



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority

# HUMAN RESOURCES REVIEW

Report of the Chief Fire Officer

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**Agenda Item No:**

**Date:** 18 December 2009

**Purpose of Report:**

To introduce to Members the findings of the human resources review 'closure' report by PricewaterhouseCoopers.

## CONTACT OFFICER

**Name :** Frank Swann  
Chief Fire Officer

**Tel :** 0115 967 0880

**Email :** frank.swann@notts-fire.gov.uk

**Media Enquiries Contact :** Elisabeth Reeson  
(0115) 967 5889 elisabeth.reeson@notts-fire.gov.uk

## **1. BACKGROUND**

- 1.1 On 9 June 2006, the Nottinghamshire and City of Nottingham Fire and Rescue Authority received a report relating to the human resource (HR) issues within the change agenda. As a consequence of this report, a HR sub-group inclusive of the Fire Authority and Officer members was constituted to instigate an external review of the HR function. As a consequence of this a review was commissioned and PricewaterhouseCoopers LLP (PwC) was the body tasked with delivering the findings.
- 1.2 The review took place during the early autumn of 2006 and the findings were delivered in November 2006. A report was taken to the Authority in December 2006. In all, the report found significant problems with the HR function within Nottinghamshire Fire and Rescue Service (NFRS) and recommended the appointment of an interim Head of HR. Additionally there were in excess of twenty specific recommendations relating to structure, policies and procedures, delivery and HR management. As a consequence of the review, an interim Head of HR was appointed and the Service began its response to the implementation of the findings of the review.
- 1.3 The management of NFRS continued to support the review process and reported regularly to the Human Resources Committee of the Fire Authority on progress. A new structure was implemented and the number of issues being faced by the Service improved significantly.
- 1.4 As a consequence of the improvements made, the Human Resources Committee on 24 July 2009, approved the commissioning of PwC to review the progress made by the Service against its action plan. As a consequence, Mr Peter Short of PwC, who had previously worked with the Service, and Mr Stephen Pugh, the Senior Manager of Human Resources Services with PwC, were engaged to undertake the work.

## **2. REPORT**

The outcomes of the review which has taken place over the previous 8-10 weeks is attached at Appendix A to this report. The full detail will be presented by Mr Peter Short and Mr Stephen Pugh at the Authority meeting of 18 December 2009.

## **3. FINANCIAL IMPLICATIONS**

The total cost of the review is £7k and has been met from within existing contingencies.

## **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

The implications for human resources will be contained within the report from PwC. There are no specific learning and development implications.

#### **5. EQUALITY IMPACT ASSESSMENT**

An equality impact assessment has identified no specific aspects relating to a disproportionate effect in respect of the key equality strands.

#### **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**

A correctly functioning HR department and policies are key to the delivery of an effective service. Failure to achieve this can result in a poor performing Service, legal challenge in HR related matters and reputational damage to the Service.

#### **9. RECOMMENDATIONS**

That Members accept fully the findings of PricewaterhouseCoopers in respect of the human resources update review.

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

None.

Frank Swann  
**CHIEF FIRE OFFICER**