

Fire Services Management Committee

Agenda

Friday, 23 June 2017
11.00 am

Rooms A&B, Ground Floor, Layden House,
76-86 Turnmill Street, London, EC1M 5LG

To: Members of the Fire Services Management Committee
cc: Named officers for briefing purposes

www.local.gov.uk

This meeting is



Guidance notes for members and visitors

Layden House, 76-86 Turnmill Street, London, EC1M 5LG

Please read these notes for your own safety and that of all visitors, staff and tenants.

Welcome!

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Security

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Most LGA governance structure meetings will take place on the **ground floor** of Layden House which is open access and therefore does not require a swipe enabled security pass. **Access** to the rest of the building (floors 1-5) is via swipe enabled security passes.

When you visit Layden House, **please show your Local Government House security pass to reception** and they will provide you with a temporary pass which will allow you access to floors 1-5 if required. **Please don't forget to sign out at reception and return your security pass when you depart.**

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DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

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either by completing a form or through your Facebook or Twitter account (if you have one). You only need to register the first time you log on.

Further help

Please speak either to staff at the main reception on the ground floor, if you require any further help or information. You can find the LGA website at www.local.gov.uk

Why have the LGA's Headquarters moved?

The LGA has temporarily relocated from Local Government House (LGH) in Smith Square to Layden House in Farringdon, effective from Monday 31 October 2016. This is to allow extensive refurbishment work to be carried out to LGH.

The refurbishment works will see the ground floor conference centre and all meeting rooms fully refurbished. Floors 1, 2 and 3 will be upgraded and released for commercial letting to enable the LGA to maximise the income from this building as part of its drive for financial sustainability. A new and larger Open Council will be located on the seventh floor. The refurbishment is expected to last for nine months and we expect to be back in LGH by October 2017.

We appreciate your understanding and flexibility during this time.

Fire Services Management Committee
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There will be a meeting of the Fire Services Management Committee at **11.00 am on Friday, 23 June 2017** Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG.

A sandwich lunch will be available after the meeting.

Attendance Sheet:

Please ensure that you sign the attendance register, which will be available in the meeting room. It is the only record of your presence at the meeting.

Political Group meetings:

The group meetings will take place in advance of the meeting. Please contact your political group as outlined below for further details.

Apologies:

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting.

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3334	email: Labour.GroupLGA@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Location:

A map showing the location of Layden House is printed on the back cover.

LGA Contact:

Felicity Harris
0207 664 3231 / felicity.harris@local.gov.uk

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.50 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

Social Media

The LGA is committed to using social media in a co-ordinated and sensible way, as part of a strategic approach to communications, to help enhance the reputation of local government, improvement engagement with different elements of the community and drive efficiency. Please feel free to use social media during this meeting. **However, you are requested not to use social media during any confidential items.**

The twitter hashtag for this meeting is #lgassc

Fire Services Management Committee – Membership 2016/2017

Councillor	Authority
Conservative (6)	
Cllr Rebecca Knox (Deputy Chair)	Dorset and Wiltshire Fire and Rescue Service
Cllr John Bell	Greater Manchester Fire and Rescue Authority
Cllr Nick Chard	Kent and Medway Fire and Rescue Authority
Cllr Mark Healey MBE	Devon and Somerset Fire and Rescue Authority
Cllr Peter Jackson	Northumberland Council
Cllr Simon Spencer	Derbyshire Fire and Rescue Authority
Substitutes	
Cllr Alistair Auty	Royal Berkshire Fire Authority
Cllr Adrian Hardman	Hereford and Worcester Fire and Rescue Authority
Cllr Colin Spence	Suffolk Fire Authority
Labour (6)	
Cllr David Acton (Deputy Chair)	Greater Manchester Fire and Rescue Authority
Ms Fiona Twycross	London Fire and Emergency Planning Authority (LFEPA)
Cllr Thomas Wright	Tyne and Wear Fire and Rescue Authority
Cllr John Edwards	West Midlands Fire and Rescue Authority
Cllr Les Byrom CBE	Merseyside Fire and Rescue Authority
Vacancy	Labour Group
Substitutes	
Independent (1)	
Cllr Kerry Smith (Vice-Chair)	Essex County Council
Substitutes	
Liberal Democrat (1)	
Cllr Jeremy Hilton (Chair)	Gloucestershire County Council
Substitutes	
Cllr Roger Price	Hampshire County Council

Fire Service Management Committee Attendance 2016/2017

Councillors	23/09/16	25/11/16	27/01/17	06/03/17
Conservative Group				
Rebecca Knox	Yes	Yes	Yes	Yes
John Bell	Yes	Yes	Yes	Yes
Nick Chard	Yes	Yes	Yes	Yes
Mark Healey MBE	Yes	Yes	Yes	Yes
Peter Jackson	Yes	No	Yes	Yes
Simon Spencer	Yes	Yes	Yes	Yes
Labour Group				
David Acton	Yes	No	No	Yes
Fiona Twycross	No	Yes	Yes	No
Darrell Pulk	No	Yes	Yes	Yes
Michele Hodgson	No	Yes	Yes	Yes
Thomas Wright	Yes	No	Yes	Yes
John Edwards	Yes	Yes	Yes	Yes
Independent				
Phil Howson	No	Yes	Yes	Yes
Lib Dem Group				
Jeremy Hilton	Yes	Yes	Yes	Yes
Substitutes				
Alistair Auty	Yes			
Les Byrom CBE	Yes	Yes	Yes	
Roger Price	Yes		Yes	Yes

Agenda

Fire Services Management Committee

Friday 23 June 2017

11.00 am

Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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Date of Next Meeting: Friday, 22 September 2017, 11.00 am, Rooms D&E, Ground Floor, Layden House, Turnmill Street, London, EC1M 5LG

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Diversity and inclusion

Purpose of report

For discussion and direction.

Summary

The report updates members on the actions taken under the Memorandum of Understanding (MoU) on equality, diversity, behaviours and organisational culture in the Fire Service. Members are asked for their views regarding the monitoring and review of implementation of measures listed in the MoU.

Recommendations

Fire Services Management Committee members are asked to:

1. Note the actions taken to promote the MoU; and
2. Approve the actions proposed in paragraph 17.

Action

Officers to progress in accordance with members views on paragraph 17.

Contact officer:	Charles Loft
Position:	Adviser
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Diversity and inclusion

Background

1. Following a recommendation in the Thomas Review of conditions of service, the LGA published a memorandum of understanding (MoU) on equality, diversity, behaviours and organisational culture in the Fire Service on 31 January 2017. It can be found here: <https://www.local.gov.uk/sites/default/files/documents/memorandum-understanding-fOf.pdf>.
2. The MoU was co-signed by the Asian Fire Service Association, National Fire Chiefs Council (NFCC), Fire Brigades Union, Fire Officers' Association, GMB, quiltbag, Retained Firefighters Union, Stonewall, Unison and Women in the Fire Service.
3. The MoU recognised the role of the Inclusive Fire Services Group (IFSG) established by the National Joint Council (NJC) in taking forward some of its actions. The IFSG is independently chaired by Professor Linda Dickens and includes employer and employee representation from the NJC and NFCC, the Fire Officers Association and the Retained Firefighters Union.
4. The recommendations in the MoU were promoted in the conference publication *An inclusive service - The twenty-first century fire and rescue service* (<https://www.local.gov.uk/inclusive-service-twenty-first-century-fire-and-rescue-service>).
5. FSMC lead members also wrote to Fire Commission members in March, promoting both the publication and the measures in the MoU.
6. Subsequently, following discussion with NFCC and the Home Office, a working group of officers has been established to look at a possible national campaign around the image of the firefighter. The working party, which was delayed by the election, is due to meet on 20 June.
7. The LGA has agreed to organise a masterclass on inclusion for fire authority members. This is taking place at Warwick University on 26 September.

Actions in the MoU

8. The MoU contained a number of specific actions, which can be grouped as follows:
 - 8.1. A commitment to 'jointly monitor the progress of actions arising from the memorandum throughout 2017, adjusting them as necessary and jointly review its impact in December 2017'.
 - 8.2. Two other general points (supporting action on diversity, and supporting the IFSG).
 - 8.3. Two were dependent on progress with the appointment of the Inspectorate (an early meeting to align work on diversity with the Inspectorate and embedding work on Diversity in our review of peer support).

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8.4. Six were actions to be taken forward by the Inclusive Fire Service Group, which is supported by LGA workforce officers in their capacity as employer secretariat to the NJC.

8.5. Seven required specific action on the part of the LGA (in some cases with others).

Progress on MoU actions

9. The IFSG has completed four of its six actions, which related to employee surveys and improvement strategies. The employee survey saw a 6.5 per cent response rate and it has now been published.
10. On 5 June the IFSG contacted all Chief Fire Officers, Chief Executives/Clerks to Fire Authorities, Chairs of Fire Authorities and Fire and Rescue Authority Directors of Human Resources, enclosing a list of actions and asking them 'to consider the strategies suggested at both member and officer levels, how they can be taken forward in individual services, and provide a response by 28 July 2017'. This fulfills the commitment to publish improvement strategies.
11. A fifth action simply covered continuing IFSG work to develop guidance, support and improvement strategies on a wide range of equality, diversity and cultural issues in general and is ongoing.
12. One IFSG action in the MoU – to publish guidance on data collection – has not yet been completed because of delays in being able to arrange a meeting with the Home Office to discuss principles underlying any data collection.
13. The LGA's commitment in relation to six of the seven actions in para 8.5 above was to promote specific activities. This has been fulfilled to date by publishing the MoU, sending the letter to Fire Commission members, and the conference publication on an inclusive service. It will further be fulfilled through the two fire leadership essentials courses we are running, one in October 2017 and the other in February 2018, along with the masterclass on inclusion and diversity we are running for members in September this year. We will also seek other opportunities to promote this agenda.
14. The seventh action on the LGA in para 8.5 was, together with the NFCC, was to establish an online community to share practice on diverse recruitment as soon as possible, in conjunction with any IFSG work on improvement strategies. This has been done. However, an existing Chief Fire Officer Association (CFOA) community was utilised and this has not been successful. Officers are now considering using a different NFCC community. This will be taken forward over the summer. The significance of this has arguably been diminished by the establishment of a working group to look at national work around the image of the firefighter.
15. Although we are fulfilling its commitments under the MoU, it is necessary to monitor the extent to which the sector is acting on these ideas if we are to ascertain the impact of our actions.

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16. The following paragraphs list the commitments (in italics) and make proposals for monitoring.
- 16.1. *We will immediately begin to encourage all individual services to conduct exit interviews with all employees and to record, monitor and act upon any evidence from these interviews which relates to bullying, victimisation, discrimination or harassment*
 - 16.2. This is covered by an action in the IFSG Improvement Strategies so the IFSG survey covers its implementation.
 - 16.3. *The LGA will encourage all services to monitor the number and proportion of applications from women, BME and LGBT individuals and to monitor the numbers and proportions at stages of recruitment to identify barriers to recruitment. The IFSG will do this at national level.*
 - 16.4. The NFCC is collecting data on this. There appears to be no need for LGA to collect data separately.
 - 16.5. *We will immediately begin work on raising awareness of the role of positive action and the law around it in addressing diversity in recruitment and progression.*
 - 16.6. *The LGA will encourage all services to have undertaken training on identifying and countering the effects of unconscious bias by 31 October 2017 and to take steps at institutional level to counter those effects.*
 - 16.7. *The LGA will encourage all services to have undertaken inclusive leadership training for senior managers by 31 October 2017.*
 - 16.8. *The LGA will encourage all services to publish an inclusiveness strategy by 1 January 2018 and to demonstrably act on that strategy and to embed inclusion in across their activity.*
 - 16.9. The IFSG survey may provide information that enables us to ascertain the extent to which FRAs have adopted inclusive leadership training and published inclusiveness strategies but none of these four points is directly covered by its survey.

Recommendations

17. It is therefore proposed that the LGA contribute to promoting and monitoring the MoU as follows:
- 17.1. Officers to liaise with NFCC over application monitoring.
 - 17.2. Officers to consider the early feedback from the IFSG survey in August, and whether further work is needed to gather information on progress.
 - 17.3. Officers to issue a survey to Fire and Rescue Authorities covering the actions not covered by other monitoring and report back to the Committee meeting on 22 September.

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17.4. Workforce colleagues to report to a future meeting of the Committee on the outcome of the IFSG survey.

17.5. Officers to continue to seek opportunities to promote the measures in the MoU and the work of the IFSG.

17.6. Officers to liaise with other signatories and prepare a draft review of the MoU for the FSMC meeting on 26 January 2018.

Implications for Wales

18. As responsibility for fire and rescue policy is a devolved matter, the work set out in the report will be limited to English Fire and Rescue Authorities.

Financial implications

19. Any work arising from this report will be met from existing resources.

Next steps

20. Members are asked to:

20.1. Note the actions taken to promote the MoU; and

20.2. Approve the actions proposed in paragraph 17.



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Fire Vision 2025

Purpose of report

For discussion and direction.

Summary

The Joint Fire Reform Board between the LGA, National Fire Chiefs Council and the Home Office has discussed producing a vision for the fire and rescue service to help inform work around the fire reform agenda going forward. This paper sets out a draft Fire Vision 2025, which is attached for information and comment.

Recommendation

That the Fire Services Management Committee members comment on the vision and to approve it in general terms.

Action

Officers to seek the views of the National Fire Chiefs Council and submit a further draft to the Fire Reform Board.

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Fire Vision 2025

Background

1. The Fire and Rescue Service is operating within a rapidly changing environment, where Government's reform agenda, new legislation, the creation of new national institutions and the expectations of the new National Framework are creating powerful new policy drivers. The Government's fire reform agenda has three pillars: efficiency and collaboration; accountability and transparency; and workforce reform.
2. The Fire Reform Board, which members will recall brings together the Committee's Lead Members with the Chair of the National Fire Chiefs Council (NFCC) and colleagues, as well as officials from the Home Office, has been established to provide an oversight of the reform programme.
3. Discussions at the Fire Reform Board's first meeting raised the advantages for the sector in establishing its own 'vision' for the future of the fire service, both in discussions with Ministers and in providing a context for the work of the new NFCC structures and as the NFCC develops its own strategies and work programmes.
4. Further discussions took place at the Fire Reform Board's last meeting on 7 March 2017. It was agreed that the Policing Vision 2025 could provide a useful model for a fire vision: <http://www.npcc.police.uk/documents/Policing%20Vision.pdf>

Fire Vision 2025

5. Officers of the LGA and NFCC were asked to draft a vision document for the fire and rescue service in England. An initial LGA draft which has been shared with, but not commented on by NFC, is set out in **Appendix A** for members' views. Some sections are currently incomplete as they require NFCC input to draft. However, members' views on what these sections should cover would be helpful in drafting these sections.
6. As well as setting out how the fire and rescue service will look in 2025 the final section under 'What will change?' also seeks to provide measureable commitments so that progress against the vision can be gauged. Again members' views on whether these are the right commitments or if other commitments should be included would be helpful in revising the draft.

Implications for Wales

7. Fire and rescue services are a devolved matter in Wales and the remit of the Fire Reform Board covers England only. The Fire Vision 2025 would therefore apply to the fire and rescue English service.



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Financial implications

8. There are no financial implications arising from this report.

Next steps

9. Members' discussion will, together with the views of the NFCC, inform a revised draft of the vision for submission to a future meeting of the Fire Reform Board.

Appendix A: Fire vision 2025 - draft

Introduction

‘What does the 21st Century fire and rescue service look like in 2025?’

1. The twenty-first century fire and rescue service will be a comprehensive safety service.
2. Our traditional fire and rescue role will remain central but we will offer a range of interventions around health and community safety, building on our record of success in prevention and based on local needs.
3. [NFCC to insert National Resilience section]
4. We will recruit, retain and develop a workforce that reflects the communities it serves. The service will have an inclusive culture, in which everyone is supported to do their best, free of inappropriate or unprofessional behaviour. Our workforce will be flexible, with up-to-date skills, state-of-the-art equipment, first-class training and operating to rigorous professional standards.
5. We will deliver increasing value for money, working in effective partnerships that evolve to meet new local and national demands efficiently.
6. The delivery of our services will be locally-tailored by the priorities of accountable local politicians informed by national evidence and overseen by a robust system of independent inspection, supported by peer challenge.[mention new fire framework?]

‘How will we deliver these changes for communities?’

7. Our starting point is our first-class record in fire prevention and national resilience. In the last decade we have reduced the number of fires by half.
8. As we reduce the incidents of fire still further, we will nevertheless need to maintain capacity based on risk rather than demand. As a result, our capacity to expand our local work into other areas of public health and community safety will increase. We are ideally placed to do this given our expertise in promoting prevention.
9. We will drive down costs and improve performance by sharing services and investing in technology, both frontline and backroom.
10. The service’s political and operational leaders will work together, with the Home Office and with partners to ensure each is supported and enabled to lead in their respective fields, and to ensure all services learn from the best and move at the pace of the fastest.



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Mission and Values 2025

11. Our mission is to serve our communities by preventing harm, protecting life and property and keeping the public safe, both locally and by ensuring national resilience. We want to be a service that reflects the communities it serves.
12. This mission statement is informed by the values of the fire and rescue service. These are: efficiency, effectiveness, inclusivity, local accountability, national resilience, professionalism, safety, transparency and a collaborative approach. We are a team in which every member is valued.

Purpose of the Vision

13. The Fire Vision 2025 underpins the fire reform programme. The broad parameters of that programme have been set by Government, but the process of reform is led by the political and operational leaders of the 45 Fire and Rescue Services in England.
14. This vision stands as a guide and reference for those involved in taking the fire and rescue service forward and delivering a service for the twenty-first century. It is owned by the Fire Reform Board.
15. The local accountability of our political leaders and the operational independence of our Chief Officers are essential components of the fire service as a whole. Politically, Fire and Rescue Authorities (FRA) in England are currently represented by the Local Government Association's Fire Commission and the Fire Services Management Committee while chief officers are represented by the National Fire Chiefs Council (NFCC).
16. These two bodies are brought together by the Fire Reform Board, on which Home Office officials are also represented.
17. Much of the detailed work required to implement the vision will take place in the coordinating committees which sit beneath the NFCC. [We will add the names of the committees when we have them] These committees will establish ad hoc working groups on specific issues as necessary and FRA members will sit on both the committees and the working groups as necessary.
18. The purpose of the Fire Reform Board (FRB) is to monitor progress toward the realisation of the vision in general terms, providing strategic leadership to the process and focussing on specific issues where doing so helps to accelerate reform. Its membership will be kept under review to ensure that it remains comprehensively representative.

19. The FRB's formal terms of reference are to:

- 19.1. Provide an oversight of the work being undertaken within FRAs / FRSs, CFOA (NFCC) and LGA FSMC in support of the English Fire Reform programme.
- 19.2. Initiate activity through the participating bodies (LGA FSMC, NFCC) on specific aspects of the reform programme.
- 19.3. Provide a mechanism for reporting progress to the Home Office, CFOA (NFCC), LGA FSMC and FRAs.
- 19.4. Provide a group to progress work with the Home Office on specific elements of the reform such as a revised National Fire Framework.
- 19.5. Engage in specific aspects of the reform programme as appropriate to ensure that the views of the sector leadership are appropriately represented.

20. The Board would not be responsible for establishing/confirming standards (professional and organisational) for the sector since this is has a UK focus.

Why does the fire and rescue service need to change?

21. Every service needs to change – to meet new dangers, to adapt to social change, to improve effectiveness and efficiency and to grasp the opportunities offered by technological advances.
22. Climate change is likely to mean an increased risk of flooding; the drive for increased tourism increases the need for our preventative role in promoting water safety and our involvement in water-related rescues; we are already working with the police and security services to play our part in meeting the challenge of extremist terror.
23. Perhaps our greatest challenge is financial. These pressures are unlikely to change in the near future and we must adapt to them in order to continue to provide the service the public expects in the face of diminishing resources. We must maintain the ability to cope with major incidents and provide resilience at a national level, but we must ensure we extract maximum value from that capacity by continuing to expand the range of roles we perform and continuing to seek more efficient ways of doing so.
24. The skills our workforce need will change as technological advances change the way we do our jobs and as the kind of tasks we undertake expands.
25. The fire and rescue service firefighter workforce staff is currently 95 per cent male and 96 per cent white. This is no longer acceptable. The fire and rescue service of the future must reflect the make-up of the community it serves if we are to attract recruits of the quality we require to keep up with the pace of change. Traditional barriers to efficiency must be removed and the standards to which we operate must be kept relevant to modern needs. **These barriers include** elements of the image of our service that deters non-white and non-male applicants.
26. To meet these challenges we will need to be flexible; we will need to work in effective partnership with a wide range of organisations; we will need to be at the forefront of



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operational and technological advances and we will need the best recruits, equipped with state of the art equipment and skills, operating to high professional standards

27. In every aspect of change we need to ensure we share best practice effectively and look beyond our local service both to learn from our colleagues and to enable them to learn from us.

What will change?

