



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority

# STRATEGIC MANAGEMENT TEAM BUSINESS PLAN

Report of the Chief Fire Officer

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**Agenda Item No:**

**Date:** 25 June 2010

**Purpose of Report:**

To update Members on the progress made against priorities identified within the 2009/2010 business plan and to outline the priorities identified by the Strategic Management Team for the period 2010/2011.

## CONTACT OFFICER

**Name :** Frank Swann  
Chief Fire Officer

**Tel :** (0115) 967 0880

**Email :** [frank.swann@notts-fire.gov.uk](mailto:frank.swann@notts-fire.gov.uk)

**Media Enquiries  
Contact :** Elisabeth Reeson  
(0115) 967 5889 [elisabeth.reeson@notts-fire.gov.uk](mailto:elisabeth.reeson@notts-fire.gov.uk)

## 1. BACKGROUND

- 1.1 The Fire and Rescue Service is managed on behalf of the Nottinghamshire and City of Nottingham Fire and Rescue Authority by the Chief Fire Officer (CFO). The CFO is supported by four Strategic Directors responsible for Corporate Services, Community Risk Reduction, Community Risk Response and Finance and Resources. Together they form the Strategic Management Team (SMT). All of these Brigade Manager level posts are appointed by a Member Committee.
- 1.2 The role of SMT is to consider the need for policy development arising from independent political, economic, sociocultural, technological, environmental and legal factors likely to have a medium to longer-term effect on the work of the Authority.
- 1.3 The Service has for many years provided its own business plans which have laid out the organisation's individual departmental priorities which link in with the Nottinghamshire Fire and Rescue Service Plan (the IRMP) and other local, regional and national initiatives. The 2007/2008 SMT business plan was the first time SMT had recognised the need to formalise the way in which it informed the organisation and other stakeholders of its business priorities.
- 1.4 This year's priorities emanate from the 2010-2013 Plan and form part of SMT's contribution to its delivery. The SMT plan fits in with all of the other departments within the Service who all identify their own priorities.

## 2. REPORT

### Strategic Management Team

- 2.1 The Strategic Management Team (SMT) consists of five Executive Officers tasked with the leadership, direction and effective performance of desired outcomes. Activities include the management and planning of all resources and assets together with financial and performance monitoring. Consultation and information management are also important aspects with this activity. Within the wider context, SMT have an increasingly pivotal role in community planning processes in creating safer, healthier, stronger communities in partnership with all sectors of the community, including other public sector organisations, private sector stakeholders and voluntary sector partners. As well as its responsibilities within the constitutional boundaries of Nottinghamshire, SMT have a wider role in delivering regional and national priorities, by ensuring that these priorities are taken into account when developing and implementing the strategic direction of the organisation. Above all, SMT is committed to delivering the organisation's vision of "*a Safer Nottinghamshire by putting safety at the Heart of the Community.*"

## **2009/2010 Priorities**

2.2 At the Fire Authority meeting of 26 June 2009, the CFO and his Strategic Management Team identified twelve specific objectives and targets (see Appendix A). These formed part of the Team's individual performance development reviews and were monitored throughout the year for progress. Progress against these objectives is as follows:

### **2.2.1 Integrated Risk Management Plan (IRMP)**

The Service delivered its IRMP following extensive consultation with its employees, public and stakeholders. The IRMP, a three year plan, was formally adopted by the Fire Authority and came into force at the beginning of April 2010. The plan identified the Service's key priorities for the next three years.

**Action – Complete**

### **2.2.2 Service Objectives**

As part of the IRMP process, the Service re-drafted its key priorities and formed a series of revised objectives. These were consulted upon and as part of the process were adopted from April 2010. Each employee has received a copy of the objectives as part of this process and all stakeholders have been informed.

**Action – Complete**

### **2.2.3 Retained Review**

The Retained Review was completed and its implementation has begun. This is part of a three year approach. A Retained Liaison Officer has been re-established, a revised way of undertaking Home Safety Checks is being implemented and the Fire Authority has approved to put further resources into retained liaison. There is still much to do, but the Strategic Management Team remains committed to implementing the findings made.

