



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

ORGANISATIONAL RESTRUCTURE – FINAL OUTCOMES

Report of the Chief Fire Officer

Agenda Item No:

Date: 25 January 2013

Purpose of Report:

To update Members of the Human Resources Committee as to the outcomes of the amendments to the organisational structure as presented in the Human Resource Committee report of April 2012 and ratified by the Fire Authority on 25 May 2012.

This report also gives an overview of costings associated with the restructure

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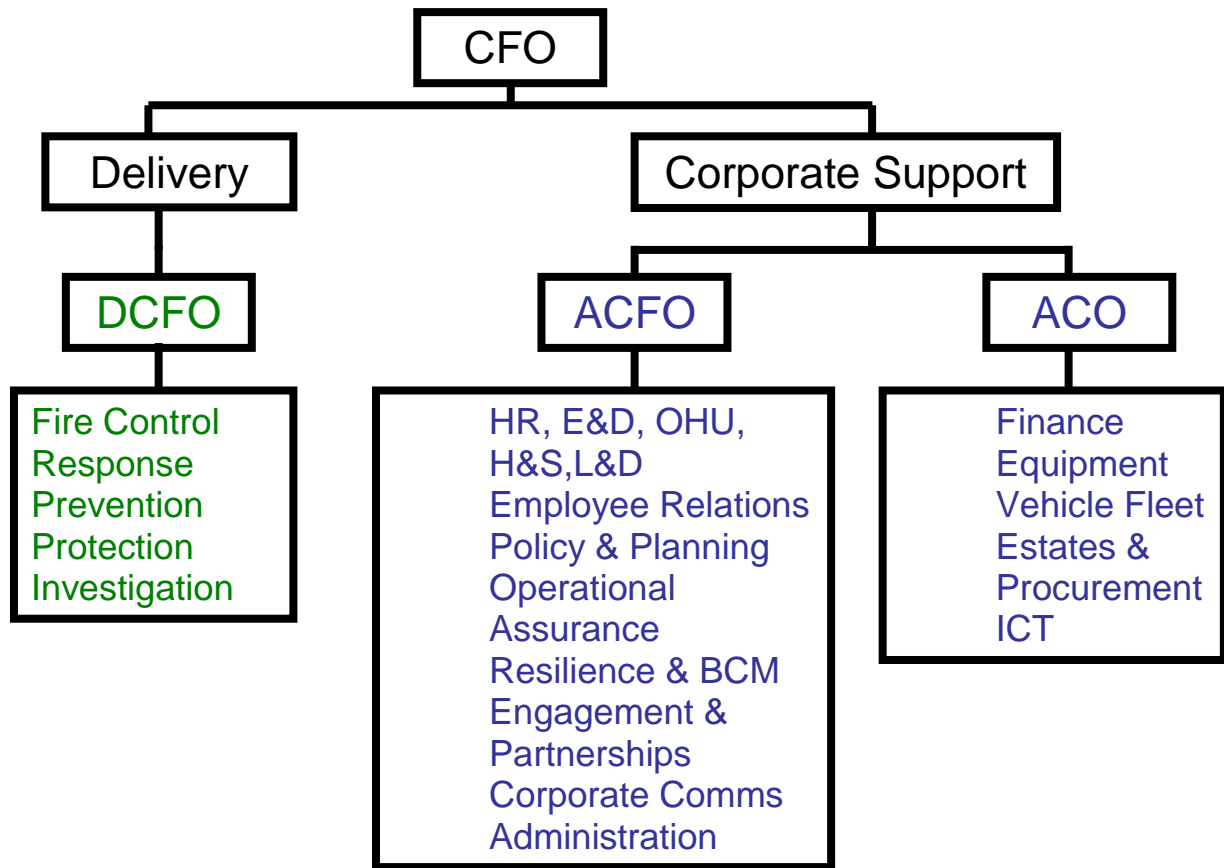
1. BACKGROUND

- 1.1 In 2010 the Government published their spending review to reduce public sector spending and therefore reduce the burden of national debt. As a consequence, Nottinghamshire Fire and Rescue Service (NFRS) began a budget reduction process by looking at existing spend and organisational structure. Additionally, in December 2011 the Fire Authority agreed the Fire Cover Review (FCR) which highlighted the need to reallocate resources within the Service. Both of these factors culminated in the Authority setting a budget to meet the reduced available finances and address the outcomes of the FCR.
- 1.2 As an outcome of looking at the structure, senior managers recognised the need for prioritisation of key areas and the need to be flexible to the changing demands of our communities and adapt to the current and any future financial restraints. The result was a proposal for a full re-structure of the organisation, taking into account the outcomes of the FCR.
- 1.3 In April 2012, the Human Resources Committee approved changes to the structure of the organisation and this was formally ratified by the Fire Authority on 25 May 2012. These changes were necessary to facilitate the new ways of working of the Service, provide efficiency and effectiveness and meet the economic challenges set by the comprehensive review settlements.
- 1.4 The restructure split the Service into two distinct operating functions - Service Delivery and Corporate Support. To meet the needs of the restructure it was necessary to redistribute certain teams and departments. Creating a small number of new posts, but also losing a number of posts, either through vacancy management or voluntary redundancy.
- 1.5 This report outlines the final position in regards to the Service restructure, taking into account Service establishment and financial costings.

2. REPORT

Organisational Overview

- 2.1 The Service, post restructure, has been split into two functions - Service Delivery and Corporate Support. Both these areas carry a mix of uniformed and non- uniformed staff.
- 2.2 The diagram below shows how both functions are constituted.



2.3 Service Delivery

Service Delivery is made up of all outward facing departments and teams in the organisation. This is the area of the service that includes all fire stations, both wholtime and retained duty system, the Fire Prevention teams throughout the County, the Fire Control Centre and the Community Risk Reduction Teams and is primarily the public face of NFRS. This development is the responsibility of the DCFO.

2.4 Corporate Support

This department covers the areas of the service which provide the means for Service Delivery to function to its optimum efficiency. This team includes Corporate Support, Finance & Resources, ICT, Human Resources and Health & Safety. Due to the broad range of functions required to support the organisation's responsibility in this area, it is split between the two ACOs.

2.5 Both of these functions contain a combination of both uniformed and non-uniformed staff. The following tables show the agreed establishment of the organisation. These figures may be varied on occasion due to job vacancies or other reasons such as secondments.

2.6 These tables show a combination of the outturn of the service restructure, and the variations previously agreed by the Fire Authority.

APPROVED WHOLETIME UNIFORMED ESTABLISHMENT:

	BM	AMB	GMB	SM	WMB	CM	FF	TOTAL
Service Delivery	2							2
Delivery		1	3	13	3	3	6	29
Fire Protection			1	5	9			15
Strategic Support		1		1				2
Control			1	3	4	4.5	13.5	26
Corporate Risk								
	1	1						2
Planning & Performance			1	2	1			4
L & D			1	2	17			20
Ops Risk Policy				4	2			6
Finance & Resources								
Equipment				1				1
RIDERSHIP								
Specialist Rescue					4	12	28	44
Mansfield					4	4	20	28
Ashfield					4	4	20	28
Edwinstowe					4	4	20	28
Worksop					4	6	28	38
Retford					4	4	20	28
Newark					4	4	20	28
Central					4	8	36	48
W Bridgford					4	6	28	38
Stockhill					4	8	36	48
Highfields					4	8	36	48
Arnold					4	4	20	28
Carlton					4	4	20	28
RIDERSHIP TOTAL								460
Actual Total Establishment	3	3	7	31	88	83.5	351.5	567

APPROVED NON UNIFORMED ESTABLISHMENT:											
	ACO	G9	G8	G7	G6	G5	G4	G3	G2	G1	TOTAL
Service Delivery											
Delivery						9	11	4	2		15
Fire Protection					10		1	1			12
Strategic Support					1						1
Corporate Risk											
Planning & Performance			1			3	3	2			9
L & D			1	1	1	10	1		2	1	17
Corporate Communications			1			6	3	4	6		20
Health & Safety			1		1			1			3
Partnerships			1	1	3		1				6
Princes Trust				1	5		4				10
Human Resources		1	4	3		3		7		1	19
Ops Risk Policy							1				1
Finance & Resources	1										1
Equipment			1								1
ICT		1	1	1	2	2	3				10
Finance		1		1	4		3	1	1		11
Transport		1		1			2		2		6
Estates		1			2			6	2		11
Actual Total Establishment	1	5	11	9	29	33	33	26	15	2	164

2.7 Retained Establishment

The retained establishment is built around 24 hour units, not individuals, therefore one Section may have more personnel than another, but give the same cumulative cover.

