Nottinghamshire and City of Nottingham
Fire and Rescue Authority

STRATEGIC MANAGEMENT TEAM BUSINESS PLAN

Report of the Chief Fire Officer

Agenda Item No:

Date: 26 June 2009

Purpose of Report:

To update Members on the intended business priorities that are contained within the Strategic Management Team's 2009/2010 business plan.

CONTACT OFFICER

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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 (CFO). The CFO 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 Nottinghamshire Fire and Rescue Service Plan (the IRMP) 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 On a yearly basis the Strategic Management Team now look at the business priorities for the team moving forward to the next business year.

2. REPORT

Strategic Management Team

2.1 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, SMT have an increasingly pivotal role in community planning processes 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, SMT 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, SMT is committed to delivering the organisation's vision of *"a Safer Nottinghamshire by putting safety at the Heart of the Community."*

Strategic Support Team

2.2   The Strategic Support Team provide SMT 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 SMT'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.

Integrated Risk Management Plans

2.3   The Service is in the process of formulating its Integrated Risk Management Plans for the next three years – the "Nottinghamshire Fire and Rescue Service Plan". As part of this the Service is consulting widely both internally and externally with staff, partners and members of the public. Part of that process involves the setting of a series of objectives to carry the organisation forward over the coming years. An integral part of the business plans for SMT revolve around the setting and strategic overview of these objectives (subject to IRMP and Fire Authority approval).

     2.3.1 **Protection**

         We will:

- Work with young people to reduce arson , accidental fires and road traffic collisions;
- Focus on those most at risk from fires and other avoidable injuries;
- Work with partners to make our communities safer;
- Use and share data to identify those most at risk.

     2.3.2 **Prevention**

         We will:

- Maintain a risk based approach to enforce our statutory responsibilities;
- Assist and support premises within our community to carry out their responsibilities (under the Regulatory Reform Order);
- Work to reduce the economic cost of fire.

2.3.3 **Response**

We will:

- Use our resources to meet the risks within our community;
- Gather and use risk based information to inform our response;
- Provide the highest standards of training, PPE, appliances , and equipment that we can, to keep our employees safe.

2.3.4 **Resilience**

We will:

- Respond to growing risks from the environment;
- Work with our partners to ensure an effective response and recovery to major events.

2.3.5 **Diversity and Workforce**

We will:

- Recruit a workforce that reflects our community;
- Recruit and develop our employees to the highest standards;
- Maintain and promote high standards of health, safety and wellbeing for all our employees.

2.3.6 **Governance and Improvement**

We will:

- Strive to become an excellent Authority;
- Use our resources efficiently and effectively to provide value for money.

2009/2010 Priorities

2.4   The core work of SMT is concerned with the strategic leadership, direction and performance of the organisation in delivering the organisation's vision and objectives. As well as this generic function, SMT will be specifically concentrating in 2009/10 on delivering:

2.4.1 **Integrated Risk Management Plan (IRMP)**

Our IRMP puts the Service at the heart of the community by recognising its aspirations and needs. Our future plans will support local diversity and will inform future goals and objectives

2.4.2 Service Objectives

The Service will conduct a review of the services core objectives, through staff and stakeholder consultation and implement and communicate any revisions

2.4.3 Retained Review

Nottinghamshire Fire and Rescue Service has commissioned an in-depth study into the provision of retained cover throughout the Service. The Service intends to begin the implementation of the findings of this review in the forthcoming year

2.4.4 Develop Governance and CFA Member Relationships

- New Members' induction package developed for implementation after the recent elections;
- Members' seminars and training events are to be further enhanced to provide new Members to the Authority the right tools to carry out their duties;
- Roll out of electronic Members' Handbook in 2009;
- All activities to ensure 'Member Charter Status' is achieved by December 2009;
- Members' development activities undertaken in line with the IDeA 'political skills framework';
- Encourage the involvement of Members in continual personal development and their commitment to participating in an annual Performance Development Review;
- Developing the links between Members and key projects, enabling them to champion projects such as Prince's Trust, Bendigo etc.

2.4.5 Horizon Scanning

Developing processes for identifying and managing unpredicted issues which have a strategic impact on the organisation, for example environmental issues, such as large scale flooding,

2.4.6 Equalities

- Implement and champion new equalities structure;
- Ensure legislative compliance;
- Embed equality impact assessment into Service culture;
- Formalise an Equality and Diversity department to ensure that policies and procedures are compliant with, and exceed, current requirements;
- Work towards attaining equality standard level three (level two under new Fire and Rescue Service framework being consulted upon).

2.4.7 Increasing the Profile of the Service

- Proactively seek opportunities to publicise the Service;
- Explore opportunities to nominate the Service for national awards;
- Use the Communications Department to manage a consistent approach to style and content of message;
- Champion Service achievements.

2.4.8 Regional Control Centre (RCC)

- Ensure Elected Members and staff remain informed;
- Represent Service interests within RCC framework;
- Ensure robustness of Service mobilising during interim phases.

2.4.9 Performance Assessments

- Maintain and improve Service assessment score;
- Aim to achieve grade four operational assurance;
- Improve value for money score.

2.4.10 Improve Internal Communications and Relations

- Continue to develop industrial relations;
- Arrange meetings between the Principal Officers and all staff through open forums and 'back to the floor' sessions;
- Station and departmental visits by Principal Officers and Chair of the Fire Authority.

