



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

HUMAN RESOURCES COMMITTEE OUTCOME – ORGANISATIONAL RESTRUCTURE

Report of the Chief Fire Officer

Agenda Item No:

Date: 25 May 2012

Purpose of Report:

To report to Members the outcome of the Human Resources Committee meeting of Friday 20 April 2012, and seek ratification of the decisions made with regards to amendments to the establishment of the Service.

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1. BACKGROUND

- 1.1 Approval to amend the agreed structure and associated salary bill for Nottinghamshire Fire and Rescue Service has to be agreed by the Combined Fire Authority. Although within the agreed constitution this is primarily delegated to the Human Resources Committee, their recommendations have to be finally ratified before any permanent amendments can be made.
- 1.2 This report informs Members of the decisions made by the Human Resources Committee held on 20 April 2012, with regard to the organisational restructure and subsequent deletion of posts and creation of new roles and seeks ratification of those decisions.

2. REPORT

- 2.1 At a meeting of the Human Resources Committee on 20 April 2012, consideration was given to the report titled 'Organisational Restructure'. A copy of that report is attached here at Appendix A for Members' information.
- 2.2 The report highlighted changes to the structure to support implementation of outcomes from the Fire Cover Review and cost reduction measures to meet the budget reduction strategy.
- 2.3 The restructure has been secured through staff reductions, post conversions from uniformed to non-uniformed and the creation of new posts. The total establishment has reduced from 1086.5 to 1029 full time equivalents. This has created a reduction of £1,161,898 within staff costs.
- 2.4 Implementation of the new structure is ongoing involving extensive consultation with representative bodies and individual employees with the expectation of it being in place by 1 August 2012.
- 2.5 It is possible that through the process of consultation minor changes to the structure may be needed, and where these have an impact on the overall establishment of the Service, they will be put before the Human Resources Committee for approval.
- 2.6 The Human Resources Committee approved the changes to the permanent establishment and the creation of the new posts, as well as previously agreeing post deletions, in line with the agreed outcomes of the Fire Cover Review. These agreed, proposed, changes are now presented to the Fire and Rescue Authority for ratification.

3. FINANCIAL IMPLICATIONS

All financial implications were considered as part of the original report submitted to the Human Resources Committee. Paragraph 2.3 refers to the budget reduction achieved as part of the organisational restructure.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

All human resources and learning and development implications were considered as part of the original report submitted to the Human Resources Committee.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has been undertaken to support the changes to the organisational structure and it endorsed the actions supported in the Human Resources Committee report, regarding the organisational structure.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

The process of changing staff roles and structures is fully compliant with employment law and has been monitored and managed by the Human Resources department.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The Human Resources Committee carefully scrutinised and agreed the process of redundancy, re-organisation and re-designation of posts which has enabled the Strategic Management Team to begin to put in place a new and less costly delivery model for the Service.
- 8.2 Failure to have done this could have led to budgets being exceeded and the Service not meeting its statutory responsibilities.

9. RECOMMENDATIONS

It is recommended that Members ratify the decision of the Human Resources Committee with regard to deletions from the establishment and the creation of additional posts and note how this relates to overall establishment when including their previous decisions regarding the reduction of uniform posts as agreed within the Fire Cover Review.

Deletions	
Brigade Manager	1
Area Manager	2
Group Manager	1
Station Manager	7
Station Manager (Control)	2
Watch Manager	16
Head of Community Safety	1
CFRMIS Co-ordinator	1
FP Administrator	1
Payroll Assistant	0.5
IT Project Manager	1
Training Co-ordinator	1
Communications Technician	1
Retained Duty Staff	34.5
Total	70

Additions	
Advocate Manager	
Fire Protection – Fire Investigators	3
District Administrator	1
Fire Protection Support Officer	1
Corporate Analyst	1
Project Manager	1
Commissioning Officer	1
Princes Trust Team Leader	1
Princes Trust Team Support	2
Control Operators	1.5
Total	12.5

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

None

Frank Swann
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE

Fire & Rescue Service

Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Human Resources Committee

ORGANISATIONAL RESTRUCTURE

Report of the Chief Fire Officer

Agenda Item No:

Date: 20 April 2012

Purpose of Report:

To present to the Human Resources Committee the revised organisational structure, as a result of the Fire Cover Review and budget reductions, to seek approval for the proposed changes in establishment, and to present these changes to the Fire Authority for ratification.

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1. BACKGROUND

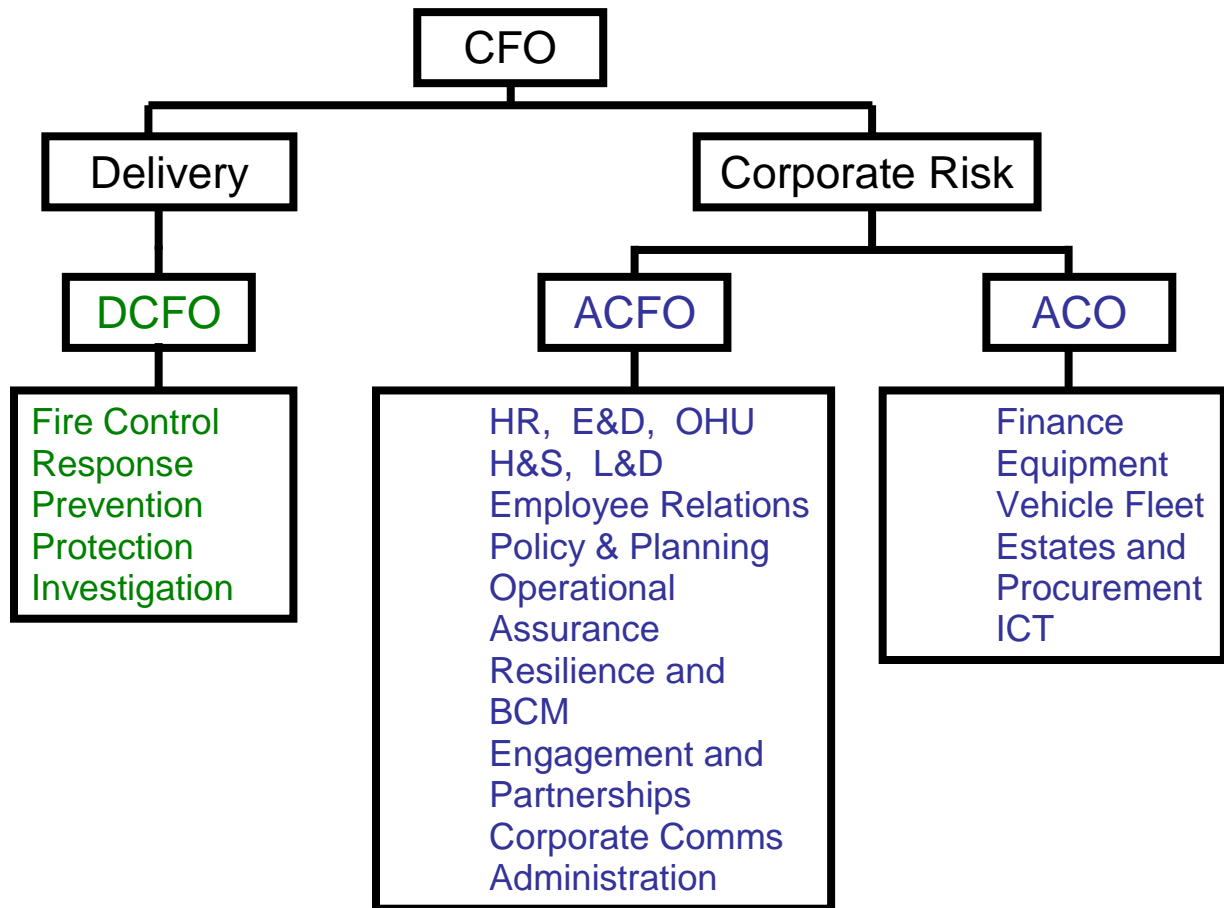
- 1.1 In 2010 the Government published their spending review to reduce public sector spending and therefore reduce the burden of national debt.
- 1.2 In December 2011 the Combined Fire Authority agreed the Fire Cover Review which highlighted the need to reallocate resources within the Service
- 1.3 Both the above factors culminated in the Authority setting a budget to meet the reduced available finances. The budget and the outcomes of the Fire Cover Review drew the Service to look at the services it delivers and how it delivers them.
- 1.4 This paper outlines the decision making rationale behind the change to the organisational structure, where the organisation has been directed into two distinct areas; Service Delivery & Corporate Risk.
- 1.5 To facilitate the organisational change it has been necessary to redistribute resources within the organisation, creating a small number of new posts following the deletion or conversion of other posts.
- 1.6 The report also highlights the change to the establishment and savings made through the refocusing of the Service's assets.

2. REPORT

Organisational Overview

- 2.1 The Service has been faced with a reduction in the funding it receives; this has led the Chief Fire Officer to look at the way Nottinghamshire Fire and Rescue Service provides their Service and what they deliver to the communities they serve.
- 2.2 The Fire Cover Review, agreed by the Authority December 2011, highlighted how, on a risk based approach, the Service could become more efficient and improve on the services it provides to the Communities of Nottinghamshire.
- 2.3 This led to a realisation that the Organisation could and would function more effectively and economically through a structured reorganisation. This reorganisation will provide a more efficient means to deliver the services the Communities of Nottinghamshire currently enjoy and improve them to ensure the Service delivers what is required in the most appropriate manner.
- 2.4 The reorganisation takes into account the reduction of staff which was highlighted through the Fire Cover Review; this is through from the reduction of Principal Managers to the reduction and reallocation of resources across the County, the reorganisation also meets the financial demands of the Service.

- 2.5 The Service's Discretionary Compensation Payments Board has recommended a number of voluntary redundancies, which are presented elsewhere on this agenda, which has assisted in making the necessary savings.
- 2.6 The organisational restructure will focus the Service into two distinct operating arms *Service Delivery* and *Corporate Risk*
- 2.7 *Service Delivery* can be described as the outward facing services the Service provides; those that deliver a service to the public communities of Nottinghamshire. This includes; from the front line appliances and the firefighters that staff them at the stations, to the work of the Community Safety employees, to the work of the Fire Protection teams. The final area in which the Service delivers is through the work of the control and mobilising centre.
- 2.8 The Service has looked at these functions and has restructured where necessary and reengineered areas where the Service believes there is an opportunity to improve.
- 2.9 Service Delivery is led by the Deputy Chief Fire Officer who is responsible for the following activities; Response, Protection, Prevention and Control.
- 2.10 *Corporate Risk* are the areas of the Service which support Service Delivery, the functions which ensure the organisation operates effectively.
- 2.11 Corporate Risk will supply the support and intuitive analysis which will provide the direction to the Service Delivery arm of the Service. This approach will present a more appropriate view of the risks and challenges the Service faces.
- 2.12 This function includes the areas of Finance and Resources which is led by the Assistant Chief Officer and includes the Transport, ICT, Estates & Procurement and Finance Departments.
- 2.13 Corporate Services is led by the Assistant Chief Fire Officer and includes the Learning & Development Teams, Performance Team, Human Resources Team, Health & Safety Team, Policy, Planning and Resilience Teams and Corporate Administration.
- 2.14 The proposed restructure was announced to the Service and the representative bodies on the 12th March and is programmed to be in place by the 1st August 2012.
- 2.15 The proposed restructure is graphically displayed below.



Organisational Restructure

- 2.16 To facilitate these changes it has been necessary to reorganise and redirect some of the Service's resources. The Fire Cover Review highlighted changes to the operational staffing model which aligned the operational resources to the risk profile of the Service and liberated significant financial savings.
- 2.17 The remaining uniformed resources are allocated to appropriate managerial and function roles within the new structure to provide a balanced perspective and maintain a resilient operational rota for the purposes of incident command.
- 2.18 To compliment the new structure it has been necessary to create a number of new posts and to re classify other roles and change their responsibilities.
- 2.19 The new posts which have been created are detailed below, however it should be noted that some of these posts are conversions from posts previously held by uniformed officers; this is highlighted in the post description.
- 2.20 All the new posts will be subject to consultation with representative bodies and then subsequent job evaluation and grading, an assumption has been made to allow costings.

Advocate Manager

The Service employs advocates to undertake community safety activities within areas to reduce the risk. The role of the advocates within the organisation is changing from being prescriptively aligned to an area, to becoming a more flexible, malleable resource. It is the intention to focus on risk as opposed to geographical area. This change will see more resources being placed where the Service has greater risk to combat the problems the Service faces. To coordinate their response and assist in the delivery of community safety the Service has created the post of advocate manager. This will direct and work with the City based advocates to ensure that the Service directs its resources where they can have the greatest impact.

