

# Nottinghamshire and City of Nottingham Fire and Rescue Authority

### **SMT BUSINESS PLAN UPDATE**

### Report of the Chief Fire Officer

**Agenda Item No:** 

**Date:** 23 May 2008

#### **Purpose of Report:**

To update Members on the progress made in achieving the business priorities contained within the 2007/2008 Strategic Management Team business plan, which was presented to the Nottinghamshire and City of Nottingham Fire and Rescue Authority on 29 June 2007, and to report on the intended business priorities that will be contained within the Strategic Management Team's 2008/2009 business plan.

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#### 1. BACKGROUND

- 1.1 The Fire and Rescue Service is managed on behalf of the Nottinghamshire and City of Nottingham Fire and Rescue Authority by the Chief Fire Officer. He is supported by four Strategic Directors responsible for Corporate Services, Community Risk Reduction, Community Risk Response and Finance and Resources. Together they form the Strategic Management Team (SMT). All of these Brigade Manager level posts are appointed by a Member Committee.
- 1.2 The role of 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 The Service has for many years provided its own business plans which have laid out the organisation's individual departmental priorities which link in with the Community Safety Plan and other local, regional and national initiatives. The 2007/2008 SMT business plan was the first time SMT had recognised the need to formalise the way in which it informed the organisation and other stakeholders of its business priorities.
- 1.4 A year after its publication it was thought necessary to examine what had been achieved in the business plan 2007/2008, and also to look at the business priorities for SMT moving forward to the 2008/2009 business year.

#### 2. REPORT

- 2.1 As part of the enabling process for the achievement of the Community Safety Plan, SMT developed its own business plan for 2007/2008. The plan focused on those areas that SMT considered as their main priorities for that business year. These priorities were driven by the vision, aims and goals of the organisation, but also considered the interdependencies with the National Framework document expectations and the vision and aims of the Regional Management Board.
- 2.2 Those business priorities contained within the 2007/08 Business plan included:
  - The implementation of an organisational structure;
  - Developing governance and Member relationships;
  - Horizon scanning for the future;
  - Increasing the Service's national profile; and
  - Improving communication and employee relations

#### 2.3 The Implementation of an Organisational Structure

A comprehensive review of the organisation's structure had not been undertaken since 2005/2006, with the introduction of the Local Integrated Risk Management Planning process. To address this SMT carried out a review of the organisational structure during early 2007. It was considered by SMT that

the Service should take the opportunity to realign and strengthen the existing reporting lines to reflect changes that had been made in line management functions and to reflect the additional functions that had been introduced since the last review.

- 2.4 SMT carried out the planning work on the organisational structure at its business planning day in May 2007, and then went on to develop the detail which would lead to the launch of the new structure. The level of Authority agreed establishment was confirmed and anomalies identified. The structure was then realigned to reflect the introduction of four directorates:
  - Corporate Services under the leadership of the DCFO
  - Community Risk Response under the leadership of an ACFO
  - Community Risk Reduction under the leadership of an ACFO
  - Finance and Resources under the leadership of an ACO
- 2.5 Further work was undertaken to ensure that reporting lines could be better understood and that the structural charts were a truer visual representation of how the organisation looked. The structure was then sent for consultation with the Performance and Co-ordination Team (PaCT). Minor alterations were made to the structural charts to reflect PaCT's input, and following this the revised structure was implemented across the Service in June 2007.
- 2.6 The new structure has now become embedded and accepted across the organisation. SMT continue to review the structure of the organisation to reflect the changes that continue to be made and to ensure that business needs are accounted for.

#### 2.7 Develop Governance and CFA Member Relationships

To broker a more positive relationship with Members, SMT included within their business plan the need to "develop governance and CFA Member relationships". In the 2005 Comprehensive Performance Assessment (CPA) the Authority was assessed at Level 1 (below minimum requirements) for Governance and management. The main areas identified were:

- Committee structures did not reflect and support change;
- Lack of training and development for Members;
- Members not championing priorities; and
- Succession planning was poor.
- 2.8 To address the areas identified in the 2005 CPA, SMT have undertaken a range of activities to ensure that the Authority has improved on its approach to governance and Member relationships. These activities include:
  - Members' Handbook updated;
  - Development of an electronic Members' Handbook;
  - Commitment to achieve Members' Charter status by December 2008;
  - New committee structure;
  - Completed personal development plans for the majority of Members;
  - Members' facilities, room and support now available at Headquarters;

