

report

meeting	NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AND RESCUE AUTHORITY	
date	29 June 2007	agenda item number

REPORT OF THE CHIEF FIRE OFFICER

STRATEGIC OBJECTIVES 2007/2008

1. PURPOSE OF REPORT

To present to Members the business plan of the Strategic Management Team for the period 2007/2008.

2. BACKGROUND

- 2.1 The Strategic Management Team of Nottinghamshire Fire & Rescue Service is the body appointed by the Nottinghamshire & City of Nottingham Fire & Rescue Authority to give the organisation its direction and management. All six posts are appointed by a Member Committee.
- 2.2 The Service has for many years provided its own business plans which have laid out the organisation's priorities in respect of integrated risk management planning and other local initiatives. To support this process it is necessary for the Strategic Management Team to produce a plan of its priorities to enable the business plan.

3. REPORT

- 3.1 The Strategic Management Team consists of six Principal Officers/Directors who are tasked with the leadership, direction and effective performance of Nottinghamshire Fire & Rescue Service.
- 3.2 The Strategic Management Team deal with a wide range of priorities and pressures such as financial, legislative, national, local and governmental. All of these are assessed and prioritised, and manifest themselves in the Community Safety Plan for Nottinghamshire Fire & Rescue Service.
- 3.3 As part of the enabling process for the achievement of the Community Safety Plan, the Strategic Management Team has developed its own business plan for 2007/2008. The plan focuses on those areas which the team feel are important during the forthcoming year. It is driven by the vision, aims and goals of the organisation.

Recent changes at strategic level, as well as an acknowledgement of new Government structures and a period of extensive change, are the key areas that the team feel should be of focus during 2007/2008. The key priorities are therefore identified as :-

- Implementing an organisational structure ;

- Developing Governance and Member relationships ;
- Horizon scanning for the future ;
- Increasing the Service's national profile ;
- Improving communications and employee relations.

Throughout the forthcoming year, the Chief Fire Officer and his team will focus on these key areas which are seen to be pivotal in the development of Nottinghamshire Fire & Rescue Service and its reputation. Audit processes, such as the Comprehensive Performance Assessment and district audit will establish how the Service is progressing.

3.6 It is intended that this plan will be reviewed annually in conjunction with the Community Safety Plan and an update brought to the Fire & Rescue Authority.

4. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

5. PERSONNEL IMPLICATIONS

There are no personnel implications arising from this report.

6. EQUALITY IMPACT ASSESSMENT

An initial assessment has revealed there are no specific equality issues arising from this report.

7. RISK MANAGEMENT IMPLICATIONS

The production of a business plan for the Strategic Management Team ensures that the Service's key directors can report to the Fire & Rescue Authority on its identified priorities. It also ensures that any external scrutiny from processes such as the Comprehensive Performance Assessment can clearly identify how the Service makes and enacts its decisions.

8. RECOMMENDATIONS

That Members note the areas of priority identified by the Strategic Management Team and where appropriate, support the delivery of these priorities.

9. BACKGROUND PAPERS FOR INSPECTION

- Community Safety Plan 2008/2011.

Frank Swann
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Strategic Management Team Business Plan 2007/2008



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Contents

Contents	Page No
Introduction to Strategic Management Team	3
Department Team	5
Core Work	6

Introduction to the Strategic Management Team

Strategic Management Team

The Strategic Management Team (SMT) consists of six Executive Officers tasked with the leadership, direction and effective performance of desired outcomes. Activities include the management and planning of all resources and assets together with financial and performance monitoring. Consultation and information management are also important aspects with this activity. Within the wider context the Strategic Management Team have an increasingly pivotal role in community planning process in creating safer, healthier, stronger communities in partnership with all sectors of the community, including other public sector organisations, private sector stakeholders and voluntary sector partners. As well as its responsibilities within the constitutional boundaries of Nottinghamshire, the Strategic Management Team have a wider role in delivering regional and national priorities, by ensuring that these priorities are taken into account when developing and implementing the strategic direction of the organisation. Above all the Strategic Management Team is committed to delivering the organisation's vision:

“A safer Nottinghamshire by putting safety at the heart of the Community”

Strategic Support Team

The Strategic Support Team provide the Strategic Management Team with private and confidential secretarial, administrative and support services in respect of Fire and Rescue Service activities at local, regional and national level, so as to maximise the effective and efficient use of the Strategic Management Team's time. The Strategic Support Team also have the responsibility for initiating, facilitating and developing projects, activities or initiatives as indicated by SMT and acting on their instruction in their absence as and when necessary. The Strategic Support Officer provides strategic support and advice to SMT with regard to national, regional and local strategic roles and issues, project managing initiatives as appropriate, providing horizon scanning services to SMT on national, regional and local developments and considering the possible impact on the organisation.

CORPORATE AIMS

As champions of the organisation's aims, the Strategic Management Team is dedicated in supporting all staff in the continuing delivery of those aims:

- Continuously delivering a quality public service
- Maintaining efficient and effective support systems for delivering the Service

CORPORATE OBJECTIVE: SOUND BUSINESS FOUNDATION

Providing strategic management to the Service on a sound business foundation, ensuring an effective and efficient response and appropriate allocation of emergency resources.

CORPORATE OBJECTIVE: SUPPORTING EMPLOYEES

SMT will continually support employees by creating a supportive environment that recognises and promotes individual's achievements, providing feedback and inspiring and empowering others to develop their potential



Department Team

=Team Member	Strategic Management Role	Team Member	Strategic Support Team Role
Frank Swann	Chief Fire Officer, Chief Executive Officer	Mark Mortimore	Strategic Support Officer
Neil Timms	Strategic Director, Deputy Chief Officer Finance, Resources and ICT	Lea-Anne Abbiss	Strategic Support Manager Personal Assistant to CFO/CEO
Andrew Beale	Strategic Director, Assistant Chief Fire Officer Corporate Services	Jo Cooper	Strategic Support Assistant Personal Assistant to ACFOs
David Horton	Strategic Director, Assistant Chief Fire Officer Community Risk Response	Vacant	Strategic Support Assistant Personal Assistant to ACFOs
Neil Colton	Strategic Director, Assistant Chief Fire Officer Community Risk Reduction		
Peter Short	Interim Strategic Director Human Resources and Training		

2007/2008 PRIORITIES

The core work of the Strategic Management Team as indicated above, is concerned with the strategic leadership, direction and performance of the organisation in delivering the organisations vision. As well as this generic function SMT will be specifically concentrating in 2007/08 on delivering:

Work Stream	Detail	Responsibility
Organisational Re-Structure	<ul style="list-style-type: none"> • Planning • Development of detail • Organisational launch • Implementation 	All SMT Members and Support Team
Develop Governance and CFA Member Relationships	<ul style="list-style-type: none"> • New Members Induction • Members Seminars • Maintaining Members Handbook • Encouraging access to HQ 	All SMT Members and Support Team
Horizon Scanning	<ul style="list-style-type: none"> • Developing process for identifying and managing unpredicted issues that have a strategic impact on the organisation 	All SMT Members
Increasing the Profile of the Service	<ul style="list-style-type: none"> • Use positive opportunities to publicise the Service • Use Organisational Communications Department to manage a consistent approach to style and content of message • Champion Service achievements 	All SMT Members

Work Stream	Detail	Responsibility
<p>Improve Internal Communications and Relations</p>	<ul style="list-style-type: none"> • Develop industrial relations • Improve communications • Increase visibility 	<p>All SMT Members</p>
<p>Champion Equalities</p>	<ul style="list-style-type: none"> • Recruit new Equality & Diversity post • Establish Ad Hoc Equalities as a key driver • Ensure Service complies with legislation 	<p>All SMT Members</p>