

## REPORT OF THE CHIEF FIRE OFFICER

### STRUCTURAL CHANGES TO SAFETY SERVICES DEPARTMENT

#### 1. PURPOSE OF REPORT

To inform Members of the new structure for the Safety Services department based around realignment to District areas established on the geo-political boundaries of local District Councils and Nottingham City Council.

#### 2. BACKGROUND

- 2.1 As part of the detailed review of the Service over the past 12 months Safety Services management team have carried out a review on the service delivery function of the department. This review's aim was to identify how the department could improve service delivery to our communities and better deliver the Authority's vision by focusing on three key areas:

#### Managing the Avoidable Injury Risk

<b>Prevention</b>	<b>Protection</b>	<b>Intervention</b>
Educate and Empower our communities on:	Ensure that premises are safe for our community by:	Responding to emergency calls to:
<ul style="list-style-type: none"> <li>◆ Home Risk Assessments</li> <li>◆ Firesetters Programme</li> <li>◆ Care for Carers Training Package</li> <li>◆ Road Accident Reduction Partnerships</li> <li>◆ Hot Spot Campaigns</li> <li>◆ Arson Reduction</li> <li>◆ Hoax Call Reduction</li> </ul>	<ul style="list-style-type: none"> <li>◆ Inspecting premises</li> <li>◆ Giving advice to both the public and employers</li> <li>◆ Working in partnership with Building Control</li> <li>◆ Working with partners to ensure public safety in Licensed Premises</li> </ul>	<ul style="list-style-type: none"> <li>◆ Fires</li> <li>◆ Road Traffic Accidents</li> <li>◆ Water Rescues</li> <li>◆ Humanitarian Rescues</li> <li>◆ Environmental Incidents</li> <li>◆ CBRN Incidents and by</li> <li>◆ Training, gathering operational intelligence and maintaining our resources to ensure operational preparedness</li> </ul>

- 2.2 The review fully considered the principles set out in the White Paper 'Our Fire & Rescue Service'. The scope of the review was to identify a revised structure for Safety Services that would:

- ◆ Establish the most efficient and effective structure for service delivery within our communities.
- ◆ Ensure the most effective structure for partnership working.

- ◆ Balance spans of responsibility, accountability and resource allocation
  - ◆ Fully integrate the Integrated Personal Development System and the change from rank to role.
  - ◆ Be adaptable to any future outcomes of the Integrated Risk Management Planning process.
  - ◆ Ensure that opportunities for development and efficiency savings are balanced and fully exploited
- 2.3 In considering the most effective model for service delivery within our communities an evidence-based process has been adopted which examined the following areas:
- ◆ The political environment and its geographical context based around partnership working
  - ◆ The Service's operating environment based around socio-demographics and levels of activity based on incidence rates of deaths and injuries, primary fires and arson.
  - ◆ The Service's internal operating environment based primarily on spans of responsibility, accountability and a robust performance management framework.

### **3. THE REVIEW**

- 3.1 When considering the political environment the Service operates in and the need to be fully engaged with other agencies in key partnerships such as Local Strategic Partnerships and Crime & Disorder Partnerships it soon became apparent that the twelve service delivery districts, based around the twelve wholtime fire stations, were not the most effective and efficient method of engaging with partners.
- 3.2 When examining the service delivery areas of other partners (Table 1) it soon became clear that they were predominately organised across the County in line with the geographical areas. These consist of service delivery teams based around areas formed by the seven district councils; or sub County areas based around several district council areas; and the unitary authority area of Nottingham City Council.

**Table 1.**

**Nottinghamshire Police** are organised in to four operational areas:

- ◆ Bassetlaw, Newark & Sherwood
- ◆ Mansfield & Ashfield
- ◆ South Notts - covering Broxtowe, Gedling & Rushcliffe
- ◆ Nottingham City

**The Primary Care Trusts** are organised as follows

- ◆ Ashfield
- ◆ Bassetlaw
- ◆ Broxtowe & Hucknall
- ◆ Gedling
- ◆ Mansfield
- ◆ Newark & Sherwood
- ◆ Nottingham City
- ◆ Rushcliffe

**Nottinghamshire County Council**

The council operates across the seven district councils and organises its departments in line with district council boundaries:

**Education**

- ◆ North Area Base - co-terminus with Ashfield, Bassetlaw, Mansfield and Newark & Sherwood
- ◆ South Area Base - co-terminus with Broxtowe, Gedling and Rushcliffe

**Social Services**

Co-terminus local delivery teams (area bases) with all District Councils

**Table1 (cont)****Youth Offending Teams**

- ◆ Bassetlaw
- ◆ Ashfield & Mansfield
- ◆ Newark & Sherwood
- ◆ City (Broxtowe, Gedling & Rushcliffe).

**Nottingham City Council**

As a unitary authority organises its departments and service delivery teams within its own geo-political boundaries.