**Action – Ongoing**

### **2.2.4 Develop Governance and CFA Member Relationships**

The Service has developed its relationship with the Fire Authority well and through its informal seminars, awards ceremonies and presentations to youth groups, has received much support. There is still work to do around revising the Member Handbook, updating the Scheme of Delegation and achieving Charter Status. This work will continue throughout 2010-2011.

**Action – Ongoing**

### **2.2.5 Horizon Scanning**

The Service now incorporates a risk log into all of its business plans, so it remains alert to impacts from a variety of areas which may affect its business. The process of horizon scanning is by its very nature

ongoing, however SMT continue to monitor the issues affecting the Service through various networks. These include the Chief Fire Officers Association, local government, Europe and financial aspects.  
**Action – Ongoing**

#### 2.2.6 Equalities

A revised structure, with revised terms of reference for equalities, was achieved. The Service continues to meet its legislative duty and has undertaken and implemented significant training with regard to equalities. The Fire Authority has also received training in relation to particular themes. A revised Equalities Framework for Fire and Rescue Services was implemented in 2009 and the Service is now no longer required to work towards level three of the Local Government Equality Standard. However, an audit has been arranged for December 2010, to assess the Service against the 'achieving' level of the new Fire and Rescue Service Equality Framework.

**Action – Ongoing**

#### 2.2.7 Increasing the Profile of the Service

The Service had figured significantly more in many of the sector publications. Articles within the 'Fire' magazine, Fire Times, local press and 999 magazines have been significant. These have covered a range of issues such as new appliances, appointments, and some innovative practices. Bids have been made for some sector awards, although to date unsuccessfully. The Service's next challenge is to streamline its bidding process to gain more effective recognition.

**Action – Ongoing**

#### 2.2.8 Regional Control Centre (RCC)

The Service has remained a key player of the RCC project and is engaging with its regional partners on the transition from the local to the regional provision. With recent uncertainties around the appetite for this project it is imperative that SMT remain focused on their staff and the impact that any decisions may have upon them. All Fire Authority Members are kept up to speed on issues and receive briefings as and when required.

**Action – Ongoing**

#### 2.2.9 Performance Assessments

The Service maintained and improved its Service Assessment and Value for Money scores. Its Operational Assessment by peer assessors is due in July 2010. Despite this progress, the Service was still striving for greater recognition when the regime of inspection was withdrawn in late May 2010. It is still uncertain as to what inspection regime the Fire and Rescue Service will be under, however, quarterly reports to Fire Authority will continue as part of a best practice approach.

**Action – Complete**

### **2.2.10 Improve Internal Communications and Relations**

Through a process of ongoing dialogue, a revised Intranet site and ongoing station and departmental visits, SMT has improved all communication networks. A recent staff survey indicated a positive approach from staff to the management team. The key challenge will be to maintain this as the Service moves into what could be some challenging times for the public sector.

**Action – Complete**

### **2.2.11 Regional Management Board (RMB)**

Throughout 2009/10 Nottinghamshire Fire and Rescue Service has continued to support the RMB and its work streams. During 2009, the Service led on regional recruitment, successfully bid for RIEP funding and contributed significantly to the RCC work.

**Action - Complete**

### **2.2.12 Budget**

In February 2010 the Service, with the Fire Authority, was able to develop a balanced budget which was approved for the current year.

**Action - Complete**

## **2010/2011 Priorities**

2.3 In addition to the work ongoing from 2009/2010, the Strategic Management Team has identified the following priorities for areas of focus during the forthcoming year:

#### **2.3.1 Fire Cover Review**

To complete a comprehensive appraisal of the Service's operational provision to ensure it is robust and best placed to meet the challenges of the next 10-20 years.

#### **2.3.2 Finance**

To maintain the Authority's financial stability in times of austerity.

