



Safest People, Safest Places

Human Resources Committee

5 September 2023

Removal of A Roles from the Establishment

Report of Director of People and Organisational Development

Purpose of report

1. The purpose of this report is to advise the Human Resources Committee (HRC) of change in the Service establishment whereby Watch Manager (WM) and Station Manager (SM) A roles across the Service have been removed and replaced with that of B level.

Background

2. All Fire and Rescue Services (FRS) implemented an Integrated Personal Development System (IPDS) back in 2004 following a sponsored programme by the Office of the Deputy Prime Minister (ODPM). The new system was linked to pay and outlined specific roles within the FRS providing the link between strategic and managerial needs to that of the community it serves.
3. This system is still in operation in CDDFRS. On implementation, a range of roles were introduced into the organisational structure covering all areas of the organisation linked to the previous rank structure. The roles included:
 - a) Firefighter
 - b) Crew Manager
 - c) Watch Manager A/B
 - d) Station Manager A/B
 - e) Group Manager A/B
 - f) Area Manager A/B
 - g) Brigade Manager
4. The roles of FRS employees are defined within the IPDS and set out in accredited occupational standards which were determined at the time by the Emergency Fire Rescue and Safety Vocational Standards Group. The determination of the appropriate role is a decision for the FRS's who will consider necessary and specific activities within those roles to meet the local needs of the Service based on risk as outlined in the Community Risk Management Plan (CRMP).

5. The roles from WM to Area Manager (AM) have two sub roles within each category which are specified as 'A' and 'B'. The 'B' role attracts a higher rate of pay in line with the nationally agreed pay rates for grey book staff, however the role maps and developmental modules which support these, are the same regardless of the 'A' or 'B' status.
6. Within the Service structure, there are no Group Manager A or Area Manager A roles. Both roles are set at 'B' level. This change has only impacted Watch and Station Manager level.

Benefits of making this change

7. We believe the adoption of the single role approach will have the following benefits;
 - a) Reduce the movement of staff for temporary and substantive appointments, which has historically impacted on the stability of teams, work plans and relationships.
 - b) Reduces the frequent movement of staff which will reduce the training costs for specialist positions.
 - c) Provides flexibility to move between departments or stations, improving succession planning and or development opportunities.
 - d) Removes the requirement for staff to go through additional processes from A to B for role progression and will streamline the process for the panel with less applications.
 - e) Aligns to neighbouring and most other FRS' structures which will promote a wider talent pool and help retain key staff.
 - f) More linear progression route for promotion which would provide a much flatter structure overall in the Service and allow people to plan their career path more effectively.
 - g) Gives wider structural opportunities in terms of management spans of control (i.e., managing multiple teams or more specialist areas.
 - h) It would remove the perception of unfairness of promotion within role as this would only require one promotion to SM/WM level. At both levels this causes conflict.
 - i) All impacted staff would be receiving an increase in pay; therefore, no pay protection would be required.
 - j) May encourage more talent to apply for positions as there is more opportunity to undertake a role in a specific area.
 - k) Staff were positive and supportive of making this change when discussed widely at the leadership forums in March 2023.

Impacts of the change

8. The change impacted 8 SM and 25 WM roles across Wholetime, On-call and Control establishment. The change was made effective from 1 August 2023. All impacted individuals were advised of the changes which were met with a positive response.
9. The total cost of making the change was approximately £100k. The additional investment in making this change was funded from the saving identified as part of the efficiencies work undertaken earlier this year.

Recommendations

10. Members are requested to:
 - (a) **Note** and **comment** on the content of the report.

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