



LONDON FIRE BRIGADE

Report title

Director of Communication: Creation of Permanent Post

Report to

People Board
Commissioner's Board
London Fire Commissioner

Date

25 October 2021
23 November 2021

Report classification:

For Decision

The subject matter of this report deals with the following LFB strategic priorities

The best people and the best place to work Seizing the future Outward facing Delivering excellent

The creation of a permanent Director of Communications will provide the LFC with permanent and stable leadership of the communications function and support the LFC to deliver its strategic objectives and manage the wide-ranging communications challenges.

Report number – LFC-0627

For Publication

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DECISION-MAKER

I agree the recommended decision below.



Andy Roe
London Fire Commissioner

This decision was signed
Date remotely on 24 January 2022

Executive Summary

The LFB communications function has been subject to a formal review since January 2021, led by two consecutive external interim appointments. The interim appointments have concluded and agreed with the Commissioner and Directors that the Assistant Director of Communications post is to be deleted, and a permanent Director of Communications is to be created.

Proposed Decision

For the London Fire Commissioner

That the London Fire Commissioner creates a new permanent established post of Director of Communications, graded at TMGA* at a salary of £115,532 - £139,066 per annum.

1. Introduction and background

- 1.1 In January 2021 the Director for People determined that the current communications function should be subject to a formal review which would determine its long-term structure and leadership requirements and it was recommended that this review be led by an external interim appointment. An interim Director of Communication was appointed in February 2021 and left the LFB in August 2021. A second interim Director of Communications was appointed in September 2021 and is contracted until March 2022.
- 1.2 The consecutive interim appointments have agreed with the LFC and Directors that the existing Assistant Director of Communications should be deleted, and a Permanent Director of Communications post created. This is a critical post in the organisation's transformation, underlining the importance the LFB places on effective communication with all audiences, both internal and external, and on developing and maintaining relationships with key stakeholders and the communities that LFB serves. It also reflects the increased complexity and scale of the communications challenges facing the LFB and provides stable leadership to the

Communications department both following and through periods of significant pressure and change. The post will support the Brigade to deliver its strategic objectives and will report directly to the Commissioner.

- 1.3 The Brigade has considered other options such as retaining the Assistant Director of Communications post; however, this is not at the right level for the work required by the organisation at this time. Collaboration on communications with other GLA functional bodies has also been considered but is not a viable option given the scale of communications challenges facing the LFB at this time.
- 1.4 The Director of Communications job description has been evaluated externally by KornFerry Associates who carry out all job evaluation of posts at TMG level and above to ensure equal pay for equal work at all levels of the LFB. This assessment deemed the role to fall within the band of TMGA*.
- 1.5 A full tender process will be undertaken to identify a suitable recruitment agency with expertise and a track record in placing senior communications professionals and has a strong focus on diversity and inclusion. Once a recruitment agency is appointed, a full external recruitment campaign (where internal candidates can apply) will take place. This will include a range of assessments as advised by the recruitment agency, and a final interview panel involving the London Fire Commissioner and Deputy Mayor for Fire and Resilience.

2. Objectives and expected outcomes

- 2.1 The creation of a permanent Director of Communications will provide the LFC with permanent and stable leadership of the communications function and support the LFC to deliver its strategic objectives and manage the wide-ranging communications challenges.

3. Equality comments

- 3.1 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 his functions and taking decisions.
- 3.2 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.
- 3.3 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.
- 3.4 The Public Sector Equality Duty requires the LFC, in the exercise of all his functions (i.e. everything he does), 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.

3.5 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.

3.6 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.

3.6.1 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.

3.8 The Director of Communications job description has been evaluated externally by KornFerry Associates who carry out all job evaluation of posts at TMG level and above to ensure equal pay for equal work at all levels of the LFB. This assessment deemed the role to fall within the band of TMGA*, and a maximum salary of £139,066 per annum.

3.9 The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track record in promoting diversity and inclusion in organisations.

3.10 Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.

4. Other Considerations

Workforce comments

- 4.1 All representative bodies have been informed about the proposed creation of this post. This has also been discussed with Prospect, the trade union which collectively represents the Top Management Group (TMG), at the TMG Consultative Forum. No comments have been received from the trade unions regarding this matter.

Procurement comments

- 4.2 A full tender exercise will be undertaken to identify a suitable recruitment agency to lead the recruitment. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track record in promoting diversity and inclusion in organisations.

5. Financial comments

- 5.1 This report proposes a change to the senior management structure of the Communications Department, with the creation of a permanent post for a Director of Communications, and the deletion of the Assistant Director of Communications post. This change leads to an additional budget requirement for the Communications Department of £49,100, with this to be funded from a budget virement until a budget growth bid can be considered and approved.
- 5.2 Although the post will have the role title of Director the role is not to be remunerated at Director, but rather will have a salary in the highest band available to Assistant Directors, at TMGA*. The post, graded at TMGA*, has an average/unit cost of £162,943 including on costs i.e. national insurance and pensions, with this part funded from the deletion of the AD post (£113,833), leaving a net balance of £49,100. The additional cost of £49,100, based on average/unit costs, would otherwise result in an overspend because this is not currently incorporated in the 2022/23 budget process due to the timing, therefore a budget virement from within the authority wide budgets will be required before a permanent growth for this additional cost is incorporated into the budget process.