Community protection

28. The nation must continue to have a fire and rescue service funded on the basis of risk rather than demand.
29. We don't have to deal with a major incident on the scale of the Bunsfield fire or the Shoreham air disaster every day – but we have to be able to deal with these sorts of incidents when they occur.
30. We don't have to rescue a family from a burning house in the middle of every night. But if you wake up and smell smoke, you want to know that we will be there quickly and get you out safely.
31. We have learned that the best way to fight fire is to prevent it. We are already applying that lesson to other areas of risk, such as safe and well visits, and there is scope to extend this work.
32. A service designed around risk, which seeks to reduce demand through prevention is a good thing. However, the success of such an approach means that we have a capacity for work greater than that required on an average day. To continue to provide value to our communities in an age of contracting budgets, we must use that capacity to its fullest extent – developing our range of services and working closely with our partners.
33. By 2025 every fire and rescue service will be delivering a wide range of public protection services with a variety of partners.
34. The challenge we face over the next decade is to develop as a comprehensive public protection service, using the skills we possess in prevention in new areas of health and community safety, while retaining our existing capabilities and expertise in fire and rescue.
35. Possible commitments:
 - 35.1. We will continue the existing pilots of collaboration with health and by 2025 embed this work into the everyday experience of all front line staff.
 - 35.2. We will work in partnership with councils, public health colleagues and others to expand our involvement into every aspect of community safety – where this offers improved value to the public.
 - 35.3. We will reduce incidents of fire BY? And drownings BY?



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National Resilience

- 36. Sharing national burdens – list them – anything new (MTFA)?
- 37. Effective national partnerships with police etc
- 38. Could we set a target in terms of inspectorates finding on how we deal with the national areas?
- 39. NFCC to add

Workforce

- 40. To achieve our aims the role of the firefighter will continue to develop and change.
- 41. Firefighting is already a decreasing aspect of our role, the title firefighter may well be a misnomer by 2025.
- 42. Standards need to be more flexible, while remaining rigorous; for example, fitness standards must be high, but only where they are relevant to the work actually undertaken.
- 43. The old rigid distinction between wholetime and retained firefighters needs to be kept under review and removed where it is unnecessary. The National Joint Council which brings unions and management together must act as a vehicle for progressing change for the good of the service and those who work in it, it must not become a means of delaying and frustrating the changes we need to make.
- 44. To attract the best people for the job the current level of diversity within both the firefighter workforce specifically, the workforce as a whole, and among volunteers, needs to be improved significantly. The service must develop an inclusive culture in which employees are treated and treat each other with trust and respect.
- 45. Bullying, victimisation, discrimination and harassment will not be tolerated and there will be effective routes to report such behaviour and consequences for employees found to have engaged in these practices.
- 46. Our standards, our skills and our staff must be flexible enough to adapt to the changing nature of the job.

Possible commitments:

- 47. We will ensure that 50 per cent of all staff and at least 25 per cent of front line staff are female by 2025; in each FRS both frontline staff and staff as a whole will reflect the ethnic diversity of the community they serve.
- 48. We will increase the diversity of senior ranks to mirror these proportions by 2025.
- 49. We will retain an increased proportion of recruits and maintain the gender and ethnic balance in the workforce (ie those five years in will not be less diverse than the cohort was when recruited).

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50. Measures of confidence in leadership.

Cost effective

- 51. The fire service must grasp the new opportunities offered by technological change. By 2025 it is likely that a combination of advances in digital and drone technology will revolutionise the way we fight fires and rescue those in danger, while reducing the risk to our own personnel.
- 52. If these opportunities are to be taken we will need to constantly review the skills needs of our frontline staff and provide training that meets those needs. The new standards body will be critical to this process, as will its alignment to the requirements of inspection.
- 53. We will seek to digitise backroom and support services wherever this increases efficiency. We will also seek opportunities to share these functions across fire and rescue services and with partners outside the service where that increases efficiency.
- 54. This will further increase the proportion of our spending directed to frontline services.
- 55. We will seek both to learn from the best international practice and to be world leaders in developing and marketing new skills and technologies.

Possible commitments:

- 56. Percentage of procurement budget dealt with nationally increases [by]?
- 57. Proportion of resource devoted to frontline work increases by?

Accountable

- 58. We are a locally accountable service and this must continue to be the case even where we provide national resilience contributions and share services across areas to provide better value for money.
- 59. Local people need to feel they own the service through transparency on key indicators. The public must be able to find out what is being spent, what it is being spent on and what that spending is achieving.

Possible commitments:

- 60. As the Home Office is leading work on increasing the transparency of the service we can pledge to support/work with them on this.



**Fire Services Management
Committee**

23 June 2017

Annual Report for 2016/17 and priorities for 2017/18

Purpose

For discussion and direction.

Summary

This report provides an overview of the issues and work the Committee has overseen during last year. It sets out key achievements in relation to the priorities for the Fire Services Management Committee in 2016/2017, and seeks the Committee's views on the priorities for 2017/18.

Recommendations

That the Fire Services Management Committee is invited to:

- 1) Note the achievements against the Committee's priorities in 2016/2017; and
- 2) Comment on the Committee's priority areas for 2017/18.

Actions

Officers to action as appropriate.

Contact officer: Mark Norris
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Annual Report for 2016/17 and priorities for 2017/18

Background

1. The LGA's Business Plan for 2016/17 set out clear priorities for Fire Services Management Committee, which were in line with the priorities agreed by the Committee at its meeting in September 2016. These included: supporting a positive debate about the future of blue light collaboration; influencing the proposed inspection regime for the fire and rescue service; support fire and rescue services to be more representative of the communities they serve; support greater collaboration between fire and rescue services and health; and work with fire and rescue authorities to ensure that any new governance arrangements for fire and rescue services are agreed locally and backed by a robust business case.

Achievements

2. The Committee sought to engage with member fire and rescue authorities over the last year in a number of ways. Most prominent was the LGA's annual Fire Conference in March. The conference was attended by over 260 delegates and speakers. Delegates heard from the Policing and Fire Minister by pre-recorded video message, and there were sessions and workshops on workforce and National Joint Council reform, equality and diversity in the service, governance, the retained duty system, working in partnership with health, the future of Fire Peer Challenge and procurement.
3. In addition the LGA ran a Fire Leadership Essentials course for fire and rescue authority members, was quoted in the national media on diversity in the fire service and the fire risk associated with faulty tumble dryers, while the number of followers of the Committee's twitter account @LGAfirerescue has reached 973.

Fire governance

4. A central focus of the Committee's activity over the last year was associated with the passage of the Policing and Crime Bill through Parliament. The LGA lobbied for a set of amendments to the Bill that sought to strengthen the consultation arrangements associated with any proposed transfer of governance to police and crime commissioners (PCCs), that would strengthen the independent assessment process of a PCC's business case for taking on governance of the fire and rescue service, and would mean the cost of preparing any business case would fall on the PCC and not the fire and rescue authority. The LGA also made the point that changes of governance should only take place where there was local agreement – a point raised by Lead Members in meetings with the new Home Secretary and Policing and Crime Minister appointed after the Rt. Hon. Theresa May MP became Prime Minister last summer.
5. Although the government rejected the LGA's amendments, they brought forward amendments in the House of Lords which require PCCs to consult local residents (a Committee objective) as well as affected employees. The government's amendments also increased the transparency around the business case by requiring the Secretary of the State to publish the independent assessment as soon as reasonably practicable after making a decision about the business case. Lobbying for a robust assessment of the business case has meant the LGA has been engaged by the Home Office in discussions

on what the assessment process should involve before proposals are put to ministers. Committee members have also commented on and influenced the guidance on producing a business case developed by the Association of Police and Crime Commissioner Chief Executives.

