

Fire Services Management Committee

Agenda

Monday, 9 March 2020
4.00 pm

Nelson Room, Grand Hotel
North Promenade, Sea Front
Blackpool
FY1 2JQ

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

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This meeting is



Fire Services Management Committee

9 March 2020

There will be a meeting of the Fire Services Management Committee at **4.00 pm on Monday, 9 March 2020**. A map of the Blackpool conference venue location is shown at the end of this agenda.

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 3263	email: martha.lauchlan@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk

LGA Contact:

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Fire Services Management Committee – Membership 2019/2020

Councillor	Authority
Conservative	
Cllr Nick Chard (Deputy Chair)	Kent and Medway Fire and Rescue Authority
Cllr Eric Carter	Shropshire and Telford Fire and Rescue Authority
Cllr Mark Healey	Devon and Somerset Fire and Rescue Authority
Mr Roger Hirst	Essex Police Fire and Crime Commissioner
Cllr Rebecca Knox	Dorset and Wiltshire Fire and Rescue Service
Substitutes	
Cllr David Cannon	Royal Berkshire Fire and Rescue Authority
Cllr David Norman MBE	Gloucestershire County Council
Cllr Colin Spence	Suffolk County Council
Labour	
Ms Fiona Twycross AM (Vice-Chair)	Greater London Authority
Cllr Nikki Hennessy	Lancashire Fire and Rescue Authority
Cllr Karen Kilgour	Tyne and Wear Fire and Rescue Authority
Cllr Les Byrom CBE	Merseyside Fire and Rescue Authority
Substitutes	
Cllr John Robinson JP	County Durham and Darlington Fire & Rescue Authority
Cllr Greg Brackenridge	West Midlands Fire and Rescue Authority
Cllr Richard Chattaway	Warwickshire County Council
Liberal Democrat	
Cllr Keith Aspden (Deputy Chair)	North Yorkshire Fire & Rescue Service
Cllr Carolyn Lambert	East Sussex Fire Authority
Substitutes	
Cllr Roger Price	Hampshire Fire and Rescue Authority
Independent	
Cllr Ian Stephens (Chair)	Isle of Wight Council
Cllr Cleo Lake	Avon Fire and Rescue Authority

Fire Services Management Committee – Attendance 2019-2020

	11/10/19	24/1/20
Councillors		
Conservative Group		
Cllr Nick Chard	Yes	Yes
Cllr Eric Carter	Yes	Yes
Cllr Mark Healey MBE	Yes	Yes
Cllr Rebecca Knox	Yes	Yes
Mr Roger Hirst	No	Yes
Substitutes		
Cllr David Cannon	No	No
Cllr David Norman MBE	No	No
Cllr Colin Spence	No	No
Labour Group		
Fiona Twycross AM	No	Yes
Cllr Nikki Hennessy	Yes	Yes
Cllr Karen Kilgour	Yes	Yes
Cllr Les Byrom CBE	Yes	Yes
Cllr Carole Burdis	No	No
Substitutes		
Cllr John Robinson JP	No	No
Cllr Greg Brackenridge	Yes	No
Cllr Richard Chattaway	No	No
Lib Dem Group		
Cllr Keith Aspden	Yes	Yes
Cllr Carolyn Lambert	Yes	Yes
Substitutes		
Cllr Roger Price	No	Yes
Independent Group		
Cllr Ian Stephens	Yes	Yes
Cllr Cleo Lake	No	Yes

Agenda

Fire Services Management Committee

Monday 9 March 2020

4.00 pm

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Date of Next Meeting: Friday, 19 June 2020, 11.00 am, Smith Square 1&2,
Ground Floor, 18 Smith Square, London, SW1P 3HZ

Update on the Emergency Services Mobile Communications Programme

Purpose of report

For information.

Summary

This report provides an update on the Emergency Service Mobile Communications Programme (ESMCP), including its reset and progress towards a revised full business case. It highlights some areas of concern around potential in life cost of the product of ESMCP, as well as some of the early uptake of ESMCP products by Fire and Rescue Services.

Recommendation

That the FSMC note the content of the report.

Actions

That FSMC seek a further update at an appropriate juncture.

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Update on the Emergency Services Mobile Communications Programme

Background

1. As FSMC members will be aware, the Emergency Service Mobile Communications Programme (ESMCP) will provide the next generation of communications for the emergency services in Great Britain. This will in part replace the current Firelink [Airwave] provision, as well as providing secure and resilient mobile broadband capability with near universal coverage across the country. ESMCP is a cross Government Programme involving the Home Office, Department for Health and Social Care, Scottish Government and Welsh Government, but run by the Home Office as the lead Government Department.
2. The product of ESMCP, the Emergency Services Network (ESN), uses in the main the EE mobile network, along with other provision in areas where there is no EE coverage. Motorola provide the application that users will interface with, along with the data centres that process the information. Samsung have currently been selected to provide rugged handheld devices and two suppliers, Handsfree Group and TST Consortium, have recently been appointed for vehicle devices.
3. The National Fire Chiefs Council (NFCC) has a full time ESMCP Business Change Lead / Senior User leading a team of 11 people working full time at the centre on ESN on behalf of the Fire sector. Separate, but complimentary, arrangements exist for Wales and Scotland. Each English FRS region has a Regional Programme Manager working solely on ESMCP, providing coordination between FRSs in regions and the NFCC's ESN central team, as well as reporting into a regional lead, who is an FRS senior officer. These regional leads, along with representation from Wales and Scotland, in the main form the NFCC's ESMCP Fire Customer Group (FCG) chaired by the NFCC's lead for Operational Communications, Chief Fire Officer Darryl Keen from Hertfordshire. FCG is the Fire Sector's strategic body singularly focussed on ESN and provides the link into wider NFCC governance through the FCG Chair and NFCC Operations coordination committee.
4. Locally, arrangements are in place for ESMCP governance that vary according to circumstance and need, but include leadership within FRSs by means of a sponsor or senior responsible owner (SRO). LGA Officers are regularly appraised on ESMCP matters, but there is no specific forum. A vacancy exists on the Fire Customer Group (FCG) for an LGA member. The LGA has been lobbying for a place on the Programme Board rather than the Customer Group, however, this has not proved possible. The individual appointed to the Customer Group would therefore provide an ESMCP governance link into the LGA as well as providing an LGA perspective into relevant FCG decision making.

5. Since the last ESMCP update on the to FSMC in June 2018 there has been good progress. The new Programme Director, Bryan Clark, appointed in March 2018 initiated a reset of the Programme identifying ways to deliver ESN incrementally as technology and capability became available, as well as improving the working relationships with suppliers.
6. A key element of the reset was the production a revised Full Business Case (FBC) incorporating the cost associated with delay to the Programme. The extant FBC, agreed in 2015, has a value over a 15 year life of ESN of £5.1 Billion. The FBC work continues and a revised FBC is due for consultation in spring 2020. Clearly with some areas that are not fully known or yet delivered the revised FBC will be based on a significant number of assumptions, for which there has been considerable analysis of risk and modelling. Previously the fire sector through the NFCC's Fire Customer Group, has only been asked to provide technical and operational assurance of the FBC, with sign off being a matter for Government Department. It is not anticipated that this will change.
7. Planning around the Programme reset is ongoing and has involved suppliers as well as the Programme and the Emergency Services. From this the Programme are anticipating undertaking operational evaluation of the whole ESN solution in late 2021, with mainstream roll out of ESN across all emergency services between 2022 and 2024, with a 50 per cent level of confidence.
8. The delivery of ESN components in an incremental fashion has enabled individual FRSs to consider taking some of these at an early juncture. It is pleasing to report that County Durham and Darlington FRS (CDDFRS) became the first user of an ESN service using the ESN Connect data only capability on a number of front-line fire appliances, going live in July 2019. The learning that has come from this initial roll out has proved invaluable and has already shaped thinking in a number of key areas of the Programme. The debt of gratitude owed to CDDFRS for their endeavours by the wider Fire Sector is considerable. CDDFRS will be speaking at the conference on their work in more detail during a workshop on the first day.
9. Other FRSs have shown interest in taking early capability, with 3 at advanced stages of implementation. All have identified different use cases for their roll outs, identifying that the FRSs are content to explore the opportunities that ESN can produce and also assist to collectively realise many of its benefits. Merseyside FRS are towards the end of implementing one of the early voice products, ESN Direct 2, to assist the Programme with testing and validation as well as providing learning on behalf of the sector. West Yorkshire FRS will also be taking this product with a clear case for using it in non-risk critical situations.
10. Other emergency services and Government Departments are also taking early ESN products, but currently at a lower rate than the FRS. Immigration Enforcement have

taken the voice capability ESN Direct 1 into a limited trial. The ambulance Radio Programme is at an advanced stage with its early implementation of the ESN Connect data product.

11. Assurance around coverage for ESN is a high priority as this is a matter that most people are sensitive to as users of mobile phone technology. ESMCP's ESN Assure 1.1 product will shortly be rolled out in a mainstream way to provide the three emergency services (3ES) with tools to scientifically assess coverage in their areas.
12. With a contracted availability greater than 99.75 per cent, ESMCP and ESN has significant potential to deliver benefit for all FRSs, in particular in providing a secure, resilient and nigh on guaranteed platform and bearer with which to base mission critical and elements of any digital ambition. The potential for greater intra and inter-operability between FRSs, 3ES and other agencies provided by ESN may assist in improving interagency communications and meeting some of the challenges highlighted by reports and enquiries over a number of years.
13. FRSs have been proactive in planning their own organisation's implementation of ESN. Whilst the planning for technical delivery of ESN components and the system is reaching a mature stage, the planning for transition and deployment of ESN is proving somewhat more challenging. At a high level it is anticipated that each FRS will take 9 – 12 months to transition onto ESN and off Airwave, with the aggregate across the FRS sector being around 33 months (mainstream transition).
14. Work is ongoing on deployment planning, but there remain a number of areas where greater certainty or clarity is required to provide individual, sector and 3ES implementations plans of higher confidence. The further challenge is one of being able to piece together individual plans for circa 150 organisations such that it provides an ordered sequence of transition without imposing additional operational risk. This must be considered against a backdrop of other needs and matters affecting local FRSs such as major events (e.g. Commonwealth Games), other technology programmes, and organisational developments such that it meets all the expectations of stakeholders.
15. At the very outset of the ESMCP journey the sector through Fire Customer Group agreed a set of funding principles with Government Department, the then DCLG, to ensure that Fire Authorities would not be disadvantaged in the transition from Airwave to the new ESN technology. With the change of Government Department to the Home Office the policy towards these has not changed, and the principles are:
 - 15.1. Funding will be available for equipment to be replaced on a like for like basis [Airwave equivalency]
 - 15.2. No additional costs to be borne by FRSs for dual running (on a like for like basis)

- 15.3. Reasonable costs for transition will be provided by Government Department
16. Recently the sector and the Home Office's Fire Directorate have agreed a new model for Local Transition Resource (LTR) funding, in line with the above principles, to enable staffing for transition to ESN and any necessary preparation. The previous LTR model, agreed in 2015, provided £15.3 million of funding up to the end of 2019 by means of Section 31 grant, but became obsolete due to continuing Programme delays. This new model provides for £21.6 million of people resource at local and regional level up to and including the 2024/25 financial year and reflects new likely timescales and an increased workload to assure, plan for, and implement ESN.
17. As part of the new approach to LTR funding the Home Office require greater levels of assurance over the appropriateness and efficacy of LTR spend. Going forward this will require sign off by Section 151 Officers on returns to the Home Office and may well come to greater prominence in Fire Authority business. It is envisaged that this will prove a more efficient method than models implemented as interim processes.
18. Since 2015 ESMCP has appeared in front of the Public Accounts Committee (PAC) on 8 occasions and been the subject of 2 National Audit Office (NAO) reports. Internally ESMCP is regularly reviewed by the Infrastructure and Projects Authority, which reports into Cabinet Office and HM Treasury, as well as internal investment committees and the Programme's own Independent Advisory Panel. From the most recent PAC enquiry in July 2019 the following six conclusions and recommendations were made:
- 18.1. Despite extending the Emergency Services Network (ESN) by 3 years and increasing its budget by £3.1 billion, the Department has still not got a grip on whether it can deliver the programme.
Recommendation: The Department should set out, by October 2019 a detailed, achievable, integrated programme plan including a realistic date for turning off Airwave and the cost of any extension of Airwave that may be needed and update the Committee when this plan is ready.
- 18.2. An unhealthy, 'good news' culture in the Department meant it failed to heed warning signs that the programme was undeliverable.
Recommendation: The Department should write to the Committee by October 2019 setting out the steps that it has taken to: improve senior oversight of the programme; ensure assumptions are subject to appropriate challenge; and to make sure the findings of independent assurance reviews are widely shared and taken seriously.

18.3. The Department's mismanagement of the programme means the emergency services do not yet have confidence that ESN will provide a service that will meet their needs.

Recommendation: The Department should, without delay, agree with users a set of specific and detailed criteria that will be used to determine when ESN is ready to replace Airwave, and who will ultimately decide when those criteria are met.

18.4. We are not convinced that the Department has the plans or the skills needed to integrate the different elements of ESN into a coherent service.

Recommendation: Before contracting with a new delivery partner, the Department should analyse the skills and tasks needed to integrate ESN, how any skills gaps will be filled, and how lessons from the failure of the KBR contract will be applied to the new delivery partner contract.

18.5. Based on past failures to manage its contractors, we are concerned about the Department's ability to manage the significant commercial risks facing the programme, including those presented by Motorola's position as supplier to ESN and owner of Airwave.

Recommendation: The Department should write to the Committee by October 2019 setting out how it will manage the risks presented by Motorola's position and the possible need to extend Airwave until it can be replaced by ESN.

18.6. Delays to the Department's revised business case for ESN and the prospect of further increases in cost raises doubts over the value for money case for ESN.

Recommendation: The Department should ensure it delivers a revised and approved business case, which both the emergency services and the other funders of ESN support, by the end of 2019 at the latest. The business case should include an appraisal of when continuing to spend money on ESN ceases to be value for money and should set out a 'plan B' for what would happen if that point was reached

19. ESMCP will be appearing in front of PAC in the near future. At time of writing this is anticipated towards the end of March.

20. Further information on the PAC and NAO reports can be found at:

<https://www.parliament.uk/business/committees/committees-a-z/commons-select/public-accounts-committee/inquiries/parliament-2017/inquiry27/>

<https://www.nao.org.uk/report/progress-delivering-the-emergency-services-network/>

Issues

21. Any delay to ESMCP involves a continued reliance on the current Airwave system.

Through ESMCP, the Home Office has instigated an Airwave sustainability board that

includes NFCC representation to ensure that the service continues to be fit for purpose until no longer needed by the 3ES. This is a position confirmed previously by the Home Office Permanent Secretary. NFCC representatives work to ensure the continuity of the Section 31 Airwave grant.

22. At a high level the usage and associated costs of ESN are approximately 50 per cent of those of Airwave, which on the face of it represents a considerable saving. This must be considered in the context that for English Fire Authorities on average approximately 60 per cent of the Fire link [Airwave] costs are met by Central Government by means of Section 31 grant under the new burdens principle. The exact proportion for each Fire Authority varies between 0 per cent and 95 per cent.
23. The current Firelink [Airwave] contract provides a fully managed service, something that won't exist in ESN and therefore FRSs will have to stand up, expand or procure some capabilities to manage the service. Device management, device replacement and fixing of device faults are some such areas that come into this category. It is likely that hand held devices will require replacement every 3 years and vehicle devices 5 yearly. Currently most FRSs are still using the devices they were originally issued.
24. At present there is no intent to provide any form of grant for in life costs of ESN as with Airwave. Thus, with marginally higher usage costs in the absence of grant, the need for new capability to manage ESN and equipment, along with the costs associated with more regular device refreshes, there is a likelihood that on average ESN will cost Fire Authorities more than they currently pay for Airwave. The NFCC team are working to provide some quantification of this. It is therefore imperative that the opportunity is grasped to realise the business benefits of ESN to recognise the investment that will be made into it at local level.
25. Whilst confidence in ESN is slowly growing within FRSs it is recognised that this is coming from a very low base. To assist in focussing effort the Programme has instigated a confidence measuring and assessment exercise across the user communities which from its first iteration has following four areas as the priorities for improvement:
 - 25.1 Integrated Plan
 - 25.2 Programme Business Case
 - 25.3 Coverage
 - 25.4 Programme Processes
26. One of the universal expectations of ESN is that it will be at least as good as Airwave which includes its resilience. Due to the very different technologies involved the cost of

providing 7-day power resilience is orders of magnitude greater than it was for Airwave, costs that were largely borne by the Fire sector. Discussions are ongoing with the Programme about how resilience can be cost effectively provided along with options should equivalency of resilience be deemed unaffordable by Government.

27. A vacancy exists on the Fire Customer Group (FCG) for an LGA member, which has remained unfilled for some time. This individual provides an ESMCP governance link into the LGA as well as providing an LGA perspective into relevant FCG decision making.

Implications for Wales

28. Fire is a devolved function for the Welsh Assembly. There is direct representation into ESMCP through the Welsh Senior ESMCP User working through the Welsh Joint Emergency Services Group (JESG), and who works closely with counterpart Senior Users from all user communities. Notable difference in approach from the respective Government Departments, particularly around funding, are highlighted in the paper.

Financial Implications

29. Financial implications have been discussed in detail in previous sections, however it should be noted that a new Local Transition resource Model (LTR) for English Fire and Rescue Services has been recently agreed with the Home Office Fire Directorate. This represents an increase on previous models. On behalf of Fire and Rescue Services, the NFCC is seeking assurances on the timing, amounts and methods of provision of this future funding.
30. The new model will require greater accountability to the Home Office via Section 151 Officers and FSMC members should be aware that this may raise the prominence of ESMCP funding through Fire Authority and FRS governance.
31. A broad concern exists that in the absence of grant support going forward the ESN may cost Fire Authorities more than they currently spend on Airwave.

Next steps

32. NFCC ESMCP representatives will continue to work with the Programme and Government to ensure that the ESN meets the needs and requirements of Fire and Rescue Services.
33. NFCC ESMCP representatives will work to refine some of the financial assumptions and present more detail to a future FSMC.
34. FSMC to consider LGA representation of the NFCC's ESMCP Fire Customer Group.

Diversity and inclusion discussion paper

Purpose of report

For discussion.

Summary

This paper sets out the current issues around diversity and inclusion in the fire sector; the work of the National Fire Chiefs Council, National Joint Council and Local Government Association in this area; and a proposal for future work in this area. Members are asked to comment on how the LGA can help fire and rescue authorities and services to address issues around diversity and inclusion.

Recommendation

That members consider the current issues and ongoing work in the sector, and that members comment on the proposed LGA approach to diversity and inclusion as detailed in paragraphs 16-21.

Action

Following members discussion, officers will incorporate comments into the LGA approach to this priority area.

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Diversity and inclusion discussion paper

Introduction

1. At the October 2019 FSMC members agreed to make Inclusion one of the three main priorities for 2019-20 alongside responding the State of Fire and Rescue report and building safety. Following this decision, officers have been considering how the work of FSMC might contribute to this agenda and this paper sets out proposals for members' consideration. The paper outlines the historical and ongoing work of National Fire Chiefs Councils (NFCC), National Joint Council (leading the Inclusive Fire Service Group) and Local Government Association (LGA), and a proposed approach to supporting diversity and inclusion work in the fire sector.

Background

2. In January 2020 HMICFRS published the first National State of Fire report. As in previous national reports published in January and June 2019, HMICFRS expressed concerns about the poor grades given in the 'People' pillar, where 25 services received Require Improvement judgements and two were graded Inadequate. The Inspectorate particularly highlighted issues around recruitment and retention across the sector, including the lack of diversity in services, and in some instances a lack of defined values with which to challenge unacceptable behaviour, poor performance and talent management processes; and unhealthy cultures in some services, which allowed bullying, harassment and unlawful discrimination to persist.
3. The themes identified by HMICFRS reflect the findings of in a number of previous reports which have raised the lack of diversity in the sector, and highlighted the benefits that would flow from having more diverse and inclusive services. Most recently Adrian Thomas' report *Conditions of fire and rescue staff: independent review* (2016) suggested that a whole change in culture was required including 'an acceptance that women, ethnic minorities together with all groups that make up the diversity of the working population have a place in the fire and rescue service.'
4. The key findings from the HMICFRS national report included:
 - 4.1. Lack of diversity remained a significant challenge for fire and rescue services. In October 2019 when the last workforce statistics were published only 6.4 per cent of firefighters were women and only 4.3 per cent were from an ethnic minority. This is an increase of 2.5 per cent for women and 1.2 per cent for ethnic minorities since 2010. Data on sexuality and religion are still classed as 'experimental' data due to poor response, either due to services not collecting this data or a high level of non-response to these questions.

- 4.2. A need for a better understanding of the importance, value and necessity of diversity and inclusion in some services; they found that although senior leaders might be able to articulate the case for diversity, this has not always filtered down to the different levels of the service.
- 4.3. In a small number of services, a toxic cultures persists, including bullying, harassment and unlawful discrimination; a lack of understanding of the impact of unconscious and conscious bias on those disadvantaged by it; and non-inclusive language, practices and provision. HMICFRS had particular concerns about sub-cultures developed within individual watches which were contrary to service values.
- 4.4. Concerns about recruitment and progression systems which have not always supported the service to recruit, retain and promote the best into each role from the widest pool of candidates; this fails to utilise the range of skills, experience and diversity of thinking available in local communities.
5. There have been significant challenges to increasing diversity in frontline roles, including moratoriums or low levels of firefighter recruitment for a number of years, and more generally a lack of central resource to drive change, which HMICFRS particularly highlighted in their report. However, in the second cycle of inspections HMICFRS are likely to focus more closely on areas they consider to be problematic, like diversity and inclusion. They also have the option of carrying out a thematic inspection.
6. There is of course a legal requirement on fire and rescue authorities to promote diversity and make themselves more inclusive. Authorities are subject to the Public Sector Equality Duty which was introduced in 2011 as part of the Equality Act 2010. The duty obliges public sector organisations to promote equality by eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people who share a protected characteristic and those who do not.

NFCC activity

7. In 2017 the NFCC published a People Strategy in response to Sir Ken Knight's report *Facing the Future* (2013) and the Adrian Thomas report *Conditions of fire and rescue staff: independent review* (2016). The Strategy defined six areas of improvement, including developing cultural values and behaviours which make the Fire and Rescue Service a great place to work for everyone, and diversifying the workforce and creating a fair and equal place to work.
8. Flowing from the Strategy the NFCC established the People Programme which commissions projects in support of the aims of the Strategy. Phase 1 of the Programme focused on leadership, apprenticeships, on-call, blended learning, health and wellbeing and inclusion and delivered two key outputs (the Leadership Framework and the Apprenticeship Strategy).

- 8.1. The Leadership Framework (January 2019) is a step-change in how leadership is defined; the new approach focuses on outcomes rather than outputs, places emphasis on continuous improvement and clearly defines leadership behaviours.
- 8.2. The Apprenticeship Strategy (March 2019) explicitly supports the improvement of the diversity and inclusivity of workforces by providing an entry route for people from all backgrounds and to provide retraining opportunities for existing staff.
9. Key products relevant to diversity and inclusion which are still to be delivered include future working patterns work, people impact assessments, a recruitment toolkit, talent management work, and the Inclusivity Strategy which will promote inclusion as a golden thread through all NFCC work and is expected to be signed off in April 2020.

National Joint Committee for Local Authority and Fire and Rescue Services activity

10. The National Joint Council (NJC) set up the independently chaired Inclusive Fire Service Group (IFSG) involving wider interested parties such as the, National Employers, NFCC, Fire Brigades Union, Fire Officers Association and the Fire and Rescue Service Association. This provides a unique opportunity at national level to discuss and take into account the views of employers, senior managers and workforce representatives together. The group has also engaged with special interest groups such as Stonewall, Asian Fire Service Association, Women in the Fire Service, Women in the Police Service, the FBU women's, BAME and LGBT groups, Unison, GMB etc.
11. The Group undertook a comprehensive piece of work to identify the various positions in services and to promote strategies that could be used at a local level to encourage improvement. The sector was consulted on these strategies which received wide-ranging support. They were published in January 2018 and can be viewed [here](#). Following a period of time to allow the strategies to become embedded at a local level, an in-depth piece of work to review the implementation and impact of the strategies is now underway. This has included an online management survey, focus groups with female, BAME and LGBT identifying employees and workshops with FRS equality and diversity officers and local union representatives. A full meeting of the IFSG is expected to take place in March. The Group will then consider the findings of the recent exercise and next steps. A full report will be issued shortly thereafter.

LGA activity

12. In January 2017 a Memorandum of Understanding on equality, diversity, behaviours and organisational culture in the Fire Service. The MoU was signed by the LGA, the NFCC, several fire unions and representative groups; it committed its signatories to uphold the principles and deliver actions specified within the MoU and is attached in **Appendix A**. In order to fulfil the commitments within the MoU the LGA published '[An inclusive service: the twenty-first century fire and rescue service](#)' which set out the changing role of the firefighter and outlined activities underway to develop a more diverse workforce.

13. At the 2018 Fire Conference the Fire Vision 2024 was launched. The Vision considered the future role of the service and the ways in which services need to change. Recruiting, retaining and developing a workforce that reflects local communities is a key part of the Vision and was defined in some clear targets to increase the number of new female firefighter recruits to 30 per cent by 2024/5; having staff who reflect the ethnic diversity of communities at all levels; and ensuring that gender and ethnic balance is not eroded by poor retention. In support of the Vision '[An inclusive fire service: Recruitment and inclusion](#)' was subsequently published to support the Fire Vision and provided case studies on leading practice from across the country.
14. The Home Office has been gathering data on the proportions of new joiners who are women or from an ethnic minority group for two years. In 2018/19 12.6 per cent of new firefighters were women, and 5.3 per cent were from an ethnic minority group. Overall 23.4 per cent of new staff in 2018/19 were women.
15. Alongside its publications the LGA has endeavoured to support members through a series of development events. From 2017/18 to 2019/20 this has included seven masterclasses focused on culture, diversity and inclusion and seven Leadership Essentials programmes for fire and rescue which include a specific session on inclusive cultures and diversity.
16. Following the publication of the HMCIFRS' second national report in June 2019 FSMC lead members agreed to establish a Fire Diversity and Inclusion Champions Network, which met for the first time in January. The Network has 39 authorities signed up to it and is intended as a space for sharing of best practice and to equip member Champions to drive improvement in their own services.

Proposed approach

17. Addressing the lack of diversity and inclusion in the fire and rescue sector will take sustained effort and focus over a number of years. As the figures on new joiners demonstrate, while progress has been made, there is still more to be done to meet the target in Fire Vision 2024 on the number of new joiner firefighters who are women. This sustained effort by individual authorities and services will be reinforced by HMCIFRS's continued focus on the area in their inspections and the work of the NFCC and IFSG.
18. The LGA can also continue to play an active role in driving change across the sector to make it more diverse and inclusive. Fire and rescue authority members are uniquely placed to help drive change in this area by providing the leadership at all levels needed to drive change, while also challenging inappropriate behaviour and it is proposed the LGA should continue to support them to do this.
19. The LGA will do this going forward by focusing on developing the Champions Network. It is proposed the LGA continues to build the Champions Network by encouraging all FRAs to appoint a member Diversity and Inclusion Champion, if they have not already done so, so all English fire and rescue authorities have a nominated champion or

champions. The Network would be a forum to gather and share best practice, to engage with and promote the work of others in the sector on this agenda and to develop skills to support and challenge their local services to drive meaningful change.

20. The LGA would support the Champions Network to develop outputs which could include:
 - 20.1. A champion job description
 - 20.2. A FRA diversity and inclusion charter to support the work of the NFCC People Programme
 - 20.3. Member development resources to support scrutiny activity, for example on scrutinising equality and HR data and people impact assessments; and
 - 20.4. Other resources as determined by the needs identified through the Network.
21. The LGA would also continue to build strong relationships with the NFCC People Programme, the IFSG and other relevant groups and with individual services to ensure good practice is gathered and shared. This would be disseminated through the Champions Network, through the Fire Services Bulletin and through a new page on the LGA Fire website.
22. Finally, the LGA through Champions Network would consider ways to continue to promote the shared narrative about the value of diversity for the workforce, organisation and the community in harmony with the work of the IFSG and NFCC.
23. Although the LGA will continue to deliver Leadership Essentials programmes for fire and rescue authority members, officers' assessment is that bespoke, standalone events on culture, diversity and inclusion are no longer the best way to engage members from a wide range of authorities on this agenda. Instead the discussions proposed with the Champions Network on the development of member resources will hopefully identify what, if any, training for members the LGA might commission to support the Network.
24. **Members are asked to comment on and approve the proposed approach and to suggest further activities to support FRAs.**

Implications for Wales

25. Responsibility for the fire and rescue services in Wales is a devolved responsibility of the Welsh government. However, where there is the opportunity for shared learning, we would look to engage with the Welsh LGA to collaborate on common issues.

Financial Implications

26. This work would can be completed within existing budgets.

Next steps

27. Officers to develop a work plan based around the planned approach and members comments.

Memorandum of Understanding

Equality, diversity, behaviours and organisational culture in the Fire Service

This Memorandum commits its signatories to demonstrably uphold and promote the principles it sets out, deliver the commitments within it and take the specific actions it contains within the timetable agreed.

Principles

We recognise that in order to provide the most effective service to the public, the fire and rescue service as a whole should reflect the diversity of the community it serves. The employment of specific groups within the service, such as firefighting personnel should also meet this requirement. A more diverse workforce is needed at all levels up to and including senior managers.

The service is a team of proficient staff who all contribute to the activity of the service. Every role makes an essential contribution to preventing fires, saving lives and keeping the public safe.

Every employee is entitled to equal treatment regardless of race, religion or belief, disability, marital status, age, gender, including gender identities, pregnancy and maternity, sexual orientation and expressions, or membership of a trade union.

No one should be bullied or harassed at work.

