

Fire Services Management Committee

Agenda

Friday, 1 July 2016
11.00 am

Westminster Suite, 8th Floor, Local
Government House, Smith Square, London,
SW1P 3HZ

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

www.local.gov.uk

This meeting is



Guidance notes for visitors

Local Government House, Smith Square, London SW1P 3HZ

Welcome!

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

Security

All visitors (who do not already have an LGA ID badge), are requested to report to the Reception desk where they will be asked to sign in and will be handed a visitor's badge to be worn at all times whilst in the building.

Fire instructions

In the event of the fire alarm sounding, vacate the building immediately following the green Fire Exit signs. Go straight to the assembly point in Tufton Street via Dean Trench Street (off Smith Square).

DO NOT USE THE LIFTS.

DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.

Open Council

"Open Council", on the 1st floor of LG House, provides informal meeting and business facilities with refreshments, for local authority members/officers who are in London.



Toilets

Toilets for people with disabilities are situated on the Basement, Ground, 2nd, 4th, 6th and 7th floors. Female toilets are situated on the basement, ground, 1st, 3rd, 5th and 7th floors. Male toilets are available on the basement, ground, 2nd, 4th, 6th and 8th floors.

Accessibility

Every effort has been made to make the building as accessible as possible for people with disabilities. Induction loop systems have been installed in all the larger meeting rooms and at the main reception. There is a parking space for blue badge holders outside the Smith Square entrance and two more blue badge holders' spaces in Dean Stanley Street to the side of the building. There is also a wheelchair lift at the main entrance. For further information please contact the Facilities Management Helpdesk on 020 7664 3015.

Further help

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

Please don't forget to sign out at reception and return your badge when you depart.

Fire Services Management Committee
1 July 2016

There will be a meeting of the Fire Services Management Committee at **11.00 am on Friday, 1 July 2016** Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available after the meeting.

Attendance Sheet:

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

Political Group meetings:

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

Apologies:

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

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

Location:

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

LGA Contact:

Ciaran Whitehead
0207 664 3107 / ciaran.whitehead@local.gov.uk

Guest WiFi in Local Government House

WiFi is available in Local Government House for visitors. It can be accessed by enabling "Wireless Network Connection" on your computer and connecting to LGA-Free-WiFi. You will then need to register, either by completing a form or through your Facebook or Twitter account (if you have one). You only need to register the first time you log on.

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.20 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

Social Media

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

The twitter hashtag for this meeting is #lgassc

Fire Services Management Committee – Membership 2015/2016

Councillor	Authority
Conservative (6)	
Cllr Kay Hammond (Deputy Chairman)	Surrey County Council
Cllr Rebecca Knox	Dorset Fire Authority
Cllr Simon Spencer	Derbyshire Fire and Rescue Authority
Cllr Nick Chard	Kent and Medway Fire and Rescue Authority
Cllr Peter Jackson	Northumberland Council
Vacancy	
Substitutes	
Cllr Mark Healey MBE	Devon and Somerset Fire and Rescue Authority
Cllr John Horner	Warwickshire County Council
Cllr Colin Spence	Suffolk Fire Authority
Labour (6)	
Cllr David Acton (Deputy Chair)	Greater Manchester Fire and Rescue Authority
Cllr Michele Hodgson	County Durham and Darlington Fire & Rescue Authority
Ms Fiona Twycross	London Fire and Emergency Planning Authority (LFEPA)
Cllr Darrell Pulk	Nottinghamshire and City of Nottingham Fire and Rescue Authority
Cllr John Edwards	West Midlands Fire and Rescue Authority
Cllr Thomas Wright	Tyne and Wear Fire and Rescue Authority
Substitutes	
Cllr Les Byrom CBE	Merseyside Fire and Rescue Authority
Independent (1)	
Cllr Philip Howson (Vice-Chair)	East Sussex Fire Authority
Liberal Democrat (1)	
Cllr Jeremy Hilton (Chair)	Gloucestershire County Council
Substitutes	
Cllr Roger Price	Hampshire Fire and Rescue Authority

LGA Fire Service Management Committee Attendance 2015-2016

Councillors	25/09/15	11/12/15	07/03/16	
Conservative Group				
Kay Hammond	Yes	Yes	Yes	
Maurice Heaster OBE	Yes	Yes	Yes	
Simon Spencer	No	Yes	Yes	
Rebecca Knox	Yes	Yes	Yes	
Peter Jackson	Yes	Yes	No	
Nick Chard	Yes	Yes	Yes	
Labour Group				
David Acton	Yes	Yes	Yes	
Michele Hodgson	Yes	Yes	Yes	
John Joyce	Yes	Yes	Yes	
Fiona Twycross	Yes	No	Yes	
Darrell Pulk	Yes	Yes	Yes	
John Edwards	Yes	Yes	Yes	
Independent				
Phil Howson	Yes	Yes	No	
Lib Dem Group				
Jeremy Hilton	Yes	Yes	Yes	
Substitutes				
Les Byrom	Yes		Yes	
Tom Wright	Yes	Yes	Yes	
Mark Healy		Yes	Yes	
Roger Price		Yes	Yes	

Agenda

Fire Services Management Committee

Friday 1 July 2016

11.00 am

Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ

Item	Page
1. Declarations of Interest	
2. The Policing and Crime Bill and Fire Reform	1 - 6
3. Inspection and Fire Peer Challenge	7 - 12
4. 21st Century Firefighter	13 - 18
5. Workforce report	19 - 28
6. Update paper	29 - 36
7. End of year report	37 - 40
8. Outside Bodies - oral update from members (a maximum of 2 minutes each)	
9. Minutes of the previous meeting	41 - 47

Date of Next Meeting: Friday, 23 September 2016, 11.00 am, Smith Square 1&2, Ground Floor, Local Government House, Smith Square, London, SW1P 3HZ

The Policing and Crime Bill and Fire Reform

Purpose

For discussion and direction.

Summary

Since the last Committee meeting the Policing and Crime Bill has completed its passage through the House of Commons, and the Home Secretary has set out the government's proposals for fire reform, several of which are already in train. These cover increased accountability and the role of Police and Crime Commissioners, workforce reform and collaboration and efficiency. This paper provides an update on the LGA's lobbying around the Bill and sets out proposed steps by the LGA to respond to the issues identified in the Home Secretary's speech.

Recommendations

The Committee are asked to:

- (1) Note the LGA's lobbying around the Policing and Crime Bill to date;
- (2) Note the programme of fire reform set out in the Home Secretary's speech on 24 May; and
- (3) Agree the steps set out in paragraph 21.

Action

Officers to note members' comments and decisions and action accordingly.

Contact Officer: Charles Loft
Position: Senior Adviser
Telephone No: 020 7665 3874
Email: charles.loft@local.gov.uk

The Policing and Crime Bill and Fire Reform

Background

1. At the Committee meeting in March, members discussed the Policing and Crime Bill and agreed a lobbying strategy for the LGA in relation to the Bill, and also agreed that the LGA should engage with a group established by the Association of Police and Crime Commissioners (APACE) to develop a model business case for Police and Crime Commissioners (PCCs).
2. During the discussion at the last Committee meeting members identified three areas where the LGA should seek to amend the Bill. Members wished to ensure that:
 - 2.1. any transfer of governance to a PCC would be a matter of local determination;
 - 2.2. the cost of preparing the business case for the transfer of governance to a PCC should be met by the PCC; and
 - 2.3. any independent assessment of a PCC's business case where this did not have full local support should be genuinely independent of government.
3. Officers then prepared a number of amendments to reflect members' views.

LGA activity around the Policing and Crime Bill

4. The first opportunity to brief MPs about the Committee's concerns came with the Second Reading of the Bill. Following on from this the LGA arranged for amendments to the Bill to be tabled during Committee stage in March. These amendments reflected the priorities identified by FSMC and were discussed in detail by the Bill Committee. Ministers were not willing to accept the changes the LGA was seeking to make to the Bill.
5. However the LGA's lobbying has prompted a response from the Home Office. Following the Fire Commission meeting in May, the Interim Director of Fire and Resilience, Dan Greaves, has written to Cllr Hilton as the chair of the Committee on a number of issues related to the Bill and the government's fire reform agenda. One issue the Interim Director identified where it was felt it would be helpful to have further discussions between the Committee and the Home Office is around the independent assessment of a PCC's business case. The Interim Director would like to meet a group of members to discuss how the independent assessment process can be made sufficiently robust, as well as a number of other issues.
6. The Bill has now completed its passage through the House of Commons, and has been transferred to the House of Lords. Second Reading of the Bill in the Lords will take place on 5 July. A briefing will be circulated to peers ahead of the debate, and the LGA is already making contact with interested members of the Lords to discuss laying amendments along the same lines as those the LGA arranged to be tabled as the Bill was going through the Commons.

7. As part of the process of preparing for the changes made by the Bill, the Fire Minister Mike Penning MP wrote to the LGA on 7 June asking for our views on the proposal to change the name for PCCs that take on responsibility for fire and rescue to 'Police, Fire and Crime Commissioner' and to rename corresponding police and crime panel, the 'Police, Fire and Crime Panel'. This letter has been circulated to members for comment.

PCC's business case

8. As well as lobbying around the Bill, the LGA has also been involved in the group the APACE formed to develop a model business case. As members will recall the group has involved officers from PCCs' offices, the police and also from the fire and rescue service. During the development of the guidance on producing a business case the LGA has stressed the need for it to be comprehensive, evidence based and to fully explore the impact of the proposals. The work on the draft guidance case has been more extensive than APACE originally intended, and so a draft for stakeholders to comment on has only recently been produced. A copy of this guidance has been circulated to members for comment so that the Committee's views can be fed back to APACE.

Fire Reform

9. In addition to the proposals in the Bill, the Home Secretary set out the government's wider ambitions for reform of the fire and rescue service in a speech on 24 May. The Home Secretary praised the achievements of the fire service in recent years, especially around prevention, but went on to argue that further reform was necessary in order to promote efficiency and effectiveness.
10. The speech highlighted the three areas the reform agenda would concentrate on: transparency and accountability; workforce; and efficiency and collaboration. Further detail was provided by the Interim Director of Fire and Resilience at the Fire Commission meeting the following day. The full text of the speech is available here: <http://www.reform.uk/publication/what-next-for-fire-reform/>.

Accountability and transparency

11. At the heart of the Home Office's proposals around accountability are giving PCCs a greater role in fire governance. The Home Secretary's speech confirmed that the Government will proceed as anticipated with the proposals in the Policing and Crime Bill to allow Police and Crime Commissioners to take responsibility on responsibility from Fire and Rescue Authorities (FRAs) for governance of the fire and rescue service, but she did provide some important clarifications:
 - 11.1. Funding streams for police and fire will not be merged and PCCs will raise a separate fire precept;
 - 11.2. PCCs will not be forced to take on fire responsibilities but they all (and by implication all FRAs) should consider it;
 - 11.3. Where metro mayors are in place or under discussion, both fire and police should be part of the discussion over devolution of powers; and

- 11.4. Where a PCC wants to take on responsibility for fire governance without the agreement of the FRA, the business case will be subject to independent scrutiny.
12. As part of the package of reforms the Home Secretary also went on to set out how the transparency of the fire and rescue service would be strengthened. At the heart of the proposals is a plan to reintroduce an inspection regime to help FRAs and PCCs hold the service to account. Amendments were tabled by Ministers at the Report Stage of the Policing and Crime Bill to expand on the inspection provisions in the Fire and Rescue Services Act 2004. These amendments allow for the appointment of a chief inspector of the fire and rescue service, the appointment of inspectors and assistant inspectors, and give these inspectors powers to enter premises and access information in carrying out their role. These provisions will have an impact on the Fire Peer Challenge developed by the LGA and the Chief Fire Officers Association, and this is another area that the Interim Director of Fire and Resilience has indicated he would like to discuss further with members. The implications of the changes on Fire Peer Challenge are explored in a separate paper on the Committee's agenda.
13. To support greater transparency the Home Secretary announced the Home Office will also be publishing performance information on the fire and rescue service, which will then be made available for the public so they can compare individual services. The information to be published will cover for example information on value for money and diversity. The Home Office is currently developing proposals on how to achieve this and will be conducting a survey to seek views. Details of the survey and how to respond will be circulated to the LGA shortly and we will then send that out to Committee and Fire Commission members. A response from the Committee to the survey will be drafted, which will be agreed by Lead Members.

Workforce

14. With around 80 per cent of fire service budgets spent on personnel, but the risks and demands on the service changing considerably over the last decade, the Home Secretary identified reforms to the workforce as a key area of work for the future.
15. Although the government is not yet ready to publish the Thomas review, it intends to do so as soon as possible. The Home Secretary said that FRAs should not wait for publication to reform the workforce. She wants to see:
- 15.1. greater flexibility in the deployment and use of resources with the new shift patterns some FRAs have already introduced being more widely adopted, and with increased use of retained firefighters in urban as well as rural areas;
 - 15.2. the recruitment of dedicated fire prevention staff to conduct prevention work in communities and businesses and free up firefighters for specialist tasks;
 - 15.3. an end to the rehiring of Chief Fire Officers immediately upon their retirement;
 - 15.4. an end to 'the culture of bullying and harassment we have seen in some fire and rescue authorities';
 - 15.5. a change to the overwhelmingly white male demographic of the front-line service ('96% white and 95% male'). The Home Office believes that the age profile of the

service means there will be an opportunity to recruit a more representative workforce in the next few years, and although it does not intend to set targets it will be challenging the sector's performance in this area.

16. The Home Secretary suggested that some might regard the National Joint Council (NJC) as a block to carrying out these reforms. She pointed out that the NJC is a local government body, not a government one, and challenged FRAs to deliver the reforms through it or withdraw from it.
17. Noting the appetite in the discussions at Fire Commission to deliver change in one aspect of the fire reform agenda by making the service more representative of the communities it serves, the Interim Director of Fire and Resilience wishes to discuss with members how the challenges in this area can best be tackled. These issues are discussed in more detail in the paper on the Twenty-First Century firefighter.

Efficiency and collaboration

18. After significant reductions in funding, and a 1.6 per cent reduction in spending power over the current Spending Review period, the Home Secretary argued that further savings could be made, principally through collaboration schemes with the other emergency services, and she highlighted a number of projects that had already transformed service delivery. The duty to collaborate in the Policing and Crime Bill is designed to ensure that collaboration between the emergency services becomes deeper.
19. The Home Office also wants Fire and Rescue Services to work together better, for example on research and development and procurement and to end small differences between services.
20. To encourage more joint procurement the Fire Minister has recently written to all FRA chairs requesting procurement information, and will use this to publish a table showing how much each authority has paid for 25 standard items of equipment.
21. To help FRAs make the savings they need to, the government is offering a four year funding settlement in exchange for robust improvement plans from authorities. The LGA is already providing assistance to councils in producing their improvement plans and discussions are being held on how the LGA could assist FRAs with producing their improvement plans.

Next steps

22. It is proposed that:
 - 22.1. the LGA continue to seek to amend the Policing and Crime Bill in the way set out in paragraph 2;
 - 22.2. the LGA continues to engage with APACE group working on the design of a model business case;
 - 22.3. the Committee nominate six members (2 Conservative, 2 Labour, 1 Liberal Democrat and 1 Independent) to engage with the Home Office around the issues set out in paragraphs 4, 11 and 16; and

22.4. the LGA explores with CFOA and fire finance officers how it could assist FRAs in producing improvement plans.

23. Members are asked to:

23.1. Note the LGA's lobbying around the Policing and Crime Bill to date;

23.2. Note the programme of fire reform set out in the Home Secretary's speech on 24 May; and

23.3. Agree the steps set out in paragraph 22.

Financial Implications

24. The work identified in the paper will be undertaken with existing resources.

Inspection and Fire Peer Challenge

Purpose

For discussion and direction.

Summary

The Home Office has set out its proposals for re-introducing an inspectorate for Fire and Rescue Authorities. This paper summarises them and proposes an LGA response.

Recommendation

The Committee are asked to approve the course of action set out in paragraph 21 and to identify a cross party group of FSMC members to engage in the ongoing development of the Operational Assessment and Fire Peer Challenge.

Action

Officers to take forward the Committee's comments, recommendations and decisions.

Contact Officer: Charles Loft
Position: Senior Adviser
Telephone No: 020 7665 3874
Email: charles.loft@local.gov.uk

Inspection and Fire Peer Challenge

Background

1. During the committee stages of the Policing and Crime Bill, the Shadow Fire Minister, Lyn Brown MP, tabled amendments to establish a national fire and rescue inspection regime. The Fire Minister responded by stating that the government was reviewing the issue of inspection and that proposals might be brought back later in the Bill's passage through Parliament.
2. The Home Secretary's speech on fire reform on 24 May identified accountability as one of the three areas the reform agenda would concentrate on, and set out how the transparency of the fire and rescue service would be strengthened. At the heart of the proposals announced by the Home Secretary is a plan to reintroduce an inspection regime to help Fire and Rescue Authorities (FRAs) and Police and Crime Commissioners (PCCs) hold the service to account.
3. To support greater transparency the Home Secretary also announced the Home Office will be publishing performance information on the fire and rescue service, which will then be made available for the public so they can compare individual services. The information to be published will cover for example information on value for money and diversity.
4. In her speech the Home Secretary noted the role of Fire Peer Challenges in driving self-improvement but criticised the Peer Challenge process on the basis that chief fire officers could handpick their own reviewer, set their own terms of reference and decide whether or not to publish the results, which in the view of the Home Office means it is unable to provide assurances to the public.
5. When the Home Office's inspection proposals were discussed at Fire Commission the Interim Director of Fire and Resilience, Dan Greaves, said the future relationship between Fire Peer Challenge as a self-improvement tool and inspection was an important one, and it was possible for the Peer Challenge to co-exist alongside inspection.

The future fire inspection regime

6. Although the Home Secretary's speech contained little detail about what an inspection regime would look like, and we understand the Home Office is still working on options, the amendments tabled by the government at Report Stage of the Policing and Crime Bill provide some clues. Her Majesty's Inspectorate of Constabulary (HMIC) appears to provide the inspiration for the new fire inspectorate. The current HMIC inspection regime sees HMIC produce annual assessments of force performance through the Police Efficiency Effectiveness and Legitimacy (PEEL) inspections, as well as thematic reports on topics such as the police response to domestic abuse.
7. The Home Office's amendments would allow the Home Secretary to appoint a chief inspector, other inspectors and assistant inspectors to inspect, and report on the efficiency and effectiveness of, fire and rescue authorities in England. These reports would be published.

8. The chief inspector would also have to publish an Inspection Framework, a proposed programme of inspections and an annual report. The Home Secretary would also be able to commission inspections of particular authorities or types of authority or of particular aspects of their work.
9. Inspectors would not however be able to report on the preparation of fire and rescue plans and statements, the FRAs function as a precepting authority, or the appointment of a chief finance officer. Where the powers of the FRA have been delegated to a chief constable by a PCC, the inspection would not cover the FRA's role in holding the chief constable to account as the functions, actions and decisions of the PCC will be scrutinised by the police and crime panel. This provision mirrors that in the legislation around PCCs, where they are not subject to inspection by HMIC.
10. The proposals currently leave a number of unanswered questions. Most importantly the cost of the inspectorate and how this will be funded is not yet determined. It is also unclear how the inspectors will be recruited and what background they might be from. There is no clarity either over how the provisions set out in the amendments around inspection will work in relation to county or unitary fire and rescue authorities, and the scope of the inspectors to look at other functions of the councils where they may impact on the efficiency and effectiveness of the fire service.

Issues

LGA view

11. The LGA's and the Chief Fire Officers Association's (CFOA) Operational Assessment (OpA) and Fire Peer Challenge process was developed as a sector-owned mechanism to support continuous improvement in fire and rescue services. It was developed by the sector for the sector and was never designed with the intention of providing assurance to parliament or government departments that fire and rescue authorities were meeting their statutory duties, and it was certainly not conceived as an inspection regime.
12. The requirements in the National Framework to publish statements, analysis and information provides the Home Office in the LGA's view with a means of assessing the efficiency and effectiveness of the fire service.
13. Fire and rescue authorities must publish an annual statement of assurance on financial, governance and operational matters; publish an Integrated Risk Management Plan setting out key risks in their area and how prevention, protection and response activities will be used to mitigate these risks; and obtain an external audit of their accounts including an opinion on the value for money and financial planning undertaken by the authority. Intervention powers are already available to the government through the Chief Fire and Rescue Adviser, who is already appointed as an inspector under the 2004 Act.
14. The OpA and Fire Peer Challenge programme is successful, with all English Fire Authorities having undertaken one since its inception in 2011. In 2013 the LGA and CFOA commissioned Cardiff Business School to undertake an independent evaluation of the programme. The evaluation demonstrated the process is highly valued by the sector. It was reported that the Operational Assessment and Fire Peer Challenge:

- 14.1 provides a structured and consistent basis to drive continuous improvement;
 - 14.2 provides councillors and chief officers with information that allows them to challenge their operational service delivery to ensure it is efficient, effective and robust;
 - 14.3 is an effective way of ensuring the sector as a whole improves;
 - 14.4 is a transparent mechanism for providing challenge to Fire and Rescue Services; and
 - 14.5 acts as a robust mechanism for providing challenge to the sector.
15. The programme has also brought wider benefits. Peers emphasize the value of the process for their own personal learning and development. Many have described the peer experience as 'a great development opportunity' and one that helps to them reflect on their own services' practice.
16. The evaluation identified 8 recommendations to further improve the approach:
- 16.1 Assess whether different types of peer challenges might be appropriate;
 - 16.2 Introduce more flexibility within the process so that there is variation in time spent on site;
 - 16.3 Update the OpA Toolkit to further focus on transformational change, efficiency, innovation, collaborative working and finance;
 - 16.4 Widen the composition of the team to include peers from outside the sector;
 - 16.5 Ensure that the reports are robust and comprehensive;
 - 16.6 Formalise the current arrangements so that services may receive additional follow up peer support;
 - 16.7 Ensure that where performance data exist, this is used to compare how fire authorities are performing; and
 - 16.8 Improve the dissemination and signposting to good practice across the sector.
17. An LGA and CFOA working group was established to address these recommendations. In 2015 a revised version of the OpA and Fire Peer Challenge Toolkit was launched and demand from the sector continues to be positive.
18. Fire Peer Challenge is delivered at no direct cost to the receiving FRA and continues to be part of the LGA's overall offer to all local authorities around corporate peer challenge.
19. The introduction of an inspection regime for fire and rescue authorities raises significant questions about the future of the Fire Peer Challenge and OpA process. The introduction of an inspection regime with the resources fire and rescue services will need to respond to it, could mean there is diminishing demand in the future for the Fire Peer Challenge, especially if the fire inspection framework covers much of the same ground as the Fire Peer Challenge. Working closely with the Home Office as the inspection regime is developed would enable the design of the Fire Peer Challenge to be tailored to retain its relevance and use to fire and rescue services, and the Interim Director of Fire and Resilience has indicated he wishes to discuss with members how fire inspection and Fire Peer Challenge could coexist alongside each other.

Next steps

20. The LGA has consistently argued that inspection is not the best means of driving improvement and performance, and that sector-led improvement is a better means of driving lasting improvements in services. One option that the LGA could pursue would be to seek to amend the Policing and Crime Bill to remove the provisions on fire inspection. However the government has clearly stated its intention in recreating an inspectorate, and in the debate at Report Stage on the inspection provisions the Opposition supported establishing a fire inspectorate. It would therefore be difficult for the LGA to secure support in the House of Lords for amendments that present an alternative to inspection.

21. It is therefore proposed that the LGA:

- 21.1. Engages with the Home Office to shape and influence the design and creation of the fire inspectorate to ensure that Fire Peer Challenge can coexist alongside the new inspection regime, and that any inspection regime is appropriate and proportionate to the needs of the fire and rescue service.
- 21.2. Pushes for the list of functions excluded from inspection in the Policing and Crime Bill to be amended to ensure that the non-fire functions in county and unitary fire authorities are not subject to inspection.
- 21.3. Continues its commitment to the principle of sector-led improvement in the fire and rescue service through OpA and Fire Peer Challenge, which provide an important tool for improvement. LGA officers will consider with CFOA how the tool can be improved and strengthened to maintain its relevance.

22. Members are asked to approve the course of action set out in paragraph 21 and to identify a cross party group of FSMC members to engage in the ongoing development of the OpA and Fire Peer Challenge.

Financial Implications

23. None.



21st Century Firefighter.

Purpose

For discussion and direction.

Summary

The Home Secretary's speech on fire reform on 24 May identified reform of the fire and rescue service workforce as a key area of work going forward. This paper discusses potential changes to the firefighter role and workforce, and outlines a future work programme for Member's discussion.

Recommendation

The Committee are asked to consider the proposals for future work set out in paragraph 19.

Action

Officer to proceed as directed.

Contact Officer: Charles Loft
Position: Senior Adviser
Telephone No: 020 7665 3874
Email: charles.loft@local.gov.uk

21st Century Firefighter.

Background

1. Deepening collaboration and reforms to the workforce were identified as a key areas of work in the Home Secretary's speech on reform of the fire service on 24 May. While there had been increasing collaboration between the emergency services over the last five years, the Home Secretary argued that progress had been patchy and collaboration needed to be deepened.
2. The Government's proposals to give police and crime commissioners (PCCs) the power to take over Fire and Rescue Authorities (FRAs) raise the related questions of how many of the anticipated benefits of collaboration with the police can be achieved without governance upheaval and how to ensure collaboration with other agencies is not reduced from its potential level by an increased focus on police collaboration.
3. In her speech the Home Secretary also identified the need for greater flexibility in the deployment of resources through the use of new shift patterns, greater use of retained firefighters in urban as well as rural areas, the recruitment of dedicated fire prevention staff, stopping a culture of bullying and harassment present in some FRAs, and a change to the overwhelmingly white male demographic of the front-line service.
4. The Home Secretary was challenged on how to alter the demographic balance of the service when financial constraints made recruitment difficult.¹ She argued that the age range of firefighters meant that recruitment would be necessary in the near future and that this offered an opportunity for change.
5. This paper will examine the current state of play and make proposals for future work.

Issues

Collaboration

6. Members have previously discussed how to develop the role of the firefighter in the future. That discussion covered the work with health and social care. The LGA has continued to engage with NHS England, Public Health England, the Chief Fire Officers Association (CFOA) and Age UK on this work and has most recently contributed to the publication of *Working Together - how health, social care and fire and rescue services can increase their reach, scale and impact through joint working*. The document is aimed at encouraging further discussions between health and social care and fire and rescue

¹ Fire and rescue service, along with the rest of local government, has had to make significant savings, with funding for fire and rescue authorities falling significantly over the last five years. The National Audit Office (NAO) stated that funding for stand-alone authorities had fallen on average by 28% in real terms and it found that the majority of savings in the sector to date had come from staffing reductions¹. The NAO detailed that 77% of the cost base of the service comprised pay and pensions in 2011-12.

authorities and exploring further the role that fire and rescue authorities can play in health and social care at a local level. The LGA is a part of the continuing work of the group subject to agreement on priorities at the September FSMC.

7. The LGA has also produced *Beyond Fighting Fires 2* which looks at the transformation of the sector. This includes work with other partners including the police, health and social care. The number of medical incidents the FRS has attended increased by 47 per cent from April to September 2015 compared with the same period in 2014².
8. There is therefore a significant amount of work on collaboration underway. The LGA should continue to support and engage in this work, but there seems no obvious scope for new initiatives on our part. There may be scope in the near future for LGA to support thinking on governance designed to further encourage and support collaboration.

Workforce and recruitment

9. The latest set of fire operational statistics, published in September last year stated that there were 44,000 full-time equivalent FRA staff in England, including firefighters, support and control staff. This was 3.6 per cent lower than one year ago and 12.6 per cent lower than 10 years ago. The reasons for leaving the service varied across staff, however 70.3 per cent of wholetime firefighters leaving the service had left through retirement. This was supported by the findings of the NAO which said that all reductions in firefighter posts have come via 'natural wastage' or voluntary redundancy.
10. This means that FRAs are now increasingly managing an ageing workforce with 64% of the workforce aged over 40. Information obtained from the recent NJC Workforce survey, completed by all but one FRA and carried out in 2015 counted 33,565 whole and part-time personnel, split between 31,965 personnel in firefighting roles and 1,600 in control specific roles. Overall there were 49,111 uniformed personnel in the Fire & Rescue Service which includes 15,546 retained personnel (RDS). This figure is a reduction from 59,156 in 2010 (17%).
11. The firefighter workforce is also predominantly white and male. The proportion of female firefighters, both wholetime and retained, in March 2015 was 4.7% of the total firefighter workforce. The proportion declaring themselves as minority ethnic (of those who stated an ethnicity) was 4.4 per cent in March 2015. The NJC Workforce survey run about 6 months later provided the following: 5% of personnel in firefighting roles and 3% in control specific roles came from black and minority ethnic groups. Among retained personnel 1% came from a black and minority ethnic background.
12. Recruitment of trainee wholetime firefighters is currently not widespread, with many FRAs undertaking recruitment freezes. The last NJC workforce survey, carried out in 2015 showed that the levels of trainee and development firefighters are a very small proportion of the service of the whole, comprising less than 1% of the total wholetime firefighter workforce.

²https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/511628/Fire_Statistics_Monitor_April_to_September_2015.pdf

13. Overall, the extent to which retained recruitment offers an opportunity to address the lack of diversity in the workforce is unclear. Retained recruitment is still underway in a number of FRAs, but in some cases this tends to be from the existing pool of wholetime staff.
14. The traditional wholetime/retained division is being eroded in some places, however attitudes to retained staff vary. Some FRAs are finding that recruitment and retention of retained firefighter numbers is challenging as incidents decline. Others have expressed concerns about the need for retained firefighters to keep up with training and the impact on operational resilience. Others are looking to recruit wholetime staff from the retained workforce.

Apprenticeships

15. The apprenticeships levy and target will also have an effect on the sector's workforce in the future. The levy is expected to cost the fire and rescue service an estimated £5.5 million. The levy can only be used to pay for apprenticeship training from government approved training providers. Employers will receive their levy back through a digital 'apprenticeship' account topped up with government funding of 10p for every £1 an employer invests. The apprenticeships target will see the fire and rescue service need to start approximately 1,130 apprenticeships each year. Both the levy and the targets come into force in April 2017. These issues were discussed in further detail at the last Fire Commission.

Inclusive Fire Service

16. The NJC-led Inclusive Fire Service Group has been set up to look at issues around equality, diversity, behavioural and cultural issues. A number of key stakeholders were invited to participate in the group, including the Chief Fire Officers Association, the Fire Brigades Union, the Fire Officers Association, the Retained Firefighters Union as well as NJC employee and employer representatives. The Group have provided fire and rescue authorities with a progress update which includes analysis of the Cultural and Behavioural survey commissioned by the Group. The Group is continuing its work, with further details provided under the workforce report on the agenda.

Next steps

17. In terms of direction of travel, the future of the firefighting profession seems clear. The role of the firefighter, while unchanged in its core focus, will become broader and the demographic make-up of the service will become more diverse. What is unclear is how quickly this will happen.
18. Factors that may affect the pace of change include the rate of staff turnover, contractual issues and therefore the progress of NJC work on broadening the role of the firefighter, and the willingness and ability of FRAs to take matters forward at local level and to adopt best practice in terms of collaboration.
19. The issue of firefighters' roles is subject to discussion at the NJC and outside the scope of this paper. It is however recognised that FSMC members may wish to provide a steer in terms of strategic policy to its members who sit on the NJC and there are a number of other policy questions which require further consideration:

- 19.1. When and to what extent will an opportunity for large-scale recruitment arise and how can this be balanced with further funding reductions?
 - 19.2. What should we do to now to ensure that this opportunity to increase the diversity of the front-line workforce is taken?
 - 19.3. To what extent is further use of retained firefighters an opportunity for recruitment?
 - 19.4. How can the apprenticeships levy and targets fit with this work?
 - 19.5. Is best practice on collaboration being shared effectively and acted upon?
 - 19.6. What can FSMC and the LGA do to accelerate the pace of change?
20. Members are asked to consider how we respond to these issues, given that the publication of the Thomas Review is likely to take place soon and will result in further discussion around the issue of workforce reform and the diversity of the frontline service. The Interim Director of Fire and Resilience has already indicated that he wishes to discuss with members the scale of the challenge to make the fire and rescue service more reflective of the communities it serves and how this issue can be addressed. The Home Office is looking for the sector to take a lead in this area. If it does not prove capable of doing so, there is the possibility that the Home Office will take the lead in driving reform, and that changes in governance become a preferred method for delivering changes in the workforce.
21. There are a number of different ways that the LGA can help the sector answer some of these questions:
- 21.1. Putting together a publication looking at some of these issues in further detail, bringing together case studies and good practice to help the sector prepare for when further recruitment is necessary. The proposed document will provide an overview of the issues facing the fire and rescue sector in recruitment, bringing together the work that is underway across the sector to establish a common view on whether and when the age profile suggests recruitment opportunities will occur. It will pose the question “What do we need to do now and in the next few years to ensure that when recruitment opportunities occur, we use them to diversity the workforce?”
 - 21.2. Examining how relevant retained recruitment and apprenticeship levy are to increasing the diversity of the workforce.
 - 21.3. Sharing best practice from across the fire and rescue service on diverse recruitment, as well as working with organisations with expertise in increasing the diversity of workforce such as the Equality and Human Rights Commission, and learning from other public services which have been successful in increasing the diversity of their workforce.



**Fire Services Management
Committee**

01 July 2016

- 21.4. Working with improvement colleagues on how we might provide resources to aid this work for example the Equalities Workbook for councillors. This was originally published in 2008 and provides a series of practical exercises around equality and diversity for councillors to complete.
- 21.5. Continuing to support the work of the NJC Inclusive Fire Service Group.
- 21.6. Working with improvement colleagues and CFOA to ensure that the peer challenge process considers equality and diversity issues in general and specifically in relation to recruitment.

Financial Implications

22. The work can be met out of existing budgets.

Workforce Report

Purpose of Report

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

Summary

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

Recommendation:

The Committee are asked to note the issues set out in the paper.

Contact officer:	Gill Gittins (industrial relations)	Clair Alcock (pensions)
Position:	Principal Negotiating Officer	Fire Pensions Adviser
Phone no:	020 7187 7335	020 7664 3189
E-mail:	gill.gittins@local.gov.uk	clair.alcock@local.gov.uk

Workforce Report - industrial relations and pensions

PENSIONS

Malcolm Eastwood, Chair of the Scheme Advisory Board

1. Malcolm Eastwood, a former Chief Fire Officer of Hampshire Fire and Rescue Service, has been appointed as Chair of the Firefighters Pension Scheme (England) Scheme Advisory Board.

Scheme Advisory Board

2. The employer and employee representatives of the Scheme Advisory Board have now been appointed by the Fire Minister and are named below

Employee Representatives	Employer Representatives
Sean Starbuck	Cllr Maurice Heaster *
Samantha Rye	Cllr Jeremy Hilton *
Francis Bishop	Cllr Rebecca Knox
Dave Limer	Cllr Darrell Pulk
Tristan Ashby	Cllr Thomas Wright
Glyn Morgan	Cllr John Fuller
Des Prichard	Cllr Philip Howson

3. There have been two changes concerning the Scheme Advisory Board since the last meeting. Cllr Roger Price (once appointed by the Secretary of State) will replace Cllr Jeremy Hilton. This change does not affect the political balance of LGA nominations on the board. A replacement will also be required for Cllr Heaster. The procedure for election to the Board ensures that LGA nominated representatives reflect both political balance and type of fire authority. The Conservative group office has therefore been asked to provide a suitable nomination, and will do so following on from the LGA conference. To maintain the balance of LGA nominations previously agreed, they have been asked to be mindful of the necessary profile ie drawn from a Metropolitan fire and rescue service or LFEPA.
4. The next Scheme Advisory Board meeting is 7th September 2016.
5. The Scheme Advisory Board will shortly be writing to all Local Pension Boards, Chiefs and Chairs to introduce themselves and their work plan.

Consultation on survivor amendments and 2014 amendments

6. The Home Office have recently consulted on proposed amendments to survivor benefits in the 1992 scheme and minor amendments to the 2014 scheme

7. The amendments to survivor benefits amends the 1992 regulations and compensation scheme to ensure that survivors of firefighters retain their survivor benefits on re-marriage, this is in line with paragraph 2.17 of the [March 2015 budget statement](#)
8. The amendments to the 2014 regulations makes clear the government policy on Ill-Health retirements for a person who is near to their taper date to move into the 2015 scheme when an IQMP process is initiated.
9. The amendments make clear that a person who is in the position should not be transitioned to the 2015 scheme until the IQMP process has completed. If the subsequent recommendation is for an Ill-health pension to be awarded this should be under the relevant rules of the existing scheme (ie 1992 or 2006)

Contributions Holiday

10. In 2013 DCLG consulted on regulations to permit members of the 1992 scheme under the age of 50 who have accrued 30 years' service to take a contributions holiday from the time they attain 30 years' reckonable service until they reach age 50.
11. The consultation response can be found [here](#), paragraphs 43 to 61 refer.
12. Following the consultation, the department sought a declaration from the courts to consider whether the requirement for a 1992 Scheme member to continue paying contributions beyond the point of accruing maximum service and prior to having the option to retire was unlawfully discriminatory.
13. In December 2015 DCLG settled the case and agreed to provide a contributions holiday
14. This will need amending regulations, and DCLG and are now considering the relevant framework.
15. Draft regulations are expected in the summer.

NATIONAL JOINT COUNCIL FOR LOCAL AUTHORITY FIRE AND RESCUE SERVICES

Pay, terms and conditions

16. You will recall that the NJC has agreed the following commitment:

'Both Sides commit to work jointly on changes identified by each Side to ensure that there is a pay framework alongside terms and conditions in the fire and rescue service which reflect the responsibilities of, and current and future demands on, the service and the profession.'

17. It was recognised that this will include consideration of how the workforce's skills and commitment can best be utilised, including the type of activities undertaken and the potential to build upon, and expand, this piece of work to encompass a more wide-ranging and strategic look to the future.

18. Substantial work has already been undertaken including meetings at Secretariat and NJC joint lead member level, a survey of fire authorities to ascertain what happens at present and aspirations for the future, and formation of a number of workstreams (covering issues such as environmental challenges, emergency medical response, multi-agency response, youth and other social engagement work, inspections and enforcement), all of which formed phase 1 of joint discussion.
19. NJC members agreed as part of the second phase work that FRAs would be able to submit expressions of interest to the Joint Secretaries to carry out trials arising from the work of the Emergency Medical Response workstream which could focus on co-responding and/or wider work.
20. The concept of trials was further developed at Joint Secretary level and details issued to FRAs. This included reference to broad consensus across all of the workstreams that a set of over-arching assurances would need to put in place in order to facilitate rolling out the proposed activities - for example provision of appropriate training and equipment (where relevant) and assurances around personal liability and pension issues. The principle of control staff involvement in mobilisation was also a factor. In order to facilitate such trials it was jointly recognised that such work will be regarded as part of the core job for the duration of the trial in each of the respective trial fire authorities.
21. A substantial number of FRAs are now operating trials approved by the NJC, giving a current total of 33:

Bedfordshire	Mid & West Wales
Berkshire	Norfolk
Cambridgeshire	North Wales
Cheshire	Northern Ireland
Cleveland	Northumberland
Derbyshire	Nottinghamshire
Dorset and Wiltshire	Oxfordshire
Durham and Darlington	Scotland
Essex	South Wales
Gloucestershire	South Yorkshire
Greater Manchester	Staffordshire
Hertfordshire	Surrey
Humberstone	Suffolk
Lancashire	Tyne and Wear
Leicestershire	West Midlands
London	West Yorkshire
Merseyside	
22. They range from co-responding only (either in specific areas or across a service) including wholetime and/or retained personnel, to trials that include much wider work for example slips, trips and falls assessments (and offering preventative measures to reduce the risk of injury), winter warmth assessments and advice, Heartstart advice (which teaches CPR and other emergency life-saving skills), assistance to health partners by supporting

bariatric people in terms of lifting those that have fallen, training of staff in Dementia Awareness (offering advice and referral opportunities to members of the community), alcohol harm and reduction (and signposting individuals to help), smoking cessation advice (including signposting to help) providing advice and promoting local activities to reduce loneliness and isolation.

23. The first data capture exercise from the trials was undertaken in May 2016 covering the period from the start of each trial to the end of March 2016. 20 out of the 31 FRAs involved in the trials were asked to provide the pre-specified data they agreed to provide when initially seeking approval for the trial. This exercise excluded 11 FRAs whose trials would not have started during that period or had recently started and therefore insufficient data would be available.
24. All 20 FRAs submitted their responses to the online survey on time and some of the key findings are highlighted below:
 - 24.1 17 out of the 20 FRA trials were providing assistance to the most serious cardiac and respiratory arrest incidents (Red 1 calls)
 - 24.2 422 wholtime (WT) fire stations and 459 retained duty system (RDS) stations are involved in the trials
 - 24.3 16,700 WT, 6203 RDS and 748 control staff have been involved in the trials
 - 24.4 Out of the 39,625 incidents recorded by the 20 respondent trial areas over this period 9,543 of them have been co-responding incidents (WT – 62.7%, RDS – 37.3%)
 - 24.5 Firefighters attended 3300 serious incidents involving; Chest pain/ heart condition/ cardiac arrest) and a further 1320 incidents involving breathing difficulties / impairment / respiratory arrest
 - 24.6 Firefighters were on the scene first in 49% of the incidents reports, whilst the ambulance service was first on the scene at 40% of recorded incidents (11% were ‘unknown’)
 - 24.7 Trial FRAs were asked the number of times they perceived that firefighters had “potentially made a life-saving difference by delivering co-responding” – the interim findings suggest this happened on 2264 occasions.
 - 24.8 Of the wider work, firefighters were involved in 72,510 separate ‘incidences’, the highest percentages being involved in winter warmth assessments; fitting risk reduction equipment; loneliness and isolation visits; home safety visits; safety and wellbeing checks and slips, trips and falls.
25. The NJC trial period was due to draw to a close at the end of June 2016. An extension to the end of February 2017 has now been agreed and FRAs advised by [circular](#).

26. An external evaluation of the trials will be undertaken. We are currently in discussions with potential providers.
27. The Environmental Challenges workstream is currently progressing the work on national guidance on welfare arrangements when working at major incidents outside of the individual's home service. This work is being undertaken together with the Multi-Agency Response workstream.
28. The Multi-Agency response workstream has met again twice recently to assess where the work on MTFA operational guidance (that is taking place elsewhere) is up to. The group will meet again shortly to resume consideration of that issue. In addition the workstream is working together with the Environmental Challenges workstream on the drafting of national guidance on welfare arrangements.
29. You may recall earlier communications with government ministers with responsibility for fire matters in England, Scotland, Wales and Northern Ireland. Whilst initial responses were not as supportive as the NJC would wish, further contact has been made in England with the Home Secretary (given the transfer of fire policy matters from DCLG to the Home Office). Further letters will also be sent to ministers in Scotland, Wales and Northern Ireland.

Inclusive Fire Service Group

30. The NJC has a continuing commitment to equality, diversity and cultural issues in the fire service. As part of that continuing commitment members decided at the last meeting of the NJC that given the employer/employee relationship, the NJC should take the lead on a piece of work to assess the current position and to identify guidance in relation to any further strategies that could be used at local level to further encourage improvement in equality, diversity and cultural issues.
31. The Chief Fire Officers Association, the Retained Firefighters Union and the Fire Officers Association accepted invitations to participate in the group, which has now met on several occasions. Professor Linda Dickens, Independent Chair of the NJC, also chairs this group.
32. To inform its work the group has undertaken a substantial survey of fire and rescue services seeking information e.g. on discipline and grievance cases going back 5 years and status as far as the Equality Framework is concerned. We also have information from the last NJC Workforce survey which supplies data such as numbers employed in each role, gender and ethnicity.
33. A number of organisations addressed the last meeting either in person or by written submission e.g. FBU special interest groups, Women in the Fire Service, Women in the Police Service, Stonewall, Asian Fire Service Association, MIND.
34. The NJC received a progress report at its recent meeting, which included a number of recommendations, all of which were accepted:

- 34.1 that the group undertake work to provide national guidance on data collection, recording and monitoring;
- 34.2 In addition to 34.1, the NJC will undertake a periodic national exercise monitoring a number of key indicators primarily to be able to measure improvement and to be able to identify themes and if necessary provide further support and guidance. This will be carried out by this group or potentially a smaller form of the group; and
- 34.3 that the group continue its work to explore a number of key indicators, issues and trends further, including those listed below, in order to better inform potential improvement strategies:
 - 34.3.1 The low levels of female and BME representation across the uniformed workforce
 - 34.3.2 The proportionally low levels of female and BME progression through the roles
 - 34.3.3 Bullying and harassment issues
 - 34.3.4 The lack of available data on LGBT uniformed personnel
 - 34.3.5 Encouraging management commitment to consistently instigate and promote equality and diversity initiatives
 - 34.3.6 Levels of grievance/discipline cases involving women and BME uniformed employees
- 35. The group also intends to issue guidance in respect of Personal Use of Social Media policies.
- 36. An update on the work of the group, which included a full report on the survey outcomes, has been provided to FRAs by [circular](#). It is a substantial piece of work containing information about diversity and cultural issues as well as the make-up of the current uniformed workforce.

Joint Working Group (Fitness)

- 37. This group was formed following the agreement in principle within the NJC on a number of fitness issues. Reference to the group subsequently appeared in the addendum to the DCLG National Framework in England and related to its dispute with the FBU. CFOA, RFU, and FOA all accepted invitations to participate in the joint working group.
- 38. Whilst the joint working group was, by agreement, facilitated by Peter Holland (then DCLG, latterly Home Office) given the link to the pensions dispute it was nonetheless mindful of issues in Scotland, Wales and Northern Ireland given the joint involvement of the Employer and Employee Sides (including advisers) of the NJC which operates on a UK-wide basis.
- 39. The joint working group and its over-arching Steering Group (with NJC/DCLG(HO) membership) met on several occasions.

40. Since the last FSMC meeting the group has completed its remit within time, issuing a best practice guide on fitness issues in March this year:

<http://local.gov.uk/documents/10180/7734367/workforce+-+fire+and+rescue+circular+-+njc-1-16+-+best+practice+guide+-+final.pdf/f780520a-f433-470f-844f-6e3856adcde6>

Advanced Level Apprenticeship in Exercise and Fitness

41. One of the topics considered as part of the DCLG(Home Office)/NJC joint working group on fitness was the role and value of dedicated workplace fitness advice. There can be various ways of providing this kind of advice but the group recognised that it would be important for such advisers to have the appropriate skills and training to undertake such an activity.
42. We discussed this further with the FBU outside of the group given a potential role for watch or station based fitness advisers (on physical training) and mindful of the financial constraints fire and rescue services are working within.
43. The FBU has developed a programme through their National Learning Centre and in partnership with Leeds City College. This programme is an Advanced Level Apprenticeship in Exercise and Fitness which will enable successful students to qualify as a Level 3 Personal Trainer. Students do not have to be FBU members or have already studied at level 2.
44. We have worked together through the auspices of the NJC to take his forward. It is of benefit to fire and rescue services as they look to support the fitness of their employees, as well as a good opportunity for the people who take part in the programme to utilise the skills they gain.
45. There is no direct cost to FRAs for this programme, which can be delivered locally within services subject to the number of students and facilities available. Tutors will be provided through the FBU programme. To support the programme, an FRA is asked to make a number of commitments as set out below:
- 45.1 Advertise the programme within the FRS
 - 45.2 Assist with enrolments
 - 45.3 Provide a dedicated point of contact in each FRS who can book dates and organise staffing to allow learners to attend
 - 45.4 Organise mop up days for learners who are on shift or who cannot attend on programmed days
 - 45.5 Provide classrooms or study areas with White Boards that can be booked all day
 - 45.6 Provide access to appropriate fire station gyms or book their equivalent for the back-end of the course when practical sessions will take place
 - 45.7 Fully commit to their ongoing involvement for the duration of the 15-month programme and allow participants the one-day a month required for course attendance

46. Following a joint approach, 26 services in England welcomed the initiative indicating that they wish to be involved in the initial programme and a further 5 indicated interest for the future. Due to the funding position this opportunity can only be offered to FRAs in England at the present time although we have asked the FBU to explore whether it would be possible to secure funding to provide something similar in Scotland, Wales and Northern Ireland.
47. The FBU is currently putting enrolment arrangements in place in those 26 services.
48. We are currently exploring, both with the FBU and internal LGA colleagues who work on apprenticeship matters, whether the apprenticeship can count towards the government levy.
49. An update has been provided to FRAs by [circular](#).

Part-Time Workers (Prevention of Less Favourable Treatment) Regulations - Employment Tribunal cases

50. Members will recall that settlement agreements were reached some time ago with both the RFU and the FBU in respect of the many thousands of Employment Tribunal cases relating to discrimination under the above Regulations.
51. Concluding application of the settlement agreements on the terms and conditions aspect of the cases and ensuring that all eligible employees and ex-employees have received a settlement payment has been a very lengthy and complex process. However the independent data processor *Popularis* has now issued the final batch of offers.
52. Both unions have now written to anyone who has not responded to a settlement offer at any point in this process to advise them that they will no longer represent them. Once they have also written to the Tribunal to advise them of the position in those cases we will advise FRAs so that they can then seek to have such cases struck out. A template letter has already been provided to FRAs.
53. To conclude the process *Popularis* will provide each FRA with a record of the status of each of its offers - accepted, no reply etc.

Transitional pension scheme arrangements- Employment Tribunal cases

54. You will be aware that the FBU has entered many thousands of Employment Tribunal cases on behalf of its members in relation to the transitional pension scheme arrangements across the UK. The Claimants allege that the transitional arrangements made when the firefighters' pension schemes were amended with effect from 1 April 2015 discriminate on the grounds of age, in some cases on the grounds of sex and race, and in all cases that they breach the principle of equal pay.
55. Given the good sense of not replicating matters many times over, and through the auspices of the National Employers, we offered to put in place a collective response to this matter. All UK FRAs welcomed that approach and have provided the LGA and Bevan

Brittan LLP with authority to act on their behalf. As part of this a Steering Committee has been set up including a number of FRA representatives.

56. A cost sharing arrangement has also been entered into although the matter of costs in defending these cases has been raised with respective government departments given FRAs ultimately did not have control over the decisions taken in putting these protection arrangements in place.
57. A second preliminary hearing took place on 31st May and 1st June. The outcome is awaited. However it has already been indicated that a third preliminary hearing should take place at the end of August. The liability hearing itself has been listed for 9th to 25th January 2017.

Pay 2016

58. The usual settlement date for employees covered by the NJC for Local Authority Fire and Rescue Services is 1 July. At the recent NJC meeting a [claim](#) was considered and an offer was made – 1.0% across the board, including CPD payments. The Fire Brigades Union and the Fire Officers Association have each indicated that they will undertake a consultation exercise. We expect to provide a further update to FRAs in mid-July.



Fire Services Management Committee update paper

Purpose of report

For information.

Summary

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

Recommendation

The Committee to note the update.

Action

Officers to progress as appropriate.

Contact officer: Lucy Ellender
Position: Adviser
Phone no: 020 7664 3321
E-mail: lucy.ellender@local.gov.uk

Fire Services Management Committee update paper

Fire/Health

1. Following the publication of the [Consensus Statement](#) between the LGA, CFOA, Public Health England, NHS England and Age UK in October the LGA has continued to engage with these organisations through the fire/health project group and the Fire Summit.
2. The group has now produced a document called “Working Together” which explores how the different local commissioners can join up with the fire and rescue service at a local level to promote health and wellbeing. This is not work that can be taken forward in isolation and the document encourages a whole place approach towards this issue. This has been signed off by both the lead members from the Fire Services Management Committee and the Community Wellbeing Portfolio. The document can be viewed on the NHS’s website: <https://www.england.nhs.uk/wp-content/uploads/2015/10/working-together.pdf>
3. NHS England are currently reviewing the content of the “Fire as a Health Asset” website (<https://www.england.nhs.uk/resources/resources-for-ccgs/out-frwrk/dom-2/fire-asset/>) and will be including further documents and more case studies from FRAs shortly, including the case studies from our Beyond Fighting Fires 2 publication.
4. The next fire/health Summit is being proposed for September and the Lead Members from the FSMC and Community Wellbeing are being canvassed for their availability.

Association of Police and Crime Commissioner Chief Executives: Model Business Case

5. Members of the FSMC have now received a consultation copy of the Association of Police and Crime Commissioner Chief Executives (APACE) model business case for police and fire integration. The LGA have already fed comments back from the Lead Members but if you have any further comments please send them through to ciaran.whitehead@local.gov.uk before close of play on 1 July 2016.

Tumble driers media release

6. In June the LGA published a media story on the numbers of fires caused by tumble driers, calling on manufacturers to recall affected tumble dryers and for all white goods to have fire-proof markings on them, including the manufacturer, model and serial number, so they can be identified more easily if they are damaged after causing a fire. Cllr Jeremy Hilton provided a quote for the release and it was covered by the Times, the Telegraph, the Mail, BBC online and the Mirror amongst others.
7. The full press release can be read on the LGA’s website: http://www.local.gov.uk/web/guest/media-releases/-/journal_content/56/10180/7864741/NEWS



**Fire Services Management
Committee**

1 July 2016

Fire Leadership Essentials Programme

8. The next Fire Leadership Essentials Programme will be in October between 25-26. The flyer is attached at **Appendix A**. The programme is open to any leading councillor on an FRA, and is an opportunity to discuss some of the key issues facing fire and rescue authorities as well as network with other members and further develop your leadership skills.

HIGHLIGHTING POLITICAL LEADERSHIP

THE LGA DEVELOPMENT OFFER
LEADERSHIP ESSENTIALS



Supporting Fire and Rescue Authority lead members

Page 33

A sector-led approach to improving local leadership

“This programme gave me a chance to share and discuss ideas with members from other Fire and Rescue Authorities. It also gave me an understanding of the significance of local members playing a leading role on the authority and the importance of having a national united voice in times of austerity. Local government is facing unprecedented challenges and we need to ensure that the Fire and Rescue Service has a strong voice at the LGA so it is not marginalised.”

LEADERSHIP

VISION

Agenda Item 6

POLITICAL | LEADERSHIP ESSENTIALS

About the programme

This programme is aimed at helping elected members with leading roles on fire and rescue authorities/ county councils to become more effective leaders of improvement.

Benefits of attending will include opportunities to:

- develop your understanding of the nature of political leadership in fire and rescue authorities
- improve your knowledge of the key strategic issues facing the sector
- build your appreciation of how leadership style, capacity and skills can assist in managing complex organisational change
- explore tools and techniques for improving communication and stakeholder engagement, when working with communities, partners, fire staff and the media
- share ideas and network with leading members from a variety of FRAs.

Dates and venues

Warwick Conference Centre, Coventry

Programme 6

25-26 October 2016

The programme is fully subsidised. Participants are responsible for their own travel costs.

For further information please contact:

Grace Collins

020 7664 3054

grace.collins@local.gov.uk

Page 35



Local Government Association

Local Government House
Smith Square
London SW1P 3HZ

Telephone 020 7664 3000

Fax 020 7664 3030

Email info@local.gov.uk

www.local.gov.uk

© Local Government Association, June 2016

For a copy in Braille, larger print or audio,
please contact us on 020 7664 3000.

We consider requests on an individual basis Page 36

End of Year Board Report

Purpose of report

For information and discussion.

Summary

This report provides an overview of the issues and work the Committee has overseen during last year. It sets out key achievements in relation to the priorities for the Fire Services Management Committee in 2015/2016, and looks forward to next year's priorities.

Recommendations

The Committee is invited to:

- (a) Note the achievements against the Committee's priorities in 2015/2016; and
- (b) Note the Committee's priority areas for 2016/17.

Action

Officers to action as appropriate.

Contact officer: Ciarán Whitehead
Position: Member Services Officer
Phone no: 020 7664 3107
E-mail: Ciaran.Whitehead@local.gov.uk

End of Year Board Report

Background

1. The updated Business Plan for 15/16 set out a clear priorities for the Fire Services Management Committee. These included: making the case for risk based funding of the fire and rescue service; working to transform service delivery, including greater collaboration across blue-light services; influencing the government's proposed governance changes and supporting the development of the role of firefighters.

Achievements

2. The LGA's annual fire conference in March was attended by 280 delegates and heard from a range of speakers including the Fire Minister. Sessions and workshops looked at the spending review, collaboration between the bluelight services, devolution, the Policing and Crime Bill and flooding.

Make the case for risk based funding of the fire and rescue service

3. FSMC continued to make the case for risk based funding of the fire and rescue service. The submission to the spending review, in conjunction with the Chief Fire officers' Association, made a strong case for the fire service to be funded on the basis of risk rather than activity, levels of which have significantly reduced over the past ten years due in large part to a shift towards prevention. The submission also emphasised the added value of fire service prevention activity to health and social care services.
4. Following the publication of the two National Audit Office reports in early November on the impact of funding reductions on the fire service and the financial sustainability of the fire service, FSMC Chair, Cllr Jeremy Hilton, gave evidence at a pre-panel session to the Public Accounts Select Committee

Transforming service delivery, collaboration, and the development of the role of the firefighter

5. The Committee continued its work on blue light services collaboration. The publication of 'Beyond fighting fires 2' at the fire conference in Bristol showcased some of the collaborative projects that are happening across the fire and rescue service. From working in partnership with clinical commissioning groups, to setting up a limited liability partnership with the Police, these case studies demonstrate the sector's ability to lead the way on collaboration in order to improve services for local people and deliver a more efficient and cost effective service.
6. FSMC members attended a series of Fire/Health summits attended by representatives from the LGA, the Chief Fire Officers Association, Age UK, Public Health England and NHS England. The summit formally signed off a consensus statement made between the LGA, NHS England, Public Health England, the Chief Fire Officers Association and Age UK, which affirmed our commitment to work together on this issue. The fire service plans to work with commissioners to extend the 670,000 home safety checks already

carried out each year into a 'Safe and Well' visit to help particularly the vulnerable and those with complex conditions.

7. Members attended a number of meetings and spoke at a number of events related to this work. Cllr Kay Hammond, attended the National Operational Guidance Programme's Parliamentary Seminar where she spoke about the pressures and challenges facing fire and rescue services as we look to the future. Cllr John Edwards spoke as part of a panel at a regional event in the West Midlands organised by the Chief Fire Officers Association, Public Health England and NHS England on how fire and rescue services can become more involved in improving the health and wellbeing of their communities. Cllrs Hilton and Hammond also spoke at a Public Policy Exchange conference on the role of Fire and Rescue Authorities in building safe and healthy communities, and Cllr Hammond represented the Committee on the Board of the Joint Emergency Services Interoperability Programme which considered issues related to improving interoperability between the blue-light services.

Influence the proposed governance changes

8. FSMC discussed and agreed a response to the government's consultation on enabling closer working between the emergency services, and has subsequently been lobbying for amendments to the Policing and Crime Bill to ensure that changes in governance can only occur where there is local agreement.
9. Following the transfer of ministerial responsibility for fire and rescue policy from the Department of Communities and Local Government to the Home Office Cllr Hilton spoke with the Fire Minister and Home Office Permanent Secretary and met the Home Secretary in March for an introductory discussion about the government's reform agenda for the fire and rescue service.
10. Members have continued to attend a range of meetings and boards where the government's reform proposals have been discussed including the Fire Strategic Resilience Board, which is attended by Cllrs Hilton and Byrom. Issues considered at the meetings of the Board included flooding, national resilience and the Emergency Services Mobile Communications Programme.

Programme of work and priorities 2016/17

11. There is likely to be a degree of continuity in the Committee's work over 2016/17. Lobbying on the Policing and Crime Bill and work associated with possible changes in governance will remain at the forefront of the Committee's work into 2017, alongside new work around the transparency agenda. The fire reform programme with its emphasis on collaboration, increased efficiencies and effectiveness and workforce reform is also likely to make up a considerable amount of the Committee's work during 2016/17.

Financial Implications

12. All work programmes are met from existing budgets and resources.

Note of last Fire Services Management Committee meeting

Title: Fire Services Management Committee
Date: Monday 7 March 2016
Venue: Wallace Suite, Lower Ground Floor, Bristol Marriott Hotel City Centre,
2 Lower Castle Street, Old Market, Bristol BS1 3AD

Attendance

An attendance list is attached as **Appendix A** to this note

Item	Decisions and actions	Action
1	Declarations of Interest There were no Declarations of Interest.	
2	Fire Conference and Exhibition 2016 Catriona Coyle, Events Manager, ran through the programme. It was noted that there were approximately 280 attendees, including delegates, exhibitors and staff, and there was attendance from the majority of Fire and Rescue Authorities. Catriona confirmed the attendance of the Minister for Fire, The Rt Hon Mike Penning MP, who would open the conference in the first plenary session. The Chair thanked the officers on behalf of the committee for their work organising the conference. Decision: The committee noted the conference programme, and noted the publication "Beyond Fighting Fires 2".	
3	Policing and Crime Bill Mark Norris, Principal Policy Advisor, introduced the paper which set out the LGA's approach to the Policing and Crime Bill. The Government published its response to the autumn consultation on Enabling Closer Working between the Emergency Services at the end of January 2016 and this was followed by the publication of the Bill, which provides the enabling legislation for the changes the Government is proposing. The Bill's second reading was taking place as the Committee met It is expected that the Bill will be carried over to the new parliamentary session	

and be enacted at the end of the year.

There was a discussion where members made a number of comments:

- There was broad agreement that changes in governance to PCCs should be a matter of local determination. Members felt it was important to engage at member and officer level both with the group established by the Association of Police and Crime Commissioner Chief Executives to develop a business case template, and with the Association of Police and Crime Commissioners after the elections in May.
- There was concern about losing the unique fire service brand and accountability in the event of a Police and Crime Commissioner taking over the functions of FRAs.
- If a PCC were to submit a business case to the Home Secretary without full local support there were concerns that the independent assessment of the business case should be genuinely independent of government.
- Notwithstanding concerns over the governance proposals in the Bill members were agreed that there would be no mileage in being anything other than constructively helpful.
- Members wanted clarification around the potential costs of providing information for developing a business case and agreed that the cost should fall to the PCC. It was further pointed out that there were significant costs to changing the boundaries of a FRA and that a business case was unlikely to add up if there were boundary changes.
- Concerns over governance proposals should not be allowed to undermine universal and strong support for collaboration.
- Members were concerned that proposals for a future national fire model for assurance did not include the LGA.
- Clarification should be sought around the proposed duty to collaborate and how this would be demonstrated.
- The devolution agenda provide an opportunity for fire and rescue authorities to look at alternative governance model to PCCs.

Decision:

The Committee agreed to adopt the lobbying strategy set out, to engage with the group established by the Association of Police and Crime Chief Executives, and to encourage local discussion between FRAs, combined authorities and PCCs on how collaboration and cooperation could be increased.

Action:

Officers to progress in line with members comments.

4 Procurement in the Fire and Rescue Service

The Chair introduced Mike Pearson, Chair of CFOA National Procurement Group who discussed initiatives underway to improve procurement within the Fire and Rescue Service (FRS).

In 2012 DCLG and CFOA commissioned research into what savings could be made from procurement within the FRS. The research involved 13 FRAs, was published in March 2014 and found wide variation across the service. The report identified areas for improvement: good quality professional procurement contracts led to better results. There was variation in capacity, with some teams well developed, some with little capacity and some with none. The CFOA National Procurement Group identified a lack of management information as a barrier to coordination and collaboration. The Home Office has asked CFOA to identify the 20 most common items procured across the FRS and intend to publish price league tables showing which FRSs achieve the best prices and which the worst.

CFOA set up a national collaborative procurement hub the purpose of which is to provide national procurement capability for the fire sector to identify and facilitate opportunities for savings and efficiencies from collaboration. Despite capacity issues a number of successful collaborative arrangements have recently been delivered, either from a sector led approach or through collaboration with other blue light services.

It would be beneficial to have more authorities fully engaged in collaborative procurement and information exchange.

There was a discussion during which a number of comments were made:

- A national asset register could be a means of sharing more information and equipment across the services The cost of research and development is an issue for individual FRAs
- The cost of variance in equipment is in part because of different FRSs seeking a need to trial their own equipment
- CFOA is looking at a central trials, research and development hub based at the Fire College which would carry out testing.

Decision:

The Committee agreed to the recommendations outlined in the report.

Actions:

Officers to take forward in line with members comments.

5 JESIP/NOG update

Cllr Kay Hammond, introduced the paper which updated members on the activities of the Joint Emergency Services Interoperability Principles (JESIP) Programme and the National Operational Guidance (NOG) Programme.

Nick Collins, Programme Director at NOG, thanked members for their engagement. He noted his thanks to LFEPA for funding the programme, which is now funded by all FRAs. The Programme is hosted by LFEPA but all projects are led on by different chief officers.

Decision:

Members noted the updates on the JESIP and NOG programmes.

6 Workforce Report - Industrial relations and pensions

Gill Gittins, Principal Negotiating Officer (industrial relations), updated members on employer considerations in respect of any pay award for 2016 in respect of both national negotiating bodies. . She also informed the committee that best practice guidance developed jointly by the Home Office (formerly DCLG) and the NJC for Local Authority Fire and Rescue Services, related to firefighter fitness, was due to be published 8 March 2016.

Clair Alcock, Fire Pensions Advisor, informed the committee that members had now been appointed to the Pensions Advisory Committee. Malcolm Eastwood (a past Chief Fire Officer for Hampshire) had been appointed as Chair. Steps will now be taken to organise the first meeting as soon as possible.

The triennial valuation data will be requested as at 31st March 2016, the results of which will impact both employer contribution in 2019 and the cost cap mechanism. The deadline for providing data is very tight and the importance in authorities meeting the dates was stressed due to the financial implications involved.

7 Fire Services Management Committee update paper

The Chair informed the committee that in addition to activity set out in the paper he had had telephone discussions with Mary Calam, Director General of Crime and Policing, Dan Greaves, the Fire Transition Director at the Home Office the Secretary of State for Communities and Local Government Greg Clark and the Fire Minister Mike Penning MP.

Decision:

Members noted the update.

8 Outside Bodies - oral update from members (a maximum of 2 minutes each)

Nominations were sought for the Fire Service College Engagement Forum which replaces the Customer Advisory Board and Corporate Management Board. Cllrs John Edwards and Rebecca Knox were appointed.

Cllr Simon Spencer updated the Committee on the work of the CFOA RDS and operational training working group. The group recently held their annual conference where the recruitment and retention of officers was highlighted as a continuing issue. The group intends to write to the Fire Minister and Home Secretary proposing that local businesses releasing retained firefighters for duties should receive some form of recompense as an incentive perhaps in the form of a business rate rebate. The Committee was supportive of Cllr Spencer signing this letter.

Cllrs David Acton and Nick Chard updated the Committee on the work of the Emergency Services Collaboration Working Group. The group had produced a national overview of emergency services collaboration, which sets out over 150 collaborations that are currently happening. A concise precise of this is being produced for the Minister and will be shared with members.

Cllr Les Byrom updated the Committee on the discussions at the Strategic Resilience Board and the changes being made around decontamination, Urban Search & Rescue and response to roving firearm terrorists.

Cllrs David Acton and Kay Hammond updated the Committee on the success of the Fire Health Summit.

Cllr Michelle Hodgson updated the Committee about the National Occupational Committee and the issues around the apprenticeship levy on budgets. There are issues around assessment of the apprenticeships and workforce mix. Cllr Hodgson suggested the Committee may want to examine this issue in more detail.

Decision:

Cllrs John Edwards and Rebecca Knox were appointed to The Fire Service College Engagement Forum. The Committee noted the reports from outside bodies.

Action:

Officers to progress as appropriate.

9 Minutes of the previous meeting

The minutes of the meeting held on 11 December 2015 were agreed as correct.

10 AOB

The next meeting date has been moved from 24 June to 1 July due to proximity to the EU referendum.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Jeremy Hilton	Gloucestershire County Council
Vice-Chairman	Cllr Kay Hammond	Surrey County Council
Deputy-chairman	Cllr David Acton	Greater Manchester Fire and Rescue Authority
Members	Cllr Maurice Heaster	London Fire and Emergency Planning Authority (LFEPA)
	Cllr Rebecca Knox	Dorset Fire Authority
	Cllr Simon Spencer	Derbyshire Fire and Rescue Authority
	Cllr Nick Chard	Kent and Medway Fire and Rescue Authority
	Cllr Peter Jackson	Northumberland Council
	Cllr Mark Healy	Devon and Somerset Fire & Rescue Authority
	Cllr Michele Hodgson	County Durham and Darlington Fire & Rescue Authority
	Cllr John Joyce	Cheshire Fire Authority
	Ms Fiona Twycross	London Fire and Emergency Planning Authority (LFEPA)
	Cllr Darrell Pulk	Nottinghamshire and City of Nottingham Fire and Rescue Authority
	Cllr John Edwards	West Midlands Fire and Rescue Authority
Apologies	Cllr Peter Jackson	Northumberland Council
	Cllr Philip Howson	East Sussex Fire Authority
In Attendance	Cllr Thomas Wright	Tyne and Wear Fire and Rescue Authority
	Cllr Roger Price	Hampshire Fire and Rescue Authority
	Cllr Les Byrom CBE	Merseyside Fire and Rescue Authority
LGA Officers		

LGA location map

Local Government Association

Local Government House
 Smith Square
 London SW1P 3HZ

Tel: 020 7664 3131
 Fax: 020 7664 3030
 Email: info@local.gov.uk
 Website: www.local.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 (Circle and District Lines), **Westminster** (Circle, District 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 stops in Horseferry Road close to Dean Bradley Street.

Bus routes – Horseferry Road

- 507** Waterloo - Victoria
- C10** Canada Water - Pimlico - Victoria
- 88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

Bus routes – Millbank

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

For further information, visit the Transport for London website at www.tfl.gov.uk

Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also 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

Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park
 Horseferry Road/Arneway Street. Visit the website at www.westminster.gov.uk/parking

