



## Northamptonshire Fire and Rescue Service

**14 July 2023**

Northamptonshire Fire and Rescue Service FOI 1976/23 - ICT and Procurement Strategy

### **Original Request dated 14 February 2023 - Ref NFRS2023-21-21:**

I would like the organisation to provide me with the following departmental documents around ICT and corporate procurement.

Many organisations within your region have different document title names:

1. 2023/24 IT Department Documents ;- these types of documents have detailed information on the department's future plans and strategies. These documents could include:  
ICT Strategy/Plan, ICT Department Plan, ICT Financial Plan
2. ICT Org Chart ;- with names and job titles
3. Corporate Procurement Strategy that covers 2023/24 and more.

For all the documents I have requested, please provide me with the 2023/24 documents, I only want to only receive documents that are live and valid. If the document is a strategic plan (e.g. 2020-2025) that covers a set number of years, please provide me with the 2023 version.

I also require the full version of the documents i have requested, if any parts of the document is missing, please state this in the response

A response to this request was sent to the applicant.

### **Follow-up Request dated 23 March 2023:**

1. Strategy Plan reads as 2022. I am seeking the 2023 latest version. Please provide
2. Procurement Strategy reads as 2018. Please share the 2023 document.
3. Please share the Business plan and Budget report

### **Response:**

I have to advise you that Northamptonshire Fire and Rescue Service (NFRS) is not obliged to provide some of the information you have requested under the Freedom of Information Act 2000. Please take this letter as a Refusal Notice to the applicable parts of your request.

Northamptonshire Fire and Rescue Service  
Service Headquarters  
Darby House  
Darby Close  
Park Farm Industrial Estate  
Wellingborough  
NN8 6GS  
w. [www.northantsfire.gov.uk](http://www.northantsfire.gov.uk)  
t. 01604 797000





## Northamptonshire Fire and Rescue Service

Section 17 of the Freedom of Information Act 2000 requires Northamptonshire Fire and Rescue Service (NFRS), when refusing to provide such information (because the information is exempt within the provisions of the Act) is required to provide you, the applicant, with a Notice which:

- a) states the fact that an exemption has been applied
- b) specifies the exemption in question, and
- c) states why the exemption applies (if that would not otherwise be apparent)

The statutory exemption applicable to the information not disclosed is as follows:

### Section 21 Information accessible to the applicant by other means.

This is an Absolute Class Based Exemption and is therefore not subject to a harm or public interest test.

Please see the relevant questions for the appropriate links.

1. The Digital Strategy is a 5 year document and covers 2022-2027. NFRS do not have any other strategy/plan that breaks it down further. This can be found at the end of this response, for clarity.
2. The following two documents, available on the Northants PFCC website, set out the standing orders/contract rules which apply to all digital transactions for 2023:

<https://northantspfcc.org.uk/wp-content/uploads/2022/09/Joint-Code-of-Corporate-Governance-Framework-for-The-Police-Crime-Commissioner-And-The-Chief-Constable-For-Northamptonshire-including-OPFCC-Decision-Making-Framework-from-01.10.2021.pdf>

<https://northantspfcc.org.uk/wp-content/uploads/2022/09/NORTHANTS-SCHEME-OF-GOVERNANCE-230321.pdf>

Please note in relation to this request and the document links provided: Northamptonshire Police, Fire and Crime Commissioner, Northamptonshire Police and Northamptonshire Fire and Rescue Service work together in collaboration with each other, but act as three separate legal entities, with statutory officers within each.

The role of the Police, Fire and Crime Commissioner in Northamptonshire (PFCC) is to be the voice of the people.





## Northamptonshire Fire and Rescue Service

The PFCC is also responsible for the Northamptonshire Commissioner Fire and Rescue Authority and monitors and scrutinises their performance to ensure they are delivering an efficient and effective service for Northamptonshire. The Chief Fire Officer has delegated responsibilities from the OPFCC, acting as NCFRA, for delivery of statutory Fire and Rescue services and has direction and control over the Service's staff.

The Chief Constable for Northamptonshire is a separate legal entity, however, like a relationship between a Chairman and a Chief Executive Officer, the PFCC provides independent oversight, actively monitoring and scrutinises the performance of Northamptonshire Police.

There are occasions when procurement is for two or three of these organisations, in these circumstances, the lead authority will follow the procurement strategy for their own organisation, therefore there will be some occasions when, for example, fire procurement is dealt with under the police procurement strategy.

The subsequent procurement strategy is in the process of being written, and will be one document covering the Police, Fire and Crime Commissioner, Northamptonshire Police and Northamptonshire Fire and Rescue Service.

