

Proposal for a Community Fire

Protection Green Book Restructure for 2020

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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	Sophologic	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)

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)	
Proposed						1 Lvl4 (G6)	1 Lvl4 (G6)	1 Lvl4 (G6)	1 Lvl4 (G6)	1 Lvl4 (G6)	1 Lvl4 (G6)
						1 FSA (G5)	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