Transparency

6. As well as introducing the possibility of changes in fire and rescue governance the Policing and Crime Act also makes provision for the creation of a new fire inspectorate. Her Majesty's Inspectorate of Constabulary (HMIC) were asked by the Home Office to draw up proposals for the creation of the new inspectorate and Lead Members were part of the external reference group HMIC established to advise them in developing their proposals. The lead inspector for HMIC on this programme attended the Committee meeting in November to outline the proposals that had been submitted to the Home Office. A decision on which body would provide the new inspectorate was expected before the general election was called, but this will be a decision for the new Policing and Crime Minister, though the delay in making the announcement will mean it is more likely that piloting of the new regime does not get fully underway until 2018.
7. Development of the inspection proposals have of course had an impact on the Fire Peer Challenge and Operational Assessment developed by the LGA and what was the Chief Fire Officers Association. From a position where the Home Office have been critical of the Fire Peer Challenge process discussions with Ministers and officials at the Home Office have persuaded the government of the continuing value that sector-led improvement offers to the fire and rescue sector, with the then Policing and Fire Minister saying in his speech to the think tank Reform in February that he was looking forward to hearing proposals on how the LGA would update the Fire Peer Challenge offer. A member working group chaired by Cllr Kay Hammond has been leading this work, but finalising it has been dependent on the final shape of the inspection regime the Home Office creates.

21st Century Firefighter

8. Workforce reform has been an integral part of the government's agenda and the work of the Committee over the last year. This has included the Committee's contribution to the sector's work around improvements to the retained duty system and making it easier for fire and rescue services to recruit and keep retained firefighters, as well as expanding the on-call concept to other roles.
9. Alongside this work the Committee has looked at what can be done to increase the diversity of the workforce. This has included surveying chief fire officers to assess when and whether the need to recruit more firefighters could be used to increase the diversity of that part of the workforce. The results of that survey were included in the conference publication on an inclusive fire service, which included contributions from a range of organisations setting out what the fire service could do to attract a more diverse workforce.
10. The need to make progress in this area was one of the focuses of the long awaited Thomas Review of terms and conditions in the fire and rescue service. Mr Thomas attended the Committee's meeting in November, and talked about his recommendations

which included a recommendation that the LGA and the National Fire Chiefs Council agree a memorandum of understanding (MoU) covering how people in the fire service should be treated. An MoU was signed by the LGA and the National Fire Chiefs Council alongside a range of organisations representing women, black and minority ethnic and lesbian, gay, bisexual, transgender and queer firefighters. The Committee Lead Members wrote out to fire and rescue authority chairs to promote the MoU and the conference publication.

Collaboration

11. While the Policing and Crime Act places a statutory duty on the fire and rescue service, police and ambulance services to collaborate, the Committee has been keen to emphasise that the fire and rescue service is playing an increasing role in supporting wider health objectives, in particular through safe and well visits. Committee members have continued to attend the fire/health summits alongside NHS England, Public Health England, Age UK and the National Fire Chiefs Council, as well as members from the LGA's Community Wellbeing Board. The consensus statement agreed by the LGA with the other partners last year has been seen as a model for other consensus statements, such as one with the police.

Programme of work and priorities for 2017/18

12. The fire and rescue service did not feature heavily in the general election campaign as compared with the police. The Conservative Party manifesto, 'Forward, Together: Our Plan for a Stronger Britain and a Prosperous Future' did not make a direct reference to the fire and rescue service, only noting that it intended to build on the Policing and Crime Act by giving PCCs greater responsibility for criminal justice. It is likely therefore that the government will wish to press ahead with the fire reform agenda that the Prime Minister, the Rt. Hon. Theresa May MP, outlined in May 2016 when she was Home Secretary and which the then Policing and Fire Minister, the Rt. Hon. Brandon Lewis MP, expanded on in his speech at the think tank Reform in February.
13. The broad areas of work for the Committee over the last year are therefore likely to continue into the next. The general election has delayed implementation of some of the fire related provisions in the Policing and Crime Act 2017, and the Home Office is likely to want to progress this work including amending the regulations for combined Fire and Rescue Authorities so they can invite PCCs to sit on the authority, as well as finalising the process for the independent assessment of a PCC's business case for taking on responsibility for the fire and rescue service. Further clarity about the new government's priorities for the fire service may be forthcoming at the meeting Lead Members are due to have with the Policing and Fire Minister on 20 June 2017.
14. A possible work programme for the Committee over 2017/18 could therefore include:
 - 14.1. Governance – continuing work associated with the greater involvement of PCCs in fire and rescue service governance structures, and to provide advice and assistance to fire and rescue authorities around this agenda.
 - 14.2. Transparency and standards – with the general election and the delays in announcing who will provide the new fire inspectorate much of 2017/18 is likely to

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be taken up with preparations for, and the commencement of, the first inspections. Alongside this the LGA and the National Fire Chiefs Council will be refreshing and updating the Fire Peer Challenge and Operational Assessment in light of the new inspection regime. The creation of a new standards body for the fire and rescue service will also have implications for the work of the Committee.

- 14.3. Workforce – the government has said it wants to see a more flexible, innovative and diverse workforce, and it expects the sector to take the lead on delivering the relevant recommendations in the Thomas Review, including those directed at the LGA on increasing diversity. The sector has also been looking at how more use could be made of on-call roles within the service, and this will continue to be an important strand of work for the Committee.
 - 14.4. Collaboration – the Committee has consistently supported increased collaboration between the fire service and the other emergency services. It has also highlighted to government the increasing role taken by the service in supporting broader health objectives, and the value of this role has been increasingly recognised.
 - 14.5. Procurement and value for money – the National Fire Chiefs Council will be pressing ahead with improving procurement practices and obtaining better value for money from its purchases. So far the Committee's role in progressing this agenda has been purely supportive, but it may be that a more active role is needed to help make progress in this area in the year ahead.
 - 14.6. Funding – having the capability to respond to unexpected events will remain important if the service is to meet its national resilience obligations and deal with local risks. Ensuring the service continues to be funded on the basis of risk will remain vital.
15. Members are asked to comment on whether these are the right priorities for the Committee over the next year and if any further priorities need to be considered. Members' views will be used to inform the priorities paper brought to the Committee in September.

Implications for Wales

16. Fire and rescue related policy is a devolved matter and much of the Committee's work has focused on changes for Fire and Rescue Authorities in England, with the Welsh Local Government Association leading on lobbying for Welsh Fire and Rescue Authorities in Cardiff.

Financial Implications

17. All work programmes were met from existing budgets and resources.

Next steps

18. Members are asked to:

- 18.1. Note the achievements against the Committee's priorities in 2016/2017; and
- 18.2. Comment on the Committee's priority areas for 2017/18



**Fire Services Management
Committee**

23 June 2017

Fire Services Management Committee update paper

Purpose

For information.

Summary

The report outlines issues of interest to the Committee not covered under the other items on the agenda.

Recommendation

Members are asked to note the report.

Action

Officers to progress as appropriate.

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Fire Services Management Committee update paper

Ministerial responsibilities

1. Following the general election the former Policing and Fire Minister, the Rt. Hon. Brandon Lewis MP, has been appointed as the Minister for Immigration at the Home Office. Nick Hurd MP has been appointed as the Policing and Fire Minister. He was previously the Minister for Climate Change and Industry at the Department of Business, Energy and Industrial Strategy from 2016-2017, and before that he was Parliamentary Under Secretary of State at the Department of International Development (2015-2016) and the Cabinet Office (2010-2014).

Grenfell Tower, Kensington

2. In the early hours of the morning of 14 June a fire broke out at Grenfell Tower in the Royal Borough of Kensington and Chelsea. Although firefighters from London Fire Brigade (LFB) were at the tower block within minutes of the alarm being sounded, the fire rapidly spread throughout the tower block. 250 firefighters were involved in fighting the fire and rescuing the occupants of the block. At the time of writing there are 30 confirmed deaths, though this figure is expected to increase because of the numbers of people reported missing to the police who lived in the block.
3. The cause of the fire and the reason it spread so quickly through the tower block are now the subject of both an investigation by LFB and a criminal investigation by the Metropolitan Police. Media reports have focused on the possibility that the external cladding applied to the building caused the fire to spread so rapidly, but there is currently no definitive explanation and will not be until LFB concludes its investigation, which could take a number of weeks given the scale of the damage to the building.
4. Given public concerns about the safety of other tower blocks, councils have been reviewing fire safety assessments, relevant documentation relating to any refurbishments work, taking the advice of their fire and rescue services, and contacting residents to reassure them. The Department of Communities and Local Government has also surveyed councils to identify the number of tower blocks that may be at risk, while the LGA has written to council leaders and chief executives about the steps being taken by the sector to reassure residents and themselves that a similar fire could not occur in their own tower blocks.
5. Once the LFB investigation is concluded and the cause of the fire is known, there may have to be changes to fire safety advice, guidance and procedures, including the guidance the LGA published in 2011 on fire safety in purpose built flats. It is therefore proposed that a report is brought back to the next Committee meeting in September on the conclusions of the LFB investigation and what that means for fire safety going forward including any changes needed in policies and procedures.

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Fire and Rescue National Framework

6. With police and crime commissioners now able to take on fire governance, the Home Office has started to look at what changes need to be made to the Fire and Rescue National Framework. An initial meeting was held on 21 April between the Home Office, National Fire Chiefs Council and the LGA. The aim of the review of the Framework is to ensure that the next version is relevant, focused and concise.
7. Issues to be considered for inclusion in the National Framework include:
 - 7.1. Identification and Assessment of Risk
 - 7.2. Prevention and Protection (inc Health agenda)
 - 7.3. Response
 - 7.4. PCC Governance
 - 7.5. Inspection
 - 7.6. Transparency/Scrutiny/Accountability to communities
 - 7.7. Assurance
 - 7.8. Commercial transformation
 - 7.9. The changing role of firefighters
 - 7.10. Workforce and culture
 - 7.11. Equality and diversity
 - 7.12. Standards
 - 7.13. Fitness Principles
 - 7.14. Re-engagement of senior officers
 - 7.15. Requirements for publication of strategic or operational plans.
8. Further work on the National Framework has been delayed by the general election, but as work progresses updates will be brought back to the Committee.

Independent Assessment of Police and Crime Commissioner's business cases

9. The Committee was updated in January on the work with the Home Office on the independent assessment of the police and crime commissioner's business case to take on fire governance where there is not local agreement to this. At that time the model for providing the business case with independent scrutiny was based on a panel of four members bringing together expertise in local government, policing, fire and finance,

which could be drawn together from a pool, with the flexibility to bring in expertise on particular issues where that was needed.

10. There was then a delay in making progress on the independent assessment due to the reorganisation within the Home Office. A further meeting to discuss the proposals with the LGA, the Association of Police and Crime Commissioners and the Association of Police and Crime Commissioner Chief Executives was held on 20 April. Subsequently a different proposal has been circulated by Home Office officials. This would typically see one expert appointed to review the business case and report to the Home Secretary, rather than there being a panel assessing the case. The expert would be selected from one of four sectors (fire, police, local government, finance), though additional experts might be asked to assess the business case if the objections were relevant to more than one sector. Before going back to the Home Office with comments it would be helpful to have members' views on whether the LGA should continue to press for the business case to be reviewed by a panel rather than an individual.

Fire Reform Board

11. The joint Fire Reform Board met during the annual Fire Conference in March. The main items for discussion were the fire and rescue sector's future vision for the fire service, and the continuation of the corresponding trials. The next meeting will take place after the Committee meeting on 23 June.

Strategic Resilience Board

12. Cllr Byrom attended the Home Office's Strategic Resilience Board on 25 April 2017. The items for discussion included Marauding Terrorist Firearms Attacks and updates on the JESIP and the National Resilience Board.

Fire Health Summit

13. Cllr Hilton attended the Fire Health Summit on 13 March 2017. This included a discussion amongst the participating bodies which include NHS England, Public Health England, Age UK, the National Fire Chiefs Council and the Home Office as well as the LGA on next steps in improving collaboration between the health service and fire and rescue services. The summit also received updates on progress in evaluating the contribution that fire and rescue services can make to the health agenda, engagement with Sustainability and Transformation Partnerships (previously Plans) and workforce training.

Fire Statistics

14. The Home Office published a more detailed analysis of the headline fire statistics for the period April 2015 to May 2016 in May (see [here](#)). These showed that there was an increase in the number of incidents attended by fire and rescue services compared with the previous year, with some of this increase resulting from a rise in the number of non-fire incidents attended. This increase was to a large extent due to increases in the number of medical incidents attended.

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15. There was also an increase in the number of fires. The analysis suggested this might be the result of an increase in the number of deliberate fires, within increases in deliberate fires in road vehicles and other buildings increasing by 15 and 16 per cent respectively since 2014-15.

Policing and Crime Act

16. Following the Policing and Crime Act receiving Royal Assent the LGA has published a short guide to the Act and the work the LGA did around it. The Policing and Crime Act (Get in on the Act) can be found [here](#).

Fire Leadership Essentials

17. The LGA will be running two Fire Leadership Essentials courses for Fire and Rescue Authority members this year. They will take place on 18-19 September 2017 and 20-21 February 2018 at Scarman House, Warwick University Conference Centre. Details on how to book for the October course are [here](#) on the LGA's website.



**Fire Services Management
Committee**

23 June 2017

Workforce Report

Purpose

To update the Fire Services Management Committee on matters in relation to fire service industrial relations and pension matters.

Summary

This paper is for information and briefly describes the main industrial relations and pension issues at present.

Recommendation:

That the Fire Services Management Committee members are asked to note the issues set out in the paper.

Action:

Officers to take actions as appropriate.

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Workforce Report

Pensions

Voluntary Scheme Pays

1. Changes to the tax rules now mean that some high earning members with income of more than £150,000 per annum are subject to a Tapered Annual Allowance which reduces from £40,000 to £10,000 incrementally for those earning between £150,000 and £210,000 per annum, those subject to the tapered annual allowance cannot use Mandatory Scheme Pays (MSP) to pay the resulting tax charge, which may be up to £13,500 per annum and fall to the individual to pay. In some cases this may result in an annual charge.
2. LGA has recently sought legal advice on behalf of English FRAs, in order to determine whether an FRA can offer Voluntary Scheme Pays (VSP) where the FRA pays the charge on behalf of the member and collects it via a debit from the pension once put in payment, without the need for a change to legislation.
3. The Legal advice received opined that it was possible for an FRA to satisfy the tax charge on a voluntary basis, without a need for change to legislation.
4. A detailed guidance note was circulated on 31 May 2017, and can be found [here](#).

The Pensions Regulator – Administration and Governance Survey

5. The Pensions Regulator who was given oversight of the Public Services Pension Schemes in the 2013 Public Service Pensions Act has now published the 2016 Governance and Admin survey results, full results of the survey may be accessed online [here](#).
6. The Firefighters Pension Schemes had the highest response rate of the locally administered schemes with a 98 per cent response rate. Additionally the results show significant improvement in key processes around breaches of the law and training and knowledge.
7. However, the results show improvement is still needed in the areas below:
 - 7.1. Poor engagement – lack of Scheme Manager/Board Chair involvement in completion of the survey (which may indicate that surveys were completed and submitted without appropriate sign off – a lack of internal control); scheme managers or delegated representative not attending Board meetings.
 - 7.2. Poor record keeping – 21 per cent of respondents identify poor records as a top risk, yet take up of data improvement plans are low.
 - 7.3. Poor compliance – low level of current risk registers and risk assessment.

7.4. Poor communication – 54 per cent of membership did not receive annual benefit statements by the statutory deadline.

8. The new Firefighter Pensions Adviser who is due to start with LGA at the end of June will work with the Scheme Advisory Board (SAB) to provide support to Local Pension Boards to improve this position over the next year.

Scheme contracted out reconciliation

9. The contracted out reconciliation is the data match of HMRC and pension scheme records, there are over 16 million contracted out individuals in the UK and by December 2018, the data held by HMRC has to be matched with the data held by the schemes, so monitoring of progress and adherence to timescales is important.
10. In data obtained from HMRC in January 2017, 74 per cent of Firefighter Schemes had yet to query their data with HMRC. It will be important for Scheme Managers and Local Pension Boards to monitor this position to ensure their data has been fully reconciled by the cut off period.
11. As a locally-administered, unfunded scheme (along with the police pension scheme), the cost for this work comes from the operating accounts. Therefore Fire and Rescue Authorities will be mindful that there is a cost and resource impact in undertaking this work.

Scheme Advisory Board

12. The Home Office will be consulting the SAB for their views on how past service costs for three specific events should be treated in the valuation, a detailed paper will be discussed with the SAB at their meeting on 14 June 2017 and comments are to be received by 31 July 2017.
13. The three events are:
- 13.1. "Milne payments" – the additional payments made following the Pensions Ombudsman's determination in the case of Milne (payments generally made during the year 2015/16).
- 13.2. "Retained option" – the option for eligible retained members to purchase past service in the modified/special section of the 2006 Scheme (options generally made over the year 2015/16).
- 13.3. "Refund payments" – the refunds of employee contributions being paid to eligible firefighters who made contributions after they had reached their maximum pensionable service in the 1992 Scheme prior to age 50 (refunds generally paid during the year 2015/16).



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14. All three events have resulted in additional cost or expenditure for the Fire Schemes. At a high level, these costs will need to be picked up in one of, or a combination of, three ways:
 - 14.1. Employer cost.
 - 14.2. Employee cost.
 - 14.3. Central Government cost.
15. The SAB have established a cost control committee to consider the issue at length in order to provide a response. This committee is chaired by Councillor John Fuller.
16. The SAB will also be asked to comment on industry specific assumptions used in the valuation, such as average age of retirement and life expectancy. This request is expected in September 2017.

Key wider workforce issues

Broadening the role of the firefighter

17. Since the last meeting of the FSMC there have been a number of developments, particularly in relation to the 38 trials being undertaken by 36 services across the UK. The trials range from co-responding only (either in specific areas or across a service) including whole time and/or retained personnel, to trials that include much wider work ranging from slips, trips and falls assessments and winter warmth assessments to offering, for example, alcohol harm and reduction advice, and/or dementia advice providing referral and signposting opportunities as appropriate.
18. The Fire Brigade Union (FBU) has held two conferences at which engagement in the whole negotiation on the broadening role was debated. The special recall conference in March concluded that negotiation should continue as too should the trials (indicating possibly until November 2017). This was however subject to two points of review.
19. The first was that the learning points identified in the University of Hertfordshire trials evaluation report should be explored and resolved. Good progress should be made on that by the time of their routine conference in May. This was achieved by then through an NJC Technical Working Group. It met on three occasions over a short period of time and further meetings are scheduled to take forward more detailed work.
20. The second point was that there should be an 'acceptable' pay award in July 2017. Discussion on that is on-going (reference paragraphs 23 and 24 below) and the National Employers will be consulting with FRAs at a number of regional meetings between 13 - 19 June.
21. At the NJC meeting on 1 June, the Employees' Side Secretary advised that following its normal scheduled conference in May the FBU would not be able to support continuation



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23 June 2017

of work under the trials with effect from 7 July (or shortly thereafter) should there not be a positive response to its pay claim.

22. The broadening the role of the firefighter discussions also includes areas covered by the other NJC workstreams, for example MTFA.

Pay claim

23. A formal pay claim was received from the Employees' Side of the NJC for LAFRS just prior to its meeting on 1 June. [NJC/7/17](#) includes the letter. In essence the claim is:

23.1. NJC pay scales need to address the loss of real earnings since the imposition of the pay cap/freeze in 2010.

23.2. NJC pay scales need to take account of the additional work undertaken by employees since 2003.

23.3. NJC pay scales need to address any broadening of the role maps or broadening of the work required of FBU members by their employer, which may include emerging potential new areas of work such as Emergency Medical Responding (EMR) and Marauding Terrorist Firearms Attack (MTFA).

23.4. There is an urgent need to improve reward mechanisms for retained firefighters, including an increase in the retaining fee.

23.5. In order to ensure that NJC rates of pay do not fall behind in real and/or relative terms in the future and to provide stability in the sector alongside security for Grey Book personnel, there should be a pay formula.

24. It is intended to respond to the claim by the end of June prior to the usual 1 July settlement date. The Employers' Side (National Employers) has invited UK Chairs and Chief Fire Officers (CFOs) to attend one of three consultation meetings between 13 - 19 June (Birmingham, Manchester and London). An oral update will be provided to FSMC.

Inclusive Fire Service Group

25. This NJC-led group has now identified improvement strategies for use at local level in areas relating to the recruitment, progression and retention of female, BME and LGBT employees as well cultural issues such as bullying and harassment in general. Circular [NJC/8/17](#), which also includes the outcomes of the employee survey, asks each FRA/service to consider the strategies in detail and to advise the group of its response including the areas it intends to take forward, the timescale within which it expects to do so, the improvement it expects will result (and by when), and who will take the lead from both a member and senior officer perspective (the assumption being that will be the chief fire officer).

Employment Tribunal cases - pension scheme transitional protection arrangements

26. The FBU, who act on behalf of the claimants, have lodged an appeal. The Employment Appeal Tribunal (EAT) has decided to join the appeal with that in the McCloud case relating to judges.

Apprenticeships

27. Following an approach from County Durham and Darlington FRS (CDDFRS), the NJC decided in February to work in partnership with the service both in terms of a level of external input as part of its own evaluation and in sharing information on the scheme more widely with other FRSs in respect of its Business Fire Safety Apprenticeship scheme, which will lead to firefighter posts within the service.
28. As part of the above partnership an event was run for all FRSs in April providing them with information on this particular scheme and an opportunity to explore the detail with people from CDDFRS. It was a unique opportunity for members, officers and union representatives to explore the issues together.

Grey Book Reform

29. Members will recall that following the January FSMC meeting, a Task and Finish Group was set up to look at the issue of reform of the Grey Book. It was agreed that this group would be used to support the development of an LGA view in more detail on reforming the national framework of terms and conditions of service. That view would, in turn, inform the approach of LGA representatives on the Employers' Side of the NJC and ultimately consideration by the full Employers' Side.
30. In March, the FSMC supported the consensus within the Task and Finish Group that any changes in the framework should largely mirror the structure of the Green Book, which covers Local Government Services staff in councils and in more cases, non-Grey/Gold Book employees in the fire service. Its four sections are:
- 30.1. Constitutional provisions.
 - 30.2. Core national conditions.
 - 30.3. Other national conditions that can be varied by local agreement.
 - 30.4. Joint advice and guidance.
31. The existing national conditions are collective agreements and can of course be varied by agreement of both sides. In the absence of such agreement then a decision by either side to 'walk away' from such agreements has no effect on key terms and conditions which are in any case incorporated into an employee's contract. All such provisions would remain in place until they could be re-negotiated at local level. Ultimately an



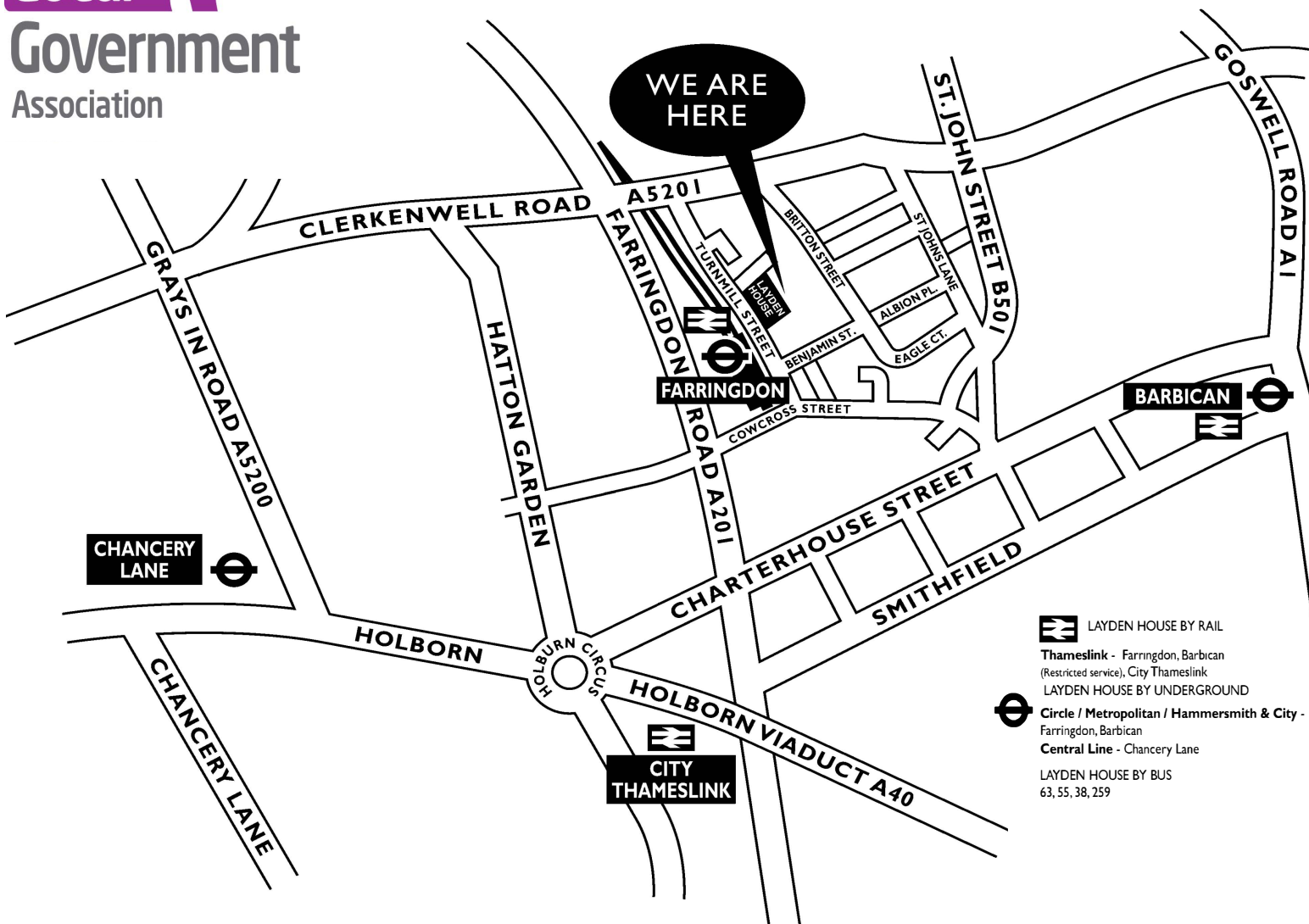
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employer can seek to change terms without agreement, but this can have significant employee relations consequences.

32. In taking this forward, it was recognised that an opportunity would need to be provided for stakeholders in Northern Ireland, Scotland and Wales to identify their own issues and priorities with regard to reform. During May, Councillor Chard, accompanied by the Secretariat, visited all three other UK stakeholders on the Employers' Side.
33. At the NJC meeting on 1 June, it was agreed that three regional meetings would be held to inform the response to the NJC for LAFRS Employees' Side pay claim (see paragraphs 23 and 24 above). It was also agreed that the meeting could be used to touch base on potential reform to the Grey Book. These meetings are taking place between 13 and 19 June and an oral update will be provided to FSMC members.
34. While the Employees' Side is informally aware of the employers' wish to seek reform of the national framework, there has been no formal discussion on what shape that might take. Once a broad employer steer has been provided those discussions could commence, initially through the joint secretaries. Consideration would need to be given to the timing so as to minimise the potential to have a negative impact on other negotiations.

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**The Local Government Association will be based at Layden House whilst refurbishment takes place at their offices in Smith Square.*

Public Transport

Layden House is served well by public transport. The nearest mainline station is **Farringdon** (Circle, Hammersmith & City and Metropolitan Lines. It also has Overground lines)

Bus routes - Farringdon Station

63 - Kings Cross - Crystal Palace Parade (**Stop A/B**)
55 - Oxford Circus - High Road Leyton (**Stop E/K**)
243 - Redvers Road - Waterloo Bridge (**Stop E/K**)

Cycling Facilities

The nearest Santander Cycle Hire racks are on Theobold's Road.
For more information please go to www.tfl.gov.uk

Car Parks

Smithfield Car Park - EC1A 9DY
NCP Car Park London Saffron Hill - EC1N 8XA