6. Legal comments

- 6.1 The report proposes there be a new post of Director of Communications at a cost that will not exceed £150k.
- 6.2 The London Fire Commissioner has the power to make the proposed decision.
- 6.3 The statutory basis for the proposal can be found in section 7 (2)(a) of the Fire and Rescue Services Act 2004, under which the Commissioner must secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting.
- 6.4 The appointment of a member of staff to Director and Heads of Service post and changes to the corporate management structure is a matter that is reserved to the London Fire Commissioner under the LFC's Scheme of Governance.
- 6.5 The post of Director of Communications is of vital importance and the creation of a permanent role will ensure the Brigade will remain efficient and effective.

List of Appendices

Appendix	Title	Open or confidential
1.	Equality Impact Assessment	Open



Equality Impact Assessment (EIA) Form

The **purpose** of an EIA is to give **as much information as possible** about potential equality impacts, to demonstrate we meet our **legal duties** under the Equality Act 2010.

Please read the EIA Guidance [on Hotwire](#) before completing this form.

Once you open the template please save it on your OneDrive or SharePoint site. Do not open the template, fill it in and then click Save as this will override the template on Hotwire.

1. What is the name of the policy, project, decision or activity?	
Creation of a permanent Director of Communications	

Overall Equality Impact of this policy, project, decision or activity (see instructions at end of EIA to complete):

High		Medium		Low	X
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2. Contact details	
Name of EIA author	Kate Bonham
Department and Team	People Services
Date of EIA	21/10/21

3. Aim and Purpose	
What is the aim and purpose of the policy, project, decision or activity?	The creation of a permanent Director of Communications post

Who is affected by this work (all staff, specific department, wider communities?)	All staff indirectly through having an additional director in the leadership team.
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4. Equality considerations: the EIA must be based on evidence and information.	
What consultation has taken place to support you to predict the equality impacts of this work?	Trade Unions have been consulted on the creation of the new post.

5. Assessing Equality Impacts

Use this section to record the impact this policy, project, decision or activity might have on people who have characteristics which are protected by the Equality Act.

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<p>Age (younger, older or particular age group)</p>	<p>Neutral</p>	<p>This is a new Director post and hence does not affect any existing staff except in the existence of a new leaders at Director-level. It presents an opportunity to increase the diversity at a senior level.</p> <p>The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track record in promoting diversity and inclusion in organisations.</p> <p>Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and</p>	<p>The staff age profile is not broken down by senior management.</p> <p>As at Q4 of 2020-21, the majority of our operational, FRS and Control were between 40-49 (37.55%, 22.51% and 25.96% respectively), however the age profile is more widely spread across FRS and Control than in Operations.</p>



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		<p>how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.</p>	

<p>Disability (physical, sensory, mental health, learning disability, long term illness, hidden)</p>	<p>Neutral</p>	<p>This is a new Director post and hence does not affect any existing staff except in the existence of a new leaders at Director-level. It presents an opportunity to increase the diversity at a senior level.</p> <p>The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track record in promoting diversity and inclusion in organisations.</p> <p>Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.</p>	<p>According to the 2020-21 Q4 People Services Quarterly Performance Report, the make-up of senior management is as follows:</p> <ul style="list-style-type: none"> - Operational: 10.9% disabled - FRS: 11.1% disabled - Control: 16.7% disabled
<p>Gender reassignment (someone proposing to/undergoing/ undergone a transition from one gender to another)</p>	<p>Neutral</p>	<p>This is a new Director post and hence does not affect any existing staff except in the existence of a new leaders at Director-level. It presents an opportunity to increase the diversity at a senior level.</p> <p>The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of</p>	<p>Data regarding gender reassignment in senior management is not recorded.</p>



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		<p>commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying</p>	
		<p>candidates who themselves have a passion and track record in promoting diversity and inclusion in organisations.</p> <p>Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.</p>	

