

report

meeting	NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY	
date	25 February 2005	agenda item number

REPORT OF THE CHIEF FIRE OFFICER

RE-FRAMING THE AUTHORITY'S CORE PRINCIPLES

1. PURPOSE OF REPORT

To seek Members' approval for the re-framing of the Authority's core principles.

2. BACKGROUND

- 2.1 Members will be aware that in March 2003 the Authority approved the adoption of three strategic aims and twelve corporate objectives as a platform for the future performance of the Service.
- 2.2 These aims and objectives have been pivotal in the recent success of the organisation. The introduction of the new Fire and Rescue Services Act 2004 however, as well as the Fire and Rescue Services National Framework, has meant that the Service needs to adopt a greater element of flexibility to its planning process.
- 2.3 In these circumstances it is essential that a re-framing of the core principles is undertaken to give Officers the direction and priorities for the future delivery of Service.

3. REPORT

- 3.1 The existing aims and objectives which form part the Nottinghamshire and City of Nottingham Fire and Rescue Authority Strategy for Service Delivery were adopted by the Authority on 21 March 2003. One of the principle reasons for this was to enable managers to ensure high achievement levels across the Service.
- 3.2 Since the adoption of the current aims and objectives, the Fire and Rescue Service has undergone a period of significant change. The new Fire and Rescue Services Act and its associated Framework has resulted in a broadening of the principal role of the Service.
- 3.3 Evidence of the expectations of this broader, more flexible role are inherent within the key lines of enquiry from the forthcoming Comprehensive Performance Assessment. As Members are aware, this process will measure the effectiveness of the Authority in its leadership and priorities.
- 3.4 Reflecting on these changes, the Strategic Management Team, on behalf of the Fire Authority, embarked on a series of workshops to re-frame the Service's core principles in line with the public's and Government's expectations of the Service.

- 3.5 The outcome of the workshops was the draft “Framework for Future Service Delivery” (Appendix A) which clearly lays out how the Authority intends to focus and deliver its service to the public.
- 3.6 The revised principles, inherent within the Framework, flow from the principle terms of reference adopted by the Fire Authority as part of the new Members’ Handbook. The Framework takes account of the Opinion Research Services Survey, new legislation and local issues, yet retains the flexibility required for the Authority to react to as yet unforeseen challenges should they arise.

4. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report. The new Framework, if adopted, will provide the basis for future fiscal planning.

5. PERSONNEL IMPLICATIONS

The new Framework for Future Service Delivery will ensure that all employees of Nottinghamshire Fire and Rescue Service can see how they contribute individually to the Authority’s agenda.

6. EQUAL OPPORTUNITIES IMPLICATIONS

There are no equal opportunities implications arising from this report

7. RISK MANAGEMENT IMPLICATIONS

- 7.1 Failure to recognise and adapt to the new challenges presented could result in the Authority failing to meet Government and public expectations of it.
- 7.2 The formal assessment of the Authority is the forthcoming CPA. A poor or weak grading on an outcome of that assessment could result in intervention by the Secretary of State.

8. RECOMMENDATIONS

- 8.1 That Members approve the re-framing of the Authority’s Core Principles.
- 8.2 That Members support the inclusion of the new core principles within the proposed business planning documents for 2005/2006 onwards.

9. BACKGROUND PAPERS FOR INSPECTION

- Fire & Rescue Services Act 2004
- White Paper “Our Fire & Rescue Service”
- Fire & Rescue Services National Framework 2004/2005
- Fire & Rescue Services National Framework 2005/2006
- Nottinghamshire and City of Nottingham Fire & Rescue Authority’s Members’ Handbook

Paul Woods
CHIEF FIRE OFFICER

DRAFT

NOTTINGHAMSHIRE

**FIRE & RESCUE
SERVICE**

FRAMEWORK FOR FUTURE SERVICE DELIVERY 2005 – 2010



www.notts-fire.gov.uk



Foreword

Nottinghamshire and City of Nottingham Fire & Rescue Authority is, and always has been, proud of the service it delivers to its communities. This is achieved by the constant dedication and initiative of all our employees who strive to deliver a quality public service.

The intention of this publication is to show all who are associated with Nottinghamshire Fire & Rescue Service how the vision of the Authority is cascaded through the organisation as a whole and, how the part they play as individuals affects the progress as a whole.

I hope this will be both an informative and useful tool for now and the future.