Fire Investigation Team (3 posts)

These posts have been created to give a resilient, qualified cadre of investigators. This team will provide the backbone of fire investigation work and will sit within the Fire Protection arm of Service Delivery. The creation of this team will allow the Service's uniformed fire investigators to dedicate more time to undertake their primary job roles and allow for the reduction in Station Manager posts.

District Administrator, Edwinstowe

Each wholetime station has a district administrator. District administrators provide support for the station and the point of contact Station Manager. They undertake all the administrative duties which connect the station to headquarters and to the communities the station serves. The creation of this post is due to the conversion of Edwinstowe into a wholetime fire station.

Fire Precautions Support Manager

This role has been created to manage the Fire Prevention Support Team, this is a post that has been converted from a wholetime station managers post. This is as a direct result of reducing the cadre of station managers within the organisation. The conversion realises a cost saving.

Fire Precautions Advocate Role

This post is to expand the advisory and educational role of the Service for business and other non-domestic premises in line with government expectations for more information and less regulation. The post will look at alternative ways of working with the business community to promote fire safety and applicable wider issues in the workplace.

Corporate Analyst

To ensure the Service targets resources as efficiently and effectively as possible, it is critical that the corporate risk function analyse data and trends to provide the correct information to the Service's delivery teams. This role ensures the Service provides intuitive trend analysis into the risks within the communities of Nottinghamshire.

Project Manager

The Fire Cover Review and the changes to the organisational structure have created a large body of work which requires careful and prescriptive

programme management. In the coming years there will be projects that require overarching programme management skills. The creation of this post will ensure the Service is well prepared for the challenges ahead.

Commissioning Officer

With the change of direction within the way the Service delivers community safety it is necessary to ensure the Service works cohesively with its partners, whether they are local or county wide. This position will ensure the Service develops productive relationships with its partners and identifies those who are best placed to deliver service objectives. The position is a new role in the organisation.

Prince's Trust

The Service has been approached by the Prince's Trust charity to add to the partnership the Service has within the City and County, by delivering additional team programmes. The Service's partnership with the Prince's Trust is a symbiotic relationship, which is cost neutral to the Service, due to the funding received to deliver the team programmes on behalf of the charity. The creation of the additional posts will meet the Charity's growing need and help provide support to the youth within the communities of Nottinghamshire. The additional posts are the conversion of the existing two fixed term peripatetic team support officers to permanent contracts. To employ one additional Team Leader and two additional peripatetic team support officers.

Firefighter Control

The Service has reviewed the designation of staff within the Fire Control. The new structure sees the removal of two station managers control, these will be replaced by 1.5 fulltime equivalent firefighters control. This will allow the control to operate more efficiently as a unit, whilst showing a significant financial saving.

Financial Costings

- 2.21 The restructure of the Service has led to significant financial savings without compromising the risk profile of the Service. This is due to efficient alignment of operational resources, reallocation of resource to job roles and prudent financial management.
- 2.22 The tables below show the staff costs before and after the restructure.

Pre Restructure

Staff Costs	£
Support Staff	5,179,595
Wholetime Staff	23,377,712
Control Staff	1,030,321
Retained Staff	3,104,086
Total	32,691,714

Post Restructure

Staff Costs	£
Support Staff	5,346,632
Wholetime	22,754,706
Control	990,778
Retained	2,777,769
Total	31,529,816

This equates to an organisational saving of £1,161,898 on staff costs which meets the target for budget reductions already assumed in the 2012/2013-2014/2015 budget predictions.

The savings of £1,161,898 were predicted to be realised over the next three years as follows:

	£
2012/2013	175,298
2013/2014	760,385
2014/2015	<u>226,215</u>
	1,161,898

In reality these savings will be achieved earlier than anticipated and will generate some underspendings in 2012/2013 although the level of these is uncertain due to the timings of the changes.

- 2.23 In the above costings the figure of £2,777,769 for Retained pay contains a number of assumptions in relation to the closure of retained units and the recalculation of retained budgets. It has become clear that as the Retained budget consistently underspends it is more appropriate to provide for instances of high volume within the reserves figure and not within the general budget which has meant that this budget can be reduced further. The figure quoted above takes this into account.
- 2.24 This is of particular interest as Members of the Finance and Resources Committee had expressed concern at the level of underspending within the Retained budget which these changes seek to address.

Establishment Totals

- 2.25 The changes to the establishment of the Service are detailed in the following tables.

Pre Restructure

Establishment	
Support Staff	166
Wholetime Staff	553
Control Staff	26.5
Retained Staff	341

Post Restructure

Establishment	
Support Staff	172
Wholetime Staff	536
Control Staff	26
Retained Staff	295

3. FINANCIAL IMPLICATIONS

- 3.1 The Fire Authority has recently agreed a budget which meets the financial needs of the Service which takes into account the outcomes of the Fire Cover Review
- 3.2 The organisational restructure has assisted in meeting both the financial and organisational requirements.
- 3.3 The Service has achieved the budgetary savings necessary through prudent management and reallocation of resources.
- 3.4 This restructure meets the required budget reduction target of £1,161,898
- 3.5 The above posts, although in some case newly created, have been built into the cost savings the Service will achieve, therefore there is no additional financial burden to the Service through the creation of the posts.
- 3.6 Implicit within any reorganisation is a requirement for extensive virements between budgets heads. Officers alone do not have powers to make these virements and therefore approval will need to be sought from the Finance and Resources Committee or the full Fire Authority.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 This report contains significant HR implications which will be resolved through consultation with employees and representative bodies.
- 4.2 The Service will ensure it complies with relevant legal requirements and internal policies and procedures. This will ensure that the Service's restructure has a smooth transition.

5. EQUALITIES IMPLICATIONS

The Service restructure has been considered through the process of an initial equalities impact assessment, which is attached.

6. CRIME AND DISORDER IMPLICATIONS

he Service currently meets its obligations under the Crime & Disorder act 1998, the restructure will ensure the Service continues to meet its obligations under the act.

7. LEGAL IMPLICATIONS

The Service's agreed policies and procedures ensure that Nottinghamshire Fire and Rescue Service works within the confines of its legal duty and conforms to all relevant legislation

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The organisational restructure has been based around cost and modelled against risk. The restructure adheres to the recommendations from the Fire Cover Review agreed by the Authority in December 2011 and places resources where the risk requires.
- 8.2 There is a risk to the function and efficiency to the Service if the above posts are not sanctioned. The posts have been created to ensure the Service functions effectively and can serve the communities of Nottinghamshire, failure to substantiate these roles has the potential to adversely affect the functions of the Service.

9. RECOMMENDATIONS

- 9.1 That Members of the HR Committee note the new structure and approve the proposed changes to the establishment and the creation of the following posts:

Advocate Manager
Fire Protection – Fire Investigators x 3
District Administrator – Edwinstowe
Fire Protection Support Officer
Fire Precautions Advocate
Corporate Analyst
Project Manager
Commissioning Officer
Princes Trust Team Leader
Princes Trust Team Support x 2
Firefighter Control x 1.5 full time equivalent

- 9.2 That the HR Committee propose the permanent changes to the establishment to the next full Fire Authority for ratification.

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

None

Frank Swann
CHIEF FIRE OFFICER

Initial Equality Impact Assessment.

This questionnaire will enable you to decide whether or not the new or proposed policy or service needs to go through a full Equality Impact Assessment.

Title of policy, function, theme or service:		Organisational Restructure							
Name of employee completing assessment:		John Mann		Department and section: Strategic Support					
1.	State the purpose and aims of the policy or service and who will be responsible for implementing it.								
	This restructure is in support of the change within the organisation to encompass the two operating arms of delivery and corporate risk. This EIA supports the paper submitted to the human resources committee, April 2012.								
2.	Please indicate below if the effect of the policy, function, theme or service will be positive, negative, neutral or unknown.								
	Age	Disability	Family status	Gender	Race	Sexual Orientation	Religion and Belief	Vulnerability	Rurality
Employees	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
Public	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Positive	Neutral

