Digital and Data

Staffordshire Fire & Rescue Service

2023-2026

Staffordshire
Fire and Rescue Service
preventing • protecting • responding

The Digital and Data Strategy defines how data will support Staffordshire Fire and Rescue Service in achieving the strategic priorities of:

Prevention and early intervention

Protecting Staffordshire and its communities

Public confidence

Service reform

Our strategic priorities are detailed in our Community Risk Management Plan which identifies how we plan to achieve our goals. The Digital and Data Strategy is part of the suite of documentation which support the delivery of the Community Risk Management Plan and explains the direction of the Service in relation to digital transformation and data modelling of risk and performance.

Summary

In the digital age, data-driven decision-making and digital transformation are crucial for Staffordshire Fire and Rescue Service (SFRS) to thrive in a rapidly evolving landscape. Our Digital and Data Strategy outlines a transformative approach that embraces cutting-edge technologies, data analytics, and a user-centric mindset. By leveraging digital solutions and harnessing the power of data, we aim to drive innovation, enhance operational efficiency, and deliver exceptional value to our communities. This strategy highlights our commitment to transparency, accountable governance, and responsible data management as a public sector organisation.

Core Code of Ethics (CCoE)

The Core Code of Ethics is of paramount importance to the Strategy and Intelligence (S&I) directorate within Staffordshire Fire and Rescue Service. This code sets out a set of guiding principles and values that uphold the integrity, professionalism, and ethical conduct of all personnel within the organisation, including the S&I teams.

Firstly, the Core Code of Ethics fosters a culture of trust and accountability within the directorate. As custodians of critical digital infrastructure and sensitive data, data professionals play a vital role in ensuring the smooth operation and efficiency of the entire Service. By adhering to the code, our personnel are reminded of their responsibility to maintain the highest standards of honesty, confidentiality, and integrity when handling sensitive information. This creates an environment where colleagues can rely on one another, enhancing teamwork and co-operation, which ultimately translates to improved service delivery.

Secondly, the code emphasises the importance of continuous professional development and upholding relevant legal and regulatory requirements.

Technology is constantly evolving, and the organisation's staff must stay updated with the latest advancements and best practices to keep SFRS at the cutting edge of innovation. The Core Code of Ethics encourages professionals to pursue relevant training, certifications, and qualifications, thus ensuring that the directorate is well-equipped to tackle emerging challenges and threats effectively.

Furthermore, the Core Code of Ethics fosters a sense of duty and dedication to the strategic priorities of SFRS. The S&I directorate is an integral part of the organisation's operations, and its efficient functioning directly impacts the effectiveness of emergency response and overall public safety. By aligning their actions with the values outlined in the code, personnel are motivated to perform their duties diligently and prioritise service delivery to its customers, reinforcing our commitment to saving lives and protecting communities.

Additionally, the Core Code of Ethics highlights the significance of confidentiality and data protection in the directorate. As the custodians of sensitive and personal information, our professionals must exercise utmost care and diligence in safeguarding data against unauthorised access or breaches. Adhering to the code ensures that personnel follow strict data security protocols, minimising the risk of data leaks and preserving trust in SFRS aligned to the 'Public Confidence' strategic priority.

The Core Code of Ethics plays a crucial role in guiding the ethical conduct and professional behaviour of the S&I directorate in SFRS. By promoting trust, accountability, continuous professional development, and data protection, the code ensures that our teams operate at the highest ethical standards, ultimately contributing to the Service's successes in fulfilling its commitments to protecting our communities.

Introduction

In an increasingly interconnected world, embracing digital technologies and unlocking the potential of data is paramount for our success in fulfilling our goals. This strategy sets the stage for a new era of digitalisation, where we harness data to gain insights, improve decision-making, and optimise processes to better serve our communities.

Our Digital & Data Strategy sets the stage for innovative and transformational practices aligned to our strategic priority of 'Service Reform'. We will look to harness the potential of new and existing technologies to revolutionise our business processes and understanding of data, enhance collaboration opportunities, and enable agile decision-making for our personnel working remotely in the communities of Staffordshire.

As a public sector organisation, our commitment to digital and data-driven approaches is crucial to meeting the expectations of residents, enhancing public services, and driving positive societal impact.

Strategic Vision

Our vision for the strategy is to be a pioneer in leveraging technology and using data to drive value for money for the public. By adopting innovative digital solutions and fostering a data-driven culture, we aim to improve service delivery, enhance customer experiences, and foster continuous improvement in our operations.

Our goal is to harness the power of digitalisation and data analytics to deliver impactful outcomes, maintain transparency, and ensure ethical data practices. We will focus on delivering effective solutions that address societal challenges and deliver the best possible levels of service delivery to the communities of Staffordshire.

Current State Assessment

To embark on this digital and data-driven transformation, it is crucial to assess our current state. These assessments such as fire standards provide insights into the organisation's existing digital capabilities, data infrastructure, and data maturity. By identifying strengths and opportunities for improvement, we will develop a roadmap to harness digital technologies and data more effectively, ensuring that we remain accountable to the public we serve.

Our assessment reveals that while we have made significant progress in adopting some digital tools, there are opportunities for further integration and optimisation across various departments. Additionally, our data management practices can be strengthened to ensure data quality, security, and accessibility.

To leverage digital and data effectively, we must align our initiatives with strategic objectives and enhance collaboration among departments, stakeholders, and data users to ensure responsible governance and public trust.

Goals and Objectives

Our Digital and Data Strategy establishes ambitious goals and objectives to drive digital transformation and data-driven decision-making. By investing in the right technologies and nurturing a data-driven mindset, we aim to enhance our agility, optimise processes, and elevate the community's experiences. As a public sector organisation, our goals also prioritise person-centric services, data privacy, and ethical data use in line with public expectations.

Our strategic objectives include:

1. **Digital Transformation:**
   Implement digital technologies to streamline public service delivery, improve efficiency, and create innovative solutions that address resident's needs effectively.

   Reporting, where possible, will be automated to ensure that the time spent by our analysts is minimised and they can increase their productivity through the use of a range of technological improvements. A level of self-sufficiency can then be achieved by users, enabling them to facilitate their own individual needs through the use of quality data interpreting and displaying technologies in line with our strategic priority of 'Public Confidence'.

2. **Data Governance and Management:**
   Strengthen data governance practices to ensure responsible and transparent data management, promoting data quality, security, and compliance with privacy regulations.

   The quality of the data used by the organisation is of the upmost importance and this can only be achieved through the management and quality assurance of the data entering service systems. Therefore, strong management of data at all levels of the organisation is required in order to provide assurances that decisions are made with accurate and factual narrative in line with the 'Service Reform' strategic priority.

3. **Data Analytics and Insights:**
   Develop advanced data analytics capabilities to gain actionable insights, make evidence-based decisions, and drive organisational performance, ultimately enhancing public service delivery.

Using the most up-to-date data to understand the risks in the communities across Staffordshire will ensure that we can deploy resources to those most in need from using accurate and quality assured data, informing its decision making, in order to ensure that we can continue to fulfil the strategic priority of 'Protecting Staffordshire and its communities'.

4. **User Engagement and Participation:**
   Enhance user engagement through digital channels, providing inclusive platforms for collaboration, feedback, and participation in shaping public policies and services.

   Through the adoption of emerging technologies platforms, we will create an environment that fosters innovation, encouraging our workforce to think creatively, experiment with new ideas, and implement innovative solutions.

   The organisation will continue to horizon scan for upcoming innovation within the fire and rescue sector through collaboration with other Services and through ongoing engagement with the National Fire Chiefs Council, adopting new methodologies as appropriate for the organisation and collaborating with partners to gain mutually beneficial efficiencies.

   We will actively participate in and attend industry wide engagement with local and national forums, trade shows and understand innovative changes within infrastructure to ensure that opportunities can be exploited to maximise the effectiveness of the organisation in line with the 'Service Reform' strategic priority.

5. **Data Privacy and Security:**
   Implement robust data protection measures to safeguard individual's information, ensure privacy rights, and maintain the public's trust in our data management practices. We will minimise the requirements for the storage of data within SFRS, and always within agreed suitable timescales. We will strengthen our data security framework and identify potential options for external accreditation.

   This will aid in safeguarding organisational information and maintain trust in our operations for stakeholders internal and external, in line with our strategic priority of 'Public Confidence'.

Governance and Organisational Structure

To support our digital and data initiatives, we will establish a governance framework and an adaptive organisational structure. This structure will foster cross-functional collaboration, accountability, and innovation, ensuring responsible governance as a public sector organisation. Effective governance will ensure alignment with strategic objectives, enable risk management, and promote transparent and ethical use of data.

Specific aspects of our governance and organisational structure include:

1. **Leadership and Accountability:**
    Assign clear roles and responsibilities for overseeing the implementation of the Digital and Data Strategy, ensuring leadership accountability and ownership in delivering results.

2. **Cross-Functional Collaboration:**
    Foster collaboration across departments, teams, and stakeholders, breaking down silos to leverage collective expertise and insights, ultimately enhancing service delivery to communities.

3. **User Participation:**
    Engage customers in decision-making processes, actively involving them in shaping digital and data initiatives and fostering inclusivity and transparency.

4. **Risk Management and Compliance:**
    Implement robust risk management processes alongside the governance framework in order to identify and mitigate risks associated with digital and data initiatives, and ensuring compliance with service policy, data processing legislation, and security standards.

Implementation Plan

To translate our Digital and Data Strategy into action, we will develop comprehensive implementation plans at delivery level that are directed through the Annual Service Delivery Plan. These project plans will outline the specific steps, timelines, resource requirements, and key performance indicators for each initiative. We will establish a dedicated project manager and allocate the necessary resources to execute the plan effectively, ensuring responsible use of public funds.

Continuous monitoring and periodic reviews will enable us to track progress, address challenges, and make necessary adjustments to ensure successful implementation and value realisation for the public.

Monitoring and Evaluation

To ensure the effectiveness of our Digital and Data Strategy, we will establish robust monitoring and evaluation mechanisms. Regular reporting, customer feedback, and data-driven metrics will enable us to measure the impact of our initiatives, identify areas for improvement, and demonstrate the value generated for communities.

As a public sector organisation, our monitoring and evaluation processes will prioritise transparency, accountability, and satisfaction, providing insights that inform decision-making and drive continuous improvement in our service delivery.

By adopting this Digital and Data Strategy, we demonstrate our commitment to harnessing the power of digitalisation and data-driven approaches to improving results for the public, ensure transparency, and foster user-centric performance. This strategy positions the Service as a forward-thinking public sector organisation that embraces innovation, accountable governance, and responsible data management to address societal challenges and deliver value to customers of the organisation effectively.