Councillor Graham Jackson
CHAIRMAN
NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM
FIRE & RESCUE AUTHORITY



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Introduction

In 2004 the Office of the Deputy Prime Minister released its Framework document for Fire & Rescue Services, to be issued on an annual basis, detailing expectations for the Fire and Rescue Service.

Nottinghamshire Fire & Rescue Service has responded to this Framework by producing its Local (Integrated) Risk Management Plan, increasing its focus on Community Safety and Fire Prevention, working regionally through the Regional Management Board and building on capacity for Civil Resilience.

Core to the success of any of these initiatives, however, is the engagement of staff with the Service. This can be from simply knowing what the aims and objectives are to understanding how the part that they play affects the wider spectrum of the Authority's goal. Auditors often term this the "golden thread". How does it all fit together and how does the Authority, from each individual to the wider organisation, measure its performance against that goal.

In response to this and the Government's National Framework, Nottinghamshire and City of Nottingham Fire & Rescue Service has produced its own corporate "Framework for Future Service Delivery". The intention of this Framework document is to provide clear guidance to all on how each level of management and their roles and responsibilities fit together, how each individual contributes to the overall aims of the Authority, and how the organisation intends to measure its success in the future against the targets it and the Government have set.

The approach is presented graphically at the end of this document to provide a full and detailed picture of how it works. The intention is to break down this picture to provide those involved with Nottinghamshire Fire & Rescue Service clarity on what the purpose of the organisation is. By providing this clarity everyone associated with Nottinghamshire Fire & Rescue Service will be able to own and share in its vision for the future.

