



**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:** 29 June 2012

**Purpose of Report:**

To update Members on the progress made against priorities identified within the 2011/2012 plan and to outline the priorities identified by the Strategic Management Team for the period 2012/2013.

## **CONTACT OFFICER**

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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, head of paid service and senior professional advisor 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 longer-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.

### 2011/2012 SUMMARY

#### Fire Cover Review

- 2.3 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.

**Outcome:** this was achieved and approval was given on 16 May 2011. Amendments to the organisation have started and are in progress.

## Budget

- 2.4 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.

**Outcome:** a budget was agreed in February 2012 setting a 0% Council Tax levy. Cost saving measures are being implemented.

## East Midlands Fire Forum

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

**Outcome:** the Fire Forum is now established and meets regularly to identify priorities.

## Fire Control

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

**Outcome:** following an announcement by government regarding centralised funding, a project with Derbyshire and Leicestershire was agreed. The funding bid was successful and £5.4m has been allocated to the project to introduce a new mobilising system and associated infrastructure across the three Services. The project has commenced.

## Equalities

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

**Outcome:** improvements have been made in the Stonewall index and the Service continues to build towards excellence.

## Legal Framework

- 2.8 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.

**Outcome:** the Localism Bill is now an Act. The Service is still awaiting guidance on the implications of the various elements.

## Fire and Rescue Services National Framework

- 2.9 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.

**Outcome:** a formal response to the consultation was made. The new Framework is due to be issued soon.

## Environmental

- 2.10 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.

**Outcome:** the Specialist Rescue Unit has taken delivery of new vehicles which carry appropriate equipment for dealing with environmental challenges. The Service will continue to invest in future challenges in a cost effective manner.

## Organisational Structure

- 2.11 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.

**Outcome:** the structure and post amendments were approved by the Fire Authority at its meeting of 25 May 2012. Implementation has commenced.

## Community Safety Delivery

- 2.12 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.

**Outcome:** as part of the new structure, community safety delivery has been incorporated into the Response model to ensure a more joined up approach. Implementation has started.

## **2012/2013 PRIORITIES**

### Fire Cover Review and Monitoring

- 2.13 To complete the implementation of the agreed fire cover review and to continue to bring updates to the Fire Authority on the impact and outcomes. To ensure that data remains up to date to inform future decisions around operational resources and budgetary impact.

### Budget

- 2.14 To assess the impact of the next two years grant settlement due in autumn 2012 and work towards building a budget for the Fire Authority ready for its February 2013 meeting.

## Fire Control

- 2.15 To continue with the implementation of the £5.4m project to create a virtual mobilising system across the three Services of Nottinghamshire, Leicestershire and Derbyshire.

## Capital Bids

- 2.16 To ensure that capital bids for projects including station redevelopment, green technology and infrastructure are submitted to government to secure funding for future projects.

## Information Technology

- 2.17 To undertake a comprehensive review of how IT can help the Service move forward and improve cost efficiency of the Service.

## Organisational Re-structure

- 2.18 To complete the organisational re-structure by 1 August 2012, with all appropriate roles to be recruited to by January 2013.

## National Framework

- 2.19 To ensure that the Service's structure and organisation is appropriate to meet the obligations of the new National Framework.

## Estates

- 2.20 To progress the sale and relocation of Central fire station.

### **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. EQUALITIES IMPLICATIONS**

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;
- Strategic Management Team Business Plan 2011/2012;
- Organisational Charts.

Frank Swann  
**CHIEF FIRE OFFICER**