

Public Document Pack



To: All Members of the Community Safety and Protection Committee
(and any other Members who may wish to attend)



J. Henshaw
LLB (Hons)
Clerk to the Authority

Tel: 0151 296 4000
Extn: 4112 Helen Peek

Your ref:

Our ref HP/NP

Date: 23 July 2015

Dear Sir/Madam,

Further to my invitation to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 30TH JULY, 2015** in the Liverpool Suite.

Please find attached:

AGENDA ITEM	REPORT
8.	<u>Community Fire Protection 2020 Proposals</u> (Pages 3 - 76) (CFO/030/15) To consider Report CFO/030/15 of the Deputy Chief Fire Officer, concerning proposals for structural changes to the function of Community Fire Protection arising from the 2020 review.

Yours faithfully,

A handwritten signature in black ink that reads 'K. Kellaway PP.'.

Clerk to the Authority

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	30 JULY 2015	REPORT NO:	CFO/030/15
PRESENTING OFFICER	DCFO GARRIGAN		
RESPONSIBLE OFFICER:	DCFO GARRIGAN	REPORT AUTHOR:	GUY KEEN
OFFICERS CONSULTED:	ANDY GROOM, CHRIS HEAD, STEVE TAYLOR		
TITLE OF REPORT:	COMMUNITY FIRE PROTECTION 2020 PROPOSALS		

APPENDICES:	APPENDIX A:	2015 – 2020 STRUCTURE CHANGES
	APPENDIX B:	THE OPS-PROTECTION WM ROLE PROPOSALS TOWARDS 2020 (PRESENTATION)
	APPENDIX C:	PROTECTION GREEN BOOK ROLE PROPOSALS FOR 2020 (PRESENTATION)
	APPENDIX D:	EQUALITY IMPACT ASSESSMENT

Purpose of Report

1. To request that Members approve the proposals for structural changes to the function of Community Fire Protection arising from the 2020 review.

Recommendation

2. That Members;
 - a. Note the methodology of the 2020 review for the function of Community Fire Protection
 - b. Note the rationale underpinning the proposals for structural change.
 - c. Approve the changes detailed in the report.

Introduction and Background

3. This report presents a long term scalable structure for the discharge of the Community Fire Protection function that will meet the future challenges faced by the Authority and in doing so will support the Service's 2020 vision.

Report Objectives

4. The objectives of this report are to:
 - a. Explain the planning assumptions behind the functional review;
 - b. Outline the methodology of the structure review;
 - c. Explain the rationale that underpins the structure proposal

- d. Detail the new structure proposal for 2020
- e. Detail the transitional arrangements required to move to the 2020 structure.

2020 Review

- 5. The proposal has been informed by a comprehensive review of the function of Community Fire Protection within Merseyside Fire & Rescue Service (MFRS).
- 6. The planning assumptions that underpin this review are:
 - a. Protection will remain a core function of the FRS;
 - b. The Authority budget will continue to shrink and put pressure on Community Fire Protection to make further efficiencies;
 - c. Delays in closing the growing succession gap in MFRS Community Fire Protection would present a significant risk to the Authority and would need addressing as part of the 2020 Strategy;
 - d. Protection, Preparedness and Response provide mutual value to each other;
 - e. Protection functional planning must address the key strategic drivers for legislative fire safety;
 - f. Protection planning must focus on delivery of the essential requirements;
 - g. The current MFRS Community Fire Protection structure is unsustainable in the long term;
 - h. Competence of Community Fire Protection Officers will be delivered against the Chief Fire Officers Association (CFOA) National Qualifications & Competence Framework (NQ&CF).

Review Methodology

- 7. The methodology adopted for this review involved:
 - a. Identification of the key strategic objectives that drive **why** MF&RS need to deliver Protection services;
 - b. Identification of **what** MF&RS need to deliver in order to meet the strategic objectives;
 - c. Identification of **what** are the most suitable resources to deliver the objectives;
 - d. Identification of **how** the function of Protection can be best structured to meet the requirements;
 - e. Consideration of **how** Protection can secure sufficient capacity to meet short, medium and long-term objectives.

Key Strategic Drivers

8. The following strategic drivers influence what the Authority are required to do and how the Authority are required to do it:
 - a. Legislation placing responsibilities on the Authority;
 - b. Government expectations:
 - i. National Framework incorporating Integrated Risk Management Planning (IRMP);
 - ii. Knight Review;
 - c. MFRS Mission Statement.
 - d. CFA Business Safety Strategy 2013-16.

Outputs / Outcomes

9. The key outputs that Community Fire Protection need to deliver to meet the strategic objectives are:
 - a. Manage physical and human resources in the function of Community Fire Protection:
 - i. Manage personnel;
 - ii. Manage work-streams / projects;
 - iii. Produce & review policy and procedures;
 - iv. Manage and account for high performance;
 - v. Provide a competent work-force.
 - b. Complete the Risk Based Strategy (RBS) in line with the Regulators Code, including:
 - i. Audits / Inspections
 - ii. Enforcements / Prosecutions
 - iii. Consultations (e.g. Planning)
 - iv. Business Support / Advice
 - v. Licensing
 - vi. Primary Authority Scheme (PAS)
10. The key outputs that Community Fire Protection need to deliver to meet the strategic objectives are:
 - a. Contribute to safe, effective Firefighters by influencing fire safety in the built environment and sharing technical fire safety knowledge and intelligence to inform operational procedures and tactics:
 - i. Fire safety technical knowledge to support and enhance operational preparedness;
 - ii. Fire safety technical knowledge to support and enhance incident tactics & management;

- iii. Enhanced firefighter safety via fire safety influence in the built environment.
- b. Contribute to safer, stronger communities by influencing fire safety in the built environment:
 - i. Prevent fire losses, fire fatalities and injuries in properties covered by fire safety legislation;
 - ii. Influence standards of fire safety in the built environment;
 - iii. Support business safety & economic growth.
- c. Meet the Authorities statutory obligations regarding fire safety legislation

2020 Review

11. In line with the review methodology (see para. 7), current role positions were analysed to identify suitability for 2020 requirements. The intention of the review was to commence with existing grey and green book roles to determine whether these would be suitable and sufficient for 2020. The review identified the strengths and limitations of each role as a precursor to informing proposals for a 2020 structure.
12. The existing Community Fire Protection structure for grey and green book roles is detailed on Sheet 1 of Appendix A.
13. The review identified the following limitations and strengths of existing roles in Community Fire Protection.
14. The limitations of Green Book roles:
 - a. The single grade Technical Officer role requires a 4 – 5 year development path that is unsustainable, particularly from a succession planning perspective, it offers poor value to the Authority and it is not aligned to the NQ&CF;
 - b. There is no opportunity to progress against a structure (further succession risk);
 - c. Green book technical officers have no default operational expertise;
 - d. There is limited opportunity to develop talented green book employees for mutual benefit.
15. The strengths of Green Book roles:
 - a. Stability of time in role, Technical fire safety officers are exclusive to the function of Community Fire Protection and therefore tend to remain in the function for the duration of their employment which offers the optimum value to the Authority's investment in technical fire safety training and development;
 - b. The green book terms and conditions are sufficiently flexible to allow the creation of new roles aligned to the CFOA NQ&CF;
 - c. Existing green book technical officers have significant potential to fulfil managerial roles;

- d. MFRA currently employs green book personnel with Technical fire safety expertise up to and including fire engineer.
16. The limitations of Grey Book roles:
- a. Currently development runs in isolation of organisational development;
 - b. The legacy rationale for the grey book role in Protection does not adequately distinguish and recognise the full value potential of grey book officers in Community Fire Protection;
 - c. The succession challenges from a top heavy retirement profile, combined with the length of time required to obtain the level of technical competence within the existing grey book protection roles, is a current and increasing risk that arises from a deficit of technical competence across the function of Community Fire Protection;
 - d. Quality Assurance is inadequate to sufficiently protect the Authority and to meet accreditation requirements of the NC&CF, this is a consequence of previous structure changes combined with the succession challenges;
 - e. Succession of Grey book Protection officers against the CFOA NQ&CF is unsustainable as it currently takes a minimum of 5 years to develop the required level of technical competence;
 - f. Value of Operations-Protection expertise not achieved or recognised;
 - g. Technical response limitations e.g. sustainable coverage is currently limited to office hours.
17. The Strengths of Grey Book roles:
- a. Grey book officers provide the optimum support for meeting the required Community Fire Protection outcomes for contributing to safe, effective firefighters;
 - b. Grey book officers are fluent in Operational language;
 - c. Grey book positions provide excellent development opportunities and supports the maintenance of organisational technical competence;
 - d. Experience of fire behaviour provides a unique and valuable addition to the competence of the function of Community Fire Protection;
 - e. Proven high level commitment to prevent fires and associated injuries/fatalities.

Proposals

- 18. Grey and green book roles both have a value to the future of Community Fire Protection in MFRS, however in order to optimise this value, the roles will need to be restructured to a clear rationale that distinguishes between the different roles in a way that addresses the strengths and limitations of each. The existing and proposed new structure of Community Fire Protection is available at Sheet 2 of Appendix A.
- 19. In line with the Authorities financial objectives, the proposed new structure achieves a budget saving of **£216k by 2020-21** which equates to a **13.5%**

- saving** on the existing 2014-15 budget. A full breakdown of financial savings is given in the 'Financial Implications & Value for Money' section below.
20. Implementation of the full 2020 re-structure should be phased in naturally to ensure that existing expertise is utilised to dampen the impact of the succession gaps and seeking to avoid compulsory redundancies.
 21. An implementation plan identifying year-on-year structure changes from 2015 to 2020 is provided at Sheet 3, Appendix A. This plan balances needs arising from succession gaps by ensuring as much expertise as possible is maintained within the Department. This will support performance against the required outputs and outcomes in lieu of significant loss of expertise whilst the service recruits, trains and develops new officers to provide a full level of competence across the function.
 22. This report proposes that:
 - a. **Green book roles** are distinguished specifically on the technical expertise and that the roles are tiered in order to create a sustainable structure where point of entry to full competence in every role can be achieved within a timeframe of 18 months to 2 years.
 - b. **Grey book roles** are distinguished specifically on the operational-technical expertise, this does not require a lengthy technical development period and takes advantage of existing operational skills sets that maximise the organisations ability to meet the Protection outcomes for safe, effective firefighters. Additionally, future grey book roles in Protection will ensure full technical competence can be achieved within 12 – 18 months and that operational competence is maintained throughout the tenure in Community Fire Protection.
 23. The Green book structure in Community Fire Protection should be split into 4 levels aligned to the CFOA NQ&CF:
 - a. Fire Safety Adviser
 - b. Fire Safety Auditor
 - c. Fire Safety Inspector
 - d. Fire Safety Risk Manager
 24. The proposed green book structure addresses all of the succession gaps relating to the current green book limitations and provides excellent opportunity and motivation for existing and future green book employees in Community Fire Protection.
 25. A full breakdown of the new proposed green book roles are available at Appendix C.
 26. A further 5th level could be introduced at a later stage at a lower level if the Authority elect to introduce apprenticeships in Community Fire Protection.
 27. The Grey book role in Community Fire Protection will focus specifically on operational aspects of technical fire safety, this will include:
 - a. Operational aspects of Protection
 - b. Site Specific Risk Information

- c. Risk Intelligence
 - d. Peak Hours Audits
 - e. Fires in the Built Environment (Training and Development of operational personnel)
 - f. Tactical adviser for technical fire safety at incidents
 - g. Tactical adviser for Article 31 response
 - h. Quality assurance of protection work by operational personnel to support effective performance management.
28. In order to facilitate the new grey book role, the requirement for Watch Managers (WMs) managing technical officers during office hours on district will cease; the managerial aspects of the existing WM's will be absorbed at the appropriate levels within the new green book structure and a new team of operational-protection WMs providing a level of 24 / 7 response will be created.
29. A full breakdown of the new WM role is provided at Appendix B.
30. The review considered a number of shift options that would provide sufficient capacity to meet the requirements of the role:
- a. Option 1: 50:50 – 5 WM's working 50% of the allocated hours in any given period as a rider WM and 50% as a protection officer.
 - b. Option 2: 4 WM's providing a self-managed team approach.
31. Option 2 provides for a greater level of flexibility and dedication to the role and is the option that this report recommends. Option 2 could be accommodated by combining Wholetime Retained (WTR) with retained cover to allow for differences in the job role demands. The proposals detailed in this report have been subject to formal consultation with the Fire Brigades Union, the Fire Officers Association and Unison. Formal consultation was opened on 15th June and successfully concluded 17th July. The proposals were broadly welcomed by the Representative bodies and there are no residual issues remaining unaddressed at the conclusion of consultation process.

Equality and Diversity Implications

32. An EIA has been completed and is attached at Appendix D.
33. These proposals incorporate opportunities to enhance the diversity of our workforce through positive action in the recruitment of new positions. The proposals for the new structure are likely to require recruitment of up to 25 posts within the next 5 fiscal years due to anticipated retirements.

Staff Implications

34. Changes to the Green book structure in Community Fire Protection arising from these proposals creates significant opportunity for existing and future green book personnel to develop within the Protection function.
35. The opportunity afforded to the Protection Watch Mangers allows for lateral development within role with added organisational benefits associated with their

sector competence – risk management understanding in an operational context.

36. Significant opportunities will exist for positive action to ensure future recruitment of a more diverse workforce in line with the Services Equality Action Plans.

Legal Implications

37. The Authority has a legal obligation to discharge its statutory obligations under various pieces of Fire Safety legislation. The proposals in this report would provide the Authority with a structure to meet these obligations in an efficient, effective and sustainable way for the short, medium and long term.