Paul Woods
CHIEF FIRE OFFICER



Nottinghamshire and City of Nottingham Fire & Rescue Authority

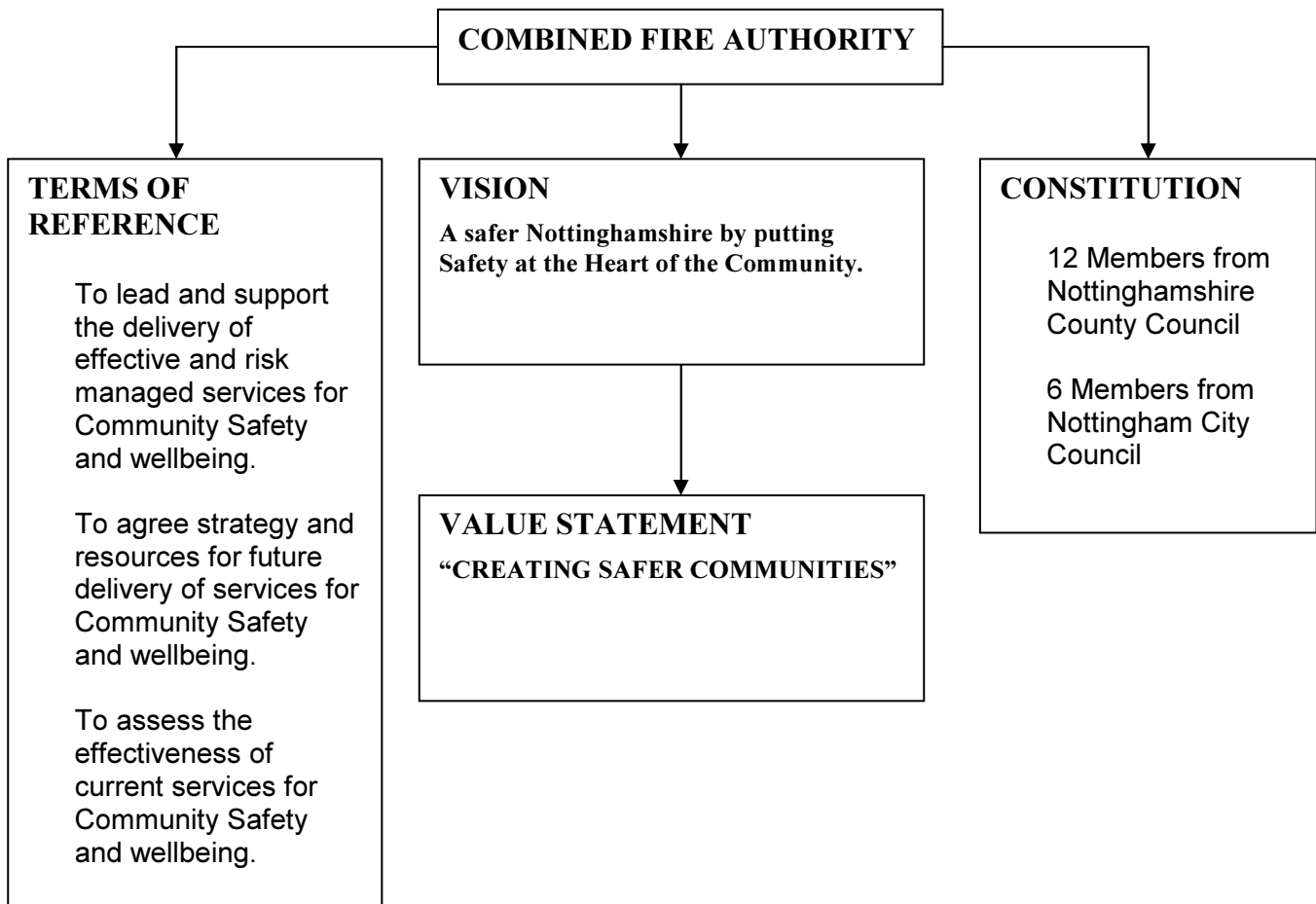
Governance and Responsibility

Nottinghamshire and the City of Nottingham Fire & Rescue Authority is ultimately responsible for the delivery of the Fire & Rescue Service. The Authority consists of six City and twelve County Council Elected Members. The Chair is from the County Council and the Vice Chair from the City Council.

The Members are the guided by National legislation (eg Fire & Rescue Services Act 2004, the Fire & Rescue Services National Framework), public engagement and professional advice from the Strategic Management Team.