#### **2.3.3 Website**

To further improve its communication with its communities, the Service will develop and implement a new website.

#### **2.3.4 Performance**

SMT will continue to review its performance with a view to implementing whatever inspection regime is in place.

### **2.3.5 Regional Control Centre**

The Service will continue to work towards the implementation of the RCC, ensuring the best interests of our staff and communities are met.

### **2.3.6 Workforce Planning**

It is a key priority for 2010-2011 that the workforce plan remains up to date and that the Fire Authority receives adequate and timely briefings on any specific issues which may arise.

### **2.3.7 Communications**

During a period of financial uncertainty within the public sector it is essential that the Service remains in touch with its workforce, stakeholders and communities. Visits by SMT and Members of the Fire Authority will be critical in monitoring the organisation's confidence.

### **2.3.8 Community Safety**

Through its association with Nottingham Trent University, the Service will review its approach to Community Safety and ensure that its structures and approach are well placed to meet the financial and demographic changes of the future.

## **3. FINANCIAL IMPLICATIONS**

In planning its service delivery for the future, the Strategic Management Team is well aware of the financial constraints affecting the public sector and for the need to maintain front end service delivery. In undertaking the work proposed, the Service will build towards a robust budget framework and a delivery structure which will continue to deliver a first class service to our communities.

## **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

It is essential that Nottinghamshire Fire and Rescue Service maintains its duties with regard to its staff in terms of human resources and learning and development requirements. This will be done through the existing frameworks and structures which are already in place, and effective engagement and consultation.

## **5. EQUALITY IMPACT ASSESSMENT**

An initial equality impact assessment has identified no specific aspects relating to a disproportionate effect in respect of the key equality strands.

## **6. CRIME AND DISORDER IMPLICATIONS**

There are no crime and disorder implications arising from this report.

## **7. LEGAL IMPLICATIONS**

The over-riding objective of the Strategic Management Team is to ensure the Fire Authority meets its statutory obligations under the Fire and Rescue Services Act 2004 and other legislation. A failure to do so could leave the Service subject to legal challenge.

## **8. RISK MANAGEMENT IMPLICATIONS**

The production of a business plan for the Strategic Management Team ensures that the Fire Authority and the public are aware of the key challenges and actions being taken to maintain the Service provision within Nottinghamshire. A failure to do so could lead to accusations of a lack of transparency and lead to reputational damage.

## **9. RECOMMENDATIONS**

That Members note and support the areas of focus identified by the Strategic Management Team for the forthcoming period.

## **10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

- Strategic Management Team Business Plan 2007/2008;
- Strategic Management Team Business Plan 2008/2009;
- Strategic Management Team Business Plan 2009/2010;
- Organisational Charts.

Frank Swann  
**CHIEF FIRE OFFICER**

## 2009/2010 PRIORITIES

The core work of the Strategic Management Team as indicated above, is concerned with the strategic leadership, direction and performance of the organisation in delivering the organisation's vision. As well as this generic function, SMT will be specifically concentrating in 2009/10 on delivering:

Work Stream	Detail
Integrated Risk Management Plan (IRMP)	<ul style="list-style-type: none"> <li>• Our IRMP puts the Service at the heart of the community by recognising its aspirations and needs. Our future plans will support local diversity and will inform future goals and objectives</li> </ul>
Service Objectives	<ul style="list-style-type: none"> <li>• We will conduct a review of the services core objectives, through staff and stakeholder consultation and implement and communicate any revisions</li> </ul>
Retained Review	<ul style="list-style-type: none"> <li>• Nottinghamshire Fire and Rescue have commissioned an in depth study into the provision of retained cover throughout the Service. We intend to implement the findings of this review in the forthcoming year</li> </ul>
Develop Governance and CFA Member Relationships	<ul style="list-style-type: none"> <li>• New Members' induction package developed for possible implementation after forthcoming elections</li> <li>• Members' seminars and training events are to be further enhanced to provide new members to the Authority the right tools to carry out their duties.</li> <li>• Roll out of electronic Members' Handbook in 2009</li> <li>• All activities to ensure 'Members' Charter Status' is achieved by December 2009</li> <li>• Members' development activities undertaken in line with the I&amp;DeA 'political skills framework'</li> <li>• Encourage the involvement of Members in continual personal development and their commitment to participating in an annual Performance Development Review</li> <li>• Developing the links between Members and key projects, enabling them to champion projects such as 'Prince's Trust, Bendigo' etc</li> </ul>