- Code of Corporate Governance adopted;
- New Code of Conduct adopted;
- Member champions introduced for districts;
- Officer appointed responsible for Members' development;
- Continuing programme of Members' seminars which include briefings on organisational issues affecting Members;
- On-going development of Members' induction package;
- The review of succession planning is yet to be carried out;
- Moving all Authority and Committee meetings to Fire and Rescue Service Headquarters;
- Chief Fire Officer and Chair of the Authority meeting every station, watch and department (this is still ongoing);
- SMT members meeting stations, watches and departments collectively and individually; and
- Chief Fire Officer met with Brigade Committee.
- 2.9 These, as well as other initiatives planned for 2008/2009, will ensure that the issues identified within the 2005 CPA have been comprehensively addressed, showing a true commitment to Member excellence from all members of SMT.

#### 2.10 Horizon Scanning for the Future

Members of SMT use horizon scanning to examine potential threats, opportunities and likely future developments, which can be at the margins of current thinking and planning. Horizon scanning will continue to be used to identify issues with the potential to present significant new or changed workbased risks over the medium to long term. The outputs will include regular reports and Member briefing sessions to report emerging issues and the potential need for more detailed studies of particular topics.

#### 2.11 Increasing the Service's national profile

The approach the Service has taken to increasing the profile of the organisation both locally and nationally has been proactive since the introduction of the corporate media communications department. A range of initiatives have been incorporated to ensure that Nottinghamshire Fire and Rescue Service is increasingly recognised as a forward thinking and excellent Authority. A detailed list of initiatives and actions are attached as Appendix C.

#### 2.12 Improving Communication and Employee Relations

The Strategic Management Team have continued to promote as much informal discussion with the Representative Bodies as possible, plus engaging at the earliest opportunity to seek views on any management initiatives. This has lead SMT to believe that a "no surprise culture" now exists. In relation to the pilot scheme for self rostering, joint presentations took place with the staff, with both management and the trade union sharing the same top table. To assist with this process the organisation have been able to temporarily offer a full time post for the Fire Brigades Union, which allows them the time to support implementation and address any issues as they arise. Local officials of the

unions have and will continue to be invited in to meet the senior managers, with the hope that this will build up trust and understanding.

#### 2.13 Strategic Management Team Business Plan 2008/2009

The core work of the SMT will continue to be concerned with the strategic leadership, direction and performance of the organisation in delivering the organisation's vision. As well as this generic function, SMT will be specifically concentrating in 2008/09 on delivering:

- Continuing to review organisational structure;
- Continue to develop governance and CFA Member relationships;
- Continue to be proactive in horizon scanning;
- Develop equalities to achieve Local Government Equality Standard three;
- Further increase the profile of the Service;
- Ensure the organisation is strategically prepared for the move to the Regional Control Centre;
- Continue to improve Service performance;
- Further improve internal communications and relations;
- Continue to support the work of the RMB;and
- Further work to secure and promote Service membership and involvement in the County and City LAAs.

Further detail can be found in the Strategic Management Team's Business Plan 2008/2009, attached as Appendix B.

#### 3. FINANCIAL IMPLICATIONS

There are no specific financial implications arising directly from this report. However the Strategic Management Team provides the guidance framework within which the Authority's budgets are developed. In the 2008/9 budget process the involvement of senior managers in the process of base budget review identified savings of over £1m and constructed a budget which will allow the Service to develop towards its aspirations.

## 4. HUMAN RESOURCES AND LEARNING AND DEVLOPMENT IMPLICATIONS

Continued support will be given to developing Member excellence, supported by the appointed Officer.

#### 5. EQUALITY IMPACT ASSESSMENT

The initial Equality Impact Assessment has been carried out and is attached as Appendix A.

#### 6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications 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 and 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 achievements of the Strategic Management Team over the last year, and the priorities identified by the Strategic Management Team for 2008/2009 and where appropriate, support the delivery of these priorities.

# 9. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

- Strategic Management Team Business Plan 2007/2008;
- Strategic Management Team Business Plan 2008/2009;
- Organisational Charts.

Frank Swann
CHIEF FIRE OFFICER

### **INITIAL EQUALITY IMPACT ASSESSMENT**

Section Command Suite	<i>Manager</i> Mark Mortimore	Date of Assessment New or Existing  04 April 2008 New		
Name of Report to be assessed		SMT Business Plan Update		
Briefly describe the aims, objectives and purpose of the report.		To update Members on the progress made in achieving the business priorities contained within the 2007/2008 Strategic Management Team business plan, which was presented to the Nottinghamshire and City of Nottingham Fire and Rescue Authority on 29 June 2007, and to report on the intended business priorities that will be contained within the Strategic Management Team's 2008/2009 business plan.		
Who is intended to benefit from this report and what are the outcomes?		The Members of the Authority will benefit from the contents of this report as it will inform them of progress against plans and indicate the direction SMT are intending to take in 2008/2009.		
Who are the main stakeholders in relation to the report?		The main stakeholders are SMT and Members of the Fire Authority.		
4. Who implements and who is responsible for the report?		SMT are directly responsible for delivering the stated outcomes within the body of the report and its appendices.		

5. Please identify the differential impact in the terms of the six strands below. Please tick yes if you have identified any differential impacts. Please state evidence of negative or positive impacts below.								
STRAND	Υ	N	NEGATIVE IMPAC	T				POSITIVE IMPACT
Race		<b>√</b>						
Gender		<b>√</b>						
Disability		✓						
Religion or Belief		<b>√</b>						
Sexuality		<b>√</b>						
Age		<b>√</b>						
			be justified on the grounds of portunity for one group?	Υ	N	7.	Should the	the policy/service proceed to a full impact   ent?
I am satisfied that	this	pol	icv has been successfully im	pa	ct a	sse	ssed. I und	nderstand the impact assessment of this policy is a

I am satisfied that this policy has been successfully impact assessed. I understand the impact assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsibility for the completion and quality of this process.

Signed (completing person)

SM Mark Mortimore

Date 04 April 2008



# Strategic Management Team Business Plan 2008/2009



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# Introduction to the Strategic Management Team

#### **Strategic Management Team**

The Strategic Management Team (SMT) consists of five 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, Assistant Chief Officer Finance, Resources and ICT	Lea-Anne Abbiss	Personal Assistant to CFO
Andrew Beale	Strategic Director, Assistant Chief Fire Officer Corporate Services	Jo Cooper	Personal Assistant to ACFOs
David Horton	Strategic Director, Assistant Chief Fire Officer Community Risk Response	Vacant	Strategic Support Administrator
John Buckley	Strategic Director, Assistant Chief Fire Officer Community Risk Reduction		

### **2008/2009 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 organisation's vision. As well as this generic function, SMT will be specifically concentrating in 2008/09 on delivering:

Work Stream	Detail	Responsibility
Organisational Re-Structure	Continually review organisational structure to ensure business needs are satisfied.	All SMT Members and Support Team
Develop Governance and CFA Member Relationships	<ul> <li>New Members' induction package development</li> <li>Engage Members in joint presentations at Members' seminars and training events</li> <li>Roll out of electronic Members' Handbook</li> <li>All activities to ensure 'Members' Charter Status' is achieved by December 2008</li> <li>Members' development activities undertaken in line with the I&amp;DeA 'political skills framework'</li> <li>Encourage the involvement of Members in continual personal development</li> <li>Developing the links between Members and key projects, enabling them to champion projects such as 'Prince's Trust, Bendigo' etc</li> </ul>	All SMT Members and Support Team

Horizon Scanning	Developing process for identifying and managing unpredicted issues that have a strategic impact on the organisation	All SMT Members
Equalities	<ul> <li>Implement and champion new equalities structure</li> <li>Ensure legislative compliance</li> <li>Embed EIA into Service culture</li> <li>Work towards attaining equality standard level three</li> </ul>	All SMT Members
Increasing the Profile of the Service	<ul> <li>Proactively seek opportunities to publicise the Service</li> <li>Explore opportunities to nominate NFRS for national awards</li> <li>Use Organisational Communications Department to manage a consistent approach to style and content of message</li> <li>Champion Service achievements</li> </ul>	All SMT Members
Regional Control Centre	Ensure Elected Members and staff remain informed     Represent NFRS interests within RCC framework     Ensure robustness of NFRS mobilising during interim phases	All SMT Members
Performance Assessments	<ul> <li>Maintain and improve Service Assessment score</li> <li>Aim to achieve grade four operational assurance</li> <li>Improve VFM score</li> </ul>	All SMT Members
Improve Internal Communications and Relations	<ul> <li>Continue to develop industrial relations</li> <li>Continue to develop internal, external and media relations</li> <li>Increase the number of departmental and station visits by the Strategic Management Team. Each member of SMT to complete a minimum of 15 visits between April 08 – March 09</li> </ul>	All SMT Members

