

Status of Report: Public

Meeting: Combined Fire Authority

Date: 16 December 2020

Subject: Service Identity

Report by: The Chief Fire and Rescue Officer

Author: Callum Faint, Chief Fire and Rescue Officer

For: Decision

Purpose

1. The purpose of this report is to update the Combined Fire Authority on work undertaken to re-introduce an identity/badge for the Service and to seek approval for the introduction of the new badge (Figure 1) that incorporates symbols of Leicester, Leicestershire and Rutland.

Recommendation

2. The Combined Fire Authority is requested to:
 - a. Approve the new service identity that incorporates Leicester, Leicestershire and Rutland (shown in Figure 1).
 - b. Authorise the Chief Fire and Rescue Officer to introduce the Service Badge across the Service with immediate effect.

Executive Summary

3. At its meeting in September 2020, the Combined Fire Authority approved the reintroduction of a service identity. This included the immediate re-introduction of the existing service identity (shown in Figure 2 below) on to uniform shirts and also the exploration of a new badge design that equally represents Leicester, Leicestershire and Rutland in the long-term. This would replace the old badge as the Service identity and would need to receive the necessary heraldic permissions for use through the College of Arms.
4. At the time, it was envisaged that this additional work may take up to 18 months to complete. However significant and rapid progress now means that a new identity/badge design is available for CFA approval (shown in Figure 1 below).

Background

5. The Leicestershire Fire and Rescue Service (LFRS) removed the service badge well over a decade ago in favour of a modern corporate design/logo which looked different from the traditional identity that other Fire and Rescue

Services maintained. The aim of this action was unclear and there is no corporate knowledge or documentation to support the change made.

6. The corporate logo that replaced the badge was not universally welcomed, leading to staff feeling that the Service had 'given up' its history. This corporate logo was then abolished in 2016 by the then Chief Fire and Rescue Officer.
7. The removal of identity has left staff feeling that they have lost their sector identity and has reportedly been a contributory factor in a reduction of morale. This has again recently been expressed in the staff engagement survey. This sense of loss of identity is compounded when LFRS staff are representing the Service at multi-agency level and large events involving other uniformed services.
8. Staff at LFRS represent the Service both locally and nationally at events including funerals, long service events, corporate meetings and remembrance services.
9. The service identity in the form of a badge continues to be displayed only in officer undress uniform (worn by up to 31 people) and is seen on the service standard (flag).
10. The lack of broader use of this badge is a topic that continually increases passions across the uniformed section of the Service. These issues have not been progressed due to a number of competing high priorities which has added to the perceived loss of morale.
11. During Director visits to stations and departments and more recently, the staff engagement survey, one of the most repeatedly talked about topics since this change occurred has been service identity. This subject has caused much discussion from staff and continues to re-occur during visits and conversations with partners in other Fire and Rescue Services.
12. Senior Officers are aware that there is a significant desire across the Service to reinstate a service identity. It is, for this reason, a task and finish group were formed to establish the views of all staff and provide evidence to the Senior Management Team to support any proposed change.
13. The task and finish group undertook a survey of staff from across the whole service. Both grey and green book staff were invited to respond and a total of 469 responses were received; 93% (435) of respondents support the introduction of a corporate identity for use on uniform.
14. From the 435 members of staff who supported the introduction of a corporate identity, 84% (358) preferred to adopt the original badge (shown in Figure 2 below); as used on cap badges worn by senior officers and seen on the current service standard (flag).
15. What is evident from the survey is that staff universally support the reintroduction of service identity. Any re-introduction of a service identity may

link to the people themes highlighted within the inspection report of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in 2019.