All decisions which are made are published here: [Key decisions Archives - Northamptonshire Police & Fire Commissioner \(northantspfcc.org.uk\)](https://www.northantspfcc.org.uk)

3. The information you require is readily available from the West Northants Council Website on following link: [Public Pack\)Agenda Document for Northamptonshire Police, Fire and Crime Panel, 02/02/2023 13:00 \(moderngov.co.uk\)](https://www.moderngov.co.uk/2023/02/02/agenda-item-10-10-2023-13-00)

Please note that some of these documents cover a number of years. NFRS confirm that there are no separate documents for 2023, all the information you require is contained in the documents/links provided.

### APPEAL RIGHTS

If you are unhappy with how your request has been handled or you do not think the decision is correct, you have the right to ask for a review of the decision.

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## Northamptonshire Fire and Rescue Service

Prior to lodging a formal appeal you are welcome and encouraged to discuss the decision with the case officer that dealt with your request.

### Ask to have the decision looked at again

The quickest and easiest way to have the decision looked at again is to telephone the case officer. That person will be able to discuss the decision, explain any issues and assist with any problems.

### Appeal

If you are dissatisfied with the handling procedures or the decision that the Service have made under the Freedom of Information Act 2000 (the Act) regarding access to information, you can lodge an appeal to have the decision reviewed.

Appeals should be made in writing within 20 days of receipt of your reply and either emailed to [freedomofinformation@northants.police.uk](mailto:freedomofinformation@northants.police.uk) or addressed to:

**Freedom of Information Manager  
Information Unit  
Northamptonshire Police Headquarters  
Wootton Hall  
Northampton  
NN4 0JQ**

Where possible the Service will aim to respond to your appeal within 20 working days. However meeting this time scale will depend upon the circumstances and complexity of the issue.

### The Information Commissioner

After lodging an appeal with the Service, if you are still dissatisfied with the decision, you may make an application to the Information Commissioner for a decision on whether the request for information has been dealt with in accordance with the requirements of the Act.

For information on how to make an application to the Information Commissioner please visit their website at [www.ico.org.uk](http://www.ico.org.uk) Alternatively, telephone or write to:

**Information Commissioner's Office  
Wycliffe House**

Northamptonshire Fire and Rescue Service  
Service Headquarters  
Darby House  
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## Northamptonshire Fire and Rescue Service

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# Joint Digital Strategy 2022-2027

Northamptonshire Police

Northamptonshire Fire and Rescue Service

Northamptonshire Police, Fire and Crime Commissioner

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Northamptonshire Fire & Rescue Service  
NFRS FOI 1976/23



# Introduction

The following digital strategy is for Northamptonshire Police and Northamptonshire Fire & Rescue Services.

An organisation's digital strategy is a business led strategy – how digital initiatives deliver the organisation's strategies. It is not a technology strategy.

The 2 organisational strategies have been distilled into how digital can help deliver those strategies; a direction of travel.

The Digital and Technology functions have underlying strategies which detail the plans and specifics of what will be done.

Page 1 highlights the themes from the organisations' strategies which are then used as a basis to form the digital strategy.

Page 2 details the overarching principles of the digital strategy; the cross-cutting concepts that will apply throughout the strategy.

Page 3 highlights the key themes of the digital strategy, and the remaining pages clarify the detail of each theme. The themes link together and because of this there are deliverables in each that equally apply in other theme areas. The final page of the strategy links the themes together to show, on one page, all of the deliverables.

# Organisations' Strategic Themes

## Northamptonshire Police

### "Fighting Crime, Protecting People"

Northamptonshire Police will provide an outstanding policing service, putting the public first in all that we do, and in doing so will support stringer, safer and sustainable communities.

A five-year plan for Northamptonshire Police that;

- Our communities across Northamptonshire are safer and better protected
- Victims and service users consistently report high satisfaction levels with our service
- We inspire public confidence



Quality of Service



Prevention and Intervention



Effective Partnerships



Release Capacity



Healthy Culture

## Northamptonshire Fire and Rescue Service

### "Make Northamptonshire Safer"

The vision for Northamptonshire Fire and Rescue Service is to "Make Northamptonshire Safer": to achieve this, in 2025 NFRS will be a resilient, financially secure, flexible, outward facing organisation focused on delivering high quality services to the public. To do this we will require well trained, well-resourced, highly motivated staff who are focused on delivering a holistic service in line with both political and public expectation.

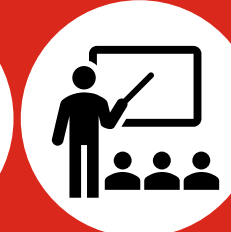
We will do this in a way that makes the best use of our resources and delivers "best value" to the public of Northamptonshire.