Financial Implications & Value for Money

38. These proposals will lead to significant budget savings with a year on year cost saving resulting in a saving of £216k in terms of staffing, which equates to 13.5% of the existing staff costs in Community Fire Protection.
39. The new structure only results in the loss of half a post, however cost savings are significant partially due to a greater proportion of green book roles and partially due the new roles being aligned to the new competency framework. New technology utilising mobile working and enhanced targeting of risk based inspection programmes will allow greater efficiency and effectiveness through targeting the right level of expertise at the right level of risk.
40. Year on year cost savings against the new structure are detailed below:

YEAR	£ BUDGET	£ SAVING	% SAVING
2014-15	£ 1,605,332	£ -	0
2015-16	£ 1,581,756	£ 23,576	1.47
2016-17	£ 1,565,062	£ 40,270	2.51
2017-18	£ 1,516,361	£ 88,971	5.54
2018-19	£ 1,404,451	£ 200,881	12.51
2019-20	£ 1,388,447	£ 216,885	13.51

41. A response vehicle will need to be made available, assuming the Service opts for a small van equipped for emergency response, estimated costs are as follows:
- Vehicle purchase costs £19k over 5 years (£3800 / annum)
 - Insurance (£1200 / annum)
 - Running costs (£250 / annum)
 - Fuel costs (£1500 / annum)

TRANSIT CONNECT FUEL COSTS			
£/Gallon	MPG	pence /mile	Annual 12000 miles
£5.00	40	12.5p	£1,500.00

Total estimated response vehicle costs = **£6.75k per annum**

Risk Management, Health & Safety, and Environmental Implications

42. The proposals within this report will enable improved targeting of expertise to fire safety risk within the built environment and offer significant improvements to firefighter safety through a combination of training, development, and technical advice to support all levels of operational decision making (pre, during and post incident), for example:
- a. Involvement of Fire Safety expertise in SSRI, preplanning, exercises and training;
 - b. Improved quality assurance of fire safety intelligence for operational crews;
 - c. Provision of tactical officer support for Incident Commanders at incidents involving complex building or premises with fire engineered solutions.
43. No Environmental Implications have been identified relevant to these proposals.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

44. The proposals in this report will make significant contributions to the Service's mission, as detailed in para. 10.

BACKGROUND PAPERS

GLOSSARY OF TERMS

CFOA	Chief Fire Officers Association
IRMP	Integrated Risk Management Planning
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
NQ&CF	CFOA in conjunction with Skills for Justice have developed the National Qualifications & Competence Framework for Fire Safety regulators which provides a detailed set of occupational standards underpinned by nationally recognised qualifications.
RBS	The Risk Based Strategy is a strategic plan for Community Fire Protection work that is detailed within Service Instruction SI0805. The RBS includes 6 Risk Based Inspection Programme that detail and prioritise the audit and inspection regimes relevant to the Authorities statutory duties for fire safety legislation. The RBS is a requirement under the National Framework for Fire and Rescue Services.

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v0.3		2015-16						2016-17						2017-18										
ROLE	Start	Retire Est.	Recruit	Lose to Promotion	Gain from Promotion	Total	Role £	Total £	Retire Est.	Recruit	Lose to Promotion	Gain from Promotion	Total	Role £	Total £	Retire Est.	Recruit	Lose to Promotion	Gain from Promotion	Total	Role £	Total £		
PCM					3	3	£ 36,684.00	£ 110,052.00				1	4	£ 36,684.00	£ 146,736.00				1	5	£ 36,684.00	£ 183,420.00		
FSI	23.5	1	1	3		20.5	£ 32,007.00	£ 656,143.50	3		1	2	18.5	£ 32,007.00	£ 592,129.50	5		1	3	15.5	£ 32,007.00	£ 496,108.50		
FSAu			2			2	£ 28,790.00	£ 57,580.00			2	4	4	£ 28,790.00	£ 115,160.00			3	5	6	£ 28,790.00	£ 172,740.00		
FSAd			5	0	0	5	£ 23,051.00	£ 115,255.00		4	4		5	£ 23,051.00	£ 115,255.00		5	5		5	£ 23,051.00	£ 115,255.00		
						30.5							31.5							31.5				
GM	1					1	£ 75,417.00	£ 75,417.00					1	£ 75,417.00	£ 75,417.00					1	£ 75,417.00	£ 75,417.00		
SM	3					3	£ 64,966.50	£ 194,899.50					3	£ 64,966.50	£ 194,899.50					3	£ 64,966.50	£ 194,899.50		
WM+			1			4	£ 57,894.29	£ 231,577.16					4	£ 57,894.29	£ 231,577.16					4	£ 57,894.29	£ 231,577.16		
WM	9	3			3	3	£ 46,944.00	£ 140,832.00	1				2	£ 46,944.00	£ 93,888.00	1				1	£ 46,944.00	£ 46,944.00		
Total £							£ 1,581,756.16		Total £							£ 1,565,062.16	Total £							£ 1,516,361.16
							-£ 23,575.91									-£ 40,269.91								-£ 88,970.91
v0.3		2018-19						2019-20						2020-21										
ROLE	Start	Retire Est.	Recruit	Lose to Promotion	Gain from Promotion	Total	Role £	Total £	Retire Est.	Recruit	Lose to Promotion	Gain from Promotion	Total	Role £	Total £	Retire Est.	Recruit	Lose to Promotion	Gain from Promotion	Total	Role £	Total £		
PCM		5			1	6	£ 36,684.00	£ 220,104.00					6	£ 36,684.00	£ 220,104.00					6	£ 36,684.00	£ 220,104.00		
FSI	15.5	5		1	6	15.5	£ 32,007.00	£ 496,108.50	2.5			2	15	£ 32,007.00	£ 480,105.00					15	£ 32,007.00	£ 480,105.00		
FSAu	6			6	6	6	£ 28,790.00	£ 172,740.00			2	2	6	£ 28,790.00	£ 172,740.00					6	£ 28,790.00	£ 172,740.00		
FSAd	5		6	6	0	5	£ 23,051.00	£ 115,255.00		2	2		5	£ 23,051.00	£ 115,255.00				0	5	£ 23,051.00	£ 115,255.00		
						32.5							32							32				
GM	1					1	£ 75,417.00	£ 75,417.00					1	£ 75,417.00	£ 75,417.00					1	£ 75,417.00	£ 75,417.00		
SM	3	1				2	£ 64,966.50	£ 129,933.00					2	£ 64,966.50	£ 129,933.00					2	£ 64,966.50	£ 129,933.00		
WM+	4					4	£ 57,894.29	£ 231,577.16					4	£ 57,894.29	£ 231,577.16					4	£ 57,894.29	£ 231,577.16		
WM	1	1				0	£ 46,944.00	£ -					0	£ 46,944.00	£ -					0	£ 46,944.00	£ -		
		PAS External Funding						-£ 36,684.00		PAS External Funding						-£ 36,684.00	PAS External Funding						-£ 36,684.00	
Total £							£ 1,404,450.66		Total £							£ 1,388,447.16	Total £							£ 1,388,447.16
							-£ 200,881.41									-£ 216,884.91								-£ 216,884.91

YEAR	£ BUDGET	£ SAVING	% SAVING	% REMAIN
2014-15	£ 1,605,332	£ -	0.00	100.00
2015-16	£ 1,581,756	£ 23,576	1.47	98.53
2016-17	£ 1,565,062	£ 40,270	2.51	97.49
2017-18	£ 1,516,361	£ 88,971	5.54	94.46
2018-19	£ 1,404,451	£ 200,881	12.51	87.49
2019-20	£ 1,388,447	£ 216,885	13.51	86.49
2020-21	£ 1,388,447	£ 216,885	13.51	86.49

Correct 2020 Establishment

In 2018-19 PAS responsibilities held by the retiring SM will be passed to an additional PCM (which will be funded by the PAS partnerships). This will take it up to a PCM

- Key
- PCM Protection Compliance Manager (Green book middle manager)
 - FSI Fire Safety Inspector
 - FSAu Fire Safety Auditor
 - FSAd Fire Safety Adviser
 - GM Group Manager
 - SM Station Manager
 - WM+ New WM role with 24/7 cover arrangements
 - WM Existing WM role (either at SHQ supporting Central team or Managing a tem of Tech O's on district)

Correct 2020 Establishment

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The Ops-Protection WM Role Proposals towards 2020

GM Guy Keen

Merseyside Fire & Rescue Service

Aim

- ▶ To present a **proposal** for a new hybrid role that bridges Community Fire Protection and Fire & Rescue Operations.
- ▶ The proposal is based upon the value offer



Objectives

- ▶ Provide an overview of the history of operational officers in Protection;
- ▶ Detail the rationale behind the proposals;
- ▶ Identify the value of operational officers to Protection;
- ▶ Identify the value of Protection officers to FRS operations;
- ▶ Outline the hybrid role job
- ▶ Consider case studies
- ▶ Identify potential shift options



History

- ▶ 1974 – Grey book prominence
- ▶ Operational expert to Technical expert;
- ▶ Introduction of Green Book Technical Officers;
- ▶ Green v Grey Protection Officers
 - ▶ Differential?
 - ▶ Strengths / Limitations
- ▶ Missed the obvious



2020 Review Methodology

1. Identify key strategic objectives that drive **why** MF&RS need to deliver Protection services;
2. Identify **what** MF&RS need to deliver in order to meet the strategic objectives;
3. Identify **what** are the most suitable resources to deliver the objectives;
4. Identify **how** the function of Protection can be best structured to meet the requirements;
5. Consider **how** Protection can obtain sufficient capacity to meet short, medium and long-term objectives.



Key Strategic Drivers (Why?)

The following strategic driver influence what we are required to do and how we are required to do it:

- ▶ Legislation placing responsibilities on the Authority;
- ▶ Government expectations:
 - ▶ National Framework (& IRMP);
 - ▶ Knight Review;
- ▶ MF&RS Mission Statement.

- ▶ CFOA Business Safety Strategy 2013-16.



The strategy plan

Our priorities

The changes in fire safety legislation over the last two decades have resulted in differing approaches to enforcement and the advice offered to businesses has varied in a similar way. Recent changes in fire safety law have provided UK Fire and Rescue Services with consolidated legislation applied on a risk basis, that coupled with the Better Regulation agenda has enabled Services to provide a rounded assortment of services from advice and information through to formal enforcement processes - this strategy document highlights the salient challenges that remain.

Priority 1
Promote firefighter safety and sound operational decision-making by providing information about the built environment.

Priority 2
Develop a framework of qualifications and competence for protection officers, managers and fire engineers.

Priority 3
Promote consistency and common application of the legislation by training other protection officers, effective development of soft and guidance to protection officers and managers.

Priority 4
Share exemplary projects and promote good regulatory practice of all private sector fire safety businesses through collaborative working with the aim of supporting business growth.

ACCREDITED FIRE ENGINEERING
STANDARDISED SUPPORT AND GUIDANCE
KNOWLEDGE OF FIRE AND SPREAD
TECHNICAL STANDARDS
DATA AND INTELLIGENCE
SHARING INFORMATION
RISK BASED INSPECTION PROGRAMMES
LEAD BUSINESS ENGAGEMENT

FIRE SAFETY OFFICER

BUSINESS OWNER

INNOVATIVE SOLUTIONS
ADVICE AND INFORMATION
INFORMAL ADVICE
INCREASED CONFIDENCE IN FIRE RISK ASSESSORS

BETTER UNDERSTANDING
WEBSITE, APPS, ETC
COMPLIANT SIGNAGE

Priority 1

Promote firefighter safety and sound operational decision-making by providing information about the built environment.

ACCREDITED
FIRE ENGINEERING
STANDARDISED SUPPORT AND GUIDANCE
KNOWLEDGE OF FIRE AND SPREAD
TECHNICAL STANDARDS
DATA AND INTELLIGENCE
SHARING INFORMATION
PROFESSIONAL INSPECTION PROGRAMMES

Safe, Effective Firefighters

- ▶ Fire safety technical knowledge to support and enhance operational preparedness;
- ▶ Fire safety technical knowledge to support and enhance incident tactics & management.



Safer, Stronger Communities

- ▶ Prevent fire losses, fire fatalities and injuries in properties covered by fire safety legislation;
- ▶ Influence standards of fire safety in the built environment;
- ▶ Support Business Safety & Economic Growth.



Role Review – Grey book limitations

- ▶ Currently development runs in isolation of people & organisational development;
- ▶ The legacy rationale for the grey book role in Protection is flawed;
- ▶ Deficit of technical competence in Ops crews;
- ▶ Quality Assurance is inadequate;
- ▶ Succession of Grey book Protection officers against the CFOA NQ&CF is unsustainable;
- ▶ Value of Operations-Protection expertise not achieved or recognised;
- ▶ Technical Response limitations – No provision



Role Review - Grey book advantages

- ▶ Safe, effective firefighters;
- ▶ Operational language;
- ▶ Development opportunities;
- ▶ Experience of fire behaviour;
- ▶ Commitment to prevent fires & associated injuries/fatalities;
- ▶ Maintenance of competence;



WMB Operational Protection

- ▶ Protection (0.5 Post)
- ▶ Operations (0.5 Post)
- ▶ Operational aspects of Protection
 - ▶ SSRI
 - ▶ Risk Intelligence
 - ▶ Peak Hours Audits
 - ▶ Fires in the Built Environment (T&D)
 - ▶ Tactical adviser
 - ▶ Article 31 response
 - ▶ Performance management.



SSRI

- ▶ Risk prioritisation & coordination
- ▶ Quality assurance of SSRI Planning & Performance
 - ▶ Whiston Hospital, no recognition of fire engineered solutions or the fire risk management strategy (PHE);
 - ▶ Central Library – FR Construction identified, heritage plan included
- ▶ Support to Ops Crews at complex / challenging SSRIs
 - ▶ B5 Building Reg's – Firefighting facilities
 - ▶ Elements of Structure / Compartmentation
 - ▶ Operational considerations
- ▶ Quality Assurance of Protection elements of SSRI
- ▶ Dual purpose (SSRI/Audit) coordination
 - ▶ Regulators code



Risk Critical Intelligence

- ▶ **Oversee Fire Safety Operations Information Notes**
(previously FSI 50's)
- ▶ **Coordination**
- ▶ **Interpretation**
- ▶ **Action Planning**
- ▶ **Quality Assurance**



Peak Hours Audits

- ▶ Coordination
- ▶ Support to Ops Crews
 - ▶ Care Home Visits
 - ▶ High-rise Visits
- ▶ Support to Fire Safety Officers
- ▶ Cross-map to SSRI (planning & enhancing)
- ▶ Quality Assurance



Fires in the Built Environment

- ▶ Initial Input – acquisition & maintenance
- ▶ Modular Input – continual development
- ▶ Monitoring / Assurance
- ▶ Review
 - ▶ New & emerging themes
 - ▶ National incidents
- ▶ Application
 - ▶ Exercise planning & delivery
 - ▶ Debriefs
 - ▶ Case studies
- ▶ Assessment / Verification



Tactical Advisor

- ▶ HazMat / DIM / USAR model - 24 / 7 response
- ▶ PDA for complex premises / On request form OiC
- ▶ Tactical advice to Incident Commander
 - ▶ Fire behaviour (construction, contents, loading)
 - ▶ Fire engineered solutions / Fire suppression systems
 - ▶ Salvage considerations (e.g. Heritage/Business Continuity)
- ▶ Technical advisor to Fire Investigations
 - ▶ E.g. – Hard Days Night Hotel
- ▶ Technical Advice to NILO (emergency lighting)
- ▶ Technical Advice to Ops Planning
 - ▶ Event planning
 - ▶ Exercises (COMAH, Tac-Ex's, etc)



Article 31 Response

- ▶ Support to Article 31 Officer
 - ▶ Provide technical / legal (within limits) advice
 - ▶ Breaches to legislation
 - ▶ Issuing Cautions
 - ▶ Preserve / Gather evidence
 - ▶ E.g. Sandown Service Station – Petrol Leak
 - ▶ Coordinate / Take statements
 - ▶ Liaise with Protection Enforcement Officers
 - ▶ Support Issue of a Prohibition Notice



Performance Management

- ▶ Protection / Operations Station Performance
 - ▶ UwFS
 - ▶ Fire Safety Visits
 - ▶ Business Support Campaigns
- ▶ Monitor & Review
- ▶ Highlight / Exception Reporting
- ▶ Support functional planning
- ▶ Coordinate delivery of Protection elements for Ops Crews



Case Studies

Modern Building Construction – Sandwich Cladding, Ventilation

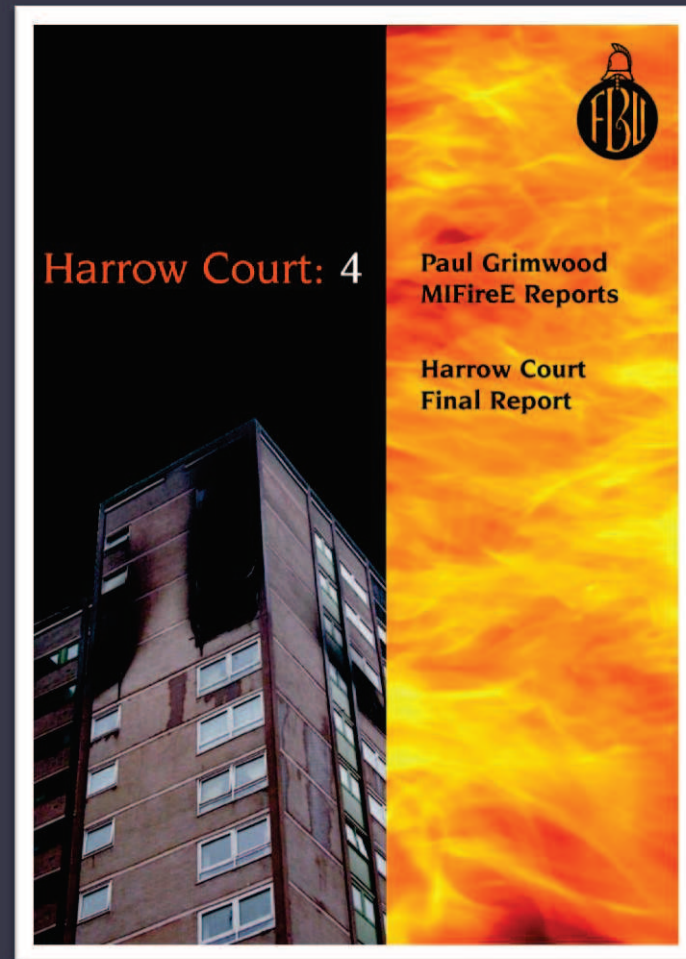
Fire-loading – fire-growth (0-25 mW Fire)

Sharing of FS Intelligence

Changing interiors (Missing Fire Door, Flexible Design Partitioning)



- Lack of pre-planning & familiarisation with structures
- Ineffective & incomplete documented procedures for high-rise building fires
- Firefighters were clearly unfamiliar with the building & its fire protective features, paying little attention to the fire lifts, the nearest hydrant or the stair-shaft venting systems.
- The actions of the first 2 officers on-scene demonstrated a lack of experience of this type of incident.



St Johns Precinct (January 2015)

Response - Sprinkler Activation

Post-Response - Notification to the National Fire Sprinkler Network about a successful operation of a sprinkler system

Knowledge and understanding of how AFD/fixed installations can assist in locating and extinguishing a fire



1 Russell Road, South Liverpool

- ▶ Article 31 Failure – Prohibition Notice
 - ▶ Means of Escape
 - ▶ No emergency lights
 - ▶ Obstructions on escape routes
 - ▶ Means of giving warning
 - ▶ Fire Separation



Complex Buildings Examples

- ▶ Liverpool One Car Park – Jet Fans
- ▶ Medium-rise Timber Framed Building
- ▶ Liverpool Museum
- ▶ Sub-surface Railways
- ▶ West Tower
- ▶ Aloft Hotel
- ▶ New Royal



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Proposal for a Community Fire Protection Green Book Restructure for 2020

GM Guy Keen
SM Andy Groom
SM Chris Head

Aim

- To present a proposal for a new structure for the function of Community Fire Protection that will meet the challenges going forward and be fit for the Service's 2020 vision.