The Authority delegates responsibility for the day to day administration of the Service to the Chief Fire Officer and the Strategic Management Team. The Chief Fire Officer and Senior Service Members are appointed by the Authority. The Authority meets at approximately six weekly intervals.

NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY





Nottinghamshire Fire & Rescue Service Strategic Management Team

Leadership and Direction

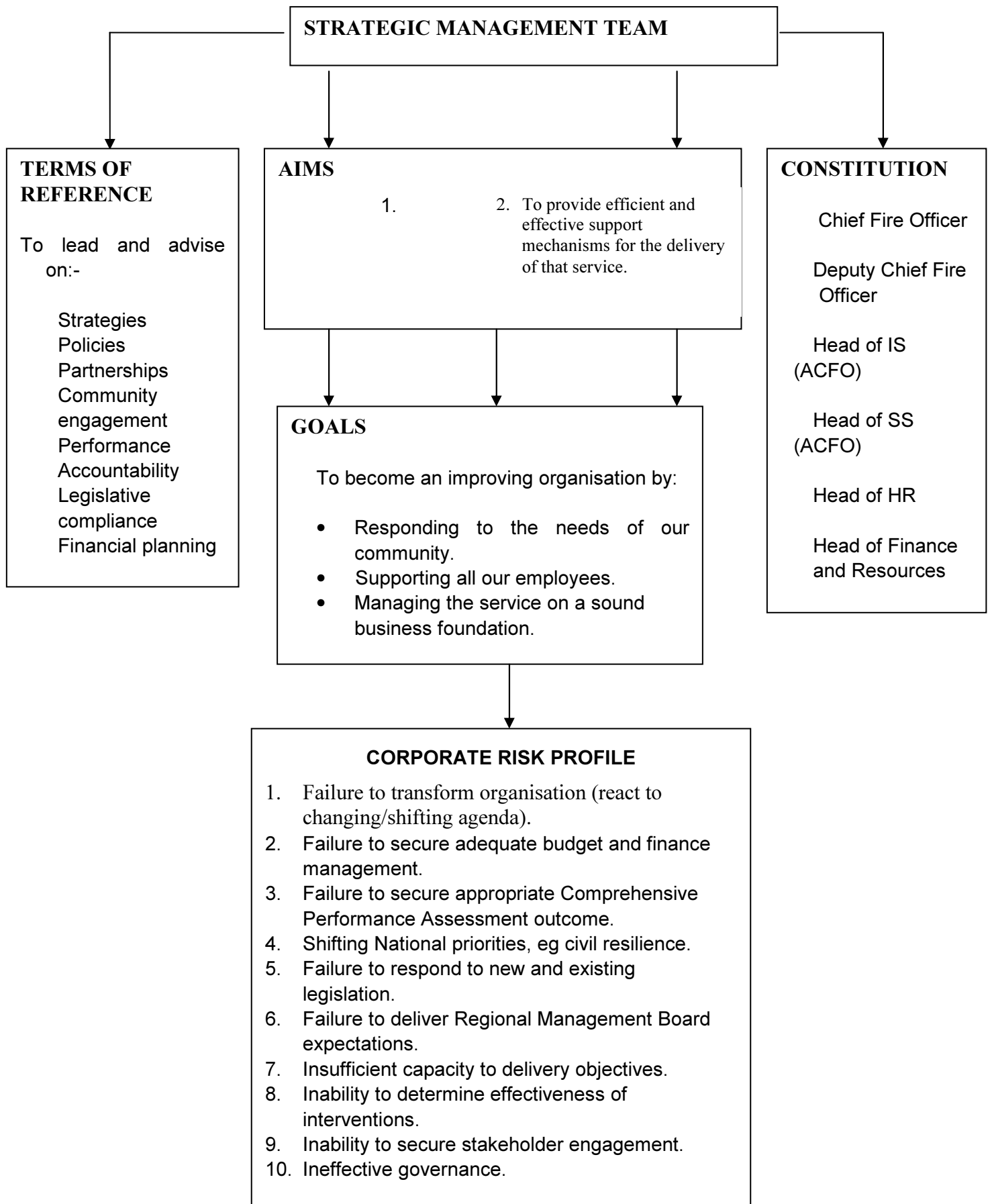
The Strategic Management Team of Nottinghamshire Fire & Rescue Service is responsible for the day to day delivery of the fire and rescue service within Nottinghamshire. It is a responsibility delegated by the Authority.

The Strategic Management Team consists of six permanent members who are responsible for the core functional departments of the Service; Safety Services, Information Services, Finance and Human Resources.

It is the responsibility of the Strategic Management Team to translate the Authority's vision into tangible aims and goals that will form the foundation of the organisation's key strategies. The SMT's responsibilities are reflected in the Terms of Reference.

Core to the delivery of strategy is the maintenance of the Corporate Risk Profile. This is a way of monitoring and logging the risks that present themselves to the achievement of the aims and goals. Through this process SMT ensure that the organisation can react positively and effectively to new pressures be they local or National.

NOTTINGHAMSHIRE FIRE & RESCUE SERVICE STRATEGIC MANAGEMENT TEAM





Improvement & Development Board

Progress and Review

To monitor at a corporate level how the organisation is progressing and dealing with new issues. The Improvement and Development Board meets on a six weekly basis.

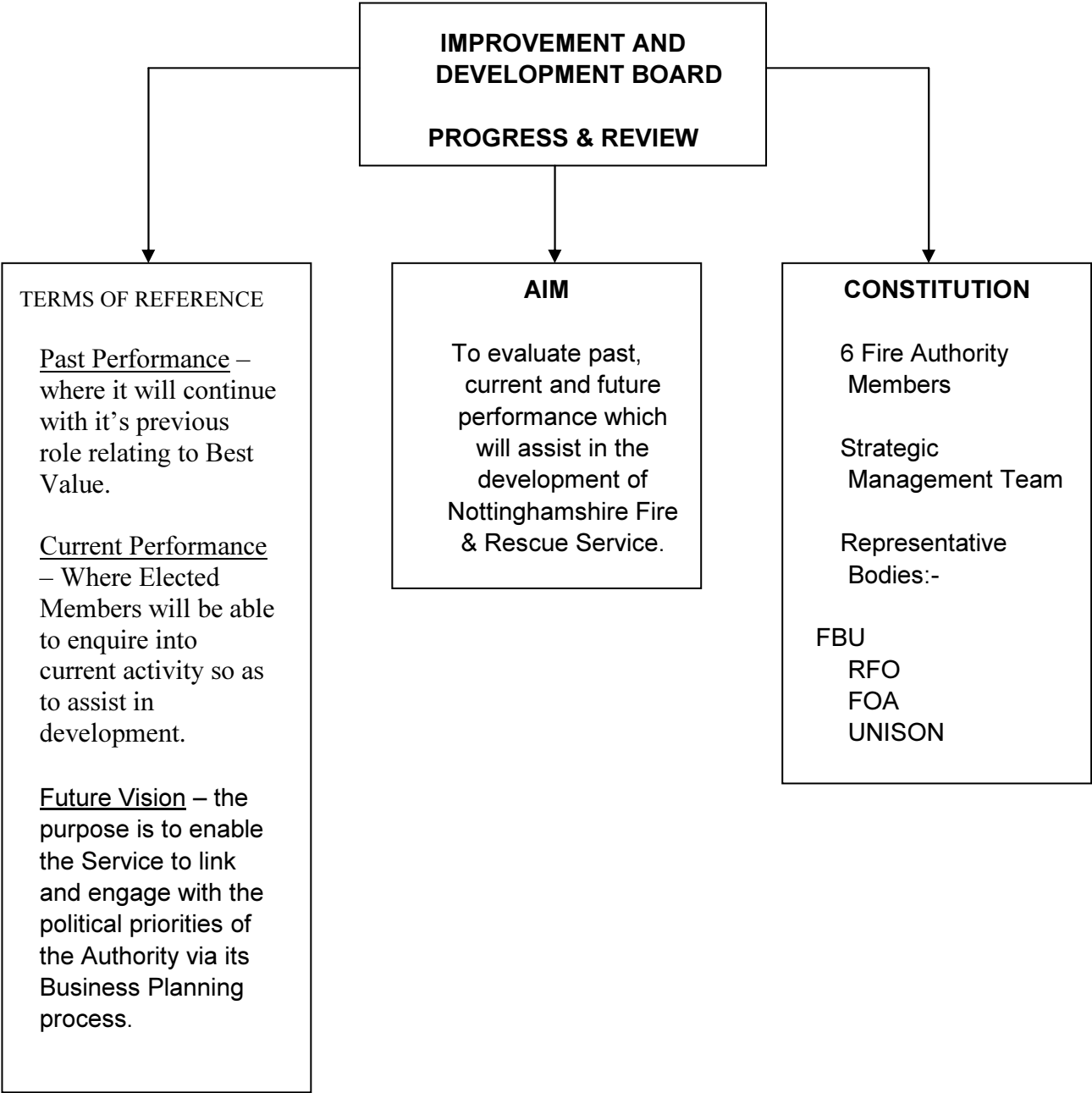
IDB consists of six Members of the Authority, Officers of the organisation as well as representatives of all the trade unions recognised by the CFA.

IDB is about progress. It is about a combined approach to ensuring that the organisation is moving in the right direction. New legislation, performance indicators, etc will all come to IDB initially so assessments can be made collectively as to their impact.

It is also about review. IDB will monitor performance in line with the indicators, voluntary or statutory that the organisation maintains.

A successful IDB is a forum where Members, Officers and Unions work together to address the issues affecting the progress of the organisation and work towards collective solutions.

IMPROVEMENT AND DEVELOPMENT BOARD





Performance Management Group

“Planning and objectives, through policies and procedures”.

Performance Management Group is the Senior Managerial Group for the delivery of Service throughout the organisation.

PMG is the vehicle by which Nottinghamshire Fire & Rescue Service implements actions that will result in the wider service aims being met. It is an implementation group at Service Managerial level.

PMG is about reviewing progress and reporting both to SMT and IDB when appropriate.