Fast, effective high quality response



Prevention that educates, makes people safer



Protection advice and enforcement



Resilience by assisting with risks & issues

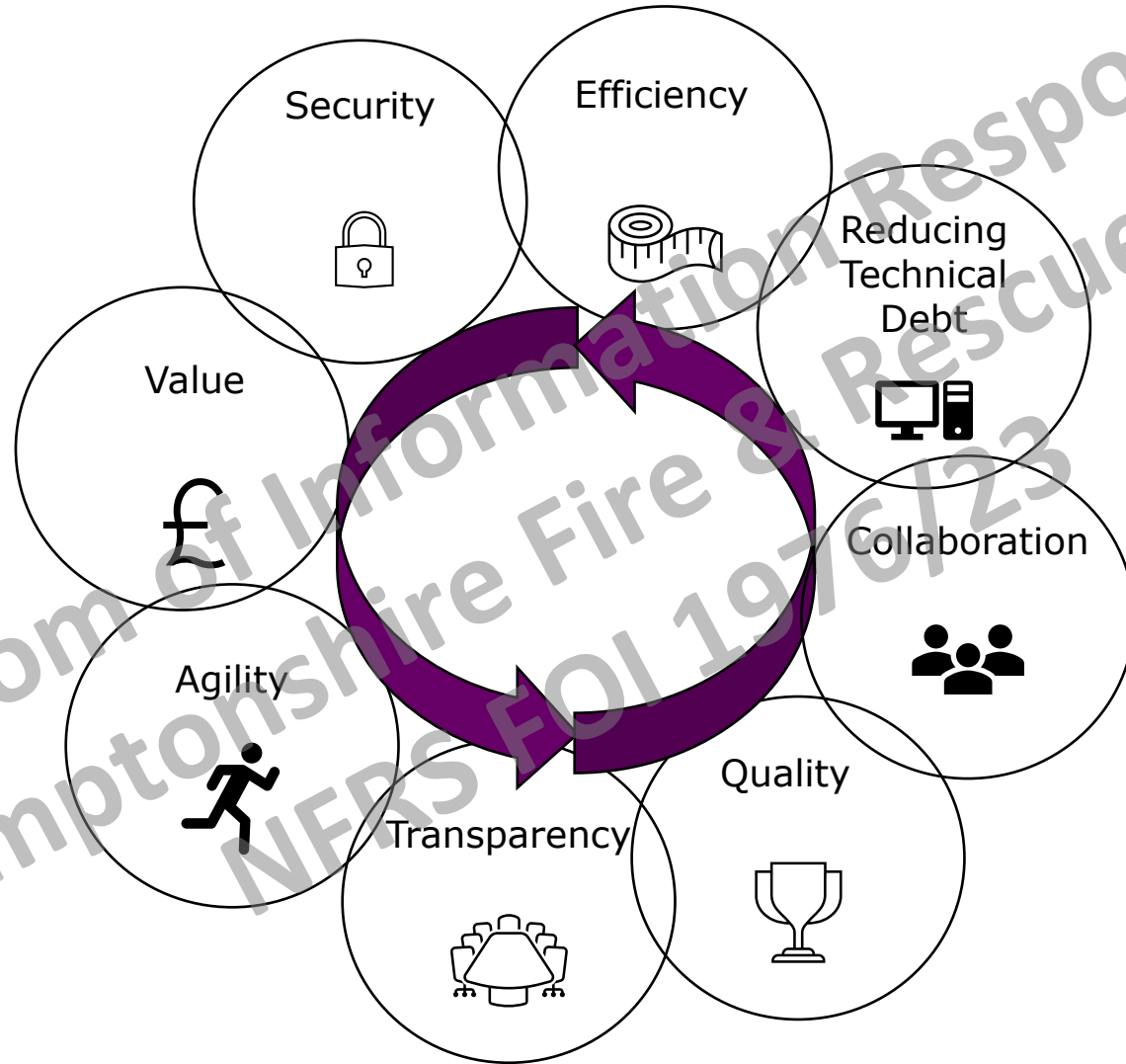


Public Assurance of a good Fire and Rescue Service





# Digital Strategy - Overarching Principles



*These principles cut through the whole digital strategy and its underlying strategies and delivery*

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# Digital Strategy - Key Themes



Seamless Citizen Digital Experience



Digitally Enabling Our Workforce



Digital Culture & Ways of Working



Modern Digital Services & Platforms



Data-Driven Decision Making

*The key themes of the digital strategy are the links between organisational strategies and how digital initiatives will deliver business strategies*

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# Seamless Citizen Digital Experience



*No matter how a member of the public chooses to communicate with Fire or Police, their experience will be unified*