Horizon Scanning	<ul style="list-style-type: none"> <li>• Developing process for identifying and managing unpredicted issues that have a strategic impact on the organisation, for example environmental issues, such as large scale flooding</li> </ul>
Equalities	<ul style="list-style-type: none"> <li>• Implement and champion new equalities structure</li> <li>• Ensure legislative compliance</li> <li>• Embed EIA into Service culture</li> <li>• Formalise an Equalities and Diversity department to ensure that our policies and procedures are compliant with, and exceed, current requirements</li> <li>• Work towards attaining equality standard level three</li> </ul>
Increasing the Profile of the Service	<ul style="list-style-type: none"> <li>• Proactively seek opportunities to publicise the Service</li> <li>• Explore opportunities to nominate NFRS for national awards</li> <li>• Use our Communications Department to manage a consistent approach to style and content of message</li> <li>• Champion Service achievements</li> </ul>
Regional Control Centre	<ul style="list-style-type: none"> <li>• Ensure Elected Members and staff remain informed</li> <li>• Represent NFRS interests within RCC framework</li> <li>• Ensure robustness of NFRS mobilising during interim phases</li> </ul>
Performance Assessments	<ul style="list-style-type: none"> <li>• Maintain and improve Service Assessment score</li> <li>• Aim to achieve grade four operational assurance</li> <li>• Improve VFM score</li> </ul>
Improve Internal Communications and Relations	<ul style="list-style-type: none"> <li>• Continue to develop industrial relations</li> <li>• Arrange meetings between the Principal Officers and all staff through open forums and 'back to the floor' sessions</li> <li>• Station and departmental visits by Principal Officers and Chair of the Fire Authority</li> </ul>
Regional Management Board	<ul style="list-style-type: none"> <li>• Support the Regional Management Board's workstreams activities: <ol style="list-style-type: none"> <li>1. RCC and Firelink</li> <li>2. Procurement</li> <li>3. People</li> <li>4. Improvement and efficiency</li> </ol> </li> </ul>

Budget	<p>To continue to develop a budget over the next three years which:</p> <ul style="list-style-type: none"><li>• Provides the Service with a solid platform for service delivery</li><li>• Maintains financial stability</li><li>• Maintains reasonable increases in Council Tax</li><li>• Maximises opportunities for external funding</li><li>• Provides Value for Money</li></ul>
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**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

# **Strategic Management Team**

## **Business Plan 2010/2011**



**NOTTINGHAMSHIRE**  
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## **Our vision**

**“A safer Nottinghamshire and City of Nottingham  
by putting safety at the heart of the Community”**

## **Our objectives**

### **Protection**

We will

- work with young people to reduce arson , accidental fires and RTCs
- focus on those most at risk from fires and other avoidable injuries
- work with partners to make our communities safer
- use and share data to identify those most at risk

### **Prevention**

We will

- maintain a risk based approach to enforce our statutory responsibilities
- assist and support premises within our community to carry out their responsibilities (under the regulatory reform order)
- work to reduce the economic cost of fire

### **Response**

We will

- use our resources to meet the risks within our community
- gather and use risk based information to inform our response
- provide the highest standards of training, PPE, appliances , and equipment that we can, to keep our employees safe

### **Resilience**

We will

- respond to growing risks from the environment
- work with our partners to ensure an effective response and recovery to major events

### **Diversity and Workforce**

We will

- recruit a workforce that reflects our community
- recruit and develop our employees to the highest standards
- maintain and promote high standards of health, safety and wellbeing for all our employees

