

Status of Report: Public

Meeting: Combined Fire Authority

Date: 23 September 2020

Subject: Service Identity

Report by: Callum Faint, Chief Fire and Rescue Officer

For: Decision

Purpose

1. The purpose of the report is to seek approval from the Combined Fire Authority (CFA) for the re-introduction of a Leicestershire Fire and Rescue Service (LFRS) Badge/Service identity.

Recommendation

2. The Combined Fire Authority is requested to:
 - a) Approve Option 3 as set out in paragraphs 28 to 33 of this report which entails utilising Badge 1 as an interim measure whilst work is undertaken on developing Badge 2 and obtaining the necessary permissions from the Heraldry Commission.
 - b) Authorise the Chief Fire and Rescue Officer to introduce the Service Badge across the Service.
 - c) Note that a report will be presented to the CFA for approval of the final Badge design prior to use.

Executive Summary

3. This report presents the findings of work conducted by a task and finish group that was established following the feedback from staff concerning a lack of 'service identity', following the removal of insignia/corporate identity in 2016. These feelings are still evident and have been further expressed in the recent staff engagement survey.
4. The report also provides the Combined Fire Authority with three options in relation to branding and identity in the form of a traditional eight-pointed star badge to be worn on uniform.
5. The report includes:
 - Evidence regarding the views of service staff;
 - Options on different insignia.

Background

6. LFRS chose to remove 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 maintain. The aim was unclear and there is no corporate knowledge or documentation to support the change made.

7. 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.
8. 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.
9. Staff at LFRS represent the service both locally and nationally, events include; funerals, long service events, corporate meetings and remembrance events to name a few.
10. 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).
11. The lack of the 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.
12. 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.
13. 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 was formed to establish the views of all staff and provide evidence to the Senior Management Team to support any proposed change.
14. 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 on uniform.
15. From the 435 members of staff who supported the introduction of a Corporate identity, 84% (358) preferred to adopt the original badge (option 1); as used on cap badges worn by senior officers and seen on the current service standard (flag).
16. What is evident from the survey is that staff universally support the re-introduction of service identity. Any re-introduction of a service identity may link to the people themes highlighted within the HMICFRS Inspection report in 2019.
17. The cost of embroidering shirts for all options will incur an additional cost. This would be effectively managed by phasing the introduction of the badge. The

initial roll out would be to add Badge 1 to uniformed shirts only which would add an additional £2.40 to the cost of a shirt. The indicative cost to achieve this is circa £20,000 and is achievable from existing budgets.

18. If approved, the timescales for delivery would be between 4-6 months.
19. The final badge would then be added to replacement uniform (jumpers and coats) when issued. There is no additional cost to this as it would be a replacement for the existing corporate branding.
20. It is envisaged that other signage across service property and vehicles would only be changed as and when they are due for repair, refresh or replace, adding no additional costs, but in any event, this would be after the new badge has been approved.

Options

21. The following options for branding are currently being considered:
 - i. Badge 1 shows the original badge, this is an eight-pointed star with a gold, red and white shield in the centre, depicting the county and city emblems supported either side with golden animals and Leicestershire Fire and Rescue is held on red banners with golden text.
 - ii. Badge 2 shows a newly proposed badge with a modern take on an eight-pointed star. At the centre is a red circle depicting a joined hose with a shield at the centre. The shield represents, the county, the city and Rutland. Utilising the current Police badge.



Badge 1



Badge 2

Option 1 – The original Service Badge

22. Of the options provided to staff, this badge is their preferred choice and it is currently used on the service standard (flag) and cap badges worn by senior officers. However, it is recognised that the heraldry contained within the design does not include any distinct representation of Rutland.
23. Having liaised with the Heraldry Commission, there wouldn't be any costs associated with utilising this option within the Service.

24. The heraldry is owned by Leicestershire County Council and as LFRS serve Leicester, Leicestershire and Rutland as a combined authority no permission is required. However, the Heraldry Commission has suggested it would be advisable to seek approval for use from the County Council, this has subsequently been agreed by Leicestershire County Council.

Option 2 – De Montfort University Design Incorporating Leicestershire Police Shield.

25. This badge was designed by De Montfort University (DMU) in 2016 following a competition ran by the then Chief Fire and Rescue Officer. The outer shield and red ring were designed by the students at DMU.
26. The shield in the middle belongs to Leicestershire Police. The benefit of this design is that it clearly represents Leicester, Leicestershire and Rutland. For this design to be used it would need to be submitted to the Heraldry Commission, which would take approximately 12-15 months for the process to be completed and add an additional £13,325. Furthermore, permission for use would need to be officially obtained from DMU and may require Copyright protection if we continue to use this unchanged.

Option 3 – Immediate introduction of Badge 1, undertaking some additional work on Badge 2 and submit to the Heraldry Commission for approval. Once completed this would become the service identity for the long-term future.

27. The Chief Fire and Rescue Officer recommends that this option is chosen as it shows a strong commitment to staff, their opinion and their pride in the service, whilst also recognising and respecting Leicester, Leicestershire and Rutland in the longer term.
28. If agreed, this would see Badge 1 return to service uniform shirts within 4-6 months. No other uniform with service badges would be altered at this stage.
29. The Service would work with stakeholders to amend some elements of Badge 2 but keeping the shield representing Leicester, Leicestershire and Rutland. Once completed Badge 2 would be submitted to the Heraldry Commission for approval.
30. The anticipated timeline of amending Badge 2 and passing through the Heraldry Commission process is approx. 12-18 months. This timeline aligns with the requirement to re-tender for service work wear uniform, meaning that the new work wear uniform contract would be established with the long-term badge that equally represents Leicester, Leicestershire and Rutland.
31. This option presents additional costs of £13,250 to obtain Heraldry Commission approval on Badge 2. This is achievable within existing service budgets. However, it does present the opportunity to demonstrate commitment to staff and their pride, whilst equally representing Leicester, Leicestershire and Rutland in the long-term.
32. From that point forward the new badge would be utilised when issuing or replacing uniform, fire engines and station signage.

Report Implications/Impact

33. Legal (including crime and disorder)

From a legal perspective the Richmond Herald College of Arms have confirmed that in order to use the original badge LFRS are legally able to do so. It is courtesy to seek approval from Leicestershire County Council.

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

Financial costs for commissioning a new design are in the region of £13,325 however, Richmond Herald College of Arms have confirmed there will be no additional costs in utilising the badge if option 1 was chosen.

The impact of the re-introduction of any corporate branding/identity will involve increased costs to cover the provision of uniform.

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

Any final design should seek to represent the communities of Leicester, Leicestershire and Rutland to prevent any reputational damage.

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

An Equality Impact Assessment will be completed to support any decision to proceed.

It is believed that the re-introduction of a service identity via a badge will increase morale of staff, however it may be difficult to measure the impact of any change in isolation.

37. Environmental

None identified within this report.

38. Impact upon Our Plan Objective

People Strategy - An engaged and productive workforce, doing the right thing.

Officer to Contact

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