

# Fire Services Management Committee

## Agenda

Friday 10 September 2010  
11.00am

Rooms 7.1 & 7.2  
Local Government House  
Smith Square  
London  
SW1P 3HZ

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



**Fire Services Management Committee**

10 September 2010

---

There will be a meeting of the Fire Services Management Committee (Meeting Room 7.1 & 7.2) at 11.00am on Friday 10 September 2010 at Local Government House.

**Apologies**

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting, so that a substitute can be arranged and catering numbers adjusted, if necessary.

**Labour:** Aicha Less: 020 7664 3263 email: [aicha.less@local.gov.uk](mailto:aicha.less@local.gov.uk)  
**Conservative:** Angela Page: 020 7664 3264 email: [angela.page@local.gov.uk](mailto:angela.page@local.gov.uk)  
**Liberal Democrat:** Evelyn Mark: 020 7664 3235 email: [evelyn.mark@local.gov.uk](mailto:evelyn.mark@local.gov.uk)  
**Independent:** Group Office: 020 7664 3224 email: [independent.group@local.gov.uk](mailto:independent.group@local.gov.uk)

**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.

**Location**

***A map showing the location of Local Government House is printed on the back cover.***

**Contact**

Paul Johnston (Tel: 020 7664 3031, email: [paul.johnston@local.gov.uk](mailto:paul.johnston@local.gov.uk) )

**Carers' Allowance:** As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £5.73 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.

**Hotels:** If you wish to stay overnight in London, discounted hotel rates are available through the Local Government Travel Club (consult your own authority for information). Alternatively, accommodation can be booked through Hotelzon, tel. 01962 844004, fax 01962 860974.



## Agenda

---

### Fire Services Management Committee

Friday 10 September 2010

11.00am

Rooms 7.1 & 7.2, Local Government House

---

### For discussion

	<b>Item</b>	<b>Page</b>
1.	<b>Fire Services Management Committee membership, terms of reference and appointments to outside bodies 2010 - 11</b>	<b>3</b>
2.	<b>Strategic review of the Fire and Rescue Service – Fire Futures</b>	<b>19</b>
3.	<b>FiReControl</b>	<b>27</b>
4.	<b>The future of national functions</b>	<b>31</b>
5.	<b>Firebuy – future fire procurement</b>	<b>37</b>
6.	<b>The 2010 spending review</b>	<b>43</b>

### For information

	<b>Item</b>	<b>Page</b>
7.	Work Programme for 2010 - 11	49
8.	Retained Duty System project	59
9.	Pensions – early retirement and commutation cap under Rule B7(4)	63
10.	Industrial relations update	69
11.	Notes of the last meeting	73

**Date of Next Meeting:** Monday 15 November 2010, 11.00am, Local Government House



**Item 1**

**Fire Services Management Committee membership, terms of reference and appointments to outside bodies 2010 – 11**

**Purpose of report**

For decision.

**Summary**

This report outlines the membership of, and terms of reference for, the Local Government (LG) Group Fire Services Management Committee for the 2010 / 11 meeting cycle. The report also outlines outside bodies to which Committee is asked to appoint for the 2010 / 11 meeting cycle.

**Recommendation(s)**

The Committee is asked to:

- formally note the membership and terms of reference for the LG Group Fire Services Management Committee (attached as **Appendix A** and **B** respectively)
- formally appoint to outside bodies in accordance with the procedure outlined in **Appendix C**, ensuring that the bodies to which they wish to appoint accurately reflect LGA priorities;
- that members currently representing the Committee on outside bodies provide any appropriate feedback from the previous meeting cycle;
- provide the LG Group Executive October meeting with the Committee's 2010-2011 list of outside body appointments.

**Action**

Officers to inform outside bodies of any changes in, or confirm continuation of, LGA representatives.

Officers to confirm appointments directly to members and also via a paper for information to the next appropriate full Committee meeting.

**Contact officer:** Cathy Boyle  
**Position:** Member Support Manager, LGA  
**Phone no:** 020 7664 3205  
**E-mail:** [cathy.boyle@local.gov.uk](mailto:cathy.boyle@local.gov.uk)





## **Fire Services Management Committee membership, terms of reference and appointments to outside bodies 2010 – 11**

### **Fire Services Management Committee (FSMC) membership and terms of reference**

1. Members are invited to formally note the membership and to confirm the Committee's Lead Members for 2010 / 11 (as detailed in **Appendix A**). Members are also invited to note the Committee's terms of reference for this year (attached as **Appendix B**.)

### **FSMC outside body appointments**

2. The Local Government Group currently benefits from a wide network of member representatives on outside bodies across a range of LG Group member structures. These appointments are reviewed on an annual basis across the Group to ensure that the aims and activities of the outside bodies remain pertinent to the LG Group.
3. A list of the organisations to which the Fire Services Management Committee currently appoints member representatives is attached as **Appendix D**. This list also details where Councillors have been returned to the Committee in the new cycle and where changes in membership have created a vacancy on an outside body. Members are asked to note and comment upon the appointments for this meeting cycle, which are to be made in proportion with political representation across the LG Group.
4. A new database for centrally recording all the information relating to appointments has been created and is held by the Member Services team.
5. In order to clarify the process for making appointments; the method of recording information on appointments; and to set out the level of support we will offer to appointed members, a procedure has been drawn up (**Appendix C**) which aims to ensure that Members are, ahead of the first meeting of the cycle, fully briefed on both the policy direction of the outside body and the logistical arrangements, such as meeting frequency, meeting location and membership.

### **Financial Implications**

6. There are no financial implications arising directly from this report. Reasonable travel and subsistence costs will be paid by the LG Group for expenses incurred by a member appointee, whilst carrying out a representative role on an outside body on behalf of the LGA.



## Fire Services Management Committee - Membership 2010/11

Councillor	Authority
<b>Conservative (7)</b>	
Brian Coleman <b>[Chairman]</b>	London FEPA / Barnet LB
Richard Hobbs	Warwickshire CC/RMB
Kay Hammond	Surrey CC
Maurice Heaster	London FEPA
John Bell	Greater Manchester FRA
Ann Holland	Essex FRS
David Topping	Cheshire FA
<b>Substitutes:</b>	
Tony Arbour	London FEPA
<b>Labour (4)</b>	
Fred Walker <b>[Vice Chair]</b>	Greater Manchester FRA
Brenda Forster	Cleveland FA
Sian Timoney	Bedfordshire & Luton FRA
John Joyce	Cheshire FA
<b>Substitutes:</b>	
Navin Shah	London FEPA
<b>Liberal Democrat (3)</b>	
Paul Shannon <b>[Deputy Chair]</b>	Greater Manchester FRA
Jeremy Hilton	Gloucestershire FRS
Roger Price	Hampshire FRA
<b>Independent (1)</b>	
Cllr Christopher Newbury <b>[Deputy Chair]</b>	Wiltshire Fire Authority
<b>Substitute</b>	
TBA	

15 Member Steering Committee



## Terms of Reference

### Fire Services Management Committee

1. The **Fire Services Management Committee** will report to the Safer and Stronger Communities Programme Board.

#### Membership

2. There shall be representation of each type of fire authority in England (Combined Fire Authorities, County Councils, Metropolitan and LFEPA) on the body together with:
  - The Chair of the Employers' Organisation NJC (Employers Side) (appointed by the LGA as the majority group) will be a Member of the new body; and
  - Regional Management Boards (RMBs) will be represented.
3. The LG Group's political group offices will each appoint a fire spokesperson from the Members appointed to the **Fire Services Management Committee**.
4. The office holders of the Safer & Stronger Communities Programme Board (or a named substitute) may attend meetings of the **Fire Services Management Committee**.

#### Role

5. At the beginning of each corporate year, in consultation with and approval from the Safer & Stronger Communities Programme Board, the **Fire Services Management Committee** will agree a work programme for the coming year that is consistent with the objectives and priorities of the Board.
6. The role of the **Fire Services Management Committee** is to represent as an LG Group body the views and concerns of the fire community in relation to the fire services modernisation agenda, ensuring that local circumstances have a voice in the national context.
7. The **Fire Services Management Committee** will take the lead on behalf of the LG Group on implementation of fire service modernisation.
8. The **Fire Services Management Committee** will take the lead on all other day-to-day issues (e.g. technical or operational matters) affecting fire authorities.

9. The **Fire Services Management Committee** will receive reports on the implementation of the modernisation agenda from the fire modernisation programme co-ordinator and will work to resolve problems and issues as they arise.
10. The **Fire Services Management Committee** will, as required, work with partners and stakeholders on fire issues.
11. Where issues have a clear impact on the broader agenda of the Safer & Stronger Communities Programme Board or necessitate the setting of a new LG Group policy the **Fire Services Management Committee** will make appropriate recommendations to the Board.
12. The **Fire Services Management Committee** will, from time to time, undertake work requested by the Safer & Stronger Communities Board.

## Procedure for LGA appointments to outside bodies

### 1. List of Outside Bodies

- 1.1 It is the responsibility of the Boards to review the need for representation on outside bodies as part of their annual appointments process. Boards should:
- Ensure that the list of outside bodies reflects LGA priorities, both by ending appointments where these are not felt to be of value and by actively seeking representation on new organisations;
  - Evaluate both the value of the LGA's relationship with the organisation and the level of LGA influence on that body; and
  - Have consideration of when it is necessary to appoint a member representative and when an officer appointment would be more appropriate.
- 1.2 The Boards will submit a report to LGA Executive setting out their current list of outside bodies every year in October.

### 2. Political Proportionality

- 2.1 As stated in the LGA Political Conventions:

*Every effort will be made to ensure that all groups recognised by the Association are fairly represented on outside bodies both numerically and in terms of the range/type of appointments made. Each Board or Panel responsible for making appointments should agree the means by which this is achieved ... Appointments to individual outside bodies should reflect political balance where possible, subject to the constraints set by the number of appointments to individual bodies.*

- 2.2. While the Boards are responsible for ensuring appointments are made in accordance with the LGA's political proportionality, the political group offices have oversight of this process through:
- a) Considering individual appointments in the context of all appointments to outside bodies across the organisation.
  - b) Maintaining lists of members of Boards and other councillors willing to serve on outside bodies, together with details of their particular skills and experience.
  - c) Discussing nominations to outside bodies with their members at the political group meetings preceding September Board meetings.
  - d) Being kept informed of any additional appointments that arise during the course of the board cycle.

- e) Finding a representative if a Board is unable to secure an appointment.

### **3. Appointments**

- 3.1 Appointments will be agreed by each Board at their September meeting and will be time limited – set according to the outside body’s governance arrangements.
- 3.2 The Business Manager will then write to each organisation notifying them of the appointment and requesting details of forthcoming meetings.
- 3.3 Certain appointments are made centrally and appointments are also made by LGE to negotiating bodies and by the European and International Unit. While the process for making these appointments will be different, this information will be recorded on the central database and the same requirements for review and for support to members apply.

### **4. Recording information about appointments**

- 4.1 A database of existing outside body appointments will be maintained centrally by the member support team, to include:
- Councillor details, including political party;
  - Term of Office;
  - A key contact at the organisation;
  - Any allowances or expenses paid by the outside body; and
  - Named LGA link officer.
- 4.2 The Member support team will add details of the appointment to the notes on the appointed councillor’s CRM entry and on the organisation’s CRM entry.
- 4.3 The list of Outside Bodies, broken down by Board, will be published on the LGA website and details will also be added to each member’s web profile. The member support team has responsibility for ensuring this is kept up to date.
- 4.4 This list will also include any ‘member champions’ – board members appointed to hold a particular portfolio area of responsibility within the LGA, for example the European and International Champions on each Board.

### **5. LGA support for members appointed to Outside Bodies**

- 5.1 Members appointed to outside bodies must receive support from LGA officers in order to maximise their contributions to outside bodies, including being kept informed of key LGA lobbying messages. Support will therefore be provided in line with the following Scrutiny Panel recommendations, agreed by the LGA in 2003:



- For each Board making appointments to outside bodies, there should be a designated LGA member of staff to oversee the appointment process for that executive, including the provision of introductory briefing for new appointees.
- A named member of staff should be appointed as the liaison person for each outside body.
- Each Board should consider the need for induction support for appointees in relation to particular outside bodies.
- Where deputies or substitute representatives are appointed, they should also be made aware of arrangements for support and report back.
- Details of any financial support from either the LGA or the outside body should be provided for all appointees.

5.2 Business Managers will oversee the appointment process and in most cases will be the liaison officer for outside bodies linked to their Boards; however, in certain cases it may be more appropriate for a Policy Consultant to act as the liaison.

5.3 Member Support Officers will ensure that appointees receive a letter setting out the details of the appointment, term of office, future meeting dates, arrangements for expenses and the contact details of both the organisation's named contact and the LGA's link officer.

5.4 New appointees will receive an initial briefing on the work of the outside body and relevant LGA lobbying messages from the link officer and will also be kept informed of any arising policy issues and of other LGA contact with the organisation.

## **6. Mechanisms for feedback**

6.1 All appointees should be encouraged to provide updates to the link officer following meetings and when important issues arise.

6.2 All appointees, including non-board members, should be encouraged to feed into board 'other business' reports every 2 months. Appointees who are not board members may also wish to attend a board meeting to report back.

6.3 Towards the end of each year, all appointees will be contacted by either the Member Support Officer or Business Manager and invited to feed back their views of the appointment, in preparation for the Boards' annual review of appointments. This should cover how many meetings they have attended, how useful they feel their role has been, whether they wish to continue and whether they have any additional support needs.

6.4 The named contact at the outside body should also be contacted annually to confirm details of attendance and provide an update on any changes.

## **7. Expenses**

- 7.1 Reasonable travel and subsistence costs will be paid by the LGA Group for expenses incurred by a member appointee, whilst carrying out a representative role on an outside body on behalf of the LGA.
- 7.2 Expenses will be paid to members appointed to outside bodies, in line with the LGA Members' Allowances Scheme:

### ***Approved Duties for payment of Travel and Subsistence Costs***

- a) *Approved duties (for payment of Travel & Subsistence) under the LGA scheme are:*
- *Attendance at meetings with Ministers, Government Departments or consultations with other bodies where members have been appointed by the Association;*
  - *Attendance at receptions, visits, conferences, seminars or other functions where members have been appointed by the Association to attend in a representative role on behalf of the Association; and*
  - *Attendance as the Association's appointed representative on any public body, charity, voluntary body or other organisation formed for a public purpose (and not for the benefit of its members).*
- b) *Travel and subsistence costs for all other meetings should be met by member authorities.*

### ***Travel and Subsistence Costs***

- c) *The Association will reimburse rail fares on the basis of the standard fare. In exceptional circumstances, the Association will reimburse the first class fare, but this will be subject to certification of the claim form as to why travel by first class was necessary. It will also reimburse reasonable levels of subsistence. Receipts should always be provided for travel and subsistence claims. Where it is necessary for a member to use his or her own vehicle when on an approved duty on behalf of the Association, mileage will only be reimbursed to a maximum of the first class rail fare.*

### ***Carers' Allowance***

- d) *A carers' allowance of up to £4.93 per hour, (i.e. actual expenditure incurred up to a maximum of £4.93 per hour) will be paid for care of dependants whether children, elderly people or people with disabilities to those members who receive responsibility allowances for approved duties set out under paragraph 4, and to those members representing*

*the LGA on outside bodies. The maximum period of the entitlement will be the duration of the approved duty and reasonable travelling time. The allowance will not be payable to a member of the claimant's own household. The carers' (reasonable) expenses will be paid.*

**Payment of Travel & Subsistence Costs and Carers' Allowances**

- e) *Members should initially claim travel and subsistence costs and the carers' allowance, as appropriate, from their authority. Authorities should then seek reimbursement from the Association on a quarterly basis.*
- f) *Claims from authorities should be submitted promptly identifying clearly and fully the meeting to which the claim refers. (Reference to a meeting as "LGA, London" or "LGIB" for example will not be sufficient and will delay re-imburement of the claim).*



**Fire Services Management Committee: Outside Bodies**

<b>Organisation</b>	<b>Appointee (2009 / 10 appointees below)</b>
CLP Sub Group for Fire	Co-Chair TBC Cllr Brian Coleman; Cllr Christopher Newbury; Cllr Paul Shannon; Cllr Fred Walker
Fire Prevention Association Council	Cllr Anthony Headley (Forum Member)
Graduate Scheme Project Board	Cllr Richard Hobbs (will be wound up in the 2010 – 11 year)
Practitioners' Forum	Cllr Fred Walker
Practitioners' Forum Health and Safety Standing Group	<b>Officer to cover</b>
Business and Community Safety Forum	<b>Officer to cover</b> (Members may wish to consider whether they consider an appointment necessary to this body)
Arson Control Forum	Cllr Roger Price (meets infrequently, but useful)
Fire Link	Cllr Fred Walker
FiReControl Project Board	Cllr Richard Hobbs
FiReControl Sounding Board	<b>Officer to cover</b>
FiReControl HR Working Group	<b>Officer to cover</b>
Pensions Working Group	Cllr Fred Walker
National Resilience Board	Cllr Jeremy Hilton
Firebuy Board	<i>Vacancy</i> (appointment subject to future of Firebuy)
Centre for Leadership Stakeholder Panel / Programme Board	Not met in the last year – <i>to discontinue</i>
Fire Service College Strategic Stakeholder Board	Cllr Christopher Newbury
RDS Project Advisory Group	<i>Vacancy</i>

Appointed Members may wish to continue on the abovementioned bodies, but are not obliged to do so. Members are asked to ensure that appointments for 2010 / 11 are in broad proportionality with the political group makeup of the Committee, which is as follows:

**Conservative Group: 7 appointees**

**Labour Group: 4 appointees**

**Liberal Democrat Group: 3 appointees**

**Independent Group: 1 appointee**

Chief Fire Officer Adviser:

Ron Dobson, Chief Fire Officer, London Fire and Emergency Planning Authority

FiReControl Lead Adviser:

Dave Webb, Chief Fire Officer, Leicestershire Fire and Rescue Service

Finance Adviser:

Kieran Timmins, Executive Director of Finance, Procurement and ICT, Merseyside Fire and Rescue Service

Legal Adviser:

Vacancy (previously Dave Wright, Merseyside)

Human Resources Advisers:

James Dalglish, Head of Human Resources, London Fire and Emergency Planning Authority

Bob Warren, Director of Human Resources, Lancashire Fire and Rescue Service.

Karen Palframan, Human Resources and Development Manager, Norfolk Fire and Rescue Service

**Item 2**

## **Fire Futures**

### **Summary**

This report provides members an update on the Fire Futures project, sets out proposed handling arrangements for inputting into the project and suggests key messages to be incorporated.

### **Recommendations**

Members are asked to:

- Note the contents of the paper
- Confirm handling arrangements for development of the LGA submission
- Agree preliminary points to make for the 4 workstreams

### **Action**

As determined by Members.

Contact Officer: Helen Murray  
Phone No: 020 7664 3266  
Email: Helen.Murray@local.gov.uk





## Fire Futures

### Background

1. The Fire Minister, Bob Neill MP, has initiated a review called Fire Futures to consider a number of aspects of how the Fire and Rescue Service may need to evolve over the coming years. A Ministerial workshop on 28 July was attended by 88 people from across the English FRS, including members of the FSMC, along with other stakeholders.
2. The scope and terms of reference for the review agreed by Ministers are at **Annex A**. The current timetable is for a report setting out policy options to be submitted to Ministers by late autumn. The review will explore how the fire sector can face the challenge of maintaining effectiveness and achieving value for money, alongside the expectation from government that the service reflect localism, decentralisation, transparency, accountability and the Big Society.

### The review going forward

3. Fire Futures has been structured into four workstreams, chaired and supported by volunteers from across the sector. The four workstreams are:

*Workstream 1 - the role of the fire and rescue service and how it might be better delivered*, chaired by Cllr Paul Shannon – Greater Manchester FRS, Deputy Chairman FSMC. Key questions:

- Are the current set of roles and functions the right ones going forward?
- Should the FRS take on additional roles?
- Could delivery of current functions by others better meet these objectives now or in the future and, if so, what would the delivery model look like?

*Workstream 2 - efficiency, effectiveness and productivity*, chaired by Max Hood, County Fire Officer, West Sussex Council. Key questions:

- Are there changes in how fire and rescue services are provided which would enable improvements in cost effectiveness in the provision of Fire and Rescue Services in England while improving or at worst having a neutral impact on effectiveness?
- Are there opportunities to improve productivity?

*Workstream 3 - localism and accountability*, chaired by Cllr Andre Gonzalez De Savage, Customers and Communities portfolio holder, Northamptonshire County Council. Key question:

- Would alternative community engagement and governance structures improve localism and performance in the delivery of Fire and Rescue Services now and in the medium/long term?

*Workstream 4 - national interest*, chaired by Brian Robinson, London Fire Commissioner 1991-2003 and president of the Association for Specialist Fire Protection. Key question:

- Where does the national and government interest lie?
4. The process and governance around this exercise has been highly unsatisfactory and it remains unclear as to the mechanism for feeding in views and submissions from representative bodies. That said, we see no reason not to proceed with an LGA submission and understand that CFOA are taking a similar position. The timescales remain challenging, with workstream leads being tasked to complete their research and produce a first report by the week beginning 18 October.
  5. Following our representations, the Chairman of the FSMC sits on the Fire Futures Steering Group, and workstream leads also have a Sounding Board to test out their ideas. Workstream leads report that although they are being supported by CLG officials to finalise their work areas and crystallise thoughts around what each will include, the timelines and expectations are over-optimistic. It is clear that workstream 4 remains ill-defined and there is more work to be done to ensure that whatever emerges from this does not destabilise the overall recommendations.
  6. Two elected Members are leading key workstreams, Cllr Shannon and Cllr Andre Gonzalez De Savage. They are keen to engage with as many FRAs as possible and in order to accurately reflect the thinking in the sector, we have asked all FRA Chairs for views to inform an LG Group response. Despite the challenging timescales, it is vitally important that the sector is given an opportunity to feed in to the individual workstreams. Although we have sought views by email we propose that each workstream lead comes to the special Fire Commission meeting on 24 September to ensure full exploration and discussion of issues which will ensure key messages are registered.
  7. Preliminary thoughts about issues the LGA would want to input on each of the workstreams are as follows:

### **The role of the fire and rescue service and how it might be better delivered**

8. The LG Group does not believe that most of the areas suggested by the review are sufficiently ground breaking, expressing as they do existing issues that ultimately will be resolved by local adoption and the sharing of experience and good practice. The Group instead calls for a radical reshaping of the state through devolved place-based budgets and this should form the basis of our submission.

9. There are some strategic areas identified that would benefit from a thorough examination. These are:
  - a single service provider for some or all emergency services;
  - a levy on insurance premiums for building and vehicle insurance to reflect the economic cost of fire;
  - greater opportunities for charging for discretionary services.

### **Efficiency, effectiveness and productivity**

10. The CLG/LG Group's Productivity Programme involves working with over 60 councils who are exploring/implementing alternative service delivery models for areas such as shared services, procurement, capital and shared assets. Early indications of gains are expected by the end of September and we will want to explore the linkages and shared learning as it applies to the FRS in our response.
11. The LG Group is developing a new approach to driving up performance and providing an appropriate level of assurance using a more rigorous peer review process. This provides the basis to argue for further reductions in inspection, assessment and data returns to Government.
12. We will want to include a section on performance data to signal that a new approach is needed that makes more use of the data that councils, FRAs and partners already use to manage their own performance.

### **Localism and accountability**

13. The FRS is already a localised service that meets the needs of the communities that it serves. There may, however, be room for FRSs to engage more with their communities through:
  - better consultation with the public on changes to IRMPs;
  - greater use of modern marketing techniques;
  - more effective use of stations as hubs of the community; and
  - FRA members and Chief Officers developing their profile and accessibility to the communities that they serve
  - Taking a role in participatory budgets schemes.
14. The Retained Duty System is a good example of how the FRS is already well integrated with communities, using volunteers to delivery key services, and puts the FRS in a strong position to meet the national challenge of the Big Society. There is much good practice we can cite here eg partnerships with Age Concern etc.
15. Highlighting the valuable and effective democratic oversight role of councillors on FRAs will be central to our submission. As the only democratically representatives of communities at a local level, who live and work locally, and

understand the issues facing their communities, they are already accountable to local communities. This has been confirmed by high public satisfaction levels with the level of service provided by the FRS.

16. Broadening and deepening partnership working at the local level, and resisting a silo mentality, will continue to be a challenge for the FRS in the current financial climate will also need to be explored.

### **The national interest**

17. There is agreement that some functions have to be undertaken at the national level: terrorism and resilience, flooding, New Dimensions and legislative/regulatory issues and central funding, for example. However the place where the remaining functions sit should be decided through sector-led discussion, with the FSMC putting forward the views of the 46 FRAs. The question of a National Framework with localism can work but with the need to have a will to share best practice amongst and between elected members and between senior officers.

### **Conclusions and next steps**

18. Following the Fire Commission meeting on 24 September, and subject to the views of the Committee, officers will draft the Fire Services Management Committee's submission for clearance by Committee Members.

### **Financial Implications**

19. Detailed financial implications will need to be determined once recommendations are framed. Reports will be advanced in their development ahead of the Spending Review on 20 October but will need re-working once the settlement is known.

Contact Officer: Helen Murray  
Phone No: 020 7664 3266  
Email: [Helen.Murray@local.gov.uk](mailto:Helen.Murray@local.gov.uk)

## **Annex A – CLG Fire Futures scope and terms of reference**

Working together with the sector, develop a joint view on the future shape and direction of the FRS and the respective roles of local and central Government in that.

This should involve consideration of the range of new and evolving challenges facing the Service and how these will impact particularly in relation to role, structure, governance and efficiency.

The Strategic Review will develop a range of robust future strategy options for the Fire and Rescue Service and make recommendations to Ministers for how these should be taken forward.

Key issues are likely to include the following, although we will take our lead from the Sector itself in terms of the current and future remit and strategic priorities for the FRS over the short, medium and longer term.

- The current and future delivery model for the Service, taking account of the work that the sector is already leading on decentralisation, and considering how this can be taken further to drive increased localism.
- The efficiency of the Service and how this can be further improved to enhance value for money.
- The respective roles and responsibilities of central Government and local partners including consideration of the future role of a national framework.
- Implication of all of the above for the FRS workforce and for the future structure and governance of the Service.

The review will be within the context of our clear commitment to achieving value for money whilst prioritising the front line, improving resilience and ending forced regionalisation of the service.



**Item 3**

**FiReControl**

**Purpose and Summary**

This paper sets out progress that has been made on the FiReControl project since the Committee last met in July.

**Recommendation**

Members are asked to note the contents of the report

**Action**

As determined by the Committee.

Contact Officer: Clive Harris  
Phone No: 020 7664 3207  
Email: [clive.harris@local.gov.uk](mailto:clive.harris@local.gov.uk)





## **FiReControl**

1. There is increasing concern amongst FRAs and Members of the Local and Regional Delivery Group (LRDG) that since the Minister's speech in Harrogate on 29 June the FiReControl project has fallen into an increasing level of disarray with much confusion and a growing lack of confidence that the project will be delivered. This has been registered in a letter to CLG.
2. The Fire Minister has committed to hold EADS to deliver the project on time, to the right quality and to budget. However, milestones continue to be missed and the discussions between CLG and EADS based around the current contractual situation, and what is legally binding around timescales and sub-contractors, appear to raise the very real prospect that some fire and rescue services will be asked to initially accept a system that does not have full functionality (with an intention to provide that functionality at a later date). The LGA believes that no fire and rescue service should be asked to cut over to a system that does not fully deliver the functionality and performance that has been promised since the inception of this project.
3. The LGA will be seeking assurance from CLG about the commitment to deliver FiReControl as a complete package incorporating all the functionality necessary to satisfy LGA's support. CFOA and LRDG have both asked for further clarification about the timetable that was announced by the Minister on the 29th June and we do not consider the delivery of a system that would meet the needs and expectations of the FRS to be achievable.
4. The current contractual impasse appears to stem from the fact that EADS would not agree to update and amend the contract as the project has progressed. This commercial and legal difficulty between CLG and EADS will inevitably lead to further delays in delivering the project.
5. FRAs are generally eager to resolve current difficulties and work to a schedule that is achievable and will deliver a system that lives up to expectations. CLG's current commercial strategy is a matter for the Department, but it is clear that confidence in delivery is now at its lowest level and urgent action needs to be taken to restore that confidence and get the project back on track.

## **Conclusions and next steps**

6. Members will wish to consider seeking an urgent meeting with the Minister to seek clarification on the current state of the project. The CLG Select Committee reported in April that it would want to examine this issue again. It would therefore also be timely for the FSMC to contact the Committee Chairman to press for an urgent inquiry.

## Financial Implications

7. Any costs incurred by FRAs from the FiReControl programme should be fully met by CLG under New Burdens principles. Any changes to the timeline or design of the project would have significant financial implications which would need to be examined in detail.

Contact Officer: Clive Harris

Phone No: 020 7664 3207

Email: [clive.harris@local.gov.uk](mailto:clive.harris@local.gov.uk)

**Item 4**

**The future of national functions**

**Summary**

This report updates members on developments since their last meeting, sets out national functions that could be included in a bid to CLG and proposes how the LG Group and CFOA might handle those functions.

**Recommendations**

Members are asked to

- Receive an update;
- Agree the LG Group and CFOA make a joint offer to CLG to take over a specific group of national functions as set out in paragraph 6.

**Action**

As determined by members

Contact Officer: Helen Murray  
Phone No: 020 7664 3266  
Email: [Helen.Murray@local.gov.uk](mailto:Helen.Murray@local.gov.uk)



## **The future of national functions**

### **Background**

1. In July Members agreed in principle that there is a role for the Local Government (LG) Group in coordinating and commissioning the limited number of functions that need a national perspective, and noted that the proposals in the paper represented a significant opportunity for the Committee to take a greater policy role within the fire sector. That said, the Committee was clear that only those functions which could be reasonably accommodated and with minimum bureaucracy should be considered and on a case by case basis.
2. Subsequently, the Committee's Lead Members met with the CFOA Presidential team on 4 August and agreed that a partnership between the LG Group and CFOA would be the best way to take forward, on behalf of the sector, those functions which have a political or professional interest. (see paragraph 6 below.)

### **Current context**

3. The Fire Futures project aims to set the future shape and direction of the English Fire and Rescue Service and the respective roles of local and central Government within that. The outcomes of that project, due in late autumn, will give an indication of how that relationship might develop. A potential CFOA/LG Group joint offer about the transfer of functions from CLG to the sector can be seen to give a strong decentralist message and be in tune with the government's thinking.
4. The Minister continues to streamline activities carried out by CLG, stepping back from some fire workstreams including: leadership of equality and diversity; requirements around Regional Management Boards; disbanding the Business and Community Safety Forum; and ending intervention in Cornwall in FRS – all in keeping with the principles of localism and decentralisation. The Minister has concluded that it is a matter for fire and rescue services and the wider fire sector to determine, in going forward, what structures should be in place to offer advice on fire related matters.
5. In July the National Audit Office published a critical report of Firebuy, the national procurement agency for the fire service. The future of the organisation is under review as part of the Government's review of all Arms Length Bodies. A proposed joint LG Group/CFOA position for consideration by Members is a separate item on the agenda.

## **What is the LG Group and CFOA offer?**

6. The following individual functions were considered as being suitable for delivery by the LG Group/CFOA partnership.

### **(a) Procurement/Firebuy**

The LG Group/CFOA proposition is that fire and rescue services should either singularly or collectively or with other partners, establish their contractual obligations directly with suppliers. This will allow greater local determination over local requirements and procurement routes. If the Government decides to discontinue Firebuy, the LG Group/CFOA consider that there would be merit in a lead authority or local authority company providing the management and governance through an enhanced CFOA National Procurement Board. As well as assisting with co-ordination this Board could take on responsibility for good practice, strategic development and innovation.

### **(b) Fire safety national marketing campaigns**

Although neither the LG Group nor CFOA have resources to run full scale marketing campaigns in place of CLG, there is value in continuing some of this work to ensure that key messages about prevention continue to have an impact in communities. Co-ordination of campaigns between different services, the sharing of notable practice and core messages could form the basis of the partnership programme of work.

### **(c) Equality and diversity**

As agreed at the FSMC, the LG Group would continue to lead this work, adopting a light touch approach, where it genuinely adds value to the sector. Leadership on the FRS Equality Framework, enhancing the LG Group network, peer reviews and the sharing of good practice and Member materials could form key parts of a joint workplan.

### **(d) EU standards**

The responsibility for EU standards and identifying their impact on FRAs currently lies with the CFRA. The LG Group European and International Unit and CFOA could take a monitoring role so that officers and Members were alerted when an issue requiring lobbying arose.

### **(e) IRMP guidance**

IRMP is a key plank in the shaping of fire and rescue provision to local communities. As such the LG Group and CFOA believe that the principle of local determination of risk and corresponding allocation of resources should remain a matter for individual FRAs. CFOA will continue to lead this work with the LG Group contributing to various elements such as the innovation conferences which are a useful platform to share good practice and learning.

**(f) Long term capability management and New Dimensions**

The LG Group and CFOA already have developed governance arrangements to assure Government of the delivery of the capabilities provided under New Dimensions. This should continue.

**(g) Research and statistics**

Fire research is vitally important in both analysing existing, and informing future policy. However, there is currently an uncoordinated and fragmented approach to the commissioning and dissemination of data and analysis. The LG Group/CFOA partnership believes that a more coherent and effective approach can be developed through a standing group to develop a shared national fire research and statistics strategy with clear outcomes and links to sector-led priorities.

**(h) Improvement and support**

The LG Group and CFOA are committed to sustaining the pace of continuous improvement across the sector. We propose to build on the existing arrangements to champion the sector led approach that exploits the improvement expertise and innovation adopted by individual FRSs for the benefit of all.

There are two more areas – **Operational Guidance and Workforce Development** – where we are keen to signal our willingness to take on activity from CLG. However, these require further work on a planned transition to ensure clarity around liabilities and funding before finalising our offer.

## **Conclusions and next steps**

7. If Members are content with the CFOA/LG Group partnership approach, and the handling of the workstreams set out in paragraph 6, we will:
  - Provide Lead Members with a draft LG Group/CFOA letter setting out our offer as an opening to negotiations;
  - bring a paper to the next Fire Commission meeting reporting on developments.

## **Financial Implications**

8. Notwithstanding the pressures on central government to make cuts, some of the current national functions do have funding attached, some of which could be transferred to the LG Group/CFOA as the partnership takes on these responsibilities. While most discussions will be predicated on doing business differently, discussions about funding will still need to take place with government to ensure that any available resource is secured.

Contact Officer: Helen Murray  
Phone No: 020 7664 3266  
Email: [Helen.Murray@local.gov.uk](mailto:Helen.Murray@local.gov.uk)





10 September 2010

**Item 5**

**Firebuy – future fire procurement**

**Purpose of report**

To seek the Committee's agreement on a new joint LG Group/CFOA approach to Firebuy.

**Summary**

Within the context of the wider piece of work for the LG Group/CFOA partnership around the delivery of a range of national functions, Lead Members tasked officers with providing a draft alternative procurement model for Firebuy. This is now attached for consideration.

**Recommendation(s)**

Members are asked to consider the draft position set out at **Appendix A**

**Action**

Officers to incorporate Members' comments.

**Contact officer:** Paul Johnston / Trish O'Flynn  
**Position:** Senior Policy Consultant, LGA  
**Phone no:** 020 7664 3129  
**E-mail:** [trish.o'flynn@local.gov.uk](mailto:trish.o'flynn@local.gov.uk)



**Item 5**

**Firebuy – future fire procurement**

**Background**

1. Lead Members of the Fire Services Management Committee recently met the CFOA Presidential team to discuss possible joint work on a range of national functions within the fire and rescue service sector.
2. One of the outcomes of this meeting was, as part of the wider work examining national functions, to develop a joint LG Group / CFOA position on national procurement in the light of the potential demise of Firebuy Ltd.

**Firebuy Ltd.**

3. Firebuy Limited was established in 2006 to deliver English FRS procurement at a national level. It is a Non-Departmental Public Body (NDPB) and its aims are:
  - To drive the National Procurement Strategy forward;
  - To negotiate call-off contracts for Fire and Rescue Authorities (FRAs) and take the lead in Contract management; and
  - To take a lead role in testing and acceptance activities
4. A recent report, published in July this year, by the National Audit Office suggests that Firebuy has only had limited success in achieving these aims with the report stating that “the continued operation of Firebuy in its current form represents poor value for money.” The report suggests that the national framework contracts developed by Firebuy allow for too wide a range of equipment specifications which, along with the inclusion of many suppliers within the frameworks, “works against achieving high volume orders and discounts from suppliers, and allows FRSs to continue unnecessarily expensive bespoke procurement.” The report also criticises the current running costs of Firebuy, which are relatively high in comparison with commercial counterparts, and suggests that the methodology for identifying and measuring savings generated is inadequate.
5. CLG have also been criticised in the report for not having exercised sufficiently clear leadership, direction and oversight of Firebuy to ensure it achieved its original objectives. Firebuy is now being considered as part of a review of NDPBs and in response to the Government’s policies on localism.

**LGA / CFOA joint model of procurement**

10 September 2010

**Item 5**

6. The guiding principle for this work is that the FRS should, either singularly or collectively or with other partners, establish their contractual obligations directly with third party suppliers. This would allow for greater local determination over local requirements and procurement routes.
7. The model, attached as **Appendix A**, would see the role of the CFOA National Procurement Board enhanced to deliver on four key workstreams as detailed within the appendix. The LG Group involvement through Local Partnerships would be secured through membership of the Board.
8. We are expecting the Government to take the decision to discontinue with Firebuy and this will provide a good opportunity to change arrangements and realize greater savings. Responsibility for the management of the maintenance contracts for the Fire and Resilience Programme, e.g. FiReControl and FireLink will need to be reviewed, as it was intended that Firebuy take on this role. The LG Group / CFOA consider that there would be merit in considering an approach whereby the sector, either in the form of a lead authority or local authority company, could provide the management and governance of such contracts. Clearly, given the uncertain future of both FiReControl project and Firebuy, this would be a matter for further discussion.

**Conclusion and next steps**

9. Members are asked to consider and comment upon the LG Group / CFOA joint model attached.

**Financial Implications**

10. Though there are no financial implications arising directly from this report, it is envisaged that the FRS will realise significant savings as a result of the move away from national framework contracts provided by Firebuy.
11. The proposals as set out above are dependent on a transfer of resources from CLG / Firebuy to the sector. Further financial implications will be identified and addressed in further discussions with partners.

**Contact officer:** Paul Johnston / Trish O'Flynn  
**Position:** Senior Policy Consultant, LGA  
**Phone no:** 020 7664 3129  
**E-mail:** [trish.o'flynn@local.gov.uk](mailto:trish.o'flynn@local.gov.uk)

**Item 5**

**Appendix A**

**Firebuy – joint LG Group / CFOA approach**

The guiding principle behind this is that fire and rescue service should, either singularly or collectively or with other partners, establish their contractual obligations directly with third party suppliers. This allows for local determination over local requirements and procurement routes. Accordingly, the model envisages the management of the 14 framework contracts currently let by Firebuy being devolved to individual fire and rescue services or groups of FRAs to deal directly with the suppliers.

The model also recommends a reconfigured CFOA National Procurement Board (to include LG Partnerships) to take a more prominent role on behalf of the sector at the national level, with responsibility for four key functions:

1. **Coordination role for any FRSs experiencing difficulties with the delivery of contracts to FRSs currently managed by Firebuy.** The Board would have a role as liaison point between FRSs and suppliers in negotiating any contractual disputes or difficulties. The large majority of the existing contracts have a latest end date of no later than early 2014.
2. **Coordination role for FRSs in negotiating new contracts.** The Board would act as a central point for FRSs to establish shared procurement requirements and to facilitate collaborative procurement.
3. **Collection and dissemination of good practice.** This would include disseminating information on procurement practice, spending, suppliers and equipment from FRSs and the wider local government sector.
4. **Strategic development and innovation.** There is potential for savings through driving out duplication of effort on research and development and make the link to operational policy. The Board would also look to challenge and stimulate suppliers to innovation and improved products.

The LG Group and CFOA recognise the specialist skills required for effective procurement and contract management and support the work of the Association of Procurement Practitioners in the FRS, which has a valuable role to play in securing the aims set out in 3) and 4) above.

**Other national contracts**

The Government was planning for responsibility for the management of the maintenance contracts for the Fire and Resilience Programme, e.g. FiReControl and FireLink to be passed to Firebuy. Clearly given the uncertain future of both FiReControl project and FireLink, this would be a matter for further discussion.



**Item 6**

## **The 2010 Spending Review**

### **Summary**

This paper sets out the LG Group's strategic approach to the 2010 spending review and the progress that has been made with the local government and fire submissions.

### **Recommendations**

Members are asked to note the strategy.

Members are asked to agree the fire submission.

### **Action**

As determined by members.

Contact Officer: Clive Harris  
Phone No: 020 7664 3207  
Email: [Clive.Harris@local.gov.uk](mailto:Clive.Harris@local.gov.uk)





## **The 2010 Spending Review**

### **Background**

1. The LG Group Executive has agreed a strategic approach to the 2010 Spending Review and for service areas, including fire, to develop service specific submissions. The fire submission has been prepared by Treasurers and Finance Directors, led by Bill Wilkinson of South Yorkshire. The fire submission sets out the factors that are driving costs in the service and where savings could be achieved.

### **Context**

2. Because of the fiscal position, the coalition government now needs to reverse the recent trend of growth in public expenditure. The June Budget confirmed that the bulk of deficit reduction would be achieved through major reductions in spending rather than an increase in taxes. With the commitment to increase health spending in real terms every year and meet the overseas aid target, other departments, including CLG, face spending reductions of between 25 and 40 per cent. The spending review is confirmed for 20 October when Departmental allocations should be public.
3. Localism and radical devolution have been set out as key themes of the government's spending review. We have been working with the Secretary of State for CLG and the Chief Secretary to the Treasury to ensure that this commitment is threaded into departments' spending plans. The Chief Secretary has encouraged departments to engage with the LGA on exploring place-based budgets, which is a welcome endorsement of our approach.
4. The coalition agreement also committed to a review of local government finance and our spending review submission will provide an early opportunity to argue the case for local government finance reform.

### **Strategy for the Review**

5. Local government has positioned itself well through our comprehensive offer as a mature partner in the endeavour to restore public finances to sounder footing while mitigating impacts on frontline services. Therefore, our strategy for the 2010 spending review is to position local government as being key to reshaping the public sector in more efficient, effective and accountable form by highlighting the sector's record on efficiency and improvement.
6. The submission will have three building blocks:
  - to quantify spending pressures through to 2014-15, so that the true cost of providing services as we now do is fully understood – only with that

information can rational and responsible decisions about reducing public spending be taken

- to identify where savings can be achieved by eliminating waste or redesigning services across the public sector
  - to identify and lobby for the changes to local authorities' powers, freedoms and flexibilities that would enable public services to be delivered more cheaply – in other words, to press for councils and FRAs to be given the tools to do the job, including options to raise income.
7. Our submission outlines implications for the fire service of reduced funding. However, our overall pitch remains that area-based budgets are the most effective way to manage demands for local public services in the current fiscal climate.
8. Pay and pensions comprise over half of the costs of public service delivery. We will be providing input on how these costs could be better-managed in future to the two independent commissions looking at public sector pay and pensions, and this input will be reflected in our submission.

## **The fire submission**

9. The submission has an overview and 9 annexes setting out:
- The role of the Fire & Rescue Service nationally and within local communities
  - The social and economic developments which have shaped the FRS in the last decade
  - The service's performance record
  - Looking ahead: current and future developments which will continue to determine the demands and expectations of the service
  - How the service is funded
  - Managing the FRS within a reduced financial framework
  - The risks of under-resourcing the FRS
  - Working with the Government to implement the changes in strategy for the future
  - Transferring resources into the FRS
10. Some of the key points of the submission are as follows:
- Unlike other services the FRS is a service led by risk, rather than demand, that needs to deliver 100% of the time. There is a point of resource reduction beyond which public and firefighter safety is put at risk and this will vary in each FRS. National resilience also demands a level of planning and preparedness to support an effective response;
  - Although a small service by comparison with the rest of local government the economic cost of fire means that it is one of the few public services with

- a direct and substantial financial impact on both the national economy and the business sector;
- Cost effectiveness and Value for Money is paramount, and the FRS is working to maintain the flow of efficiency and productivity savings that have been identified since the Bain report, while at the same time seeking new income streams and funding models. However the widely differing structure and funding patterns which exist across the service will mean that a “one size fits all” solution will be difficult to achieve;
  - There is room for further efficiency in the service and radical solutions should be planned for now as they will unlikely have any impact until year 3 or 4 of the spending review period;
  - The service demonstrates features which are central to the Big Society concept: a strong local community presence with active volunteer involvement; a service which is consistently valued and respected by the public; and a can-do ethos and willingness to provide the catalyst for other local services, by getting things moving, particularly in the partnership area. This approach has given the service a standing with the public that it is consistently reliable, valued and respected (as the LGA’s latest surveys confirm). It is effectively an insurance policy for communities and, for what it costs the average household, extremely good value for money.
  - The Government has a potentially important role to play in facilitating the process by removing or relaxing non-essential reporting requirements and by supporting legislative changes which would open up new opportunities for the service. These might provide a more supportive national infrastructure for the service to enhance its role in improving standards of safety environmental protection. Defining the linkages across the public sector is also crucial – the Fire and Rescue Service is dependent on other sectors for both moral and financial support, and those other sectors often look to the FRS to make things happen for them.

## **Conclusions and Next steps**

11. The final Group submission will be presented for sign-off at the 16 September LG Group Executive meeting, with a publicity campaign and formal launch to be scheduled for shortly afterwards. The fire submission will also be sent to CLG.
12. We are in the process of developing a communications strategy that will be more aggressive in expanding the understanding about what constitutes a “frontline service” and the totality of pressures facing the public sector. In the media, the debate has tended to centre on health and schools, and we will want to raise the profile of the key frontline services that councils and FRAs deliver and that local people value.

## **Financial/Resource Implications**

13. This is core work for the LG Group and all work is contained within existing budgets.

Contact Officer: Clive Harris  
Phone No: 020 7664 3207  
Email: [clive.harris@local.gov.uk](mailto:clive.harris@local.gov.uk)

**Item 7**

## **Work Programme for 2010 - 11**

### **Purpose and Summary**

This paper sets out a programme of work for the Fire Services Management Committee for 2010-11. In doing so, it

- attaches a broad priority to each topic;
- proposes LGA objectives and activity for each issue.

### **Recommendation**

Members are asked to note the contents of this report.

### **Action**

Officers to incorporate Members' comments into future work.

Contact Officer: Clive Harris  
Phone No: 020 7664 3207  
Email: [clive.harris@local.gov.uk](mailto:clive.harris@local.gov.uk)



## Work Programme for 2010 - 11

### Background

1. The Local Government Group business plan for 2010/11 sets out the LG Group's focus for the year ahead. It builds on last year's plan, which was the first time we had a plan for the whole LG Group. We have listened to councils and councillors and this year our plan has a greater focus, with five key priorities - all aimed at supporting local councils.
2. These are:
  - **Reputation** – building and maintaining the national and local reputation of councils. To be able to play its full part in the transformation of public services, local government must be strong and confident and seen by local people, the public as a whole and Government, as credible, effective local leaders, service providers and employers.
  - **Innovation and value for money** – supporting councils to achieve greater efficiency and effectiveness. There are major pressures on local government funding as the Government seeks to balance its books. Tough decisions are needed, but there are opportunities to lobby for greater freedom and flexibility and freedom to reform local government funding. Efficiency gains will need to be driven by greater joined-up working at local level and innovation must be released by putting users at the heart of service design and delivery.
  - **Local democracy** – ensuring councils are at the forefront of greater local decision making on spending priorities and service delivery and leading improvement work across the sector. There is an emerging political consensus that the current highly centralised model of the state is not meeting 21<sup>st</sup> century needs. Local public services need to be liberated from unnecessary central controls so they can develop tailored responses to the challenges of their communities in a co-ordinated and efficient way. We need a new framework of accountability that liberates public sector partners to work together more effectively, and ensures they are driven by and responsive to the needs of their communities.
  - **Economy** – supporting councils to lead their communities to prosperity in the economic recovery. Leading the local economy is key to leading the local community. In the face of the economic downturn, tighter public spending and the UK's commitment to carbon reduction, more will be expected of local government in providing leadership and generating capital for regeneration.
  - **Customer service** – ensuring the LGA Group enhances the reputation of local government and delivers value for money. With councils facing increasing challenges arising from the economic situation, it is more important than ever that as a national organisation we add value. Through our major change programme *Getting Closer* we will:

- i. Ensure that the LGA Group is more focussed on councils and councillors.
  - ii. Further integrate the work of the LGA and the central bodies.
  - iii. Reduce our costs and maximise efficiencies.
3. The 2010/11 business planning process has been driven by the collaboration of the six organisations of the LG Group. We work together to support, promote and improve local government. The coming year could be one of potentially significant change - by identifying and focusing on joint shared priorities we will ensure that LG Group will be more efficient and effective in the way we serve local government.

### **FSMC Work Programme**

4. The FSMC work programme falls under the LGA business plan broad priorities, while being flexible enough to recognise that events will inevitably introduce new issues and raise others up the agenda. The priority work areas are:
  - Comprehensive Spending Review (Economy)
  - Improvement and Development (Reputation)
  - National Functions (Local democracy)
  - Fire Futures (Local democracy)
  - FiReControl (Efficiency and value for money)
5. There are a number of second order topics that the FSMC will also support and the full work plan for 2010-11 can be found at **Annex A**.

### **Performance and development**

6. Many Boards already regard sector performance and improvement as an important part of the work they have been doing. The remit of the new Programme Boards reinforces this responsibility and serves as an invitation to Boards to review their approach and consider the extent to which they should seek to maintain an ongoing understanding of council priorities and performance in their areas of responsibility and how best to do so.
7. Two issues arise:
  - a. **First:** the Group will need to be in a position to respond quickly to councils that may require support on a range of issues. We will need to be confident that as a sector and as a Group we have the capacity to deal with these issues. This issue is probably most acute in high profile areas such as children's services and adult social care where to date the government has provided significant resources and support to councils that have been identified with challenges in these areas through their use of field forces and service advisors.
  - b. If they have not already done so Boards will want to consider the extent to which they maintain an ongoing understanding of council priorities and



performance in their areas of responsibility and how best to achieve this. The Improvement Board is charged with oversight of the performance of the sector as a whole but is keen to work with all the respective boards to ensure that they are fully engaged in the service areas that come under their remit.

- c. **Second:** the CAA data will have a relatively short shelf life and the future of the NIS is unclear. A new approach to performance data is needed that makes more use of the data that councils and partners already use to manage their own performance. In due course this should provide an easily accessible resource enabling the sector to monitor its performance across a range of locally important and selected indicators.
- d. In the meantime members are invited to offer views and suggestions about the type of performance information they would find helpful in monitoring performance of the sector within their remit.

8. In addition, on 13 August, the Secretary of State announced plans to disband the Audit Commission and refocus audit on helping local people hold councils and local public bodies to account for local spending decisions. In summary:

- The Commission's responsibilities for overseeing and delivering local audit and inspections will stop
- The Commission's research activities will end
- Audit functions will be removed to the private sector
- Councils will be free to appoint their own independent external auditors from a more open and competitive market, regulated within a statutory framework and overseen by the National Audit Office
- The powers of the Local Government Ombudsman will be strengthened, making findings legally enforceable
- There will be a new audit framework for local health bodies.

9. The new system will be in place from 2012/13 financial year with the necessary legislation being sought in this Parliamentary session.

## **Comprehensive Spending Review**

10. The LG Group has reached agreement with CLG for topslice to be paid to a single specified body for a set of agreed high level outcomes, allowing us to allocate funding and decide on the best means of delivery to achieve those outcomes. In return we are bidding for RSG topslice of £31.5m - a 30% reduction. CLG is currently consulting councils on these proposals.

11. Over the summer, work has been underway across the LG Group on the RSG top slice bid, building on a consultation exercise with councils carried out in the Spring by Rob Whiteman, Managing Director of Local Government Improvement and Development, and further discussions with councils at the LG Group conference.

12. Members are invited to review the priorities in the draft submission prior to this being signed off by the LG Group Executive on 16 September - where Board Chairs will have the opportunity to feed back - and Resources Panel the following week. As well as forming the basis of the submission to CLG, these priorities will be central to the LG Group's strategy and business plan for 2011/12, which will be discussed further with members over the autumn.

### **Conclusions and next steps**

13. Subject to member agreement this programme will form the basis of action for members, officers and advisers over the coming months

### **Financial Implications**

14. Delivery of the work programme will be achieved through existing LG Group resources.

Contact Officer: Clive Harris

Phone No: 020 7664 3207

Email: [clive.harris@local.gov.uk](mailto:clive.harris@local.gov.uk)

<b>TOPIC</b>	<b>LGA OBJECTIVES</b>	<b>ACTIVITY</b>
Fire Futures	To ensure that the views of FRAs are fed into CLG's review being undertaken to determine the future shape of the FRS.	The FSMC will contribute to all four of the workstreams that underpin this work: <ul style="list-style-type: none"> <li>• Role of the FRS - Delivery Models</li> <li>• Efficiency, Effectiveness and Productivity</li> <li>• Localism and Accountability</li> <li>• National Interests</li> </ul>
Comprehensive Spending Review	Our spending review submission will demonstrate that there are cost pressures facing a number of frontline services that cannot be avoided. We believe that place-based budgets are the most effective way to protect frontline services while reducing public spending.	<ol style="list-style-type: none"> <li>1. LGA led officer level expenditure group to continue to meet to produce the overall submission.</li> <li>2. Gather powerful and irrefutable evidence that funds are being used effectively in the service, and that spare capacity has been, or is being, removed.</li> <li>3. Gather examples of where the fire service is contributing to local partnerships to make the case that the service adds value.</li> </ol>
National Functions – including future funding for Firebuy	To ensure that national procurement arrangements provide cost effective solutions that meets the varying needs of FRAs. To ensure that governance arrangements for national functions recognise the leading role of FRAs and demonstrate accountability To ensure that funding arrangements for national	<ol style="list-style-type: none"> <li>1. LGA to develop preferred governance model for national functions</li> <li>2. LGA to work with CLG and others to determine long term funding arrangements for Firebuy</li> </ol>

	<p>functions are fair, equitable, and offer value for money for fire authorities</p>	
<p>FiReControl</p>	<p>Confidence and trust in the project is at rock bottom, most Fire and Rescue Authorities are beginning to consider what alternatives to Fire Control might be put in place, some have had enough and want the project cancelled; any net additional costs falling on FRAs of the project proceeding, or failing, must be funded under New Burdens principles, this includes Firelink; a realistic economic and operational assessment should be made of alternatives to Fire Control to inform thinking on the future of the project.</p>	<ol style="list-style-type: none"> <li>1. To continue to work with Government and stakeholders to ensure that FRAs are not negatively affected by continued delays in the delivery of the project.</li> <li>2. FSMC lead Fire Control Member to continue to attend the Fire Control Project Board, Sounding Board and HR Working Group.</li> <li>3. Officers to attend the Finance and Legal Working Groups and to chair the Fire Control Sounding Board.</li> </ol>
<p>Improvement and Development</p>	<p>Help build capacity in councils and support improvement in fire and rescue services and emergency planning.</p>	<p>Expand the fire peer support programme and other sector led improvement proposals for the fire service and continue to deliver the current Operational Assessment peer review programme, Pilot and launch the FRS Diversity Peer Challenge programme under the FRS Diversity Framework including sharing learning event Develop an emergency planning peer support programme with the Cabinet Office.</p>

		<p>Deliver a programme to raise awareness of the obstacles to cultural change in the fire service and what can be done.</p> <p>Work with the Leadership Centre on a future leadership challenge for the sector.</p> <p>Input to the review of the Bellwin Scheme as appropriate.</p>	<p>Fire and Rescue focussed Leadership Academy 3<sup>rd</sup> &amp; 4<sup>th</sup> November, Warwick Conference Centre</p> <p>Maintain and grow the fire and rescue equality and diversity member champions' network and ensure learning and products translate into practical activity on the ground.</p> <p>Produce a web based downloadable FRA member workbook on equality and diversity</p>
Funding to deliver the job – the Bellwin scheme	<p>Ensure Fire and Rescue Authorities and councils do not have to pay the costs of central government reforms or of national emergencies.</p> <p>Continue the work to strengthen Fire and Rescue Service Authorities.</p>		<p>Affordable pay outcomes and modernised terms and conditions of employment across all negotiating groups</p> <p>Support for councils in successfully implementing new pay structures and addressing equal pay liabilities</p> <p>Advice, support and information to employers on driving out value from workforce costs (cf organisational change and productivity below)</p> <p>Information to stakeholders on total rewards approach and its benefits, inc advice, guidance, seminars</p> <p>Streamlined national negotiating machinery</p>
Promoting and supporting local councillors			
Pay and reward solutions Led by LGE	<p>Affordable pay outcomes for 2010 that reflect the difficult financial circumstances facing the employers we represent</p> <p>Affordable, progressive solutions to the pay and conditions challenges facing local government and related employers</p> <p>Effective functioning of the national negotiating machinery, reviewed and rationalised to support the achievement of employer</p>		

	<p>objectives</p> <p>Employer objectives are achieved within the context of effective social partnerships</p>	
Contingency planning	<p>Support FRAs in putting in place effective plans to provide service continuity in extreme circumstances, such as a flu pandemic</p>	<p>LGA to liaise with CFOA and CLG and report back to FSMC and Fire Forum as necessary.</p>
Equality and diversity	<p>Provide high level political leadership and demonstrate commitment to this issue at a national level; To ensure that the fire and rescue service is well equipped to meet the diverse needs of the communities it serves and reflect that community in its workforce</p>	<ol style="list-style-type: none"> <li>1. Support FRAs, through the E&amp;D member champion network, to implement the Equality and Diversity Strategy.</li> <li>2. LGA to support roll out of graduate/high potential development scheme for the fire and rescue service.</li> <li>3. LGA to support FRA equality and diversity member champion through network meetings, online presence</li> </ol>

**Item 8**

**Retained Duty System project**

**Purpose and Summary**

This paper provides the Committee with an update on the Retained Duty System project.

**Recommendation**

Members are asked to note the contents of the report

**Action**

Officers to take forward the project, subject to Member's comments.

Contact Officer: Clive Harris  
Phone No: 020 7664 3207  
Email: [clive.harris@local.gov.uk](mailto:clive.harris@local.gov.uk)





## **Retained Duty System project**

### **Background**

1. At the July meeting of the FSMC, Members noted that certain, though not all, authorities were facing challenges with the Retained Duty System. These challenges included, for example, staff recruitment, retention and learning and development.
2. The Committee agreed that a piece of work should be undertaken to assist the sector in helping itself by identifying and sharing best practice across FRAs on the Retained Duty System.

### **Initial findings**

3. Common problems that have already been identified by FRAs with regards to the Retained Duty System include:
  - Recruitment
  - Retention
  - Training and development
  - Pay and conditions

### **Project proposal**

4. The RDS is essential to maintaining fire cover for nearly all FRAs and an area where the FSMC can help make a difference by signposting FRAs to good practice and encouraging sharing of knowledge, thus helping the sector to help itself. The suggested project outputs, incorporating activity from across the LG Group, are as follows:
  - gather learning from the Operational Assessment and publish as case studies – with Local Government Improvement and Development (formerly the IDeA)
  - look at how we might facilitate the sharing of knowledge of successful FRAs, to include a possible mentoring or buddying system – with CFOA
  - Cllr Hammond to present details of the project to the Commission on 24 September and seek contributions from elected members.
  - hold a seminar for elected members on the findings of the project and good practise following publication of the report.
5. In terms of project governance, Cllr Hammond will sponsor and lead the work reporting to the FSMC and Fire Commission. We will also engage with CLG and CFOA to exchange ideas and minimise duplication. The findings of the project will be published by Christmas 2010.

## **Conclusions and next steps**

6. The project next steps are outlined under paragraph 5 above.

## **Financial Implications**

7. Delivery of this project will come from within existing LG Group resources.

Contact Officer: Clive Harris

Phone No: 020 7664 3207

Email: [clive.harris@local.gov.uk](mailto:clive.harris@local.gov.uk)

**Item 9**

**Pensions – Early retirement and commutation cap under rule B7 (4)**

**Purpose**

This report seeks to update members on a draft proposal that was submitted to the Pensions committee which proposed amendments to the Firefighters Pension Scheme.

**Summary**

This report summarises a draft proposal that seeks to make changes to the Firefighters Pension Scheme.

**Recommendations**

Members are asked to:

- Note the contents of the report

Contact Officer: Clive Harris  
Phone No: 020 7664 3207  
Email: [clive.harris@local.gov.uk](mailto:clive.harris@local.gov.uk)



## **Pensions – Early retirement and commutation cap under rule B7 (4)**

### **Background**

1. In order to support the need for Fire and Rescue Authorities to achieve the necessary reductions in budgets over the next two to three years, a draft proposal was submitted to the Pensions committee which proposed amendments to the Fire-fighters Pension Scheme.

### **The issues**

2. In essence, the proposal set out recommendations which would give FRA's, the discretion on the grounds of efficiency to allow fire service personnel the ability to commute 25% of their accrued pension into a lump sum where they elect to retire before 30 years service at aged 50 or above. Currently anyone with less than 30 years service or less than 55 years of age is only able to commute up to a maximum of approximately 11.75%.
3. An example of how this can impact on a person's lump sum can be found at **Annex A**.
4. Consultation has taken place with various interested parties such as the Police Pension fund (due to similarities in the schemes), Treasury and HMRC who see no obstacle in tax law to prevent such a payment.
5. In order to prevent any further burden on the Fire-fighters Pension Scheme, FRAs would be expected to fund the additional element of the lump sum. As the example attached shows, this would, for a Firefighter who currently earns around £28k per annum, equate to approximately £35K. However, this cost would be recovered in year 1 by reducing the salary + associated 'on costs' of not backfilling the post.

### **Conclusions and next steps**

6. Cllr Fred Walker represents the Fire Services Management Committee on the Pensions Committee and, with officers, will continue to keep the Committee informed of the progress of this proposal.

### **Financial Implications**

7. Any changes to the Firefighters Pension Scheme will have implications for individual FRAs, as indicated by the examples given at **Annex A**.

Contact Officer: Clive Harris

Phone No: 020 7664 3207 Email: [clive.harris@local.gov.uk](mailto:clive.harris@local.gov.uk)



Example

- A firefighter aged 50 with 25 years service
- Current pay for the role of £28,199.00 p.a.

Under the FPS rules would receive the following annual pension and lump sum using the current restricted pension factors:-

Pension: £12,429.82 p.a.  
Lump sum: £31,723.88

However if the restriction on the lump sum was removed the figures would be:-

Pension: £10,574.63 p.a.  
Lump sum: £66,972.63

i.e. the additional pension given up would amount to £1,855.19 p.a. and the lump sum would increase by £35,248.75.

This compares with working the full 30 years:

Pension: £14,099.50 p.a.  
Lump Sum: £89,301.30

(\*The above figures are basis on a Firefighter aged 50 and are subject to variation dependant on the age at retirement)





**Item 10**

**Industrial relations update**

**Purpose of report**

For noting.

**Summary**

This report outlines developing industrial relations issues affecting the Fire and Rescue Service.

**Recommendation(s)**

Members are asked to note the report.

**Action**

Officers to progress as appropriate.

**Contact officer:** Gill Gittins  
**Position:** Principal Negotiating Office, LG Employers  
**Phone no:** 020 7187 7335  
**E-mail:** [gill.gittins@local.gov.uk](mailto:gill.gittins@local.gov.uk)



## **Industrial relations update**

### **Pay 2010**

1. The Employees' Side of the NJC sought an across the board increase of 5.1% for 2010; the rationale for such a claim being it represented the Retail Price Index figure released on 15 June 2010.
2. The Employers' Side considered the claim in the context of what is affordable and sustainable and in the light of announcements made in relation to public sector pay in the most recent Budget and consequently advised the Employees' Side in June that the financial position is such that it was unable to offer any increase for 2010/11.
3. Fire authorities were advised of the position and provided with a model letter for use in communication with employees as well as information relating to media activity/interest in support of a consistent message across all fire authorities.
4. The Joint Secretariat relationship has provided the opportunity to pave the way for the Employers' decision as part of a 'no surprises' culture and to reinforce since then that this is not a negotiating position. There will be no further change
5. A formal reaction has so far not been received from the Employees' Side. It is highly unlikely that a union will jointly sign up to a nil pay award position therefore the continued silence could be taken as implied acceptance especially given there are no signs of industrial unrest at the present time.

### **General employer or joint secretariat activity with FRSs**

6. Since the last meeting of the FSMC the Joint Secretaries have conducted a formal conciliation for one English FRS with a mutually satisfactory outcome. Informal work is currently being undertaken with three more English FRSs in order to avoid industrial unrest.
7. Considerable work has been undertaken by the Employers' Secretariat with various FRSs advising upon the interpretation of existing terms and conditions of employment and the flexibilities therein in order to assist local negotiations.

### **National Protocol for Good Industrial Relations**

8. The NJC recently surveyed FRSs on a joint basis to obtain the perceptions of both management and unions on industrial relations at both local and national levels since the introduction of the joint Protocol.
9. The majority of respondents had jointly discussed the protocol locally. Most fire and rescue services have found the Protocol a useful reference tool to further

improve local industrial relations processes or it had been instrumental in starting a dialogue as a precursor to putting in place those formal processes.

10. The results also revealed that fire authorities were more confident in resolving local difficulties since the introduction of the Protocol.
11. Both management and unions felt that the industrial relations relationship at national level was largely good, or average. Only a very small number of respondents perceived a relationship below average.
12. A number of FRSs jointly indicated that they would welcome a session at local level facilitated by the Joint Secretaries in order to further embed the Protocol at local level and improve industrial relations. This is something that the Joint Secretariat has previously done, receiving good feedback from the participants on its usefulness.

## **Notes of Decisions Taken and Actions Required**

---

### **Fire Services Management Committee**

19 July 2010

in Room 8.1, Local Government House, London

---

#### **Present**

<b>Chairman:</b>	Cllr Brian Coleman (LFEP/LB Barnet) (Conservative)
<b>Vice Chair:</b>	Cllr Fred Walker (Greater Manchester FRA) (Labour)
<b>Deputy Chair:</b>	Cllr Paul Shannon (Greater Manchester FRA) (Liberal Democrat); Cllr Christopher Newbury (Wiltshire and Swindon Fire Authority) (Independent Group)
<b>Conservative:</b>	Cllr Richard Hobbs (Warwickshire CC); Cllr Paul Bryant (Royal Berkshire CFA); Cllr Kay Hammond (Surrey CC); Cllr Tony Arbour (LFEP/LB Richmond); Cllr David Kirk (Hampshire FRA); Cllr Maurice Heaster (LFEP/LB Wandsworth)
<b>Labour:</b>	Cllr Navin Shah (LFEP/LB Harrow); Cllr John Joyce (Cheshire FRA); Cllr Brenda Forster (Cleveland FRA)
<b>Liberal Democrat:</b>	Cllr Jeremy Hilton (Gloucestershire FRS); Cllr Roger Price (Hampshire FRA)
<b>In attendance:</b>	Commissioner Ron Dobson (LFEP/LB); Dave Webb (CFO Leicestershire); Helen Murray, Sara Williams, Trish O'Flynn, Gill Gittins, Clive Harris and Paul Johnston (LG Group)

#### **1. The future of national functions**

Members agreed in principle that there is a role for the Local Government (LG) Group in coordinating and commissioning the limited number of functions that need a national perspective, and noted that the proposals in the paper represented a significant opportunity for the LG Group to take a greater role and responsibility within the fire sector.

Members emphasised in their discussions that it was important that the policy direction for the proposed transfer of functions be led by the Fire Services Management Committee, and that it was equally important that the LG Group take responsibility only for functions which could be reasonably accommodated and with minimum bureaucracy.

#### **Decision**

The Committee noted the report.

Members agreed that Committee Lead Members meet with the CFOA presidential team to discuss possible joint working in this area.

## **Action**

Officers to prepare a further paper on the transfer of national functions for the FSMC on 10 September.

Officers to liaise with CFOA to establish a meeting between Committee Lead Members and the CFOA presidential team.

## **2. Strategic review of the Fire and Rescue Service**

Members noted the suggested key areas that the coalition Government's review of the fire and rescue service should cover, and suggested that focus should be given to a small number of areas on which there was broad consensus.

Members agreed that the LG Group should argue for greater local decision-making and flexibility for Fire and Rescue Authorities, and that the Government's review should examine whether some of the complex decision-making structures under current legislation could, where there was local agreement, be dismantled. Members agreed that they would not want the review to look at local government reorganisation.

Members agreed that the FSMC should play a leading part in the review

## **Decision**

The Committee discussed the report.

## **Action**

Officers to prepare correspondence to CLG following the Committee's discussions to be cleared by office holders.

## **3. Retained Duty System – project proposal**

Members noted that certain, though not all, authorities were facing challenges with the Retained Duty System. These challenges included, for example, staff recruitment, retention and learning and development.

The Chairman said that there was a piece of work to be done to assist the sector in helping itself by identifying and sharing best practice across FRAs on the Retained Duty System, and that Members should feed in any comments to Cllr Hammond, who was leading this work on behalf of the Committee.

## **Action**

Officers to update the Committee at the September meeting.

## **4. Transfer of ownership of New Dimensions assets**

Cllr Hilton said that 32 Fire and Rescue Authorities had now signed up the

New Dimension Transfer of Ownership Agreement which was enacted on 1 April 2010, and encouraged those remaining Authorities who had not yet signed up to do so. The Chairman noted that this was an issue for each individual FRA to consider.

## **5. The coalition Government's vision for the fire and rescue service**

The Chairman welcomed Bob Neill MP, Parliamentary Under Secretary of State at the Department for Communities and Local Government, Sir Ken Knight, the Government's Chief Fire and Rescue Adviser, and Roger Hargreaves to the Committee.

The Minister thanked Members for the opportunity to attend the Committee, adding that he felt that it was important for the Minister to be both visible to, and engaged with, the sector.

The Minister gave a brief presentation, in which he outlined the significant spending challenges facing the coalition Government, and, within these challenges, the need to reconsider and re-evaluate the future direction of the fire and rescue service. This would be considered by the strategic review to identify ways in which all partners within the fire sector could deliver efficiencies and promote the localism agenda. He hoped the review would be completed by spring 2011 and would cover value for money, enhancing resilience and maintaining frontline services.

The Minister also said that he looked forward to the LGA leading a full role in the debate about national functions and that he expected the sector to drive improvement itself. He confirmed that the Government wanted to maintain the UK opt out of the Working Time Directive and that he was unable to comment on the Spending Review. He asked that FRAs with PFI projects on hold because of the Spending Review to write to him. He said he would look into the possibility of a levy on property insurance.

Members enquired over the FireControl project. The Minister said that enhanced resilience options for the fire and rescue service were both positive and necessary, but that those parties contractually responsible for delivering the project needed to demonstrate that they could deliver the project to time, to budget and to quality. The Minister said that he was looking at the project in entirely practical terms, rather than from an ideological viewpoint. In response to concerns over control centres that needed refurbishment in the very near future, the Minister said that CLG was in discussion with those services to discuss how to alleviate any short-term difficulties.

Members asked over the coalition Government's review of the future direction of the fire and rescue service, and indicated that the Committee would be keen on legislation that removed statutory obligations on complex partnership and decision-making structures for local authorities and FRAs. The Minister said that the Decentralisation and Localism Bill would remove certain statutory obligations at the local level, and said that he was keen for Fire and Rescue Services' considerations to be taken into account within the review.

Members asked about the mandatory installation of sprinklers in properties in England, and said that Members of the Fire Services Forum supported the Private Members' Bill laid by Lord Harrison in the House of Lords. The Minister responded that the coalition Government's view was against the imposition of further regulation, and that previous investigations into legislation on mandatory installation of sprinklers had not demonstrated value for money, but that the Government would take an evidence based approach on this issue.

Members enquired on the launch of the Big Society concept by the Government, and how this might impact on fire and rescue services. The Minister said that he was keen to see the outcome of the pilots currently being run.

The Minister noted that the Government was committed to the transparency agenda, subject to certain boundaries.

Members enquired over equality and diversity within the fire and rescue service. The Minister said that this was an important area of work, and that the Government wanted FRAs to mainstream equality and diversity work. The Government was not convinced however that the central imposition of targets were the best means of meeting this aim.

Members asked over the future of inspection regimes in light of the abolition of the Comprehensive Area Assessment (CAA). The Minister responded that the Government would not seek to replace with another such regime, as Ministers were keen to remove centrally set targets on local authorities. The Minister added that FRAs would still be expected to comply with statutory obligations, and publish local indicators. He suggested that the LG Group might take a greater lead on improvement work and challenging poor performance.

Members cited the work that the FSMC was doing on Retained Duty System. The Minister noted that a Government-led piece of work on RDS was nearing completion and confirmed the Government's commitment to the RDS and developing it to be used in more imaginative ways.

The Committee thanked The Minister for his attendance at the meeting.

## **6. Fire Services Management Committee end of year report**

Members noted the report.

## **7. The Working Time Directive**

Members said that the LG Group had done important work in this area, and that it was important to continue to work with the various bodies of the European Union to secure positive outcomes for member Fire and Rescue Authorities.

## **8. Industrial relations – update**



Cllr Maurice Heaster, Chairman of the NJC Employers' side, noted that discussions on pay for FRS staff were ongoing.

**9. Notes of previous meeting**

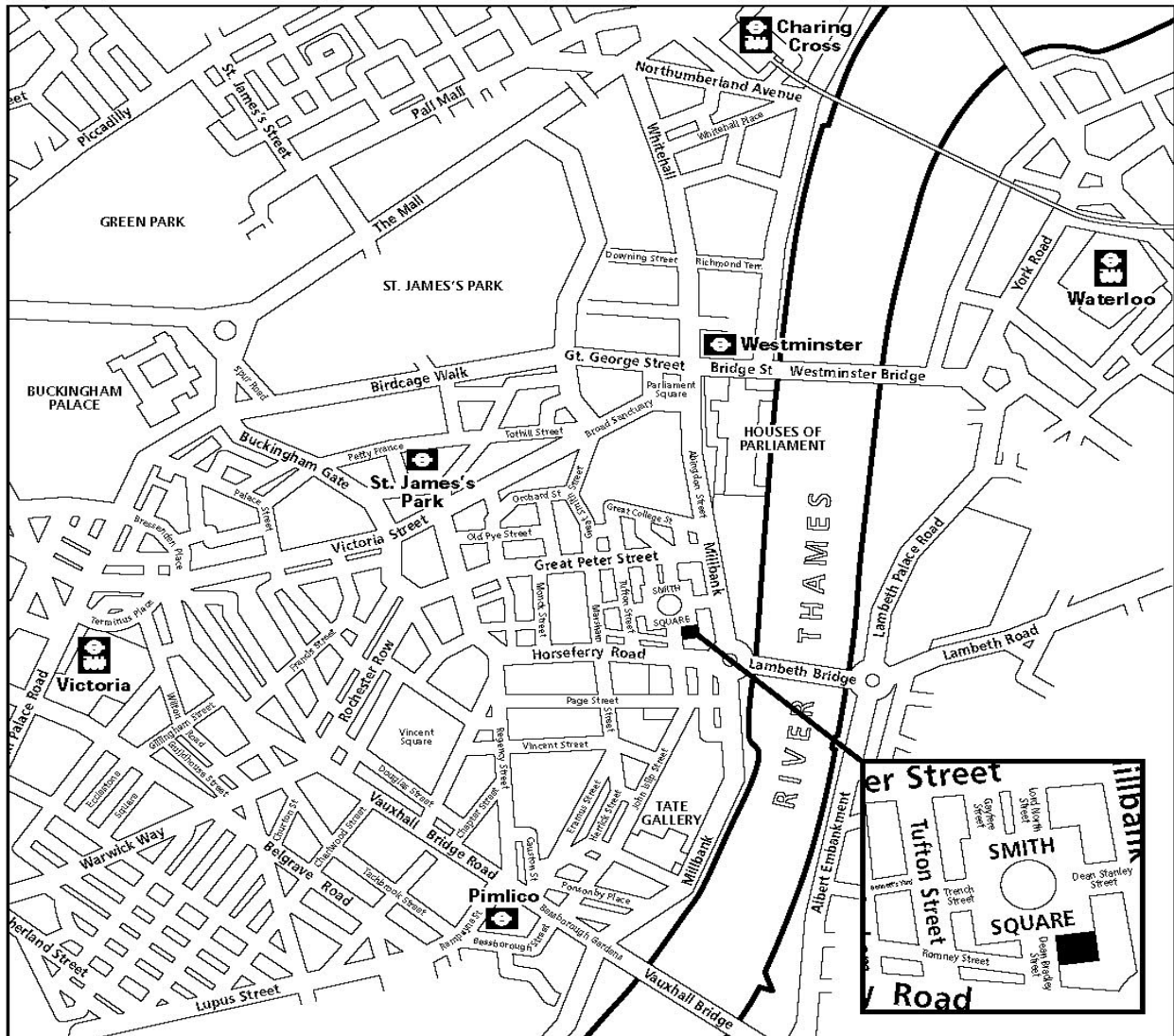
The note of the last meeting was agreed as a correct record.

Members noted a list of key milestones for the FiReControl project, as cited in the notes of the May meeting, had still not been made available.

Cllr Walker added that it was important for FRAs to ensure that the terms of office in relation to pensions for newly appointed FRS Chief Officers be determined prior to appointment.

Date of next meeting: 10 September 2010, Local Government House, London

## LGA Location Map



### Local Government Association

Local Government House  
 Smith Square, London SW1P 3HZ  
 Tel: 020 7664 3131  
 Fax: 020 7664 3030  
 Email: [info@lga.gov.uk](mailto:info@lga.gov.uk)  
 Website: [www.lga.gov.uk](http://www.lga.gov.uk)

### Public transport

**Local Government House** is well served by public transport. The nearest mainline stations are; **Victoria** and **Waterloo**; the local underground stations are **St James's Park** (District and Circle Lines); **Westminster** (District, Circle and Jubilee Lines); and **Pimlico** (Victoria Line), all about 10 minutes walk away. Buses **3** and **87** travel along **Millbank**, and the **507** between Victoria and Waterloo goes close by at the end of **Dean Bradley Street**.

### Bus routes - Millbank

**87** Wandsworth - Aldwych **N87**  
**3** Crystal Palace - Brixton - Oxford Circus

### Bus routes - Horseferry Road

**507** Waterloo - Victoria  
**C10** Elephant and Castle - Pimlico - Victoria  
**88** Camden Town - Whitehall - Westminster-  
 Pimlico - Clapham Common

### Cycling Facilities

Cycle racks are available at Local Government House. Please telephone the LGA on 020 7664 3131.

### Central London Congestion Charging Zone

Local Government House is located within the congestion charging zone. For further details, please call 0845 900 1234 or visit the website at [www.cclondon.com](http://www.cclondon.com)

### Car Parks

**Abingdon Street Car Park**  
 Great College Street  
**Horseferry Road Car Park**  
 Horseferry Road/Arneway Street