appreciate the diversity of the communities we serve, and have a workforce that is inclusive and fully represents and understands those communities.

# Approach

This plan outlines the steps needed to drive a more user-centric environment within a modern ICT service that is resilient, effective and scalable over the next 4 years, e.g. up to 2025. This will enable the plan to be revised / revisited and evaluated against the Asset Strategy 2021-25, and the three main core strategies; Prevention, Protection and Response, along with the introduction of a new Community Risk Management Plan in 2025 to carry on the journey of improvement linked to digital and system transformation.

This Plan will be strengthened by the introduction of a Digital and Data Strategy linked to the National Fire Chiefs Council's (NFCC) Strategy in mid-2023

## Priorities

Our plan will create a framework for further development and discussion about the way ICT should progress in order to support our workforce. We have identified three key areas of focus; **End User Experience**, **Data Driven Intelligence**, and **Connectivity** with **Our Users** at the centre, to help us deliver our plan.



### End User Experience

Develop a user-centric environment that directly supports the needs of our workforce, promotes and supports the wider use of digital platforms in all areas

### Data Driven Intelligence

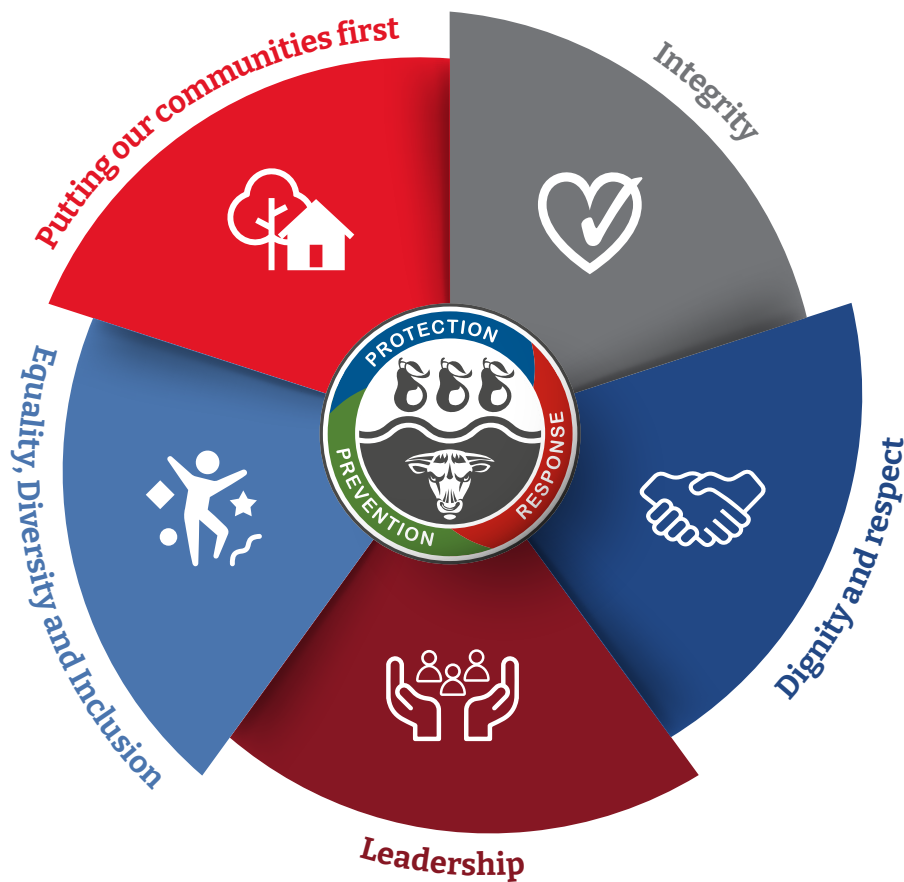
Empower staff at all levels to make better decisions with quality data that improves performance and reduces risk

### Connectivity

Ensure that our users can safely access their data and apps, no matter what device they are using or where they are located.

# Our Ethical Principles

How we deliver our services to achieve our core purpose is guided by the Core Code of Ethics for Fire and Rescue Services in England, which has been jointly developed by the National Fire Chiefs Council, the Local Government Association and the Association of Police and Crime Commissioners. The Code sets out five ethical principles, which provide the basis for promoting good behaviour and challenging inappropriate behaviour. By adopting the Code as our guiding set of values, we are committed to championing ethical behaviours that help to improve organisational culture and workforce diversity, ensuring that communities are supported in the best way.



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## Putting our communities first

We put the interest of the public, the community and service users first.

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## Integrity

We act with integrity including being open, honest and consistent in everything we do.

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## Dignity and respect

We make decisions objectively based on evidence, without discrimination or bias.

