



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

STRATEGIC MANAGEMENT TEAM REVIEW

Report of the Chief Fire Officer

Agenda No:

Date: 02 August 2013

Purpose of Report:

To seek Policy and Strategy Committee approval to undertake a further review of strategic management within Nottinghamshire Fire and Rescue Service.

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1. BACKGROUND

- 1.1 Since its inception as a Fire Authority in 1998 the responsibility for the day to day running of Nottinghamshire Fire and Rescue Service (NFRS) has rested with the Chief Fire Officer (CFO) under delegated powers. The CFO has been supported by fellow strategic officers at deputy and assistant levels, all of which are member appointments.
- 1.2 Over the years this establishment has been varied with the approval of the Fire Authority. At its highest level the Strategic Management Team consisted of six members (CFO, Deputy Chief Fire Officer (DCFO), x2 Assistant Chief Fire Officers (ACFO), Assistant Chief Officer Finance and Resources, Assistant Chief Officer Human Resources), four uniformed and two non-uniformed.
- 1.3 In 2008 the Fire Authority agreed to a reduction in this establishment with the deletion of the Human Resources post and in 2012, following the retirement of the existing DCFO, a ring-fenced appointment process led to the deletion of one of the ACFO posts and a new structure was implemented in August 2012.
- 1.4 Given the financial difficulties the Service is now facing this report seeks the approval of Policy and Strategy Committee for the CFO to explore further options for the potential to reduce the management team level.

2. REPORT

- 2.1 The Strategic Management Team (SMT) level at NFRS has been varied since the organisation was established as a Fire Authority in 1998. At its leanest structure the organisation comprised a CFO and x2 DCFO, and as detailed in Paragraph 1.2 above then numbered six individuals for a period.
- 2.2 Clearly when there were six members of the team the Service was responding to the demands being placed upon it following the publication of the Fire and Rescue Services Act 2004, the introduction of precepting powers and the implementation of pay verification following the modernising agenda.
- 2.3 As these aspects have become more embedded, the CFO has recommended to the Fire Authority the gradual shrinkage of the management team. The 2010 Fire Cover Review contributed to the latest reduction in 2012, when one ACFO post was dis-established.
- 2.4 With the Service now facing difficult decisions relating to its future budgets, it is incumbent on the Service to look at savings potential at all levels of the organisation and the SMT should not be exempt. The Service has already rationalised management levels below SMT and these are now felt to be at the minimum levels given the needs of the organisation at this stage.
- 2.5 Equally it has to be recognised that aside from managerial responsibilities, the Service has to maintain a rota for the provision of strategic command (Gold Rota) across the county on a 24/7 basis. This is currently done utilising

the CFO, DCFO and ACFO as a three week based rota, with all always immediately available on a timed response.

- 2.6 Options available to NFRS should not be restricted in any way and should include utilising retirement profiles, redundancy, sharing with other fire and rescue services and/or straightforward deletion of posts. Equally, Policy and Strategy Committee should be aware that some upfront costs may be unavoidable to relieve longer term savings.
- 2.7 Policy and Strategy Committee may also have to consider any knock-on impacts to the roles of more junior officers who may have to pick up some additional responsibilities as a consequence. This occurred with the deletion of the ACFO post, although savings were still significant in the overall management team budget. The Service has already advised the Fire Authority of its intention to review structures and it is considered timely that any amendments can be accommodated into any review of structure.
- 2.8 It is proposed that the CFO be tasked with exploring all potential options and bring a report back to Policy and Strategy Committee for its meeting scheduled for Friday 1 November 2013. This would allow time for formal Fire Authority approval in December and any processes to be put in place to achieve savings during the 2014/15 budget year.

3. FINANCIAL IMPLICATIONS

The financial implications relating to this report are related to the budget reductions required during the 2014/15 financial year and any costs that may be incurred in facilitating any changes to the Strategic Management Team. The base level for any recommendations or options must be the reduction in the salary bill and associated costs.

4. HUMAN RESOURCES & LEARNING AND DEVELOPMENT

There are significant human resources implications arising from this report and the in-house team will be advising the CFO on appropriate process to ensure there are no breaches of employment law and Service policies.

5. EQUALITIES IMPLICATIONS

Throughout this process it will be important to ensure that no-one is disadvantaged and any recommendations do not breach equalities legislation.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

It is important that any outcomes are in line with employment law and will not affect the Service's ability to comply with its primary legislation.

8. RISK MANAGEMENT IMPLICATIONS

Reducing the Strategic Management Team does present some risks as the Service ultimately reduces its managerial and/or operational capacity. However, these risks have to be balanced against the need to achieve £1.8 million of savings from the 2014/15 budget. Any review should present proposals that mitigate and address both risks.

9. RECOMMENDATIONS

That Policy and Strategy Committee approve the review of the management team and task the Chief Fire Officer with reporting back to the next meeting of this Committee, due to be held on 1 November 2013 with options and recommendations.

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

None.

Frank Swann
CHIEF FIRE OFFICER