3.	<p>Please explain the impact you have identified.</p> <p>The restructure will ensure services are delivered closer to the communities and therefore be more aware of the needs of the communities. The Service will be able to analytically assess data through the new structure and assist in trend analysis.</p>				
3a)	<p>Please explain any steps you have taken or may take to address the impact you have identified.</p> <p>None as this is a positive impact.</p>				
4.	<p>Identify the individuals and organisations that are likely to have an interest in, or be affected by the policy, function, theme or service. This should identify the persons/organisations that may need to be consulted about the policy or service and its impact.</p> <p>All employees of the organisation are affected by the restructure, each employee has been consulted with, to a greater or lesser degree dependant on the level of impact the restructure has had on the individual.</p> <p>The representative bodies have been consulted with over the restructure and given opportunity to feedback</p>				
5.	<p>Has consultation (with the public, managers, employees, TUs etc) on the policy, function, theme or service been undertaken?</p> <table border="1" data-bbox="853 280 1045 616"> <tr> <td data-bbox="853 504 965 616">Yes</td> <td data-bbox="965 504 1045 616">✓</td> <td data-bbox="853 280 965 392">No</td> <td data-bbox="965 280 1045 392"></td> </tr> </table>	Yes	✓	No	
Yes	✓	No			
5a.	<p>Please provide details for your answer including information regarding when consultation will take place if you have ticked yes.</p> <p>Consultation has taken place with the representative bodies and will be an ongoing process throughout the implementation.</p> <p>Each affected employee is programmed to be consulted with individually and may be accompanied by a union representative.</p>				
6.	<p>Has the Equality and Diversity Officer been contacted?</p> <table border="1" data-bbox="1252 280 1318 616"> <tr> <td data-bbox="1252 504 1318 616">Yes</td> <td data-bbox="1252 280 1318 392">✓</td> <td data-bbox="1252 392 1318 504">No</td> <td data-bbox="1252 504 1318 616"></td> </tr> </table>	Yes	✓	No	
Yes	✓	No			

6a.	<p>If Yes please outline below the outcomes/concerns highlighted in the discussion.</p> <p>The Equalities and Diversity officer is content with the impacts occurring from the restructure as they were positive.</p>				
<p>If No please ensure that the Equality and Diversity Officer is contacted.</p>					
<p>If Yes, Please record here the date the Equality and Diversity Officer was contacted regarding this initial equality impact assessment.</p>					
<p>Date: 27th March 2012</p>					
7.	<p>Has monitoring been undertaken?</p> <table border="1" data-bbox="510 286 547 824"> <tr> <td data-bbox="510 622 547 824"></td> <td data-bbox="510 510 547 622">Yes</td> <td data-bbox="510 398 547 510">No</td> <td data-bbox="510 152 547 286">✓</td> </tr> </table>		Yes	No	✓
	Yes	No	✓		
8.	<p>What does this monitoring show?</p> <p>Not applicable</p>				
9.	<p>If you have answered no to question 7 can a monitoring system be established to check for impact on the protected characteristics?</p> <table border="1" data-bbox="719 286 756 824"> <tr> <td data-bbox="719 622 756 824"></td> <td data-bbox="719 510 756 622">Yes</td> <td data-bbox="719 398 756 510">No</td> <td data-bbox="719 152 756 286">✓</td> </tr> </table>		Yes	No	✓
	Yes	No	✓		
10.	<p>Please describe how monitoring can be undertaken and identify this monitoring system as an objective when completing the action plan below.</p>				
11.	<p>If a monitoring system cannot be established please explain why this is.</p> <p>The Service's current policies and procedures will provide accurate monitoring over the change to the Service's restructure.</p>				
12.	<p>Did the Equality and Diversity Officer advise to proceed with a full EIA? Please provide full details of the decision.</p> <p>No, after discussions with the Equality & Diversity Officer it was decided that other organisational policies succinctly cover the restructure of the organisation.</p>				
13.	<p>Proceed to full Equality Impact Assessment?</p> <table border="1" data-bbox="1249 286 1286 824"> <tr> <td data-bbox="1249 622 1286 824"></td> <td data-bbox="1249 510 1286 622">Yes</td> <td data-bbox="1249 398 1286 510">No</td> <td data-bbox="1249 152 1286 286">✓</td> </tr> </table>		Yes	No	✓
	Yes	No	✓		

Initial Equality Impact Assessment Action Plan (as referred to in question 10)

Equality Objective	Action	Person Responsible	By When	Resource Implications