



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

ESTATES MANAGER POST AND THE REORGANISATION OF THE PROCUREMENT AND RESOURCES DEPARTMENT

Report of the Chief Fire Officer

Date: 13 October 2017

Purpose of Report:

To update members on the post of the Estates Manager, the reorganisation of the Procurement and Resources Department and financial savings made to-date.

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1. BACKGROUND

- 1.1 In July 2016 a report was presented to the Nottinghamshire and City of Nottingham Fire and Rescue Human Resources Committee regarding the post of the Estates Manager and the restructure of the Procurement and Resources Department.
- 1.2 The proposals for a restructure emanated, in part, from the work undertaken through the functional analysis carried out across NFRS in 2014 and early 2015. The driver for this was, and still is, the need to make future efficiencies across the whole of NFRS. The functional analysis provided an introspective examination of the existing roles, responsibilities and functions carried out within the Procurement and Resources Department.
- 1.3 The emphasis covered the need to re-focus on attaining greater efficiencies in key areas of the organisation and in some cases a complete change to how NFRS conducts its business.
- 1.4 The main objectives of the restructure was to provide high quality and effective managers in key posts within the department and in doing so raise the level of professional expertise to drive organisational effectiveness and efficiencies. These changes have given key roles within the department greater responsibility, autonomy and accountability.
- 1.5 Through the restructure and the subsequent job evaluation process the job grades of a number of these key posts within the department were increased commensurate with those additional responsibilities.
- 1.6 The additional funding for all of these post changes was to be taken from predicted and future efficiency savings to the non-pay budget and therefore the financial impact to NFRS was to be nil.
- 1.7 The July 2016 report was agreed with a commitment to report savings made to the non-pay budget the following year.

2. REPORT

- 2.1 This report is to update Members on the savings made to-date through the reorganisation of the Procurement and Resources Department.
- 2.2 The posts of Procurement Manager, Procurement Officer, Estates and Facilities Officer and Assistant Procurement Officer have now been effective since April 2016; the training and upskilling of these posts started immediately and the development of the staff in these posts is ongoing.
- 2.3 The procurement team and estates team have made significant savings to the revenue budget; these have been achieved through their direct input in the management, review and re-tendering of contracts. Some of the more notable savings have been:

- The contract for covert emergency blue light fitting to officer's cars; this has allowed an annual reduction of this budget of £33,000 per year. The new contract also includes the use of a Nottinghamshire based contractor and has resulted in the saving of officer travel time to the previous contractor based in Bristol.
 - The early tendering of the Microsoft Enterprise Agreement to avoid the predicted price increase; this has saved over £30,000 per year in licence fees.
 - The re-tender of NFRS's insurance cover saving £97,000 per year.
 - The review of the use of hotel accommodation; NFRS now using multiple hotel groups and receiving over 30% cheaper rates than before.
 - Ongoing annual equipment savings of over £15,000.
 - Collaborative working with the Police on a joint waste management contract saving £1,200 per year.
- 2.4 The appointment for the post of Estates Manager was made in December 2016 and the incumbent successfully completed their probationary period in June 2017.
- 2.5 As detailed in the report to the Human Resources Committee the estates consultancy budget was reduced by £9,169 as a compensating reduction for the increase in grade of the Estates Manager post. The scope of this post and the post holder is already yielding positive results in removing the reliance on external consultancies to manage NFRS's minor works projects.
- 2.6 Prior to this appointment, NFRS could typically expect to pay a project management fee between £3,000 to £9,000 for each minor project; this minor project management function is now being carried out by the Estates Manager.
- 2.7 Part of the new role of the duties of the Estates Manager is the ongoing review of the estates function to identify potential efficiency savings where they exist. Over the past ten months cashable efficiencies totalling over £32,500 have been taken. Most of these are annual savings and include:
- The review and subsequent cancelling of minor contracts that do not provide tangible value.
 - The challenging of prices in invoices presented by contractors.
 - The omission of items from maintenance contracts where those services could be removed without any degradation or disadvantage to NFRS.
 - Retendering of works packages within the existing maintenance contract.
- 2.8 The savings made across the organisation compared with the total additional increase to salary costs related to the reorganisation in the first full year are as follows:

Annual Salary Increase Year One	Annual Budget Savings
£29,125	£218,700

- 2.9 Although departmental reorganisation and change can be disconcerting and distressing, the staff effected by the restructure have viewed this as a positive action taking an active part in the inception, planning and final implementation. The results of providing key individuals with training and upskilling, greater responsibility and in some cases greater autonomy has clearly provided a positive outcome in the identification of cashable savings.

3. FINANCIAL IMPLICATIONS

The financial implications are shown in the main body of the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising from this report.

5. EQUALITIES IMPLICATIONS

There was an initial equality impact assessment undertaken as part of the original report, this showed that there were no implications.

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

There are no risk management implications arising from this report.

9. COLLABORATION IMPLICATIONS

As part of the reorganisation, changes to individual job specifications included the requirement for regional and national collaboration. This has yielded modest savings so far, however, it has served to open the way to future collaboration with both the police and other fire services in a number of future collaborative projects.

10. RECOMMENDATIONS

That Members note the contents of this report.

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

None.

John Buckley
CHIEF FIRE OFFICER