**Nottinghamshire Drug and Alcohol Action Team**

Organised into seven Drug Reference Groups that are co-terminus with the District Councils

**Nottingham Drug and Alcohol Action Team**

Covering the City Council

3.3 An important consideration when reviewing Safety Services structure was to ensure that, when revising the service delivery structure in line with geo-political boundaries, the workloads were realistic and balanced across all districts. Following detailed analysis of both socio-demographic and incident data as well as the impact of larger staffing levels within certain geo-political areas, a move to nine geo-political districts would result in a fairly even balance of workloads for managers.

3.4 The final equation was to consider the move from rank to role and the introduction of the Integrated Personal Development System (IPDS) and National Occupational Standards (NOS). The NOS clearly set out the appropriate operating level for each role within the fire service and following detailed analysis against each of the new roles within any roles in a geo-political district based structure it was again evident that full compliance with IPDS could be attained.

**4. THE NEW SAFETY SERVICES STRUCTURE**

4.1 The new structure is based on three performance groups that align with both the sub-regional and the County framework. Each of the performance groups will contain one of nine geo-political performance districts based on the seven district council boundaries and two districts aligned within Nottingham City Council boundaries as follows (see also Appendix A):

#### North Performance Group

- ◆ Ashfield Performance District
- ◆ Bassetlaw Performance District
- ◆ Mansfield Performance District
- ◆ Newark & Sherwood Performance District

#### South Performance Group

- ◆ Broxtowe Performance District
- ◆ Gedling Performance District
- ◆ Rushcliffe Performance District

### **CITY PERFORMANCE GROUPS**

#### **CITY NORTH PERFORMANCE DISTRICT:**

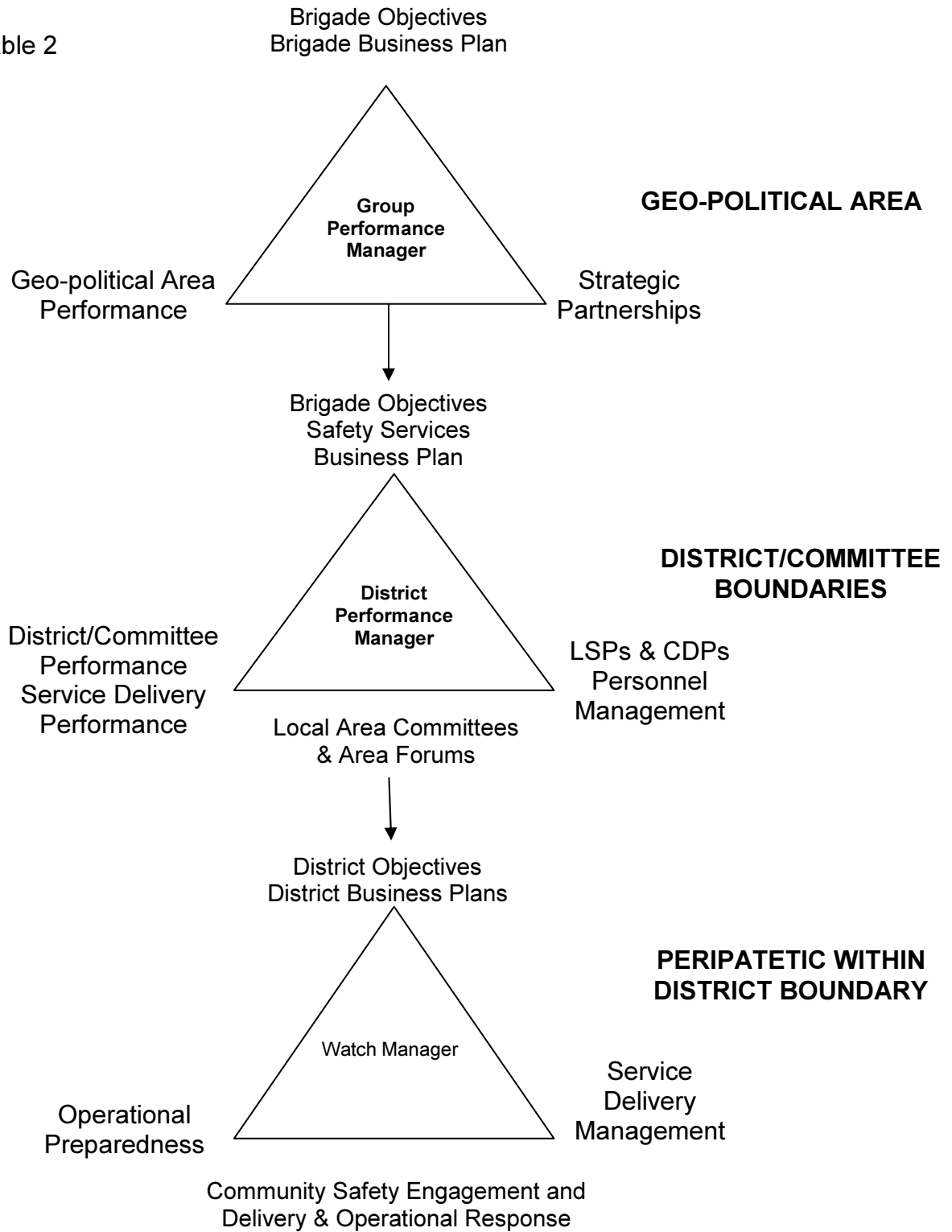
- ◆ Bulwell and Bulwell Forest
- ◆ Basford & Bestwood
- ◆ Aspley, Leen Valley & Bilborough
- ◆ Wollaton & Lenton Abbey

#### **CITY SOUTH PERFORMANCE DISTRICT:**

- ◆ Berridge, Arboretum
- ◆ Sherwood & Mapperley
- ◆ St Anns & Dales
- ◆ Dunkirk, Lenton and Bridge
- ◆ Clifton & Wilford

- 4.2 The structure ensures that the appropriate levels of management responsibility and accountability are provided at strategic sub-regional/county level moving down through to the tactical level at both district/city council in Local Strategic Partnerships and Crime & Disorder Partnerships, and on to practitioner level Area Committees and Local Area Forums.
- 4.3 The structure also meets the requirements of the IPDS and the Service's Performance Management Framework by providing clear line management (Table 2).

Table 2



- 4.4 The new structure will be advantageous as the Service moves to a performance measurement system based on Comprehensive Performance Assessment where strategic direction and local priorities have a high profile.
- 4.5 The Safety Promotion section is being drawn together to bring a co-ordinated approach to the Service's priorities of reducing avoidable injuries, arson, risk in the workplace, at home and at leisure. Over the last six months several reviews have been undertaken to develop future strategies in these three areas.
- 4.6 There is now an opportunity to draw together these three vital areas into one section responsible for co-ordinating the Service's overall approach. This will result in the inclusion of the legislative fire safety within the Safety Promotion section. This is principally because legislative fire safety is community safety delivered in a specific environment, to maintain it as an independent function is to maintain an artificial and non-productive distinction which fails to allow the focus of resources to be risk rather than environment based.
- 4.7 To facilitate this approach the Safety Promotion section will have four main strands of provision, these will be:
- ◆ Arson Task Force
  - ◆ Safety Promotion Task Force
  - ◆ Legislative Safety Team
  - ◆ Princes Trust
- 4.8 The Legislative Safety team will be moving to a risk based approach and this will allow three group based teams to deliver this service, supported by a centrally based team who will also provide an advice line to members of the public.
- 4.9 These changes will allow the Service to successfully engage with key partners at strategic, tactical and practitioner level. This will enhance our involvement with both Local Strategic Partnerships and Crime & Disorder Partnerships, this in turn will significantly improve the level of progress the Service will be able to achieve within both the avoidable injury and arson reduction arenas. There is an important opportunity within this set-up to link Fire Authority Members with local District Teams, and the Local Strategic and other partnership. This topic will be considered by the Improvement and Development Board at its next meeting.

## **5. Financial Implications**

The financial implications of this restructure are highly significant in so far as it involves a radical movement of resources within the organisation to refocus activity towards the overall objective of achieving safer communities. This involves no additional budget requirement as all these changes are to be met from existing resources.

## **6. Personnel Implications**

There are significant personnel implications in implementing the proposed structural changes to the Safety Services department. The movement of personnel alongside the process of introducing IPDS, already in progress, will be managed in conjunction with the Safety Services management team and at present can be contained within the resources in the Human Resources function.

**7. Equal Opportunity Implications**

There are no significant Equal Opportunity Implications contained within this report.

**8. Risk Management Implications**

The new structure ensures that the Service engages with partners at strategic sub-regional/county and district/city council in Local Strategic Partnerships and Crime & Disorder Partnerships, and on to practitioner level Area Committees and Local Area Forums. This will enable the Service to better engage with the community and reduce the levels of avoidable injuries and arson. The organisation itself is exposed to no additional levels of risk as a result of these proposals.

**9. Recommendation**

That Members note the content of this report.

**10. Background papers**

Nottingham Police web site @ <http://www.nottinghamshire.police.uk/contact/maps.htm>

Trent Strategic Health Authority web site @ <http://www.trent-sha.nhs.uk/>

Nottinghamshire County Counsel's web site @ <http://www.nottscc.gov.uk/home/learningandwork/educationcontacts.htm>

Nottinghamshire County Council' web site @ [http://www.nottscc.gov.uk/home/social\\_care/contactsocialservices.htm](http://www.nottscc.gov.uk/home/social_care/contactsocialservices.htm)

Nottingham City Council web site @ <http://www.nottinghamcity.gov.uk/>

Nottinghamshire County Council Drug and Alcohol Action Team Action Plan 2003-2004

P. Woods

**CHIEF FIRE OFFICER**