

## report

meeting	<b>NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AND RESCUE AUTHORITY</b>	
date	<b>29 June 2007</b>	agenda item number

## REPORT OF THE CHIEF FIRE OFFICER

### ORGANISING THE SERVICE FOR FUTURE DELIVERY

#### 1. PURPOSE OF REPORT

To present to Members the revised Nottinghamshire Fire & Rescue Service structure which will be implemented from 1 July 2007.

#### 2. BACKGROUND

- 2.1 The current structure of Nottinghamshire Fire & Rescue Service was implemented some five years ago and has served the organisation well. As with any Service, it is not unusual for amendments to be made after managerial changes. This reflects individuals' new ideas and differing views, as well as sharing the need to respond to changing pressures and new challenges.
- 2.2 As part of its objectives of ensuring the organisation remains "best placed" to address emerging issues, the current Strategic Management Team have developed the new structure as part of their first business plan.

#### 3. REPORT

3.1 The original concepts of the revised structure were :

- 1) The need to install an interim structure during the secondment of the existing Chief Fire Officer, but one which would ensure the Service continued to meet its objectives.
- 2) The desire to incorporate the post of Deputy Chief Fire Officer into the wider functional management arrangements.
- 3) A need to prepare the organisation for the onset of the revised Local Area Agreements (LAAs) and to ensure a strategic involvement in their formulation.
- 4) The need to revise the corporate responsibility levels so that workloads are more evenly distributed, thus ensuring the Service meets the expectations of its staff.

3.2 Outline proposals were presented to the Performance and Co-ordination Team (PaCT) in mid-April 2007, and following feedback from that group, a two-day workshop was undertaken by the Strategic Management Team on 10 and 11 May 2007. The outcomes of the workshop are detailed within this report.

## 4. STRATEGIC MANAGEMENT TEAM

### 4.1 Current Structure

SMT consists of six posts tasked with the delivery of service across the city and county. The roles cover :

- Chief Fire Officer
- Deputy Chief Fire Officer
- Head of Human Resources \*
- Head of Finance & Resources
- Assistant Chief Fire Officer Safety Services
- Assistant Chief Fire Officer Information Services

\* The Head of Human Resources reports to the DCFO for line management purposes

### 4.2 Proposed Structure

To increase the responsibilities of the DCFO and to spread the workload more evenly whilst meeting the concepts laid out in the introduction, the Strategic Management Team have taken the decision to :

- a) Split Information Services functions across a wider function range and ;
- b) To divide Safety Services into two key functions :
  - Community Risk Response
  - Community Risk Reduction

### 4.3 Responsibility Levels

Responsibility levels then reflect the following :

Post	Responsibility Level
Chief Fire Officer	Service-wide accountability
Deputy Chief Fire Officer	Corporate Services : <ul style="list-style-type: none"><li>• Performance Management</li><li>• Corporate Communications</li><li>• Business Planning</li><li>• Administration</li><li>• Risk Management</li></ul>
Head of Human Resources *	<ul style="list-style-type: none"><li>• Occupational Health</li><li>• Health &amp; Safety</li><li>• Training &amp; Development</li><li>• Personnel</li><li>• Industrial Relations</li><li>• Equalities</li></ul>

Post	Responsibility Level
Head of Finance & Resources	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Technology (Tech. Comms, IT, Info Systems)</li> <li>• Engineering (Transport, Equipment)</li> <li>• Estates</li> <li>• Stores</li> <li>• FEM/NatFire</li> <li>• Facilities Management</li> </ul>
ACFO Community Risk Response	<ul style="list-style-type: none"> <li>• Response North</li> <li>• Response City/South</li> <li>• Ops Support (Ops Assurance, Fire Control, Resilience, Emergency Planning)</li> </ul>
ACFO Community Risk Reduction	<ul style="list-style-type: none"> <li>• Fire Protection</li> <li>• Community Safety Team</li> <li>• Advocates</li> <li>• Community Safety (Arson Task Force, RiskWatch, Prince's Trust)</li> <li>•</li> </ul>

\* As per the previous structure, the Head of Human Resources will report to the DCFO for line management purposes

#### 4.4 Chief Fire Officer

The role of the CFO during this period will generally remain the same. A key focus however, will be on internal issues and the need to re-engage with the workforce. Whilst not losing impetus in the wider arena, the Service must re-engage with its employees if it is to build on recent improvements. The CFO will take a lead on industrial relations during this period, and will improve the Service's contact with the Chief Fire Officers' Association and the Fire & Rescue industry.

#### 4.5 Deputy Chief Fire Officer (Corporate Services)

The rationale behind Corporate Services is to allocate key business continuity to the "Deputy Director" of the Service. The establishment and co-ordination of Business Plans, the communication across the organisation and with external partners, as well as how the Service collectively performs, will all fall under this remit. This is in line with normal business operations of any other company where direction is led at a strategic level. Corporate Services, through the line management of the DCFO, will also include the Human Resources function.

#### 4.6 Human Resources

The current "informal" reporting line through the DCFO will become established and Human Resources will be a function within the Corporate Services remit. The department will retain its existing structure, with the addition of Health and Safety. This brings the Service more into line with its regional partners and in line with the regional strategy.

#### 4.7 Finance & Resources

The Finance & Resources function retains its current status with some additions and changes. The Head of Finance & Resources will take on the responsibility for Technology from Corporate Services. This includes IT, Information Systems and Technical Communications. Finance & Resources will also look after the externally focused remit of “Fire Training” and the Service’s current arrangements with Nationwide Fire. Risk Management, which is currently located in Finance & Resources, will move to Corporate Services. This is to ensure that the concept of risk becomes embedded within the Service’s planning process. There will still be a requirement of the post-holder to liaise with Finance & Resources over the mitigation of financial loss.

#### 4.8 Community Risk Response

4.8.1 The current function of Safety Services will be replaced by two clear areas of responsibility – Community Risk Response and Community Risk Reduction. Community Risk Response will focus on the external service delivery to the community, but through structure will liaise closely with the reduction remit. There will be in place three key areas of remit under the three Area Managers :

- Community Risk Response City/South (lead officer on LAA City)
- Community Risk Response North (lead officer on LAA County)
- Community Risk Response Support.

##### 4.8.2 City/South

The City area will be run by an Area Manager, two Group Managers and five Station Managers. Each Station Manager will have lead responsibility for a particular Station, but will maintain a functional role. The Area Manager will take a lead role on the City LAA and will liaise closely with the ACFP Risk Reduction. The Stations which fall under the City/South remit are Central, Stockhill, West Bridgford, Bingham, East Leake, Dunkirk, Arnold, Carlton, Beeston, Eastwood, Stapleford.

##### 4.8.3 North

The North area will also fall under the remit of an Area Manager. This post will also be supported by two Group Managers and seven Station Managers. As with the City district, the Area Manager will take a lead role on the County LAA and will liaise closely with the ACFO Risk Reduction. The North district will consist of Mansfield, Ashfield, Newark, Retford, Worksop, Misterton, Edwinstowe, Harworth, Collingham, Tuxford, Hucknall, Blidworth, Warsop, Southwell.

##### 4.8.4 Support

Supporting the two Response districts will be a third function which will be Community Risk Support. The theory behind the concept of this function will be to deal with the back office of response.

Under the management of an Area Manager, this function will pick up responsibility for :

- Fire Control
- Operational Assurance
- Staff Support
- Resilience

- Operational Planning
- Technical Rescue

#### 4.9 Community Risk Reduction

This concept is of creating a separate function with a strategic lead, which underpins the organisation's commitment to the wider Community Safety agenda. The ACFO Community Risk Reduction will interact heavily with the ACFO and two Area Managers within the Response remit. Two key functions will drive and deliver service within the department – Community Fire Protection and Community Safety. These will focus on a range of issues, but will underpin the Service's general direction. Delivery will still be a part of the remit of operational Stations, but this approach will ensure that the Reduction staff can help with directing the programme and enabling the contacts.

#### 4.10 Committee Implications

Under the revised arrangements, the Fire & Rescue Authority Committees will be supported as follows :

Community Safety Committee	CFO ACFO Risk Response ACFO Risk Reduction
Finance & Resources Committee	CFO ACO Finance & Resources
Human Resources Committee	CFO DCFO Corporate Services Head of Human Resources
Performance Monitoring Committee	CFO DCFO Corporate Services
Ad Hoc Group on Equalities	CFO DCFO Corporate Services

### 5. **FINANCIAL IMPLICATIONS**

The re-organisation of the Service's internal departments will present no additional costs to the Authority.

### 6. **PERSONNEL IMPLICATIONS**

6.1 The re-organisation will have limited impact on existing staff. The revised arrangements are largely confined to reporting lines and managerial responsibility.

6.2 Changes to the overall establishment have been limited to two specific impacts :

6.2.1 The disestablishment of two Watch Manager A posts from Safety Services. These posts have been vacant now for 30 months. Both were designed in the last restructure to support the ACFO in Safety Services. The reduction of these posts has been done to underwrite the additional revenue costs of upgrading to five Area Managers and eight Group Managers, as well as confirming all the remaining 42hr Station Officers into Station Manager posts. These have arisen as a consequence of the rank to role process. Through normal negotiating process the Fire Brigades Union, Fire Officers Association and Retained Firefighters Union have been consulted on this proposal.

6.2.2 The disestablishment of the Automatic Fire Alarm (AFA) Reduction post and its conversion to a strategic support post for the ACFO Community Risk Reduction. The management of the AFA Reduction will now pass to the new Area Manager for Community Fire Protection and will become mainstreamed within their remit. The new post will be subject to a full job description, person specification and go through the Job Evaluation process, but is designed to support the ACFO in the construction of the revised LAA arrangements. Additionally, it will also provide support for the Community Safety Committee of the Fire & Rescue Authority. Through normal negotiating process Unison has been consulted on this proposal.

## **7. EQUALITY IMPACT ASSESSMENT**

An initial equality impact assessment has revealed no specific equalities issues from this report. Staff have been involved in this re-structure through the senior managers, and any vacancies will be advertised accordingly.

## **8. RISK MANAGEMENT IMPLICATIONS**

The Service needs to respond to changing circumstances if it is to meet the demands of modern government and the needs of the community. Key areas will be organisational development and the revisions to the LAAs. The proposed structure is about putting the organisation in the best position to meet its future expectations.

## **9. RECOMMENDATIONS**

That Members note the amendments being made to the internal structure of the Nottinghamshire Fire & Rescue Service.

## **10. BACKGROUND PAPERS FOR INSPECTION**

None.

Frank Swann  
**CHIEF FIRE OFFICER**