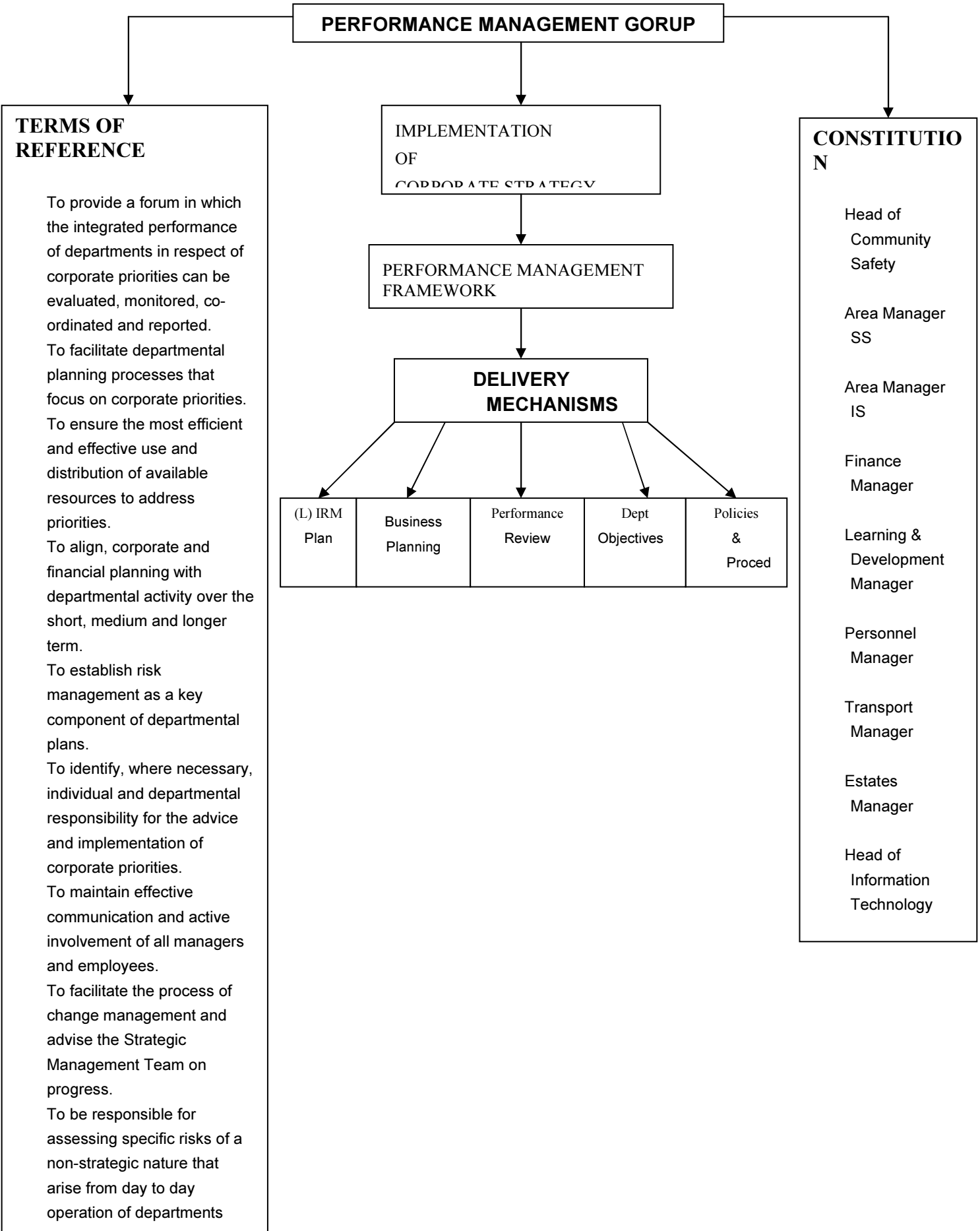
By setting departmental objectives and contributing to the wider issue of L(I)RMP there is a common understanding that enables all departments to see where and how they fit into the bigger picture of Service delivery.

The Constitution of PMG is constant and core to its success. The members are all influential in their managerial role and link directly to SMT through their respective Managers.

Those other functions that are core to the Service's success (eg Health & Safety, Equal Opportunities, Admin) report directly to PMG through their respective representatives. In this way the Safety Services representative, for example, is present on behalf of all Districts and Stations.

PMG also maintains its own risk profile. This is based upon the risks present to the attainment of those objectives. The profile reflects the department's present as permanent members of PMG. By maintaining this register PMG can act appropriately when presented with issues that are a barrier to the attainment of set targets. It also helps with prioritisation. PMG is very much a “hands-on” group of people. They are all actively involved in managing their departments and their links to SMT are essential so that Senior Managers can understand fully the issues affecting the organisation on a daily basis.

PERFORMANCE MANAGEMENT GROUP



TERMS OF REFERENCE

- To provide a forum in which the integrated performance of departments in respect of corporate priorities can be evaluated, monitored, co-ordinated and reported.
- To facilitate departmental planning processes that focus on corporate priorities.
- To ensure the most efficient and effective use and distribution of available resources to address priorities.
- To align, corporate and financial planning with departmental activity over the short, medium and longer term.
- To establish risk management as a key component of departmental plans.
- To identify, where necessary, individual and departmental responsibility for the advice and implementation of corporate priorities.
- To maintain effective communication and active involvement of all managers and employees.
- To facilitate the process of change management and advise the Strategic Management Team on progress.
- To be responsible for assessing specific risks of a non-strategic nature that arise from day to day operation of departments

