



LONDON FIRE BRIGADE

Decision title

## Management Structure Changes and Senior Appointments

Recommendation by

Director of Corporate Services

Decision Number

LFC-0345-D

Protective marking: **OFFICIAL**

Publication status: Published with redactions

### Summary

LFC-0345 recommends a change of structure for the London Fire Commissioner (LFC) within the Top Management Group. It proposes to introduce a Director for People post at director-level reporting directly to the LFC, and the associated move to a four-directorate structure with the establishment of, and appointment to, the role of Transformation Director expected later this month.

It is proposed the current Assistant Director, People Services be assimilated to the post of Director for People. In April 2019, LFC approved the creation of an Assistant Director, Property Services with the immediate appointment of a senior interim professional to head this department. This was pending the wider re-organisation of the function. As that work has been necessarily delayed by the COVID-19 pandemic it is proposed that the interim appointee is assimilated to the post of Assistant Director, Property Services now in order to ensure the ongoing effective leadership of the department.

### Decision

The London Fire Commissioner:

- a) Agrees the creation of the post of Director for People at director-level.
- b) Agrees the assimilation of the current Assistant Director, People Services to the post of Director for People.
- c) Agrees that the current interim appointee in the post of Assistant Director, Property Services be assimilated into that post.

**Andy Roe**

London Fire Commissioner

Date **This decision was remotely signed  
on Wednesday 29 April 2020**

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LONDON FIRE BRIGADE

Report title

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## Management Structure Changes and Senior Appointments

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Report to

Commissioner's Board  
Deputy Mayor's Fire and Resilience Board

Date

08 April 2020  
22 April 2020

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Report by

Director of Corporate Services

Report number

LFC-0345  
FRB-123

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### Summary

This report recommends a change of structure for the London Fire Commissioner (LFC) within the Top Management Group. It proposes to introduce a Director for People post at director-level reporting directly to the LFC, and the associated move to a four-directorate structure with the establishment of, and appointment to, the role of Transformation Director expected later this month.

[REDACTED]

In April 2019, LFC approved the creation of an Assistant Director, Property Services with the immediate appointment of a senior interim professional to head this department. This was pending the wider re-organisation of the function. As that work has been necessarily delayed by the COVID-19 pandemic [REDACTED]

[REDACTED]

### Recommended decisions

That the London Fire Commissioner:

- a) Agrees the creation of the post of Director for People at director-level.
- [REDACTED]

- d) Agrees the distribution of functions across a four-directorate structure as detailed in paragraph 17.
- e) Delegates authority to General Counsel to make such changes to the Scheme of Governance and other associated governance documents as are necessary to reflect the changes set out in

this report including, but not limited to, changes to officer delegations to reflect the new allocation of responsibilities.