Previous Decisions

16. At its meeting in September 2020, the Combined Fire Authority approved the reintroduction of a service identity. This included the immediate re-introduction of the existing service identity (shown in Figure 2 below) on to uniform shirts and also the exploration of a new badge design that equally represents Leicester, Leicestershire and Rutland in the long-term. This would replace the old badge as the Service identity and would need to receive the necessary heraldic permissions for use through the College of Arms.
17. At the time, it was envisaged that this additional work may take up to 18 months to complete. However significant and rapid progress now means that a new identity/badge design is available for CFA approval (shown in Figure 1 below). This rapid progress is in the main due to the fact that the College of Arms has confirmed that they do not need to approve the badge and it can be utilised following agreement from Leicestershire County Council and Leicestershire Constabulary. Permission for use by both these parties has been received.

Proposal

18. The new badge, shown in Figure 1 below, is proposed as a long-term service identity. The Shield in the middle is based on the Leicestershire Constabulary shield, this equally represents Leicester, Leicestershire and Rutland. The shield is then surrounded by elements of the Leicestershire County Council shield.
19. Subject to the CFA's approval, the new badge will be utilised when issuing or replacing uniforms, fire engines and station signage.
20. The speed of the new developments has occurred before any expense or manufacturing of shirts with the old badge design has occurred and the predicted costs of £13,250 for heraldic approval of the badge are now no longer relevant.
21. Officers have sought feedback from relevant stakeholders from Leicester, Leicestershire and Rutland with favourable and endorsing feedback from all.

Designs

22. For easy reference both Figure 1 (proposed design) and Figure 2 (old badge with no representation of Rutland) are shown below for direct comparison.

Figure 1



Figure 2



23. Figure 1 shows the proposed new badge which has a central shield representing Leicester, Leicestershire and Rutland, surrounded by the existing elements of the Leicestershire County Council shield, all set on a traditional Fire Service eight-pointed star.
24. Figure 2 is included for reference; this is the old Service badge only used in officer dress uniform. It has a central shield that represents aspects of both Leicestershire County and Leicester City but does not include any representation of Rutland. The inner shield is set upon the existing Leicestershire County badge set upon a traditional Fire Service eight-pointed star.

Report Implications/Impact

25. Legal (including crime and disorder)

From a legal perspective the College of Arms has confirmed that in order to use the new badge (Figure 1) LFRS are legally able to do so if permission is granted by relevant parties. Both Leicestershire County Council and Leicestershire Constabulary have given permission to use their respective elements in the way shown in Figure 1.

26. Financial (including value for money, benefits and efficiency)

The financial implications for the implementation of the recommendations in this report are £13,250 less than the CFA was previously advised, due to the removal of any costs associated with seeking heraldic permissions from the College of Arms.

The cost of embroidering shirts remains an additional cost to the provision of uniforms. This would be better managed by now using the new badge design from the outset. The initial roll-out would add an additional £2.40 to the cost of a

shirt. The indicative cost to achieve this across the Service is circa £20,000 and is achievable from existing budgets.

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

Approval of recommendations in this report removes the outstanding risk of the badge not fully representing Leicester, Leicestershire and Rutland.

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

Staff are very receptive to the re-introduction of the service identity. The design has been shared with a number of stakeholders and positive feedback has been received, including from but not limited to: -

- The Chief Executive of Leicestershire County Council
- The Mayor of Leicester,
- Combined Fire Authority members from Leicester, Leicestershire and Rutland;
- The Chief Constable of Leicestershire Police.

Given the adaptation of the badge to fully incorporate all areas of the service area – Leicester, Leicestershire and Rutland - no Equality Impact assessment would be required. However, as the service identity is added to items of uniform this will be subject to an Equality Impact Assessment at that point.

29. Environmental

There are no environmental implications arising from the recommendations in this report.

30. Impact upon Our Plan Objectives

The recommendations in the report impact on the People Strategy - An engaged and productive workforce, doing the right thing. Following extensive staff engagement, it is recognised that there is a strong desire for identity and pride in that.

Background Papers

Report to CFA September 2020 – Agenda item 10, Service Identity <https://leics-fire.gov.uk/wp-content/uploads/2020/09/service-identity-paper-3-options-final-report.pdf>

Officers to Contact

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