PERFORMANCE MANAGEMENT GORUP

IMPLEMENTATION
OF
CORPORATE STRATEGY

PERFORMANCE MANAGEMENT
FRAMEWORK

DELIVERY MECHANISMS

(L) IRM Plan	Business Planning	Performance Review	Dept Objectives	Policies & Proced
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CONSTITUTION

- Head of
Community
Safety
- Area Manager
SS
- Area Manager
IS
- Finance
Manager
- Learning &
Development
Manager
- Personnel
Manager
- Transport
Manager
- Estates
Manager
- Head of
Information
Technology



Performance Management

“A Framework for Improvement”

Performance Management is a much touted statement, but few tend to understand the very essence of what it means. In effect it is very simple. A Performance Management Framework is:

- A commonly understood tool to help everyone on the organisation to their jobs better and understand where and how they fit into the bigger picture.
- A Framework to help you have better information to decide how to spend your time and your team’s time at work in order to better meet the needs and requirements of the local community.

Complicated? Well lets expand a little on what this means. Why do we undertake Home Safety Checks, and how does this really improve our local community.

WHY DO WE DO IT?

As seen earlier in this publication the Nottinghamshire and City of Nottingham Fire & Rescue Authority has its vision, “A safer Nottinghamshire by putting safety at the heart of our communities”. The Home Safety Check has the direct potential to save life. It is measured by performance measures. In this instance we can align it to Best Value Performance Indicators 143, 208 and 209*.

BVPI 143	Number of fire deaths and injuries
BVPI 208	Escaping unharmed from accidental dwelling fires
BVPI 209	Smoke Alarms fitted

Improvements in these figures mean that every Home Safety Check completed is contributing to that wider vision.

This is one element of course, and there are a number of other work practices that contribute. The wider impact of these will be looked at from the whole organisation as we view the “Golden Thread” of activity and impact. The important thing is how we all individually affect the organisation in our own way. We may not think that we are ever missed, but the impact of our absence has the potential to affect our achievements. We may often think that an activity is pointless, but somewhere that activity contributes.

HOW DO WE DO IT?

We do it quite simply by giving our best when we are at work. It may be a much maligned statement, but it is quite simply about giving a fair day’s work for a fair day’s pay.

Target setting is one way of achieving this, but the view is that this should not have to be the case. When the organisation sets targets it is trying to obtain that fair day's work. If we all contributed in the way we should, then targets would be unnecessary. Yes of course there are wider targets such as the BVPI's, but this how Government view performance across a range of service providers. We are one organisation serving our local community. This is about delivering that service.

Where there are issues that prevent the attainment of goals then the organisation will identify where additional support is required to improve performance, this may be through training, occupational health schemes or simply revising a system or practice. These are all mechanisms by which support is offered.

Underpinning all of this is a simple principle of ownership. Performance Management is about ensuring that we as individuals own the issues of our community. Our productivity at work is a clear reflection of that ownership