Regional Management Board	<ul> <li>Support the Regional Management Board's workstreams activities:</li> <li>1. Command and Control</li> <li>2. Resilience</li> <li>3. Procurement</li> <li>4. Integrated Common Services</li> <li>5. Workforce development</li> <li>6. Regional Control Centre</li> <li>7. Firelink</li> </ul>	All SMT Members
LAAs	Successful involvement in the delivery of the LAA outcomes will lead to SMT's ambitions for a safer Nottinghamshire being furthered.  SMT working closely with Health and other partners will seek to achieve established and agreed outcomes in each of the following block areas:  Healthier Communities  Outcomes related to avoidable injuries in the community. This outcome relates directly to the Home Safety Check work the Service undertakes in communities. More detailed information on outcomes, focus areas and targets are contained on Appendix A.  Children and Younger People  To reduce the prevalence and impact of avoidable injury. There are direct links within this block to the RiskWatch programme.	

	Safer, Stronger and Sustainable Communities  To reduce the number of avoidable injuries on the road and, within the crime outcome, to reduce the number of deliberate fires. These outcomes will be addressed by the work of the Arson Task Force and Impact Roadshow.  Economic Development and Enterprise  To reduce the number and severity of avoidable injuries occurring whilst at work (County LAA only).	
Budget	<ul> <li>To continue to develop a budget over the next three years which:</li> <li>Provides the Service with a solid platform for service delivery</li> <li>Maintains financial stability</li> <li>Maintains reasonable increases in Council Tax</li> <li>Maximises opportunities for external funding</li> <li>Provides Value for Money</li> </ul>	All SMT Members

#### INCREASING PROFILE OF THE SERVICE

Our aim has been to raise the profile of NFRS locally and nationally amongst colleagues, external organisations, partners and stakeholders. This has been achieved by introducing a raft of initiatives to positively promote the services and improve communications both internally and externally.

### A number of approaches have been adopted: Internal

- Introduction of the weekly Service Bulletin produced by the Corporate Communications team and distributed by email to all NFRS staff on the same day each week. Designed to share information about activities within NFRS and national FRS issues for interest. For individual learning and for use in team briefings, to be displayed in information folders and on noticeboards.
- All press releases circulated to senior officers, Performance and Co-ordination Team (PaCT), SMT and CFA members in advance of external distribution, to raise awareness and to provide them with the information before it goes to the media.
- A summary of media coverage achieved about NFRS is held on the intranet. (This will be expanded once the new intranet is launched in 2009.)
- Staff Briefing Papers are used to inform staff of developments that may be affecting them, at an early stage (eg station review August 07; funding issues September 07). Part of our attempt to encourage greater openness and honesty and to give the workforce a greater say in the Service. Corporate messages are managed through a limited 'gatekeeper' system to improve consistency. Greater discipline imposed in respect of targeting the circulation more appropriately in order to reduce unnecessary information overload.
- Development of a new intranet to improve the way we communicate with staff by making it more attractive, easier to use, more readily accessible and expanding the type and usefulness of the information available. The structure has been designed; 'contributors' have been identified to represent all departments in order to help populate the information in their areas.
   (Further development required in 2008/09 in preparation for 2009 launch.)
- The staff/public magazine has been redesigned and re-launched with the new corporate branding and with a fresh editorial style. 'Response' is produced quarterly and is distributed to all NFRS sites, to a wide range of public organisations and partner agencies. Colleagues are encouraged to take it with them to distribute when they are working in the community.

#### External

- The number of positive media releases issued on behalf of NFRS, to celebrate its successes, has increased significantly. (106 in 2007 compared with 63 in 2006?) More creative use of media opportunities explored and adopted.
- More extensive marketing of NFRS to national fire magazines in order to raise its
  profile and promote its achievements to a wider audience. News stories, feature
  articles and photographs have been published in magazines including Fire Times,
  Fire Magazine, Emergency Services Times and the Burning Issue.

- Profile of Corporate Communications/Press Office team raised as first point of contact for local media. (170 media enquiries handled in 2006; 402 in 2007)
- Selected, appropriate NFRS news releases circulated to local authority partner organisations for their websites and magazines.
- All press releases are distributed to local MPs for information, prior to release.
- All press releases published on NFRS website.
- 'Response' magazine circulated widely throughout the county, to be displayed at council offices, GP surgeries, libraries and other places the public has access to. It is also published on the NFRS website.
   (Planning for new website will begin in 2008/09)
- All corporately-produced publicity materials carry the NFRS brand to make them distinctive and instantly-recognisable.