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## Leadership

As positive role models, we are accountable for everything we do and challenge all behaviour that falls short of the highest standards.

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## Equality, Diversity and Inclusion

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.

# Key Enablers



## End User Experience

Develop a user-centric environment that directly supports the needs of our workforce, promotes and supports the wider use of digital platforms in all areas

We are committed to continuous alignment with good practice to support our end users, through the smarter use of cloud technologies. Data and information are at the heart of our ICT Plan, and we are committed to adopting a modern workplace for the service enabling us to increase productivity, deliver efficiencies, business processes and workflows. These will enhance the end user experience and ensure our users' needs remain at the centre of our strategic thinking.

### Targets

- Configure and deploy Microsoft InTune and AutoPilot to deliver efficiencies in IT support and provide flexibility to end users;
- Work closely with the Training Centre and third-party consultants to scope and deliver a comprehensive user adoption plan;
- Define and deliver a project to rollout additional 365 productivity tools, starting with PowerApps, to meet specific departmental needs; and
- Complete the rollout of Teams Telephony for corporate and core operational staff.



## Data Driven Intelligence

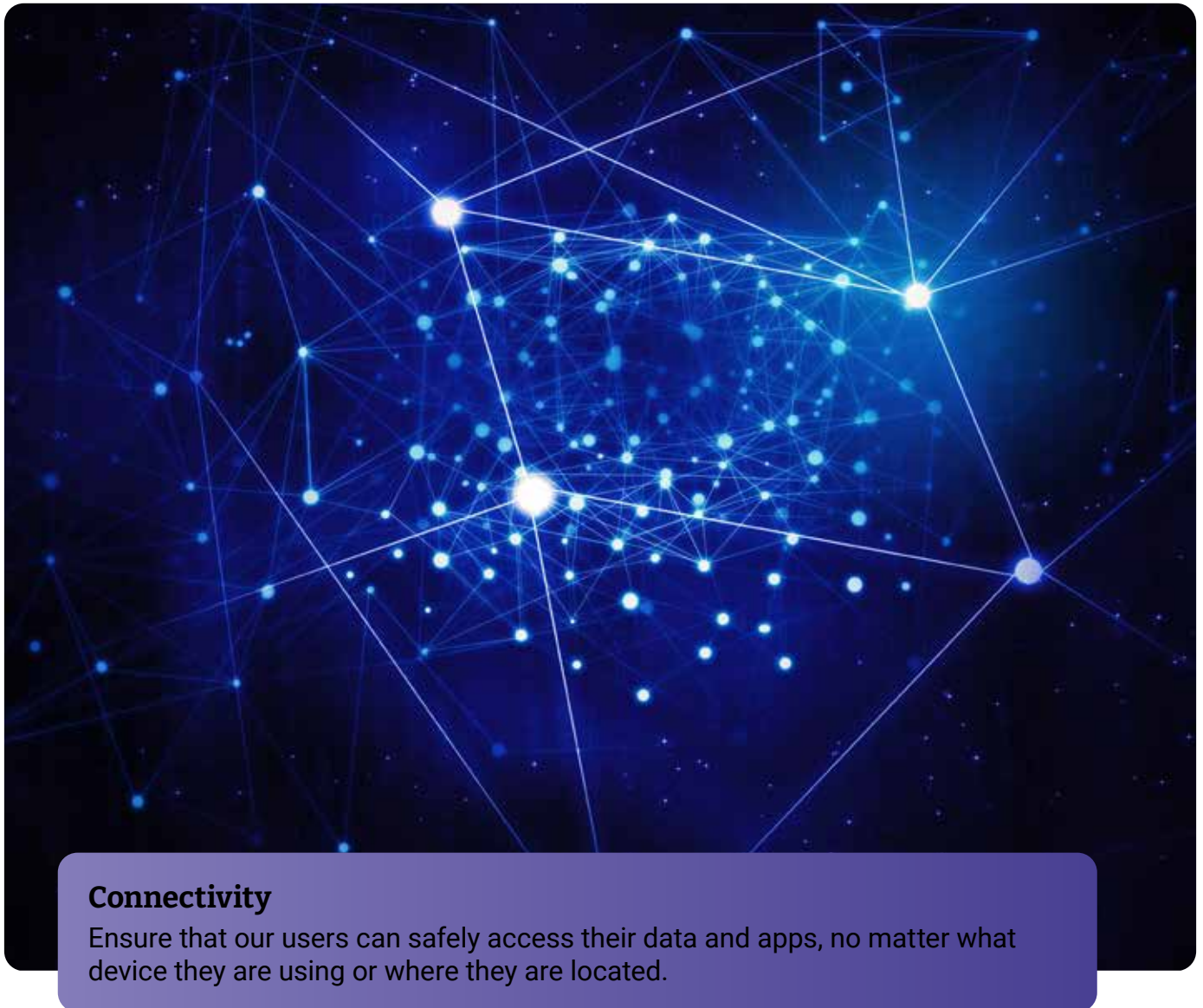
Empower staff at all levels to make better decisions with quality data that improves performance and reduces risk

The amount of information collected has never been greater, but it is also more complex. This introduces a challenge to our organisation when trying to manage and analyse data. We have introduced a new Data Warehouse and Reporting/Analytics platform based on Microsoft Power BI. These tools and data models are slowly starting to be adopted in some parts of the organisation.

