

Cumbria Fire & Rescue Service

# Digital, Data and Technology Strategy

2024 - 2028



Making Cumbria a safer place for all

[cumbriafire.gov.uk](http://cumbriafire.gov.uk)

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## Executive Summary

### Putting our communities first

Any developments will deliver improvements that ultimately benefit our communities through improved service delivery, increased productivity and efficiency, and increased resilience and preparedness.

### Integrity

Through our work to improve the governance we will ensure we have informed decision making that ensures risks are appropriately considered and we comply with all the relevant legislation, guidance, standards and codes of practice.

### Dignity and Respect

We will ensure we handle data responsibly and sensitively with the appropriate measures in place to keep it secure.

As we research, develop and implement new technology we will engage with our workforce and ensure their views inform future improvements.

### Leadership

Through delivery of the activity we will strive for continuous improvement and through improved governance demonstrate accountability for any decisions and delivery.

### Equality, diversity and inclusion

When identifying and developing new solutions we will take in to account the needs of all stakeholder groups and will engage through staff networks to ensure the needs of diverse groups are met.



## Introduction

Digital, Data and Technology (DDaT) is essential to everything we do, and delivery of the DDaT Strategy will enable us to provide our dedicated workforce with the right digital environment, one that enhances the safety of our staff and our community.

This document outlines the vision and strategic aims of Cumbria Fire and Rescue Service through 2024 - 2028. It describes how digital technologies, services and structures will be designed and implemented to deliver positive outcomes.

The strategy includes development of our plans to disaggregate from our legacy ICT arrangements following Local Government Reorganisation, while setting challenging goals for improving the capability of the Service's back office and frontline systems. It sets out how Cumbria Fire and Rescue Service will look to make full use of digital, data and supporting technologies to meet its organisational objectives, whilst creating opportunities to help the Service become increasingly efficient.

- ▶ We need to be bold, there are significant opportunities through appropriate targeted investment.
- ▶ We operate in diverse environments – from on the ground at incidents, within our offices, in our community and within our stations – and our digital services and technology need to reflect that.
- ▶ We need to reduce paper processes and automate services and use technologies to improve the way we communicate and protect both our community and our staff.

The principles within this strategy provide a framework for how services will be designed, sourced, and delivered, and how digital technologies will support modern ways of working that deliver efficiencies. Continued improvement and development of technology is key to transforming the way we operate and collaborate, the way in which we improve efficiency and the way we deliver the best service we can to the communities we serve.

### Our aims are to:

- ▶ Use technology to support and enable our strategic priorities
- ▶ Develop digitally enabled services that support us to make Cumbria a safer place for all
- ▶ Deliver high quality digital services to transform the way the Fire Service operates
- ▶ Develop the right skills and culture among our staff to ensure they are supported to make the best use of the technology available
- ▶ Build better workplace tools and processes to make it easier for our staff to work effectively across boundaries, ensuring that we collaborate to serve our communities
- ▶ Make better use of data - not just for transparency, but to enable transformation
- ▶ Ensure accessibility by default personalised to meet the needs of individuals

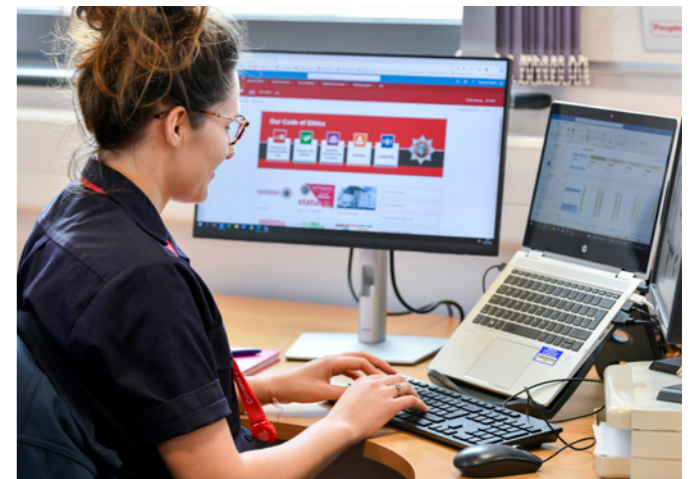
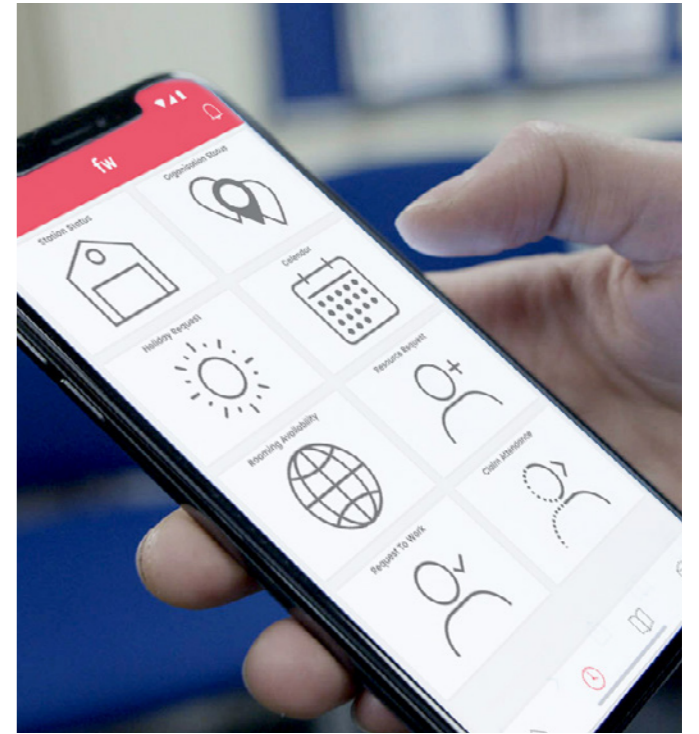
## NFCC Digital Data and Technology Strategy 2024-2026

The National Fire Chiefs Council has published its first Digital Data and Technology Strategy. The strategy sets out their high-level priorities for moving towards a digitally transformed fire and rescue sector. We will use the opportunities available through the national programme and collaboration within the sector to deliver our priorities.

## Digital and Cyber Security Fire Standard

The Fire Standards Board has been established nationally to oversee the identification, organisation, development and maintenance of Professional Standards for Fire and Rescue Service in England. As described by the Fire Standards Board, National Professional Standards are a key component of continuous improvement. They can form a point of focus against which performance can be measured and further improvement identified. In reference to HMICFRS, Fire Standards can identify 'what good looks like'.

We will use the relevant Fire Standards to inform the development and delivery of the strategy and associated programmes of work.



**NFCC**  
National Fire  
Chiefs Council

**FIRE  
STANDARDS  
BOARD**

## National Cyber Security Centre Cyber Assessment Framework

The NCSC Cyber Assessment Framework (CAF) provides a systematic and comprehensive approach to assessing the extent to which cyber risks to essential functions are being managed by the organisation responsible. All Fire Services will need to be Level 1 compliant by 2025 and fully compliant by 2027.



<https://www.ncsc.gov.uk/collection/cyber-assessment-framework/introduction-to-caf>

## Principles

Cumbria Fire and Rescue Service aims to be a digitally agile organisation, leveraging technology to operate effectively and efficiently. In developing our Digital, Data and Technology Services we have used the following principles:

### Zero Infrastructure

We will implement a cloud first approach to the delivery of our services, looking for opportunities to reduce and remove the need for physical infrastructure across our environment.

### Secure by Design

We will develop services to ensure that data and services are secure.

### Mobile Enabled

With our workforce operating in various locations including on station, in the office, in the field or at home we need to ensure that our applications are accessible on a wide range of devices.

### Interoperability

Informed decision making can only be undertaken fully using integrated systems, we will look to improve our business intelligence by improving capability for systems to communicate with one another

### Improves Digital Confidence

Key to adopting digital services is the ease of use. We will look to make our services intuitive to use, while looking to reduce paperwork, improve efficiencies and improve business intelligence.

### Constructive Disruption

We need to recognise that with change will come an element of disruption and therefore plan and prepare accordingly.

### Environmentally Friendly

The Service will be developed to support our responsibilities to reduce carbon outputs. We will look to enable flexible mobile services that reduce the need for travel, while utilising cloud-based services.

### Zero Downtime

Our services will be designed to be as resilient as possible with Business Continuity designed into their build.

### Simplify

We will develop the environment to reduce complexity through rationalisation of applications that reduce the need for integration or the implementation of tools and services that are easier to use or support.



## Key Objectives

Our disaggregation from the legacy arrangements is only one development area and needs to be undertaken in conjunction with:

- ▶ Changes in statutory requirements
- ▶ The outcomes of the NFCC Digital Data and Technology Strategy 2024 - 2026
- ▶ The PSTN analogue to digital switchover
- ▶ The North West Fire Control replacement of the Computer Aided Despatch System
- ▶ The replacement of the Mobilisation Gateway
- ▶ Review of our station end solution and Mobile Data Terminals
- ▶ The delivery of mobile solutions for our workforce
- ▶ The development of the Emergency Service Communications Network
- ▶ Artificial Intelligence and other similar technologies
- ▶ The impact of climate change and the associated Zero policies
- ▶ The implementation or cloud enablement of our supporting applications

The Digital, Data and Technology Strategy 2024-2028 priorities represent broad areas of work and will have individual projects within them over the course of the strategy.



### Developing our future operating model

Working with partners to develop the future digital, data and technology operating model and identify areas for collaboration where it improves service delivery and delivers efficiencies.

Following the changes to local government in Cumbria currently most of our applications and services are managed and delivered by one of the unitary authorities. The focus of the next 3 years will be establishing our future operating model.

To enable disaggregation from the Council we need to work with them and other partners to identify the most appropriate solutions for the Service to ensure we have appropriately resourced, effective, resilient ICT function. This will include identifying areas for possible collaboration locally, regionally and nationally.

### Improving our enabling functions

Development of a wide range of services that will enable the management and delivery of enabling services to the organisation including Human Resources, Finance and Health and Safety.

Staff will be provided the tools and skills to deliver services more efficiently and innovatively and:

- ▶ Improve digital and data literacy across our workforce
- ▶ Improve productivity and efficiency
- ▶ Make use of digital technologies for digital transformation
- ▶ Improve Business Intelligence

### Cyber Security

We will establish our Cyber Security solutions to ensure that we protect our staff and data no matter where they are located. We will develop these services to meet regulatory requirements.

In migrating our services from the Cumbria Council estate, we will migrate away from the various Cyber Security Solutions currently in place.

We will:

- ▶ increase our Security Posture
- ▶ develop our infrastructure and applications in line with Government Security Standards.
- ▶ develop our services to ensure that we meet compliance with the Public Services Network (PSN), Airwave requirements, the incoming Cyber Assessment Framework.
- ▶ develop awareness of Security Policies and user responsibilities with regards to the use of technology.
- ▶ undertake regular testing.
- ▶ utilise the range of tools provided by the NCSC, further reducing the risk of attack, by securing our mail, websites and our DNS records.

### Growing our digital capability

We will provide assurance that our digital estate is secure and resilient while providing opportunities for enhancing provision, improving efficiencies, or reducing costs across the organisation.

We will look to develop Digital Services to support effective delivery of services and increasing our productivity and efficiency by:

- ▶ Unlocking the value of data by improving data infrastructure and championing the flow of data.
- ▶ Maintaining a good knowledge of what systems and digital platforms are in use across the UK and their functions and horizon scanning to enable us to anticipate challenges and evaluate new ideas and new technologies as they develop.

- ▶ We will seek to understand where there are opportunities for collaboration, or risks which can be addressed.
- ▶ Developing our Digital Data and Technology ecosystem through, where appropriate, developing services that require minimal on-premise technology, rationalising applications and improving application interoperability
- ▶ Considering a Journey to Zero strategy which would support the enablement of modern cloud-based technologies that are optimised for anywhere, anytime working.
- ▶ We use digital, data and technology ethically to best serve all parts of our communities, including considering their environmental impact and the effects on our workforce.
- ▶ Making best use of services provided by the NCSC or the government's Digital Services Platform

### Improving our governance

Ensure we have the appropriate governance and implement agreed project and change management methodologies to ensure we effectively manage change and deliver the identified benefits.

We will improve our governance around our data, digital and technology improvements and management of business as usual using industry recognised approaches and methodology. We will put in place appropriate structures and processes that support informed decision making, planning and prioritisation as well as delivery. We will also ensure continuous improvement by identifying lessons learned and through evaluation.

Engagement with staff will be key to successful delivery of the strategy and any projects so we will develop and embed mechanisms for staff to engage in identifying and testing new technology, inputting to the development and delivery of projects and championing ICT within the wider workforce.

## Revenue and Capital Budget

Revenue budget directly attributed to ICT for the Fire Service for 2024/25 is £1,405,000. A breakdown in the movement of the budget is detailed below:

Asset Name	2024/2025 Agreed	2024/2025 Revised
SLA	1,405,000	952,000
Firelink	0	453,000
<b>Total</b>	<b>1,405,000</b>	<b>1,405,000</b>

There are also some ICT costs which are being temporarily funded from grants that are to be worked into the Medium Term Financial Plan in future years:

- ▶ Finance System – annual hosting and support
- ▶ Firewatch System – annual hosting and support
- ▶ CFRMIS

Alongside this there are budgets currently sitting within departments that have ICT implications. Examples include:

- ▶ L&D – Annual costs for licences for Learnpro/ PDR Pro, XVR
- ▶ Ops Planning – Annual costs for 999EYE, Sat Nav

The capital budget relating to ICT for the year 2024/25 is £534,000 which includes a carry forward of £100,000 from 2023/24 for an incomplete project. A breakdown of the budget is provided below:

ICT				
Asset Name	Replacement / New Equipment Description	Original Budget	23/24 C/F	Revised Budget
<b>B/F</b>	<b>Tablet Project</b>		<b>100,000</b>	<b>100,000</b>
PSTN Upgrade 38 stations	Upgrade to PSTN lines due to discontinuation from BT	98,000		98,000
Pressure CAD	CAD and ICCS implementation - NWFC mobilisation	216,000		216,000
Data Centre Refresh	Data Centre Migration	120,000		120,000
Station End Equipment	Station End Equipment - battery replacement			-
		<b>434,000</b>	<b>100,000</b>	<b>534,000</b>



# Cumbria Fire & Rescue Service

## Our Code of Ethics



Putting our communities first



Dignity and Respect



Equality, diversity and inclusion



Integrity



Leadership

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Making Cumbria a safer place for all

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