



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

Agenda Item No:

Date: 28 June 2013

Purpose of Report:

To update Members on the progress made against priorities identified within the 2012/2013 plan and to outline the priorities identified by the Strategic Management Team for the period 2013/2014.

CONTACT OFFICER

Name : Frank Swann
Chief Fire Officer

Tel : (0115) 967 0880

Email : frank.swann@notts-fire.gov.uk

**Media Enquiries
Contact :** (0115) 967 0880

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.

2012/2013 SUMMARY

Fire Cover Review

- 2.3 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.

Outcome: the implementation of the fire cover review was completed with the following interim variations. The second appliance at Station 19 West Bridgford was crewed by overtime and not ten substantive appointments. The upgrade of the second appliance at Worksop was achieved by improved retained resilience and not through the recruitment of an additional ten full-time posts as approved by the Fire Authority.

The above variations were taken by management as interim arrangements met with the Fire Authority expectations regarding availability but did not commit the Fire Authority to increasing the establishment due to austerity implications.

Budget

- 2.4 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.

Outcome: the Officers were able to prepare a budget for Fire Authority approval. The decision to accept the freeze grant left a minor but manageable deficit of £65k for the current financial year which will be met from reserves.

Fire Control

- 2.5 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.

Outcome: the Fire Control project is progressing and a preferred bidder was identified at the end of May 2013. The project has now moved to the implementation stage and is due for completion in 2014.

Capital Bids

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

Outcome: bids were submitted to DCLG but following a change of approach, the monies available were split to 50% bidding and 50% allocation. The bids submitted were unsuccessful, but the Fire Authority received £1.5 million in capital grant to support its current projects.

Information Technology

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

Outcome: a comprehensive review was commissioned and the outcomes delivered. As a consequence an action plan has been produced and a new Head of ICT recruited in May 2013.

Organisational Restructure

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

Outcome: the restructure was completed and implemented on time in August 2012. At present there are still some roles that have not yet been recruited to and these are being reviewed by Officers to establish whether any further efficiencies can be made. A review of the new structure is due in August 2013.

National Framework

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

Outcome: the requirements of the National Framework continue to be met. New directives by DCLG regarding interventional statements of assurance are being assessed.

Estates

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

Outcome: the sale of Central fire station is progressing and adverts have been placed in appropriate periodicals to progress its disposal jointly with Nottinghamshire Police. Negotiations on an alternative site in the Service's preferred location are progressing.

2013/2014 PRIORITIES

Operational Cover and Monitoring

- 2.11 To continue to monitor the risk profile and operational activity, reporting the outcomes to the Fire Authority annually. In addition, to produce reports for the Fire Authority advising on how to meet the statutory duty requirements utilising less resources given the financial constraints facing the Service.

Budget

- 2.12 To produce a budget for consideration by the Fire Authority which meets the £1.8 million deficit and shows how future reductions in 2014/15 and 2015/16 will be met.

National Framework

- 2.13 To put in place the requirements required to meet the government's expectations of Statements of Assurance.

External Accreditation

- 2.14 To schedule, organise and respond to a peer assessment process during the 2014/15 period, subject to the availability of the LGA assessment team and report the findings to the Fire Authority and the public as required.

Estates

- 2.15 To finalise the sale of Central fire station, complete the feasibility studies on Arnold, Newark and Worksop. To look at opportunities for co-location with other services and agencies.

Organisational Structure

- 2.16 To review the revised structure with a view to finding further opportunities for efficiency to meet budgetary constraints.

Business Opportunities

- 2.17 To look for opportunities where the Service can generate income either by selling its services through contract or by providing services to other public sector or voluntary organisations.

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)

None.

Frank Swann
CHIEF FIRE OFFICER