

## report

meeting	<b>NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE &amp; RESCUE AUTHORITY</b>	
date	<b>3 June 2005</b>	agenda item number

## REPORT OF THE CHIEF FIRE OFFICER

### FUTURE SERVICE DELIVERY

#### 1. PURPOSE OF REPORT

The purpose of this report is to present to Members a proposal for managing the delivery of Services required to meet the Fire Authority's vision, aims and goals.

#### 2. BACKGROUND

2.1 At its meeting of 26 January 2005 the Nottinghamshire and City of Nottingham Fire and Rescue Authority approved the re-framing of its aims and objectives to a new vision, aims and goals.

2.2 The Fire Authority also approved a document entitled the "Framework for Future Service Delivery 2005-2010". This document laid out the management structure, including terms of reference, from Fire Authority to performance Management Group.

#### 3. REPORT

3.1 Following the meeting of 26 January 2005 the vision of the Nottinghamshire and City of Nottingham Fire and Rescue Authority became:-

"A Safer Nottinghamshire by putting Safety at the heart of the Community"

It also adopted the value statement "Creating Safer Communities" which will soon appear on the organisations letterheads, documents and other publications.

3.2 To become more flexible and responsive to an ever changing environment, and to meet the demands of modernisation the Authority also approved amendments away from a fixed set of objectives. The reframed aims are now :

"To deliver a quality Public Service"

"To provide efficient and effective support mechanisms"

The Authority's goals are "To become an improving organisation by :-

- Responding to the needs of our Community
- Supporting all our employees
- Managing the Service on a sound business foundation

3.3 Whilst this has now given the Authority real and specific focus, there is a need to ensure that the organisation can now deliver against its agenda. To do this further

work has now commenced, that with Fire Authority approval will transfer vision through to action.

3.4 Currently the Fire Authority declares its business proposals through its Corporate Strategy. This strategy is updated annually to reflect the outcomes of the Local (Integrated) Risk Management Planning process. With Fire Authority approval it is proposed that from 2006 the Authority will present its business plan in the form of the Nottinghamshire and City of Nottingham Fire and Rescue Authority Community Safety Plan.

3.5 A Corporate Strategy will subsequently be produced which will outline how the Authority will go about delivering its vision, aims and goals. Amongst other things this strategy will outline how the organisation will :

- Plan and Review ;
- Measure its performance ;
- Its communications proposals ;
- Its engagement and consultation proposals ;
- How it will apply Information Technology ;
- How it will use policies and procedures ;
- How it will employ technology ;
- What its Risk Management Strategy will be ;
- How it will deliver its Service.

It is not intended that this will be updated as part of the L(I)RMP process, but will provide the platform for the future service delivery. This will also allow for Member scrutiny at a sub-Fire Authority level.

3.6 What the Strategy will identify is that delivery of Services will be through three key functional heads and departments. These will focus on :

- Human Resources ;
- Finance and Resources ;
- Community Safety.

These functions will, each through a proposed strategy, show what will be important in the achievement of the Authority's vision, aims and goals. For example :

#### Human Resources Strategy

- Industrial relations ;
- Pay and Conditions ;
- Discipline ;
- Occupational Health and Fitness ;
- Learning and Development ;
- Equalities and Fairness ;
- Personnel Management.

#### Finance and Resources Strategy

- Prudential Borrowing ;
- External funding ;
- Council Tax ;
- Charging for Services ;
- Estates Management ;
- Procurement ;
- Revenue Support.

### Community Safety Strategy

- Education ;
- Prevention ;
- Response.

In summary each of these three strategies will lay out a set of principles that will be applied and a set of objectives to be achieved.

- 3.7 By applying these three strategies as functions for delivery of services, Member scrutiny through Member Champions, will allow for constant involvement in the Services performance. Best Value Performance Indicators and Local Performance Indicators will ensure that data is available to support this scrutiny.
- 3.8 It is important that the Service is able to demonstrate how its vision flows through the organisation to the actions it takes. This has already formed part of the recent Comprehensive Performance Assessment (CPA) and is likely to do so in future audits of the Authority. The proposed framework (summarised in Appendix A) will help to show how this process exists.

## **4. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report

## **5. PERSONNEL IMPLICATIONS**

If approved in a structure for future Service delivery, there will be a need to communicate this to all staff, to ensure that an understanding of the Authority's vision and how it is considered through the organisation, exists.

## **6. EQUALITY IMPACT ASSESSMENT**

An initial Equality Impact Assessment has revealed there are no specific equality issues associated with this report.

## **7. RISK MANAGEMENT IMPLICATIONS**

7.1 Failure to be able to demonstrate how the Authority's vision influences its actions leaves the Authority vulnerable to scrutiny as part of any future audit process.

7.2 By ensuring that a link exists between its vision and its actions the Fire Authority can continue to demonstrate to the public how it delivers its Service priorities.

## **8. RECOMMENDATIONS**

That Members agree to the proposal for managing the delivery of Services required to meet the Fire Authority's vision, aims and goals.

## **9. BACKGROUND PAPERS FOR INSPECTION**

- The Framework for future Service delivery 2005-2010.

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# VISION THROUGH TO ACTION