<p>Marriage / Civil Partnership (married as well as same-sex couples)</p>	<p>Neutral</p>	<p>This is a new Director post and hence does not affect any existing staff except in the existence of a new leaders at Director-level. It presents an opportunity to increase the diversity at a senior level.</p> <p>The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track record in promoting diversity and inclusion in organisations.</p> <p>Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.</p>	<p>Data regarding marriage/civil partnership in senior management is not recorded.</p>
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<p>Pregnancy and Maternity</p>	<p>Neutral</p>	<p>This is a new Director post and hence does not affect any existing staff except in the existence of a new leaders at Director-level. It presents an opportunity to increase the diversity at a senior level.</p> <p>The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track record in promoting diversity and inclusion in organisations.</p> <p>Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.</p>	<p>Data regarding pregnancy and maternity in senior management is not recorded.</p>
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<p>Race (including nationality, colour, national and/or ethnic origins)</p>	<p>Neutral</p>	<p>This is a new Director post and hence does not affect any existing staff except in the existence of a new leaders at Director-level. It presents an opportunity to increase the diversity at a senior level.</p> <p>The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track</p>	<p>According to the 2020-21 Q4 People Services Quarterly Performance Report, the make-up of senior management is as follows:</p> <ul style="list-style-type: none"> - Operational: 9.0% BAME - FRS: 13.1% BAME - Control: 0% BAME
		<p>record in promoting diversity and inclusion in organisations.</p> <p>Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.</p>	

<p>Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))</p>	<p>Neutral</p>	<p>This is a new Director post and hence does not affect any existing staff except in the existence of a new leaders at Director-level. It presents an opportunity to increase the diversity at a senior level.</p> <p>The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track record in promoting diversity and inclusion in organisations.</p> <p>Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.</p>	<p>Data regarding religion or belief in senior management is not recorded.</p>
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<p>Sex (men and women)</p>	<p>Neutral</p>	<p>This is a new Director post and hence does not affect any existing staff except in the existence of a new leaders at Director-level. It presents an opportunity to increase the diversity at a senior level.</p> <p>The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track record in promoting diversity and inclusion in organisations.</p> <p>Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.</p>	<p>According to the 2020-21 Q4 People Services Quarterly Performance Report, the make-up of senior management is as follows:</p> <ul style="list-style-type: none"> - Operational: 7% female - FRS: 49.5% Control: 66.7%
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<p>Sexual Orientation (straight, bi, gay and lesbian people)</p>	<p>Neutral</p>	<p>This is a new Director post and hence does not affect any existing staff except in the existence of a new leaders at Director-level. It presents an opportunity to increase the diversity at a senior level.</p> <p>The Director of Communications will be advertised internally and externally, and an executive search agency will be appointed to carry out an executive search. The agency appointed will have a track record of commitment to and delivery on diversity in terms of candidates (including positive action), and in identifying candidates who themselves have a passion and track</p>	<p>According to the 2020-21 Q4 People Services Quarterly Performance Report, the make-up of senior management is as follows:</p> <ul style="list-style-type: none"> - Operational: 3.9% LGB - FRS: 5.1% - Control: 8.3%
		<p>record in promoting diversity and inclusion in organisations.</p> <p>Diversity will be monitored throughout the recruitment campaign, and the recruitment agency will be expected to demonstrate how their assessment methods do not adversely impact on any underrepresented groups, and how they enable thorough testing of commitment to and delivery in relation to diversity and inclusion.</p>	

6. Impacts outside the Equality Act 2010

What other groups might be affected by this policy, project, decision or activity?

Consider the impact on: carers, parents, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, autism, care leavers, exoffenders, people living in areas of disadvantage, homeless people, people on low income / in poverty.

None

7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)

How does this work help LFB to:

Eliminate discrimination?

The creation of a new Director post presents an opportunity to improve the diversity at the most senior levels in the organisation, both through identifying a diverse pool of candidates, as well as attracting and selecting an individual with a track record and passion for creating diverse and inclusive organisations as a leader.

Advance equality of opportunity between different groups?

The creation of a new Director post presents an opportunity to improve the diversity at the most senior levels in the organisation, both through identifying a diverse pool of candidates, as well as attracting and selecting an individual with a track record and passion for creating diverse and inclusive organisations as a leader.

Foster good relations between different groups?

The creation of a new Director post presents an opportunity to improve the diversity at the most senior levels in the organisation, both through identifying a diverse pool of candidates, as well as attracting and selecting an individual with a track record and passion for creating diverse and inclusive organisations as a leader.

8. Mitigating and justifying impacts		
Where an adverse impact has been identified, what steps are being taken to mitigate it? If you're unable to mitigate it, is it justified ?		
Characteristic with potential adverse impact (e.g. age, disability)	Action being taken to mitigate or justify	Lead person responsible for action

Now complete the RAG rating at the top of page 1:

High: as a result of this EIA there is evidence of significant adverse impact. This activity should be stopped until further work is done to mitigate the impact.

Medium: as a result of this EIA there is potential adverse impact against one or more groups. The risk of impact may be removed or reduced by implementing the actions identified in box 8 above.

Low: as a result of this EIA there are no adverse impacts predicted. No further actions are recommended at this stage.

Document Control

Signed (lead for EIA / action plan)	Kate Bonham	Date	22/10/21
Sign off by Inclusion Team		Date	
Stored by			
Links			
External publication	Are you happy for this EIA to be published externally?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/> If No state why: