



**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:** 24 June 2011

**Purpose of Report:**

To update Members on the progress made against priorities identified within the 2010/2011 plan and to outline the priorities identified by the Strategic Management Team for the period 2011/2012.

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## **1. BACKGROUND**

- 1.1 Nottinghamshire 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) who also acts as the Chief Executive of the organisation. The CFO is currently supported by three Strategic Directors who oversee and manage all of the key functions which enable the Service to maintain its statutory and operational functions. All of these posts are appointed by a Member Committee of the Fire Authority.
- 1.2 The role of the Strategic Management Team (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 long-term effect on the work of the Authority.
- 1.3 Each year SMT identify to the Fire authority the areas which it believes its focus will need to remain. These are of course linked to the Service's three year plan and take account of issues emerging from central government which will have direct impact on local service delivery.

## **2. REPORT**

- 2.1 The Strategic Management Team is tasked with the leadership, direction and performance of the organisation. This team works closely with Members of the Fire Authority through the Committee process arrangements within the governance framework and forms an integrated part of the Corporate Management Board (CMB) of the organisation.
- 2.2 Members of SMT also have a wider role in delivery of national and cross border arrangements through effective strategic bodies such as the Chief Fire Officers' Association (CFOA), the East Midlands Fire Forum, the Local Government Association (LGA) and other professional organisations to which the Authority may subscribe.

### **2010/2011 SUMMARY**

- 2.3 The following priorities were set in 2010/2011 with the following outcomes.

#### Fire Cover Review

- 2.4 As requested by the Fire Authority, the fire cover review was fully completed on time and the outcomes were presented to the Fire Authority at its meeting on 25 February 2011. The team are now working with the Fire Authority to address the findings of the review.

#### Finance

- 2.5 A budget was agreed by the Fire Authority at its meeting of 25 February 2011. The team, in conjunction with the rest of the organisation, is now looking at

reducing the costs of the Service to meet budget reductions required following changes to grant settlements.

#### Website

- 2.6 A new website was introduced in spring 2011. This will form a key part of the strategy for communicating with communities and help the Service focus its key resources towards those most at risk.

#### Performance

- 2.7 Changes to the performance regime with the abolition of the CAA and the role of the Audit Commission have changed the focus on this issue. The Service has continued to assess its own performance through two clear channels; the LGA/CFOA peer challenge process and the Performance Monitoring Committee of the Fire Authority.

#### Regional Control Centre

- 2.8 In January 2011 the Minister announced the cessation of the RCC project. Up until this point, Nottinghamshire Fire and Rescue Service and its Officers had been fully engaged with the delivery of the project as per the instructions from central government.

#### Workforce Planning

- 2.9 The establishment of the Service was maintained at appropriate levels in line with those set by the Fire Authority. Variances were managed and reported to the Fire Authority through the Human Resources Committee. In spring 2011 the management team began the reduction of the establishment through approved processes.

#### Communications

- 2.10 To ensure the workforce remained up-to-date on issues affecting the Service, the CFO and Chair of the Authority maintained their visits programme to stations and sections. In total 16 visits have so far been undertaken, reaching approximately 800 staff.
- 2.11 SMT members continued with their staff briefing sessions and engaged all of the departmental managers in the budgetary planning process for setting the 2011/12 budget.
- 2.12 The Internet was re-launched in spring 2011 and the Intranet remains a key source of information, as does the Response magazine which is published quarterly.

#### Community Safety

- 2.13 Following a successful bidding process, Nottinghamshire Fire and Rescue Service, in conjunction with Nottingham Trent University (NTU), were awarded funding for a knowledge transfer partnership (KTP). Utilising previously unused reward grant from a previous PSA target achievement, the Service has now began a fundamental review of how its structures and staff are organised to

best meet the communities' needs. The project will ultimately take two years to achieve, but will deliver interim outcomes which will alter the way in which the Service maintains its engagement with the community.

## **2011/2012 PRIORITIES**

### Fire Cover Review

- 2.14 To agree with the Fire Authority a programme of change with which the outcomes of the fire cover review can be addressed. To engage in a consultation period with the public and bring back the outcomes to the Fire Authority for approval.

### Budget

- 2.15 Taking into account the further proposed 3.4% reduction in grant, to build a balanced budget to present to the Fire Authority for its February meeting which is sustainable and achievable.

### East Midlands Fire Forum

- 2.16 To engage with the Fire Forum and to work collaboratively to reduce costs where appropriate and to enhance delivery of service.

### Fire Control

- 2.17 To present options for the future delivery of fire control services and to build up full business case proposals for these potential options.

### Equalities

- 2.18 To continue to move towards the 'excellence' level under the Local Government Framework for Fire and Rescue Services.

### Legal Framework

- 2.19 To monitor and update the Fire Authority on the progress of the Localism Bill and associated processes such as the Community Right to Challenge. To consider the implications in relation to the impact of the Fire and Rescue Services Act 2004 and to advise the Fire Authority on the appropriate course of action.

### Fire and Rescue Services National Framework

- 2.20 To respond formally to any consultation process regarding the new National Framework and to advise the Fire Authority on its implications for Nottinghamshire Fire and Rescue Service.

### Environmental

- 2.21 To ensure that Nottinghamshire Fire and Rescue Service maintains a resilient and effective response to dealing with the impact of flooding and spate weather conditions that stretch the Service's resources.

## Organisational Structure

2.22 To begin the process of programming and implementing a revised organisational re-structure that will realise cash efficiencies as part of the overall budget reduction strategy. To begin the implementation of these measures following updates to the Fire Authority and full consultation with staff.

## Community Safety Delivery

2.23 To continue with the KTP with NTU and develop a new model for the delivery of community safety which targets those most at risk within our communities.

2.24 The above list is not exhaustive, but provides the Fire Authority with confirmation of the key target areas on which the Strategic Management Team will be focusing during 2011/12.

### **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;
- Strategic Management Team Business Plan 2010/2011;
- Organisational Charts.

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**CHIEF FIRE OFFICER**