### **Governance and Improvement**

We will

- strive to become an excellent Authority
- use our resources efficiently and effectively to provide Value for Money



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## Department Team

<b>Team Member</b>	<b>Strategic Management Role</b>
Frank Swann	Chief Fire Officer, Chief Executive Officer
Neil Timms	Strategic Director, Assistant Chief Officer Finance, Resources and ICT
Andrew Beale	Strategic Director, Deputy Chief Fire Officer Corporate Services
David Horton	Strategic Director, Assistant Chief Fire Officer Community Risk Response
John Buckley	Strategic Director, Assistant Chief Fire Officer Community Risk Reduction

<b>Team Member</b>	<b>Strategic Support Team Role</b>
Vacant	Strategic Support Officer
Lea-Anne Abbiss	Personal Assistant to CFO
Lara Beardsley	Personal Assistant to ACFOs

# Introduction to the Strategic Management Team

## **Strategic Management Team**

The Strategic Management Team (SMT) consists of five Executive Officers tasked with the leadership, direction and effective performance of desired outcomes. Activities include the management and planning of all resources and assets together with financial and performance monitoring. Consultation and information management are also important aspects with this activity. Within the wider context the Strategic Management Team have an increasingly pivotal role in community planning process in creating safer, healthier, stronger communities in partnership with all sectors of the community, including other public sector organisations, private sector stakeholders and voluntary sector partners. As well as its responsibilities within the constitutional boundaries of Nottinghamshire, the Strategic Management Team have a wider role in delivering regional and national priorities, by ensuring that these priorities are taken into account when developing and implementing the strategic direction of the organisation. Above all the Strategic Management Team is committed to delivering the organisation's vision:

## **Strategic Support Team**

The Strategic Support Team provide the Strategic Management Team with private and confidential secretarial, administrative and support services in respect of Fire and Rescue Service activities at local, regional and national level, so as to maximise the effective and efficient use of the Strategic Management Team's time. The Strategic Support Team also have the responsibility for initiating, facilitating and developing projects, activities or initiatives as indicated by SMT and acting on their instruction in their absence as and when necessary. The Strategic Support Officer provides strategic support and advice to SMT with regard to national, regional and local strategic roles and issues, project managing initiatives as appropriate, providing horizon scanning services to SMT on national, regional and local developments and considering the possible impact on the organisation.

# 2010/2011 PRIORITIES

The core work of the Strategic Management Team as indicated above, is concerned with the strategic leadership, direction and performance of the organisation in delivering the organisation's vision. As well as this generic function, SMT will be specifically concentrating in 20010/11 on delivering:

Work Stream	Detail
Fire Cover Review	<ul style="list-style-type: none"> <li>• Complete the Fire Cover Review</li> <li>• Publish its findings</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Maintain financial stability</li> <li>• Develop a budget for 2011/2012</li> <li>• Consult public</li> </ul>
Website	<ul style="list-style-type: none"> <li>• Re-develop and implement a new website</li> <li>• Consult staff/public on revised content</li> </ul>
Performance	<ul style="list-style-type: none"> <li>• Continue to report to Fire Authority on existing performance indicators</li> <li>• Re-develop performance indicators in relation to any revised framework</li> <li>• Continue with Ops A inspection</li> </ul>
Regional Control Centre	<ul style="list-style-type: none"> <li>• Work within existing framework</li> <li>• Liaise with regional partners</li> <li>• Monitor national picture</li> </ul>
Workforce Planning	<ul style="list-style-type: none"> <li>• Update workforce plan</li> <li>• Report to Fire Authority on progress</li> <li>• Monitor retirements/leavers in light of economic pressures</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• Engage with website re-development</li> <li>• Consult with public</li> <li>• Consult with staff/stakeholders</li> </ul>



Community Safety	<ul style="list-style-type: none"><li>• Engage with NTU</li><li>• Complete Knowledge Transfer Partnership</li><li>• Revise CS approach</li><li>• Implement any changes/recommendations</li></ul>
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