



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

STRATEGIC PLAN – YEAR THREE STRATEGIC ACTIONS

Report of the Chief Fire Officer

Date: 26 February 2021

Purpose of Report:

To present Members with the recommended Year Three Strategic Actions to be delivered under the Strategic Plan.

Recommendations:

It is recommended that Members;

- Note the content of this report;
- Endorse the Year Three Strategic Actions;
- Receive the Annual Statement of Assurance for Year Two outcomes at a later meeting in 2021.

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1. BACKGROUND

- 1.1 In February 2020, Members approved an update to the Authority's Integrated Risk Management Plan (IRMP) for 2019 – 2022, known as the 'Strategic Plan'. This document sets out the Service's vision and objectives, reflecting the consultation that was carried out throughout its development with the community, workforce, representative bodies and partners.
- 1.2 Each fire and rescue authority is required to produce an IRMP which identifies and assesses all foreseeable fire and rescue related risks that could affect its communities, including those of a cross-border, multi-authority and/or national nature.
- 1.3 The Strategic Plan is also used by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) to assess the effectiveness and efficiency of the Service in delivery of its statutory functions to communities.
- 1.4 Each of the three years covered by the Strategic Plan is broken down in to annual business plans with 'Strategic Actions'. Through the cumulative delivery of these, it facilitates the delivery of the aims of the Strategic Plan.

2. REPORT

- 2.1. The Service has increased the transparency of its annual action plans to the public and the outcomes from the Year Two Strategic Actions will be reported to Members in the Annual Statement of Assurance, later in 2021.
- 2.2 The nine Year Three Strategic Actions, proposed by the Strategic Leadership Team of Nottinghamshire Fire and Rescue Service (NFRS), will help drive the Service forward ahead of the new IRMP process being delivered in 2022.
- 2.3 The Year Three Strategic Actions which are proposed are:
 - 2.3.1 **Shaping Our Future – Creation of New 2022-2025 Strategic Plan** – this strategic action will see the Service develop a new integrated risk management planning cycle with the formation of a new Strategic Plan from April 2022. Regular engagement and updates will be planned with Members throughout the development of this strategic action.
 - 2.3.2 **To Embed an Inclusion Approach to all that we do, by understanding and engaging with our diverse communities to enhance service delivery, and by providing a positive workplace where our employees feel supported and valued** – this strategic action will see a continued prioritisation and development of inclusion across all aspects of service delivery, workforce development and community engagement.

- 2.3.3 **Business Recovery – Restoration of Services and Implementation of New Ways of Working Following Covid-19 Pandemic** – this strategic action will focus on the restoration of service delivery activities for the communities of Nottingham and Nottinghamshire, and the learning of lessons from the Covid-19 response.
- 2.3.4 **Continuous Improvement** – this action will see the Service assure its processes to learn from local and national developments including the HMICFRS inspection, the Grenfell Tower Inquiries and other significant events.
- 2.3.5 **Agile Working** – this strategic action will address learning from the Service’s response to Covid-19 and facilitate a review of agile working principles ahead of the Service’s move to the Joint Headquarters
- 2.3.6 **Specialist Response Review** – this action will utilise information gathered as part of the Service’s ‘Strategic Assessment of Risk’ in 2021 to review and assure the Service’s specialist operational response capability in line with risk and demand.
- 2.3.7 **Sustainability of On-Call** – this strategic action will continue the Service’s approach to supporting and improving the On-Call duty system within NFRS and will include the review of contractual arrangements to improve the recruitment and retention of personnel.
- 2.3.8 **Operational Response (Rostering)** – the Service will review the rostering solution that is utilised for wholetime, on-call and officers to ensure that it meets the current and future needs of the Service and provides a resilient and efficient approach to operational crewing.
- 2.3.9 **Collaborating to Improve Community Outcomes** – year three of the Strategic Plan will witness the collaboration of NFRS with Nottinghamshire Police at the Joint Headquarters building. This strategic action will not only incorporate this move but also the wider collaborative opportunities with partner agencies and services in order to deliver the best outcomes for the communities of Nottingham and Nottinghamshire.
- 2.4 Progress against the Year Three Strategic Actions will be monitored through the Service’s internal Programme and Performance Board and outcomes will be reported to the Fire Authority at the end of the 2021/22 business year.

3. FINANCIAL IMPLICATIONS

The Year Three Strategic Actions align to the allocations outlined in the Medium Term Financial Strategy. A number of the actions are financed through the Transformational Reserve that Members approved to deliver improvement across a range of functions.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising from this report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken due to the nature of this report.

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

There are no risk management implications arising from this report.

9. COLLABORATION IMPLICATIONS

Collaboration is highlighted as a priority within the Year Three Strategic Actions and will continue to be a focus across all workstreams to maximise efficiency and effectiveness in delivery.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the content of this report.
- 10.2 Endorse the Year Three Strategic Actions.
- 10.3 Receive the Annual Statement of Assurance for Year Two outcomes at a later meeting in 2021.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER