



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

PROPOSED RESTRUCTURE OF THE RISK AND ASSURANCE SECTION

Report of the Chief Fire Officer

Date: 26 January 2018

Purpose of Report:

This report seeks Member approval for the restructure of the Risk and Assurance Section of Nottinghamshire Fire and Rescue Service

CONTACT OFFICER

Name : Craig Parkin
Assistant Chief Fire Officer

Tel : 0115 967 0880

Email : craig.parkin@notts-fire.gov.uk

**Media Enquiries
Contact :** Therese Easom
(0115) 967 0880 therese.easom@notts-fire.gov.uk

1. BACKGROUND

- 1.1 It was identified as part of a previous peer challenge that Nottinghamshire Fire and Rescue Service would benefit from closer internal collaboration and integration of functions responsible for the delivery of risk management including Corporate Risk Management, Operational Assurance and Health and Safety Risk Management.

'The leadership of the Health and Safety and Risk Management departments could be more effective if a more collaborative style was adopted. There are clear synergies between health and safety and risk management, however, it is apparent that these are not being fully exploited. The adoption of a more collaborative style of working between these two functions as a minimum and the potential integration in the longer-term would benefit the service greatly and reduce any potential risk that may develop as a consequence of self-induced functional interdependence'.

- 1.2 Furthermore, in 2014 the functional analysis identified areas of common work between these risk management functions and closer working between these sections had the potential to result in increased effectiveness and improved outcomes.
- 1.3 Since 2014 there have been several examples of internal collaboration between risk functions, these have in many cases been unstructured and dependant on individuals within teams identifying and pursuing these opportunities.
- 1.4 This report outlines the proposals to unify the delivery of functions principally responsible for corporate risk management under a single Risk and Assurance Manager.

2. REPORT

- 2.1 Reducing resources means that the Service is required to focus its activities on those areas of highest risk. Adopting a risk based approach at both a strategic and tactical level will ensure that resources are focused on areas of highest need.
- 2.2 In addition, the Service is working to become more performance driven, with increased access to data and evidence available to target areas for improvement in service delivery.
- 2.3 Reorganising the way the risk and assurance functions are delivered will enable more effective identification of corporate risk, and will ensure that those activities associated with managing and monitoring risk align with these priority areas.
- 2.4 The proposed Risk and Assurance Team will be formed through the combination of the Service Assurance function and the Health, Safety and Environmental Risk Management function.

- 2.5 The post of Service Health and Safety Advisor is currently vacant. It is proposed that this post is broadened to cover the additional responsibilities associated with the Risk and Assurance Manager role and recruitment to this post is undertaken.
- 2.6 The post of Computer Aided Design (CAD) Operator is currently vacant due to the previous incumbent retiring in September 2017. It is proposed that this post is reduced to 0.5FTE with additional capacity provided through broadening the role of the Health, Safety and Environmental Administrator.
- 2.7 It is proposed that the role of the Health, Safety and Environmental Administrator is extended to cover a broader range of functions to support regional collaborative projects and to ensure resilience for the creation of CAD plans. The job title of the new role would change to Risk and Assurance Support Officer to reflect the additional responsibilities.
- 2.8 A collaborative opportunity is currently being pursued with Leicestershire Fire and Rescue Service involving the part funding of a CAD Operator. Subject to the success of this collaboration being negotiated it is proposed that the CAD Operator post is deleted from the establishment.
- 2.9 The proposed restructure will result in savings of £12,367 in year one. It is also anticipated that the proposed structure will improve the effectiveness and efficiency of the team.

3. FINANCIAL IMPLICATIONS

- 3.1 The following table includes the differential between current and proposed pay grades for each of the affected posts:

Proposed New Title	*Total Cost Existing Post	*Total Cost of Proposed Post	Total Net Difference Year One
Risk and Assurance Manager	£56,383	£58,830	+£2,447
Risk and Assurance Support Officer	24,771	25,444	+£673
Health, Safety and Environmental Advisor	48,046	48,046**	£0
CAD Operator	30,977	15,489***	-£15,488
Total Saving Year One			= £12,367
*Total costs to NFRS including on costs (based on the bottom of the SCP) **Est worst case scenario based on current post holder returning to substantive post following temporary promotion ***Based on reducing this post to 0.5 of current establishment			

- 3.2 It is proposed that the year one underspend is retained by Corporate Support for the purposes of supporting the gathering and management of information and data in preparation for the forthcoming inspection by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS).
- 3.3 The total savings to the Service reduces incrementally in subsequent years as the Risk and Assurance Manager and Support Officer move from the bottom of the SCP. However, the restructure would continue to provide efficiency savings in the longer term. For example, if an appointment is made the post holder is likely to start at the bottom of Grade 9 and progress to the top of Grade 9 within five years (subject to performance). Including on costs the difference between the bottom and top of Grade 9 is approximately £8700 per annum.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The reorganisation will require either the reduction or deletion of the CAD Operator post, the savings will be used to cover the uplift of the Risk and Assurance Officer from a Grade 3 to a Grade 4 and will fund the cost of delivery of a collaborative arrangement with another Fire and Rescue Service.
- 4.2 The Risk and Assurance Support Officer role will require review of the Administrator job description and will be subject to job evaluation.
- 4.3 The Health, Safety and Environmental Advisor is anticipated to be a career Grade 6-7. This is subject to job evaluation and all proposed changes will be delivered within the Services existing policy framework.
- 4.4 The job evaluation process has been agreed following detailed negotiation with UNISON and forms part of the terms and conditions of Contracts of Employment of employees covered by the National Joint Council for Local Government Services. The adoption of the National Joint Council Job Evaluation Scheme would be a mitigating factor in any equal pay claim.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as the proposal does not represent a change to policy or service delivery.

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

- 8.1 The reorganisation of risk functions into a single team will ensure that assurance activities are prioritised into areas of highest risk.
- 8.2 The integration of assurance and risk functions will enable corporate and tactical risks to be identified and mitigated at an earlier stage and therefore better inform the organisations decision making.

9. COLLABORATION IMPLICATIONS

- 9.1 There are a range of collaboration opportunities that are currently being investigated. The resilience function has been identified as an area for prioritisation.
- 9.2 The Regional Operational Guidance Team is an established collaborative team working on the implementation of National Operational Guidance and closely supported by the current team internally. It is anticipated that further collaboration opportunities will arise from this regional project and reported to Members in future reports.
- 9.3 Collaborative arrangements with neighbouring fire and rescue services are being investigated to provide resilience to the creation of CAD plans to cover for periods of peak demand.
- 9.4 It is important to recognise that collaborative arrangements will take some time embed, but essential risk critical activities of the team continue in the meantime and seek to identify further collaborative opportunities in the future.

10. RECOMMENDATIONS

That Members approve the proposed restructure of the Risk and Assurance Section of the Service and receive an update reviewing the changes six months after implementation.

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

None.

John Buckley
CHIEF FIRE OFFICER