

**Status of Report:** Public

**Meeting:** Combined Fire Authority Meeting

**Date:** 15 June 2022

**Subject:** Organisational Structure

**Report by:** The Chief Fire and Rescue Officer

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**For:** Information Only

### **Purpose**

1. The purpose of this report is to inform the Combined Fire Authority of organisational structure changes following the approval of the 2022/23 budget.

### **Recommendation**

2. It is recommended that the Combined Fire Authority notes the alterations and additions to the organisational structure, along with the positive benefits and effects they are likely to bring for staff and the community.

### **Executive Summary**

3. As a CFA with one of the lowest Council Tax precept rates in the country, the Service has very much felt the effects of austerity over a number of years.
4. Due to the extremely low level of precept, the CFA was offered the flexibility to raise the Council Tax precept level (for a band D property) by £5.00. This was approved at the CFA meeting on 9 February 2022, and equates to an increase of 7.8% as opposed to being capped by Government at 2%.
5. As a result of this, a number of improvements and additional roles have been introduced into the Service (as detailed in Table 1 below) as well as significantly lessening impacts for the options of withdrawing from the Day Crewing Plus (DCP) duty system in 2024.

### **Background**

6. The Fire and Rescue Service (FRS) is funded through a number of different mechanisms, the most significant of these being Council Tax precept, business rates and a Revenue Support Grant provided by Central Government.

7. Each FRS budget is not the same and varies due to a number of factors (for example service area, demographics and risk). The differences are further complicated by the governance mechanisms in place across the sector (Combined Fire Authority, County Council, Mayor, Police and Crime Commissioner).
8. Due to a number of economic factors the country entered into a period of austerity in 2010/11. This saw an overall reduction in the level of Revenue Support Grant provided to Leicester, Leicestershire and Rutland CFA by Central Government by circa £6 million.
9. To meet the reduction in available funding, Services began reviewing their provisions, structures and staffing models to ensure they best met the need to provide an effective Service whilst also meeting the requirement to produce a balanced budget.
10. Within Leicestershire Fire and Rescue Service there has been a number of alterations and reductions, most notably the introduction of the Day Crewing Plus (DCP) duty system alongside the significant reduction in Support Services staff.
11. Post 2010/11, the only way for the Combined Fire Authority to increase its budget or spending power is through raising the Council Tax precept amount. However, this is commonly capped by Central Government to a 2% increase.
12. Within Leicestershire Fire and Rescue Service, this small increase effectively only covers year on year increases in costs such as inflation and pay rises. It does not allow for meaningful business development or improvements to be made with any degree of certainty or sustainability.
13. Given the disparity in the way individual Fire and Rescue Services are funded and the council tax precept limits, it has effectively created a situation where low precepting CFA's move further and further behind every year as their percentage increase is based on a smaller number.
14. In recognition of this disparity for the budget setting of 2022/23, the lowest quartile of CFA's was granted permission from Central Government to increase their precept amount by £5.00 (for a band D property) as opposed to 2%.
15. As one of the three lowest funded (precepting) CFA's in the country, this was offered to the Leicester, Leicestershire and Rutland CFA and was approved at its meeting on 9 February 2022.
16. The acceptance of the £5 uplift has increased the available budget to the Service equating to a 7.8% increase and now allows for meaningful and

sustainable investment into the Service to address risks and develop staff for the medium and long term future.

### **Organisational Structure changes**

17. Following approval of the CFA to accept the £5 increase to the precept, officers will begin the introduction of an enhanced structure which includes a number of new roles. The new structure is focused to position the Service to invest and sustainably deliver the “People” elements of the Service and staff, whilst adding resources to other areas to best address risks and workloads. This is further described in the Risk and Resource Methodology document version 3 (appendix 1).
18. It should be noted that this report does not specifically detail the resources required to move away from the DCP system. This will form part of public consultation for the Service’s next Community Risk Management Plan (CRMP) in 2024. To suitably and sufficiently plan for the impacts of the withdrawal, a portion of the money is earmarked for the required increase in whole-time establishment.
19. Between now and the conclusion of the public consultation on the CRMP, the Service will actively look to over recruit in the whole-time establishment to make the transition from DCP to the replacement models (subject to consultation comments/alterations) as smooth as possible and to ensure that staff are in place and skilled for the commencement of the “new” system.
20. Until this has occurred, it is likely that there will be an underspend in the budgets as the appointment of staff will be phased for organisational needs. This underspend will be invested into the property and facilities portfolio to ensure facilities are up to date, welcoming and fit for purpose for the future. It will involve major works (full refurbishments) at Western, Eastern and Loughborough Fire Stations, with other works occurring at many On-call stations to improve welfare and learning environments.
21. As part of the property works, the Strategic Management Team has determined that any works on the estate should now move towards increasing welfare provisions to focus on inclusivity and privacy. This will, it is believed, enable the Service to continue to improve its workforce diversity.

22. Table 1 (below) shows the new roles being introduced into the Service along with the rationale and anticipated benefits.

Role	Risk	Anticipated Benefits
Recruitment lead	<ul style="list-style-type: none"> <li>• Significant on going recruitment (across all areas).</li> <li>• Large future recruitment needs.</li> <li>• Recruitment adds significant workload to existing managers.</li> <li>• Missing links and opportunities to diversify workforce in recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce workloads of already busy middle managers, adding capacity back to the Service.</li> <li>• Streamline recruitment processes.</li> <li>• Link in better with existing and new Positive Action work.</li> <li>• Deliver better recruitment campaigns in shorter timelines.</li> <li>• Better ensure all legal and best practice requirements are incorporated.</li> <li>• Subject matter expert in recruitment.</li> </ul>
Positive Action Engagement Officer	<ul style="list-style-type: none"> <li>• Lack of significant improvement in Equality, Diversity and Inclusion of staff.</li> <li>• Consistent and visible engagement within the community and businesses.</li> <li>• Attraction rates for (some specialist) roles both in terms of numbers and diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in application diversity.</li> <li>• Increase in diversity of staff</li> <li>• Consistent engagement with the community across all possible jobs within the Service</li> <li>• Contribution towards building better trust with the community, following Dr Morgnors report.</li> <li>• Better and further reaching connections and networks positively showing LFRS.</li> </ul>
Equality Diversity and Inclusion, Core Code of Ethics Trainer	<ul style="list-style-type: none"> <li>• Organisational culture.</li> <li>• Limited acceptance of EDI and CCE across Service</li> <li>• Reliance on e-learning for training</li> <li>• Loss of importance on the matter if not sustained</li> <li>• Need to support staff development</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the momentum already in place regarding EDI training.</li> <li>• Improve the Organisational culture.</li> <li>• Deliver and embed the CCE into the Service.</li> <li>• Bring EDI and CCE training to life to involve staff in the training.</li> <li>• Maintain a sustained and visible approach in improving EDI and CCE.</li> </ul>
Leadership, Development Officer and Coach (two roles)	<ul style="list-style-type: none"> <li>• Succession planning at all levels</li> <li>• Staff engagement</li> <li>• Workforce development and supporting staff</li> <li>• Organisational culture</li> <li>• Talent management</li> </ul>	<ul style="list-style-type: none"> <li>• Suite of Leadership and development opportunities along with a coaching network to aid staff development and progression</li> <li>• Greater staff engagement and support.</li> </ul>
Fire Protection Officer (two additional positions)	<ul style="list-style-type: none"> <li>• Growing built environment across LLR</li> <li>• Increase in workload from Building Risk Review and,</li> <li>• Updated Fire Safety legislation and</li> </ul>	<ul style="list-style-type: none"> <li>• Increase size of team by two roles to;</li> <li>• Meet the new requirements and workloads.</li> <li>• Deliver statutory and legislative functions at a suitable level.</li> </ul>

	<p>standards.</p> <ul style="list-style-type: none"> <li>• Requirement to contribute in Joint Regulators Group for new and modified buildings</li> <li>• Risk based Inspection Programme</li> </ul>	
Training Instructor (two additional positions)	<ul style="list-style-type: none"> <li>• Increased number of leavers (for many reasons) meaning increased number of less experienced staff.</li> <li>• Lower number of incidents resulting in less experience</li> <li>• Maintaining operational competence in increasingly technical areas.</li> <li>• Supporting staff with development and/or training needs</li> <li>• DCP withdrawal will see increase in operational staff (likely in excess of 50 additional staff) who will need on-going training.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased training lead by subject matter experts.</li> <li>• Staff supported by Training and development centre as they develop.</li> <li>• Increased ability to deliver live fire training.</li> <li>• Supporting the delivery of Apprenticeships.</li> <li>• Add capacity and resilience to the training team.</li> </ul>
Head of Corporate Communications	<ul style="list-style-type: none"> <li>• Current comms team is too lean and unlikely to be able to meet positively increasing demand.</li> <li>• More expectation from all levels of the Service to be supported and guided by subject matter experts.</li> <li>• Opportunities to create better traction and engagement across workforce (staff engagement survey and findings)</li> <li>• Engagement and communications identified as needing improving (from Staff Survey 2020)</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Group will work daily and sit with tactical and strategic managers to embed internal and external comms into strategies and plans.</li> <li>• Evolving social and traditional media messages.</li> <li>• Take ownership of the staff engagement survey to lead on delivering outcomes.</li> <li>• Further coordinated approaches with media messaging</li> <li>• Evolve internal communication methods.</li> <li>• Increase capacity and resilience within a very lean team.</li> </ul>
Staffing Co-ordinator	<ul style="list-style-type: none"> <li>• Disproportionate amount of time and productivity wasted by station/watch based staff arranging crewing</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce administrative burden from station based staff.</li> <li>• Release of productivity and resources back to station/watch based activities.</li> </ul>

	<ul style="list-style-type: none"> <li>• Lack of consistency of policy application.</li> <li>• Local and sometimes short term solutions applied.</li> </ul>	<ul style="list-style-type: none"> <li>• More efficient approach</li> <li>• Standardised application of policy and crewing</li> <li>• More forward based and holistic view of crewing applied.</li> </ul>
Additional Group Manager (to create dedicated Prevention and Protection teams)	<ul style="list-style-type: none"> <li>• Span of Control in this role is already large with;</li> <li>• New Fire Legislation,</li> <li>• New statutory duties regarding serious violence (Prevention work)</li> <li>• Safeguarding and,</li> <li>• Fire Standards becoming live.</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated line management and team plans for both Prevention and Protection teams.</li> <li>• Ensuring that existing workloads and requirements are maintained and;</li> <li>• New requirements are understood, introduced and embedded at appropriate times.</li> <li>• Potential to improve the resilience of the Tactical (Group Manager) Operational rota.</li> </ul>
On-Call Support team (two positions)  (subject to job grading and the affordability of all the above roles)	<ul style="list-style-type: none"> <li>• On-Call is a national challenge to maintain availability.</li> <li>• Internal On-Call review project identified a number of recommendations.</li> <li>• Operational availability</li> <li>• Staff engagement and motivation</li> <li>• Organisational culture</li> </ul>	<ul style="list-style-type: none"> <li>• Create capacity to deliver on On-Call project recommendations.</li> <li>• Provide support to On-Call station management teams</li> <li>• Offer On-Call availability</li> <li>• Increase engagement in rural areas of the Service.</li> <li>• Support the Positive Action Engagement Officer with On-Call recruitment campaigns and initiatives.</li> </ul>

### Report Implications/Impact

#### 23. Legal (including crime and disorder)

There are no negative legal risks anticipated with this paper.

The addition of some of the roles will reduce risks with statutory requirements placed upon the Authority, highlighted in Table 1.

#### 24. Financial (including value for money, benefits and efficiencies)

The introduction of these roles (with the exception of the On-Call Support team positions) are budgeted for within the 2022/23 budget, following the CFA's support of the precept increase. This will enable a meaningful, sustainable and affordable increase within the establishment to support, develop and improve staff and offerings back to the community.

#### 25. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

The introduction of these roles will reduce risk across the Service. This is in terms of Health and Safety, Service delivery and a number of other areas. The

long term benefits of these roles will see productivity, Service delivery and staff engagement all increase.

26. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

An Equality Impact assessment has been completed and is attached as Appendix B to this report.

27. Environmental

No environmental risks anticipated.

28. Impact upon “Our Plan” Objectives

The new structure will actively contribute to “Our Plan” specifically Aim 4 – We want an engaged and productive workforce.

To do this we will:

- Design and deliver learning and development interventions that ensure we have a competent, professional workforce who can help our communities.
- Implement improvements based on the staff survey results to improve the employee experience.
- Give leaders the skills to engage and motivate their teams.
- Introduce a range of interventions that prevent workplace stress and help people manage stressful situations.

However, it will also positively contribute towards all the Aims specified in our plan.

## **Appendices**

Appendix A – Risk and Resource Methodology (Version 3).  
Appendix B – Equality Impact Assessment.

## **Officers to Contact**

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