## **Background**

1. Andrew Roe was appointed as the new London Fire Commissioner (LFC) with effect from the 1 January 2020. This appointment came at a time when the Brigade was facing unprecedented scrutiny following the publication of the Phase 1 report from the Grenfell Tower Inquiry and the publication of the report by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) following their inspection of the Brigade last year. These external factors, combined with internal issues within the Brigade have highlighted the need for change to be delivered at scale and pace, something that the new LFC has committed to delivering.
2. In recognising the need for this, transformation work is now well in train for the delivery of short- and medium-term actions set by the LFC as part of his Transformation Delivery Plan. This has been underpinned through some facilitated work enabling the LFC to be clear on the Brigade's purpose and vision, supported by some key strategic priorities and enablers. The Transformation Delivery Plan sets out the immediate priorities the LFC will deliver through directors and Heads of Service.
3. A key enabler in delivering the Transformation Delivery Plan set out by the LFC is an organisational structure that is fit for purpose and that provides clear lines of accountability for delivery of the plan's objectives to be realised. It is recognised that the current structure has developed organically over a period of time and in the absence of a clearly defined strategy up to now and it is not consistent with the new strategic priorities set out by the LFC. As a consequence, the current structure will not enable the delivery of the LFC's strategic priorities and wider plans for transformation in the medium to long term.
4. It was accepted that the existing organisational structure did not provide sufficient clarity on accountability for delivery of the Transformation Delivery Plan (TDP) and the following actions have already taken place in recent months:
  - The Director of Operations post that was vacated by Andrew Roe on his appointment to LFC was not filled. This has enabled all operational delivery and operational safety and assurance to be owned within one directorate under the Director for Operational Delivery who has also been appointed to the Deputy Commissioner position.
  - A Transformation Director is to be appointed at a salary of c£150k. with Gatenby Sanderson retained to undertake the executive search facility for this post. Final interviews are scheduled for 23 April with the successful candidate being in post later this summer. This post will assume line responsibility for the Strategy and Risk and Operational Assurance departments, and the Grenfell Tower Inquiry team. Until such time as the postholder is in place, the areas of responsibility to be allocated to that post (set out below in paragraph 14) remain with the Director for Operational Delivery.
  - Training and Professional Development has moved to the Corporate Services directorate to start to provide greater alignment with other people strategies.
  - A Senior Adviser to the LFC has been appointed on a temporary basis through a secondment arrangement within the GLA Group. This post has been established in order to provide high level advice and guidance on a range of matters concerning the delivery of the LFC's priorities.
  - An independent advisor to the LFC is to be appointed to provide assurance on all operational matters.

## Director for People

5. Whilst the changes above have enabled some greater clarity on accountabilities and delivery of the TDP it is only a start and recognised to be some way from final state. The appointment of a Transformation Director will support processes and systems being redesigned which may result in further structural change, but there remains an immediate need to deliver an important and complex element of the Brigade's transformation in relation to its workforce. How our workforce is resourced, skilled, and deployed currently sits under different Heads of Service and whilst the People Services review that took place two years ago addressed some of this, there remains more to do. Given the importance of its people in delivering every element of its strategy, the LFC should look to ensure that ownership and accountability for all people related issues sits in one directorate under a newly formed Director of People. This directorate would assume responsibility for People Services, Training and Professional Development, Communications, and Health and Safety, with the accountable Director reporting directly to the LFC.

[Redacted]

[Redacted]

## Assistant Director, Property Services

8. In 2018 it was decided to carry out a new full functional review of the property function. This was instigated against the backdrop of negative commentary received from operational personnel and the noticeable increase in resource being afforded to the management of the integrator contract. It was clear there were inherent issues in the service delivery model for the Brigade's estate as a result of this shared contract which reflect the very different way that estate is used compared to the MPS. An independent review by GRE Ltd was undertaken to determine the extent of these and the actions needed to address them. The review made a number of recommendations that have since been approved by the LFC. [Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

### Directorate Structure

17. With the creation of the Director for People and the appointment of a Transformation Director the LFC will operate with a four-directorate structure. Currently the LFC strategic priorities and associated actions held in the Transformation Delivery Plan sit across just two directorates. This creates significant workload within just two areas of the organisation and there is no obvious link between the directorates and the LFC's strategic priorities. The introduction of the Director for People and the Director for Transformation provides the opportunity for clear alignment of the LFC's strategic priorities and associated actions in the Transformation Delivery Plan with individual directors. This will enable the LFC to hold directors to account for delivery of the Brigade's strategy through the revised governance arrangements. The structure also aims to ensure a balance of operational and non-operational decision-makers across the organisation. Under the proposed structure the split of operational to non-operational posts will now be 2/3 including the LFC. This is very different from the previous management arrangements which were 3/1 in favour of those with an operational role. However, the new proposal is balanced by a greater spread of operational staff at Head of Service level across the directorates; currently they all sit in the Operational Delivery directorate. The new proposal has the potential to deliver greater diversity of thought than has perhaps been the case under the previous management arrangements and any risk that the operational element of the organisation is not fully considered is mitigated by the LFC's operational accountabilities. The proposed directorate structure is shown below.

London Fire Commissioner			
Director for Operational Delivery	Director for Corporate Services	Director for Transformation	Director for People
<ul style="list-style-type: none"><li>• Fire Stations</li><li>• Fire Safety</li><li>• Control &amp; Mobilising</li><li>• Operational Policy</li></ul>	<ul style="list-style-type: none"><li>• Finance</li><li>• Technical &amp; Commercial</li><li>• Property Services</li><li>• Information</li></ul>	<ul style="list-style-type: none"><li>• Strategy and Risk</li><li>• Grenfell Tower Inquiry Team</li><li>• Operational Assurance</li></ul>	<ul style="list-style-type: none"><li>• Training &amp; Development</li><li>• People Services</li><li>• Health and Safety</li><li>• Communications</li></ul>

<ul style="list-style-type: none"> <li>• Operational Resilience / Special Operations Group</li> <li>• Establishment &amp; Performance Team*</li> </ul>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• General Counsel</li> </ul>		
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\*subject to further review to ensure the people related elements are considered for transfer to the Director for People at a later date

18. The new governance scheme and structure included provision for a Transformation Board, the terms of reference and membership of which will need to be reviewed upon the appointment of the Transformation Director. Variations to the recently revised governance arrangements will need to be made to reflect establishing a fourth director post.

**Budgetary impact**

19. The Transformation Director post will be funded through the deletion of an operational Director post that existed under the previous LFC establishment. The remaining balance from this move, together with the expected reduced cost of the Assistant Director, People Services post, will partly fund the newly created Director for People post with a residual balance of £120k to be funded from reserves.

20. The funding for the Assistant Director for Property Services has already been assumed in the 2020/21 budget and further funding will be addressed in the 2021/22 budget report, and to be addressed as part of the property transformation programme.

**Finance comments**

21. This report proposes a revised LFC directorate structure leading to changes in the top management group.

22. As outlined in paragraph 19 above, the costs of the Transformation Director can be funded from the budget available for the previous director role. The additional cost of assimilating the current Assistant Director, People Services into the Director for People position will be partly met from the reduction in costs from the move from an operational director to a non operational director and the expected reduced cost for the revised Assistant Director, People Services post, with a residual balance of £120k to be funded from the transformation reserve, which was established to meet the cost of the LFC's Transformation Delivery Plan (TDP) as part of the 2020/21 Budget report. The budget includes funding from reserves for the first two years of the TDP, with the ongoing costs for subsequent years built into the base budget and forming part of the budget gap to be addressed as part of the budget process.

23. The Assistant Director, Property Services is currently funded as part of the property transformation programme, and the establishment of a permanent role would be expected to be funded as part of the new arrangements put in place for property management going forward.

24. The costs of the new structure will be monitored and reported on as necessary as part of the regular financial position reports in 2020/21, and with the ongoing budget requirement addressed as part of the budget process for 2021/22.

### Workforce comments

25. This report sets out changes to the structure supporting the LFC [REDACTED] [REDACTED] Prospect have been consulted on the structure and no feedback has been received to date. Any comments that are received will be reported to the meeting.

### Legal comments

26. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. The LFC is a Fire and Rescue Service under the Fire and Rescue Services Act 2004.
27. In accordance with Section 5A Fire and Rescue Services Act 2004 (FRSA 2004), the Commissioner, being a 'relevant authority,' may do 'anything it considers appropriate for the purposes of the carrying- out of any of its functions...', such power provides for the steps proposed in this report.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
29. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions. Directions were made by the Mayor of London in April 2018, none of those restrictions apply to the decisions being recommended in this report.

### Sustainability implications

30. There are no direct sustainability implications arising from this report.

### Equalities implications

31. The London Fire Commissioner and decision-takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising LFC functions.
32. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
33. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.
34. The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.



- (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.

35. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

36. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

37. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) tackle prejudice, and
- (b) promote understanding.

38. An Equality Impact Assessment has not been undertaken. [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]