### Targets

- Migrate in-house systems to modern digital solutions that are integrated within our Office 365 environment. Starting with People Database, Debriefs, PRF, RAD, AIM and PSA/SSA;
- Continue to develop Power BI reporting to deliver business intelligence;
- Identify further areas where applications and processes can be streamlined, based on the information gathered during the application audit that was conducted as part of the last Plan; and
- Develop a Service-wide Digital and Data Strategy that introduces guidelines on how business data needs to be stored, accessed and reported on.

## Key Enablers (continued)



### Connectivity

Ensure that our users can safely access their data and apps, no matter what device they are using or where they are located.

Our digital infrastructure must be able to support the rapid increase in broadband and mobile network performance, providing coverage with sufficient capacity to ensure data can flow at the volume, speed and reliability required to meet the demands of our modern workforce.

### Targets

- Deploy the use of Multi-Factor Authentication and replace the existing RSA key fobs, to simplify access for our users;
- Procure and deploy a modern software defined network to enhance the existing network solution, which will increase our ability to extend a Secure Access Service Edge out to remote workers and provide additional agility and resilience to the corporate WAN;
- Ensure a greater integration from our WAN into mobile networks to take advantage of the benefits of 5G; and
- Migrate all analogue PSTN and ISDN lines onto digital infrastructure prior to the BT 2025 Swich Off.

# Areas of Focus

Our digital areas of focus will permeate all aspects of decision-making, helping to add focus and direction to our priorities, based on the 5 Ds.

## **Deliverables**

The ICT service will be aligned with HWFRS's overarching strategies (CRMP, MTFP, Prevention, Protection and Response), promoting a consolidated approach to address corporate objectives.

## **Digital Mindset**

Digital Mindset is as much about people as it is about technology, seamlessly bringing together people and technology being able to incorporate technology into our daily roles. Extracting value from it is at the core of our digital mindset, providing easy-to-use systems that can be accessed anywhere, at anytime, on any device.

## **Digital and Data Innovation**

Digital innovation and transformation with data will work together to implement and refine the right unified tools, data strategy, data management, process and analytics to enable accurate data insight aligning and refining on and offline data to support intelligently informed decision-making across the Service.

## **Digital Ambition**

Business agility and continuity will be fully supported by our ICT service, who will continue to deliver and improve a flexible, adaptable and future proof infrastructure that will meet the needs of our agile workforce, working practices and business requirements.

## **Data Driven Transformation and Intelligence**

To enable digital transformations, data must be accessible to those who need it. Data is one of an organisations most precious assets, and we will create a data science and analytics culture that understands data and how to use it effectively, ensuring we can collect and analyse data from multiple sources using a variety of tools to ensure data accuracy, integrity and distribution.



# Legislation

## Actual Laws Governing ICT

- The Computer Misuse Act 1990;
- The Data Protection Act of 1998;
- The Copyright, Designs and Patents Act 1989;
- The Health and Safety Act of 1974;
- The General Data Protection Regulation 2016;
- Data Protection Act of 2018 has been amended to accommodate the post-Brexit changes to UK data privacy law;
- UK-GDPR (United Kingdom General Data Protection Regulation) that took effect on January 31, 2020;
- UK Data Protection Act 2018 (DPA ACT) | 2021;
- European VDU & health directive 1992;
- Freedom of Information Act (Date Unknown).

## Compliance for FRS

- Airwave Code of Connection Compliance.

## Compliance for ESN

- Airwave Code of Connection;
- Cyber Essentials Plus Certification (Organisation).



# Monitoring and Review

## Monitoring

The programme of work is measurable. Therefore, we are able to continually monitor relevant information to be fully informed throughout the plan period of the progress made on each project.

## Review

Alongside monitoring, we will review the progress of each project listed in the Programme of Works to enable us to identify any subsequent actions which may need to be carried out to ensure the works are delivered within the timeframe identified. The first review will be carried out no later than one year from the publication of the strategy and will then be reviewed on an annual basis.

Further, as part of the annual review of the plan we will also update the list of the Programme of Works to include any additional projects.





HEREFORD & WORCESTER  
**HWFR**  
FIRE AND RESCUE SERVICE



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