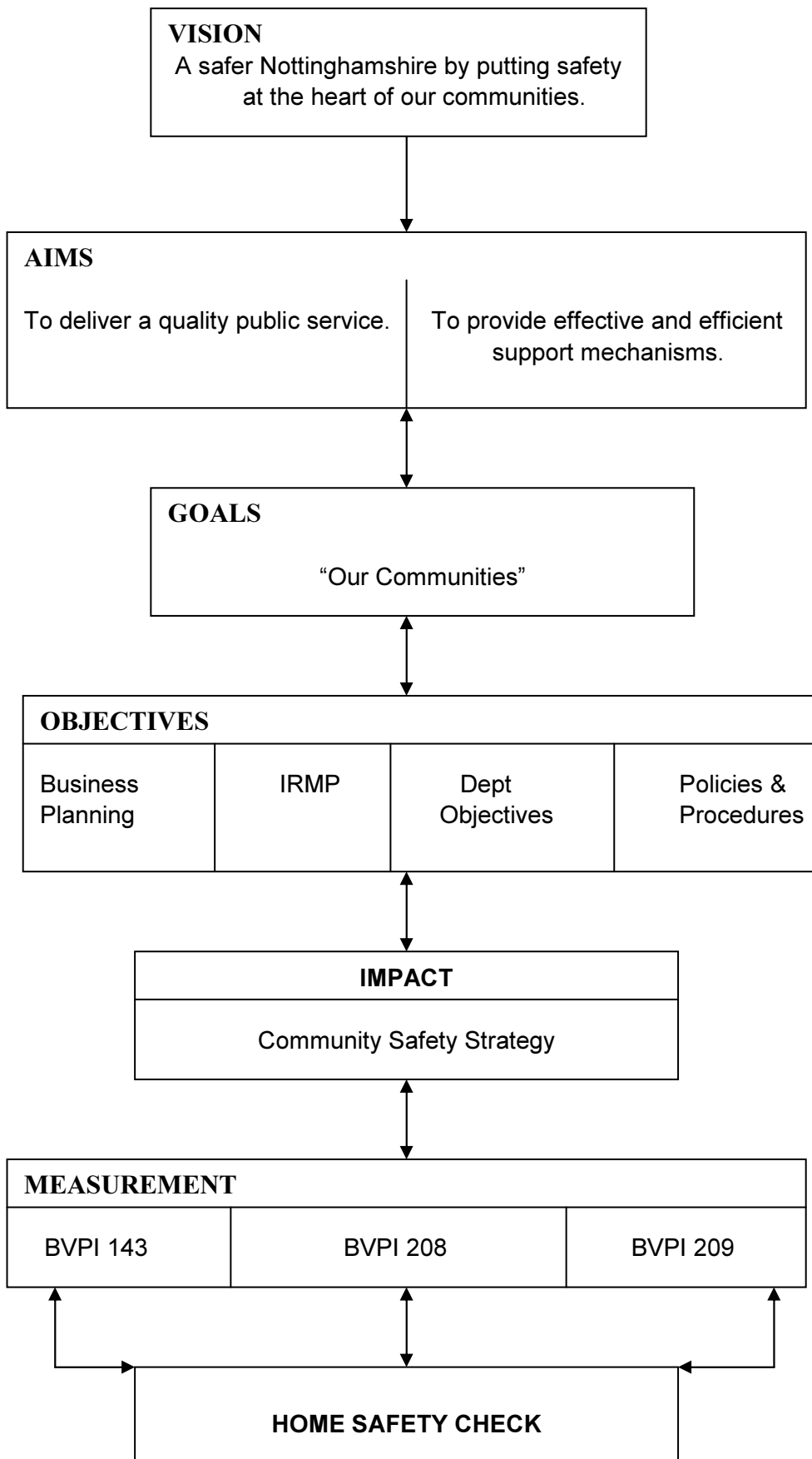
How Does it Fit together?

It is very easy to use rhetoric to describe how all of this activity is designed to reflect an ultimate outcome.

Often it is better to see visually how it all relates. The chart hopefully shows how we all contribute.

The example used is the one on Home Safety Checks. This is used because it is the one area of activity that has the potential to make such a huge impact on our community. That said, it does not stand in isolation and other work, such as premises risk assessments, educational initiatives, and wider community engagement all have the potential to contribute to our wider agenda.

VISION THROUGH TO DELIVERY





Our Values

Our Values have been agreed regionally and reflect the Service we aim.

We value:-

- Service to the Community
- People
- Diversity
- Improvement

Service to the Community

We value service to the Community by:-

- Working with all groups to reduce risk.
- Treating everyone fairly and with respect.
- Being answerable to those we serve.
- Striving for excellence in all we do.

People

We value all our employees by practising and promoting:-

- Dignity and respect.
- Recognition of merit.
- Honesty, integrity and mutual trust.
- Personal development.
- Co-operative and inclusive working.

Diversity

We value diversity in the Service and the Community by:-

- Treating everyone fairly and with respect.
- Providing varying solutions for different needs and expectations.
- Promoting equal opportunities in employment and progression within the Service.
- Challenging prejudice and discrimination.

Improvement

We value improvement at all levels of the Service by:-

- Accepting responsibility for our performance.
- Being open-minded.
- Considering criticism thoughtfully.
- Learning from our experience.
- Consulting others.



Summary

In producing this publication it is hoped that all personnel who work for, or are associated with Nottinghamshire Fire & Rescue Service understand how the jigsaw of service delivery fits together.

As its title suggests, this is our Framework for Service Delivery. It is our template just as the ODPM has revealed its Framework Nationally, we have done the same. This is the way in which we intend to respond to the challenge.

Meeting that challenge will not be easy, but if we all understand how it fits together, and how our own individual contribution can affect the Service, then at least we have a starting point to move forward.

This Framework will not provide the answers. Only we as individuals can do that by bringing to the organisation commitment, professionalism and a willingness to serve the very people who pay our salaries.

We are a valued and respected service. Lets ensure that we continue to earn that respect.