Objectives

- Explain the planning assumptions behind the functional review;
- Outline the methodology of the structure review;
- Explain the rationale that underpins the structure proposal
- Detail the new structure proposal for 20:20
- Detail the transitional arrangements required to move to the 20:20 structure.

Planning Assumptions

- Protection will remain a core function of the FRS;
- Authority budget will continue to shrink and put pressure on Protection to make further efficiencies;
- Delays in closing the growing succession gap in MF&RS Protection is a significant risk to the Authority and needs addressing as a priority;
- Protection, Preparedness and Response provide mutual value to each other;
- Protection functional planning must address the key strategic drivers for legislative fire safety;
- Protection planning must focus on delivery of the essential requirements;
- The current MF&RS Protection structure is unsustainable;
- Opportunities may materialise for Protection to provide meaningful employment as part of a strategy for an aging work-force.
- Competence of Protection Officers will be delivered against the CFOA National Qualifications & Competence Framework (NQ&CF).

Review Methodology

1. Identify key strategic objectives that drive **why** MF&RS need to deliver Protection services;
2. Identify **what** MF&RS needs to deliver in order to meet the strategic objectives;
3. Identify **what** are the most suitable resources to deliver the objectives;
4. Identify **how** the function of Protection can be best structured to meet the requirements;
5. Consider **how** Protection can obtain sufficient capacity to meet short, medium and long-term objectives.

Key Strategic Drivers (Why?)

The following strategic driver influence what we are required to do and how we are required to do it:

- Legislation placing responsibilities on the Authority;
- Government expectations:
 - National Framework (& IRMP);
 - Knight Review;
- MF&RS Mission Statement.
- CFOA Business Safety Strategy 2013-16.

Outputs/Outcomes (What?)

What we need to deliver to meet the strategic objectives:

- Manage resources;
- Risk Based Inspection Programme (RBIP);
- Safe, effective Fire-fighters;
 - Fire safe buildings;
 - Risk intelligence;
- Safer, stronger communities.
 - Fire Safe buildings.

Outputs: RBIP

- Audits / Inspections
- Enforcements / Prosecutions
- Consultations (e.g. Planning)
- Business Support / Advice
- Licensing

- Primary Authority Scheme (PAS)

Outcomes – Safe, Effective Firefighters

- Fire safety technical knowledge to support and enhance **operational preparedness**;
- Fire safety technical knowledge to support and enhance **incident tactics & management**;
- Enhanced **firefighter safety** via fire safety influence in the built environment.

Outcomes – Safer, Stronger Communities

- Prevent fire losses, fire fatalities & injuries in properties covered by fire safety legislation;
- Influence standards of fire safety in the built environment;
- Support Business Safety & Economic Growth.

Management Requirements

- Manage personnel;
- Manage work-streams / projects;
- Produce & review Policy and procedures;
- Manage and account for high performance;
- Provide a competent work-force.

Protection References

Click on the buttons below to go to the Terms of Reference for each:

						Districts
AFA Protocol & UwFS Redution	Business Support	Campaigns	Conferences & Seminars	Enforcement & Prosecutions + Article 31	Explosives	Knowsley
Fire Engineering (Building Regs & Planning)	High Rise	Hospitals/CQC & Supported Living	Housing+HiMOs	Library & Subscriptions	Licensing	Liverpool
MIS Project	New Build Developments	Performance/ Time Management	Petroleum	Policy & Instructions	Primary Authority Scheme	Sefton
Projects	Prosecution Support/E&D	Qualifications & Competence	Regional Training & Succession Planning	Risk Based Strategy	Sophtronic	St Helens
Sports Grounds	SSRI & Heritage	Sub-Surface Railways	Suppression Systems	Training & Development	Waste Transfer Stations Project	Wirral

Role Review - Green book

Limitations

- 4 – 5 year development path is unsustainable; offers poor value to the Authority & is not aligned to the NQ&CF;
- There is no opportunity to progress against a structure (succession risk);
- No default operational expertise;
- There is limited opportunity to develop talented green book employee's for mutual benefit.

Role Review - Green book

Advantages

- Stability of time in role;
- Flexibility to create new roles aligned to the CFOA NQ&CF;
- Potential to fulfil managerial roles;
- Technical fire safety expertise up to and including fire engineer.

District Structure - Advantages

- Overcame isolation of Protection offices from other parts of the Organisation;
- Enhanced the Protection officers appreciation of the wider Prevention agenda;
- Greater alignment of District based intelligence supporting local application of the RBIP.

Experience of the above varies District - District

District Structure - Limitations

- Line management of technical fire safety (Middle Manager level);
- Consistency risk (Regulators code);
- Parochialism contrary to RBIP;
- Smaller districts create disproportional management demands;
- Smaller districts lack resilience;
- Management duplication/contradiction arising from overlap between District & Centre based Management;
- Inefficient deployment of Protection expertise.
- District based appointments reduce flexibility to monopolise from enhanced productivity through mobile working (via new MIS)

Existing Establishment

○ 1 GM(B)	£ 75,417
○ 3 SM(B)	£194,900
○ 9 WM(B)	£422,496
○ 28.51 TO (Grade 8)	£912,657
○ Total	£1,605,332

Proposed 2020 Establishment

○ 1 GM(B)	£ 75,417	
○ 2 SM(B)	£129,933	
○ 8 PCM(Grade 10*)	£293,472	
○ 4 WM(B) + 24/7 Cover	£211,248	
○ 14 FSI (Grade 8*)	£448,098	
○ 5 L4c (Grade 7*)	£130,240	
○ 5 FSA (Grade 5)	£115,255	
○ Total	£1,320,035	
○ Saving	£ 216,885	(13.5%)

*Estimates, job evaluation still in progress to confirm grade.

New Roles

- **WMB+** – Operational Protection Officers (Level 3 Cert. ++)
- **PCM** – Protection Compliance Manager (Green-book middle manager Level 5)
- **FSI** – Fire Safety Inspector (Level 4 Dip.)
- **FSAu** – Fire Safety Auditor (Level 4 Cert.)
- **FSAd** – Fire Safety Adviser (Level 3 Cert.)
- **FSAp** – Fire Safety Apprentices ?

Protection Compliance Manager

- Level 5 Fire Safety Engineering qualification
- Level 5 Management qualification
- Expert Technical Fire Safety Advisors
- Building Planning Consultations
- Management of RBIP
- Quality Assurance of Technical Fire Safety
- Management of Technical Fire Safety teams
- Primary Authority Officer(s)

Fire Safety Inspector

- Auditor of Medium – Very High Risk Premises*
- Petroleum/Explosives Inspectors
- Planning Consultations
- Manage Enforcement & Prosecution Case work
- Mentor & Develop FSAu's/FSAd's/FSAp's/WM's
- Managing their own performance
- Supervising FSAd's/FSAp's
- Information Management

*Audits will be targeted at Risk potential however practically this will always involve lower risk levels

Fire Safety Auditor

- Auditor of Medium – High Risk* Premises
- Sign-posting very high risk premises to FSI's
- Contribute to Enforcement & Prosecution Case work
- Mentor & Develop FSAd's/FSAp's/WM's
- Managing their own performance
- Supervising FSAp's
- Information Management

Fire Safety Adviser

- Auditor of low risk
- Sign-posting higher risk work to FSAu's/FSI's
- Engaging in Business Safety Forums
- Providing Business Safety Advice
- Information Management

Fire Safety Apprentice

- Supporting FSI's/FSAu's/FSAd's in Audit & Inspection work
- Supporting Business Safety Forums
- Providing low-level Business Safety Advice
- Information management

Apprentices will be heavily supervised in the workplace in order to ensure their correct development and to off-set any risk of inappropriate performance having an impact on the Authority.

Structures & Costs

Existing Establishment

AM P&P								
GM Protection			GM Liverpool		GM Sefton	GM Knowsley	GM St Helens	GM Wirral
SMB	SMB	SMB	SMB's Liverpool		SMB's Sefton	SMB Knowsley	SMB St Helens	SMB's Wirral
WMB	WMB	WMB	WMB (N)	WMB (S)	WMB	WMB	WMB	WMB
2 TO (G8)	2 TO (G8)	2 TO (G8)	6 TO (G8)	3.71 TO (G8)	4.2 TO (G8)	2 TO (G8)	2 TO (G8)	3.6 TO (G8)

Proposed 2020 Establishment

GM (Head of Community Fire Protection)


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SMB (Policy & Development)		SMB (Districts / Performance)		PCM (PAS) Externally funded	PCM Liverpool (N & S)		PCM Sefton	PCM Wirral	PCM Knowsley & St Helens	PCM (E&P)	
WMB Tac Ad	WMB Tac Ad	WMB Tac Ad	WMB Tac Ad		3 FSI (G8)	2 FSI (G8)	3 FSI (G8)	3 FSI (G8)	3 FSI (G8)	1 FSI (G8)	
					1 Lvl4 (G6)	1 Lvl4 (G6)	1 Lvl4 (G6)	1 Lvl4 (G6)	1 Lvl4 (G6)	1 Lvl4 (G6)	
Proposed								1 FSA (G5)	1 FSA (G5)	1 FSA (G5)	1 FSA (G5)

Costs

v0.3	2015-16			2016-17			2017-18			
	ROLE	Total	Role £	Total £	Total	Role £	Total £	Total	Role £	Total £
PCM	3	£36,684.00	£110,052.00	4	£36,684.00	£146,736.00	5	£36,684.00	£183,420.00	
FSl	20.5	£32,007.00	£656,143.50	18.5	£32,007.00	£592,129.50	15.5	£32,007.00	£496,108.50	
FSAu	2	£28,790.00	£57,580.00	4	£28,790.00	£115,160.00	6	£28,790.00	£172,740.00	
FSAAd	5	£23,051.00	£115,255.00	5	£23,051.00	£115,255.00	5	£23,051.00	£115,255.00	
	30.5			31.5			31.5			
GM	1	£75,417.00	£75,417.00	1	£75,417.00	£75,417.00	1	£75,417.00	£75,417.00	
SM	3	£64,966.50	£194,899.50	3	£64,966.50	£194,899.50	3	£64,966.50	£194,899.50	
WM+	4	£57,894.29	£231,577.16	4	£57,894.29	£231,577.16	4	£57,894.29	£231,577.16	
WM	3	£46,944.00	£140,832.00	2	£46,944.00	£93,888.00	1	£46,944.00	£46,944.00	
		Total £	£1,581,756.16	Total £	£1,565,062.16	Total £	£1,516,361.16			
			-£ 23,575.91		-£ 40,269.91		-£ 88,970.91			
v0.3	2018-19			2019-20			2020-21			
ROLE	Total	Role £	Total £	Total	Role £	Total £	Total	Role £	Total £	
PCM	6	£36,684.00	£220,104.00	6	£36,684.00	£220,104.00	6	£36,684.00	£220,104.00	
FSl	15.5	£32,007.00	£496,108.50	15	£32,007.00	£480,105.00	15	£32,007.00	£480,105.00	
FSAu	6	£28,790.00	£172,740.00	6	£28,790.00	£172,740.00	6	£28,790.00	£172,740.00	
FSAAd	5	£23,051.00	£115,255.00	5	£23,051.00	£115,255.00	5	£23,051.00	£115,255.00	
	32.5			32			32			
GM	1	£75,417.00	£75,417.00	1	£75,417.00	£75,417.00	1	£75,417.00	£75,417.00	
SM	2	£64,966.50	£129,933.00	2	£64,966.50	£129,933.00	2	£64,966.50	£129,933.00	
WM+	4	£57,894.29	£231,577.16	4	£57,894.29	£231,577.16	4	£57,894.29	£231,577.16	
WM	0	£46,944.00	£-	0	£46,944.00	£-	0	£46,944.00	£-	
			-£ 36,684.00			-£ 36,684.00			-£ 36,684.00	
		Total £	£1,404,450.66	Total £	£1,388,447.16	Total £	£1,388,447.16			
			-£ 200,881.41		-£ 216,884.91		-£ 216,884.91			

YEAR	£ BUDGET	£ SAVING	% SAVING	% REMAIN
2014-15	£ 1,605,332	£ -	0	16053.3
2015-16	£ 1,581,756	£ 23,576	1.47	98.53
2016-17	£ 1,565,062	£ 40,270	2.51	97.49
2017-18	£ 1,516,361	£ 88,971	5.54	94.46
2018-19	£ 1,404,451	£ 200,881	12.51	87.49
2019-20	£ 1,388,447	£ 216,885	13.51	86.49
2020-21	£ 1,388,447	£ 216,885	13.51	86.49

 = Correct 2020 Establishment

In 2018-19 PAS responsibilities held by the retiring SM will be passed to an additional PCM (which will be funded by the PAS partnerships). This will take it up to a PCM

Equality Impact Assessment (EIA) Reporting Form

For any advice, support or guidance about completing this form please contact the DiversityTeam@merseyfire.gov.uk or on 0151 296 4236

Section 1: EIA Details

1.1) Author	Groom, Andy
1.2) Responsible Officer	Keen, Guy
1.3) Function	<u>Prevention and Protection</u>
1.4) Department	<u>Legislative Fire Safety</u>
1.5) What is the status of this EIA? If "Revision" is selected, please ensure "1.7) Date of EIA" is revised and "1.5.1) Which sections have been revised?" is completed.	<u>New</u>
1.6) Title of EIA	Community Fire Protection 2020 Proposals
1.7) Date of EIA	20/03/2015
1.8) What does the EIA relate to?	<u>SMG/Authority Report</u>
1.9) Title reference of SI/policy/report/event/project	Community Fire Protection 2020 Proposals
1.10) SI Policy Number of SI/policy/report/event/project	TBC

Section 2: Initial Assessment

2.1) What are the legitimate aims or purposes of the SI/policy/report/event/project?

The aim of the report is to gain approval for the structural review of the Community Fire protection Department with full implementation of proposals by 2020. The new structure for the Function of community Fire Protection has been developed to meet the challenges going forward which includes the following drivers :

- 1) Legislation - placing responsibilities on the Authority
- 2) Government expectations (National Framework incorporating the IRMP and the Knight review)
- 3) To meet the MFRS Mission Statement (contributes to safe effective Fire-fighters influencing fire safety)
- 4) CFOA Business Safety Strategy 2013-16

2.2) Who will be affected?

Other

Current and future members of the protection department (both grey and green book employees). Note that impacts may vary for grey (operational) and green (non-operational) personnel

2.3) Which of the protected groups below does this impact on for an initial assessment?

Protected Characteristics	Positive Impact	Negative Impact	Neutral
Age	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Race	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Religion & Belief	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Gender Reassignment	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Marriage & Civil Partnership	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Pregnancy and Maternity	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Sexual Orientation	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Socio-Economic Disadvantage	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

2.4) Has there been any positive or negative impact identified as part of the Initial Assessment for this SI/Policy/report/event/project? Yes No

2.5) Please supply supporting comments as to why you feel there is no positive/negative impact caused as part of the Initial Assessment for this SI/Policy/report/event/project?

The Re structure proposals incorporate opportunities to enhance the diversity of our workforce through the use of Positive action in the recruitment of new positions . The proposals will enable recruitment of Green book posts to take place and will enable the department to select people to represent the staff groups who are in the minority (currently Younger staff, Female staff and Black, Minority Ethnic staff and staff from diverse cultures) and will help to manage the business support aspects of the role when dealing with a diverse range of Businesses and their owners

Section 3: Monitoring

Summarise the findings of any monitoring data you have considered regarding this SI/policy/report/event/project. This could include data which shows whether it is having the desired outcomes and also its impact on members of different equality groups.

3.1) What monitoring data have you considered?

Existing establishment profile in protection (grey & green book employees)

3.2) What did it show in relation to Equality Impacts?

The previous recruitment of green book personnel had enabled 5 opportunities for female staff members and for persons (with appropriate skills profiles) but outside of the age & fitness requirements for operational firefighters.

3.3) What future monitoring of effects/outcomes will be recorded?

Staff profiles female / BME / age.

3.4) Supporting Document

 **File Attachment**

Section 4: Research

Summarise the findings of any research you have considered regarding this SI/policy/report/event/project. This could include quantitative data and qualitative information; anything you have obtained from other sources e.g. CFOA/CLG guidance, other FRSs, etc.

4.1) What research have you considered?

Research has been conducted & considered through the CFOA Communities forum specifically in relation to green book roles in other FRS's.

4.2) What did it show in relation to Equality Impact?

That other FRS's have implemented or are considering Green book Inspecting officers which has or will improve representation from protected groups.

4.3) What did the exercise tell in relation to Equality Impact?

That a transition to green book roles can have a positive effect through making the department more representative of the community we serve.

4.4) Supporting Document

 **File Attachment**

Section 5: Consultation

Summarise the opinions of any consultation. Who was consulted and how? (This should include reference to people and organisations identified in 3.2). Outline any plans to inform consultees of the results of the consultation.

5.1) What Consultation have you undertaken to help identify any further equality issues?

Internal consultation and briefings have taken place with departmental staff and personnel from other areas of the service.

5.2) What did it say?

That the 2020 plans for protection are positive for green book staff and provide opportunities for persons from under represented groups to join the service and importantly have a structured career path within it. The opportunities for grey book staff to enter protection under the 2020 plans will be limited however the new role for WM's will seek to improve organisational effectiveness by addressing the gap in protection knowledge of ops crews.

5.3) Which Groups/persons?

**All members of the protection department.
Ops Improvement Group.**

5.4) Supporting Document

 **File Attachment**

Section 6: Conclusions

Taking into account the results of the monitoring, research and consultation, set out how the SI/policy/report/event/project could impact on people from the following protected groups? (Include positive and/or negative impacts)

(a) Age

Current age profiles of grey book personnel are that there is a predominance of persons over 45 years of age. The 2020 proposals will have positive impact with the potential to employ apprentices and to 'grow talent' with persons potentially being employed for long

time frames (20 years +) and becoming extremely technically proficient in role. The 2020 plans do not preclude persons from joining the service 'later in life'; although there will be limited opportunities for grey book personnel in the future.

(b) Disability (including mental, physical and sensory conditions)

Persons with a disability will have more opportunities to join the service under these proposals as there is no requirement for green book Community Fire Protection (CFP) officers to additionally fulfil an operational firefighting role (alongside protection duties).

(c) Race (include: nationality, national or ethnic origin and/or colour)

Proposals will not impact persons due to race disproportionately, however it is a desire that CFP officers are reflective of the communities and business people that they will encounter and provide support too and this may be able to be achieved through positive action with recruitment.

(d) Religion or Belief

Proposals will be neutral in relation to religion or belief

(e) Sex (include gender reassignment, marriage or civil partnership and pregnancy or maternity)

A large proportion of our existing grey book staff are male. The 2020 proposals will positively impact on the gender profile of the organisation and will provide a more diverse workforce through the anticipated employment of additional female staff through positive action campaigns during the recruitment phase

(f) Sexual Orientation

The 2020 proposals will have a neutral effect in relation to sexual orientation.

(g) Socio-economic disadvantage

There will be no negative impacts on socio-economic disadvantage from the 2020 proposals. It is considered that the plans will have a positive effect in supporting businesses from an outbreak of fire and limiting the potential devastating impact of closure of a business / loss of jobs.

Section 7: Decisions

If the SI/policy/report/event/project will have a negative impact on members of one or more of the protected groups, explain how it will change or why it is to continue in the same way. If no changes are proposed, the SI/policy/report/event/project needs to be objectively justified as being an appropriate and necessary means of achieving the legitimate aim set out in 3.1

N/A
No Changes required in relation to the proposals as a result of this EIA , the use of Positive action will help to monitor the impact of the proposals over a period of time in relation to those staff groups we are underrepresenting currently to see if there is a positive impact on those groups through future recruitment campaigns

Section 8: Actions (Admin Use Only)

8.1) Actioned Required Yes No

8.2) Details of Action Required

To discuss future Positive Action Campaigns with the Diversity and Consultation Manager in advance of any recruitment taking place once the proposals have been approved.

8.3) DAG Consultation Required Yes No

8.4) Approved Yes No

8.5) Responsibility Of

8.6) Completed By

8.7) Review Date

Section 9: Equality & Diversity Sign Off (Admin Use Only)

9.1) Signed off by Wendy Kenyon

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