2.8 The table below shows the number of personnel at each Section.

Station	Number of Personnel Employed
Mansfield	11
Blidworth	13
Ashfield	15
Warsop	18
Worksop	21
Harworth	21
Misterton	15
Retford	18
Tuxford	17
Southwell	15
Collingham	11
Newark	17
Bingham	14
Stapleford	17
Eastwood	17
Hucknall	19
Arnold	13
East Leake	16
Total	288

2.9 Overall posts gained and lost

The restructure of the Service led to a number of voluntary redundancies within certain departments and teams and the creation of new roles to meet the needs of the structure.

2.10 Appropriate consultations were conducted and the voluntary redundancies from the Service establishment were as follows:

Deletions	
Brigade Manager	1
Area Manager	2
Group Manager	1
Station Manager	7
Station Manager (Control)* 1 x 1/6/2013	2
Watch Manager	16
Head of Community Safety	1
CFRMIS Co-ordinator	1
FP Administrator	1
Payroll Assistant* 1/7/2013	0.5
IT Project Manager	1
Training Co-ordinator	1
Communications Technician	1
Retained Duty Staff	34.5
Total	70

- 2.11 To complement the new structure it has been necessary to create a number of new posts and to re-classify other roles and change their responsibilities.
- 2.12 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 employees.
- 2.13 All the new posts were subject to consultation with representative bodies and then subsequent job evaluation and grading.
- 2.14 The new posts created by the restructure were as follows:

Additions	
Risk Reduction Manager	1
Fire Protection – Fire Investigators	3
District Administrator	1
Fire Protection Support Officer	1
Administration Manager	1
Corporate Analyst	1
Project Manager (Service Programme Manager)	1
Commissioning Officer (Housing Officer)	1
Princes Trust Team Leader	1
Princes Trust Team Support	2
Control Operators	1.5
Total	13.5

2.15 **Organisational Cost**

The Service restructure was designed to ensure the organisation met its functional objectives and community needs, as well as meeting the requirement for financial savings.

- 2.16 The Service's resources have been redistributed in line with community need and the outcome of the agreed Fire Cover Review. The changes have been made across both functions of the Service and ensure the Service deliver its outcomes more effectively and efficiently.
- 2.17 The costs for both pre-restructure and post-restructure are tabled below. There are slight differences from the costings given in the April report. This is due to differences in gradings when the new roles were put through the job evaluation process.

Pre-restructure

Staff Costs	£
Administrative 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	£
Administrative Staff	5,269,977
Wholetime	22,735,287
Control	1,017,217
Retained	2,704,956
Total	31,727,437

- 2.18 This equates to an organisational saving of £964,277 on staff costs which meets the target for budget reductions already assumed in the budget predictions.
- 2.19 The savings of £964,277 were predicted to be realised over the next three years as follows:

	£
2012/13/14	818,822
2014/2015	110,311
2015/2016	<u>35,144</u>
	964,277

3. FINANCIAL IMPLICATIONS

- 3.1 In 2012 the Fire Authority agreed a budget which met the financial needs of the Service and which took into account the outcomes of the Fire Cover Review. The organisational restructure has assisted in meeting both the financial and organisational requirements.
- 3.2 The Service has achieved the budgetary savings necessary through prudent management and reallocation of resources.
- 3.3 The additional 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.
- 3.4 The ongoing financial implications of the organisational restructure and the establishment changes arising from the Fire Cover Review are shown within the body of the report. The cost of voluntary redundancies has been met from an earmarked reserve which was set aside for this purpose.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 This report highlighted significant HR implications which were resolved through consultation with employees and representative bodies.
- 4.2 The Service ensured it complied with relevant statutory legal requirements and internal policies and procedures throughout the restructure process.

5. EQUALITIES IMPLICATIONS

An equalities impact assessment has not been undertaken as this report does not change the establishment or any policies. However, a thorough equalities impact assessment was undertaken during the implementation of the restructure.

6. CRIME AND DISORDER IMPLICATIONS

The Service currently meets its obligations under the Crime & Disorder Act 1998 and 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 was 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 will be a review of the effectiveness of the restructure within 2013, this will align to the function and efficiency to the Service.

9. RECOMMENDATIONS

That Members note the final outcomes of the restructure against the previously approved establishment changes.

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

None.

Frank Swann
CHIEF FIRE OFFICER