2.4.11 Regional Management Board

- Support the Regional Management Board's work streams activities;
- RCC and Firelink;
- Procurement;
- People ;
- Improvement and efficiency.

Budget

2.5   To continue to develop a budget over the next three years which:

- Provides the Service with a solid platform for service delivery;
- Maintains financial stability;
- Maintains reasonable increases in Council Tax;
- Maximises opportunities for external funding;
- Provides Value for Money.

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 2009/10 budget process the involvement of senior managers in the process of base budget review identified savings of over £1.3m 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

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

There are no legal implications arising from this report.

8. 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 Area Assessment can clearly identify how the Service makes and enacts its decisions.

9. RECOMMENDATION

That Members note the priorities identified by the Strategic Management Team for 2009/2010 and where appropriate, support the delivery of these priorities.

10. 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

Strategic Management Team

Business Plan 2009/2010

Contents

Our vision

**"A safer Nottinghamshire and City of Nottingham
by putting safety at the heart of the Community"**

Our objectives *(subject to IRMP and Fire Authority approval)*

Protection

We will

- work with young people to reduce arson , accidental fires and rtc's
- focus on those most at risk from fires and other avoidable injuries
- work with partners to make our communities safer
- use and share data to identify those most at risk

Prevention

We will

- maintain a risk based approach to enforce our statutory responsibilities
- assist and support premises within our community to carry out their responsibilities (under the regulatory reform order)
- work to reduce the economic cost of fire

Response

We will

- use our resources to meet the risks within our community
- gather and use risk based information to inform our response
- provide the highest standards of training, PPE, appliances , and equipment that we can, to keep our employees safe

Resilience

We will

- respond to growing risks from the environment
- work with our partners to ensure an effective response and recovery to major events

Diversity and Workforce

We will

- recruit a workforce that reflects our community
- recruit and develop our employees to the highest standards
- maintain and promote high standards of health, safety and wellbeing for all our employees

Governance and Improvement

We will

- strive to become an excellent Authority
- use our resources efficiently and effectively to provide Value for Money

Department Team

Team Member	Strategic Management Role
Frank Swann	Chief Fire Officer, Chief Executive Officer
Neil Timms	Strategic Director, Assistant Chief Officer Finance, Resources and ICT
Andrew Beale	Strategic Director, Deputy Chief Fire Officer Corporate Services
David Horton	Strategic Director, Assistant Chief Fire Officer Community Risk Response
John Buckley	Strategic Director, Assistant Chief Fire Officer Community Risk Reduction

Team Member	Strategic Support Team Role
Guy Bramley	Strategic Support Officer
Lea-Anne Abbiss	Personal Assistant to CFO
Jo Cooper	Personal Assistant to ACFOs

Introduction to the
Strategic Management Team

Strategic Management Team

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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.

2009/2010 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 2009/10 on delivering:

Work Stream	Detail
Integrated Risk Management Plan (IRMP)	• Our IRMP puts the Service at the heart of the community by recognising its aspirations and needs. Our future plans will support local diversity and will inform future goals and objectives
Service Objectives	• We will conduct a review of the services core objectives, through staff and stakeholder consultation and implement and communicate any revisions
Retained Review	• Nottinghamshire Fire and Rescue have commissioned an in depth study into the provision of retained cover throughout the Service. We intend to implement the findings of this review in the forthcoming year
Develop Governance and CFA Member Relationships	• New Members' induction package developed for possible implementation after forthcoming elections • Members' seminars and training events are to be further enhanced to provide new members to the Authority the right tools to carry out their duties. • Roll out of electronic Members' Handbook in 2009 • All activities to ensure 'Members' Charter Status' is achieved by December 2009 • Members' development activities undertaken in line with the I&DeA 'political skills framework' • Encourage the involvement of Members in continual personal development and their commitment to participating in an annual Performance Development Review • Developing the links between Members and key projects, enabling them to champion projects such as 'Prince's Trust, Bendigo' etc
Horizon Scanning	• Developing process for identifying and managing unpredicted issues that have a strategic impact on the organisation, for example environmental issues, such as large scale flooding,

Equalities	• Implement and champion new equalities structure • Ensure legislative compliance • Embed EIA into Service culture • Formalise an Equalities and Diversity department to ensure that our policies and procedures are compliant with, and exceed, current requirements • Work towards attaining equality standard level three
Increasing the Profile of the Service	• Proactively seek opportunities to publicise the Service • Explore opportunities to nominate NFRS for national awards • Use our Communications Department to manage a consistent approach to style and content of message • Champion Service achievements
Regional Control Centre	• Ensure Elected Members and staff remain informed • Represent NFRS interests within RCC framework • Ensure robustness of NFRS mobilising during interim phases
Performance Assessments	• Maintain and improve Service Assessment score • Aim to achieve grade four operational assurance • Improve VFM score
Improve Internal Communications and Relations	• Continue to develop industrial relations • Arrange meetings between the Principal Officers and all staff through open forums and 'back to the floor' sessions • Station and departmental visits by Principal Officers and Chair of the Fire Authority

Regional Management Board	• Support the Regional Management Board's workstreams activities:
	  1. RCC and Firelink
	  2. Procurement
	  3. People
	  4. Improvement and efficiency

Budget	To continue to develop a budget over the next three years which: • Provides the Service with a solid platform for service delivery • Maintains financial stability • Maintains reasonable increases in Council Tax • Maximises opportunities for external funding • Provides Value for Money