Reducing Technical Debt

Collaboration

Transparency

We will focus on providing a seamless citizen digital experience by

- Working in partnership with national programmes to improve the digital experience for the public of Northamptonshire
- Modernising the organisations' control room infrastructure and systems
- Detailing organisational processes and using these to create more efficient ways of working
- Simplifying solutions to increase agility of delivery and visibility of the service provided to the public of Northamptonshire

Efficiency

Quality

Security

Agility

Value



# Digitally Enabling Our Workforce



Reducing Technical Debt

*Digital solutions  
should help our  
workforce do their  
job more efficiently*

Collaboration

Transparency

We will focus on digitally enabling our workforce by

- Collaborating with our workforce, ensuring the organisations are delivering what they need to do their roles
- Focusing on the problem that needs to be solved, not on the system(s)
- Detailing organisational processes and using these to create more efficient ways of working
- Getting the full benefit from digital solutions already invested in, rather than buying new, to deliver true value
- Enabling our workforce to operate efficiently by introducing digital solutions to help them perform their roles, not hinder them

Efficiency

Quality

Security

Agility

Value



# Digital Culture & Ways of Working

*Without a culture that supports digital ways of working, the organisational strategies have less chance of succeeding*

Reducing Technical Debt

Collaboration

Transparency

We will focus on increasing the digital culture and ways of working by

- Benchmarking the digital culture of the Police and Fire
- Creating a plan to improve digital culture in order to deliver the digital ambitions
- Setting up a Digital Academy in order to widen the digital culture in our organisations
- Collaborating with our workforce, ensuring that they have the digital solutions needed to do their roles
- Collaborating with other organisations to share potential solutions

*A Digital Academy will be formed of representatives from the organisations in order to shape/share/implement digital initiatives and ways of working*

Efficiency

Quality

Security

Agility

Value



# Modern Digital Services & Platforms



Reducing Technical Debt

*Modern solutions are key to ensuring that digital culture is increased and initiatives are delivered*

Collaboration

Transparency

We will focus on providing modern digital services and platforms by

- Ensuring digital solutions are fit for purpose and supported appropriately
- Reducing the technical debt in order to release time to support new initiatives
- Implementing a 'Cloud-Appropriate' strategy in order to ensure that the availability, supportability and security of data is prioritised
- Increasing agility in the provisioning of digital solutions, both current and new

Efficiency

Quality

Security

Agility

Value

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Northamptonshire Fire & Rescue Service  
NFRS FOI 19/6123



# Data Driven Decision Making



Reducing Technical Debt

*The data collected across the organisations should be accurate, reliable and accessible*

Collaboration

Transparency

We will focus on data driven decision making by ensuring the information we use is correct, up to date and accessible

- Enabling 'one version of the truth' analytics, linking common organisational questions to available data sets
- Creating a data repository containing the common data sets used for decision making
- Decreasing the number of places that the same data is collected for different reasons
- Improving the quality of the data that is used for decision making

Efficiency

Quality

Security

Agility

Value



# One Page Digital Strategy



## Reducing Technical Debt

## Collaboration

## Transparency



### Seamless Citizen Digital Experience

- Working in partnership with national programmes to improve the digital experience for the public of Northamptonshire
- Modernising our control rooms' infrastructure and systems
- Detailing organisational processes and using these to create more efficient ways of working
- Simplifying solutions to increase agility of delivery and visibility of the service provided to the public of Northamptonshire
- Collaborating with our workforce, ensuring the organisations are delivering what they need to do their roles
- Focusing on the problem that needs to be solved, not on the system(s)
- Detailing organisational processes and using these to create more efficient ways of working
- Getting the full benefit from digital solutions already invested in, rather than buying new, to deliver true value
- Enabling our workforce to operate efficiently by introducing digital solutions to help them perform their roles, not hinder them
- Benchmarking the digital culture of the Police and Fire
- Creating a plan to improve digital culture in order to deliver the digital ambitions

- Setting up a Digital Academy in order to widen the digital culture in our organisations
- Collaborating with our workforce, ensuring that they have the digital solutions needed to do their roles
- Collaborating with other organisations to share potential solutions
- Ensuring digital solutions are fit for purpose and supported appropriately
- Reducing the technical debt in order to release time to support new initiatives
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### Digitally Enabling Our Workforce



### Digital Culture & Ways of Working



### Modern Digital Services & Platforms



### Data-Driven Decision Making

Delivery strategies will detail HOW and WHEN

- Digital Architecture Strategy
- Digital Portfolio Strategy
- Digital Service Delivery Strategy
- Digital Commercial Strategy
- Digital Design & Delivery Strategy

These will be published, approved and managed within the Digital Governance structure

**Security**

**Agility**

**Value**

Quality

Efficiency

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