Commitments

The service will be a place where everyone is supported to do their best, free of inappropriate or unprofessional behaviour.

All employees will be free to report workplace concerns without fear of retaliation or reprisal.

Employees will be treated and will treat each other with trust and respect. Being respected means being treated honestly and professionally, with each person's different talents, background, and perspectives valued.

The current level of diversity within both the firefighter workforce specifically, the workforce as a whole, and among volunteers, needs to be improved significantly and we will do all we can, both together and separately, to encourage the recruitment of a more diverse workforce and to promote an image of the service as an employer of choice for all.

This issue extends to career progression and we will do all we can to address this, including (for example) examining promotion processes and the scope to develop or expand mentoring schemes.

We will encourage the sharing of best practice across services, including effective management and leadership training and other tools which can help to promote a culture of inclusion and diversity.

Bullying, victimisation, discrimination and harassment will not be tolerated and there will be effective routes to report such behaviour and consequences for employees found to have engaged in these practices.

We recognise that we can only retain a diverse workforce by creating and maintaining an inclusive culture that embraces difference.

Individual managers and leaders must take responsibility for recognising and countering the effects of unconscious bias and countering any institutionalised discriminatory practice

We recognise that the work of the Inclusive Fire Service Group (IFSG) has an essential part to play in ensuring change in the fire service. Its bottom-up approach will both complement this statement and be important in delivering associated outcomes in a sustainable manner.

Our commitment to these objectives will go beyond mere compliance with the law.

These principles apply throughout the service from political leaders to all staff

We recognise that these are fine words, but that all in the sector will be judged by their actions and outcomes.

Actions

We agree to support relevant national or local activity and initiatives, and to share successful practice and work that did not produce successful results as learning can be gained from both.

We will immediately begin work on raising awareness of the role of positive action and the law around it in addressing diversity in recruitment and progression.

We will immediately begin to encourage all individual services to conduct exit interviews with all employees and to record, monitor and act upon any evidence from these interviews which relates to bullying, victimisation, discrimination or harassment

Once the Independent Inspectorate is established the Local Government Association (LGA) will seek an early meeting to explore how it and other stakeholders can work with it to ensure inspection drives progress on diversity. LGA then will look to disseminate the expectations on diversity and assist our members in meeting those expectations before the pilot inspection regime commences in April 2017.

LGA and the National Fire Chiefs Council (NFCC) will establish an online community to share practice on diverse recruitment as soon as possible, in conjunction with any IFSG work on improvement strategies.

IFSG workshops designed to secure the commitment of senior fire service managers to improved understanding and leadership on diversity and cultural issues are being organised to be held in February 2017.

LGA will encourage all services to have undertaken training on identifying and countering the effects of unconscious bias by 31 October 2017 and to take steps at institutional level to counter those effects.

LGA will encourage all services to have undertaken inclusive leadership training for senior managers by 31 October 2017.

LGA will encourage all services to publish an inclusiveness strategy by 1 January 2018 and to demonstrably act on that strategy and to embed inclusion in across their activity.

LGA will consider diversity issues as part of its ongoing restructuring of improvement support to fire and rescue services through its peer challenge offer and working with relevant stakeholders, such as the Inclusive Fire Service Group, update the joint Fire and Rescue Service Equality Framework by April 2017.

The LGA will encourage all services to monitor the number and proportion of applications from women, BME and LGBT individuals and to monitor the numbers and proportions at stages of recruitment to identify barriers to recruitment. The IFSG will do this at national level.

The IFSG will continue to develop guidance, support and improvement strategies on a wide range of equality, diversity and cultural issues.

In addition to detailed baseline information already gained from a survey of services, the IFSG will issue guidance on the collection, recording and monitoring of data early in 2017 which will include recruitment and progression issues. We will immediately promote it.

The IFSG is already developing diversity and cultural improvement strategies founded on detailed research on the experience of female, BME and LGBT staff, including focus groups, and from the workforce and fire service management more widely.

A survey seeking wider information on equality, diversity and cultural issues (including those relating to career progression and bullying and harassment) will be issued in January 2017. Workshops will be held in February 2017 with Equality and Diversity staff in services and union representatives with responsibility in such areas in order to access experiences at that level and their ideas for improvement.

The strategies will be promoted by all UK stakeholders on the IFSG (the National Employers which includes the LGA, the Fire Brigades Union, Retained Firefighters Union, Fire Officers Association, NFCC) and in addition wider unions and special interest groups working with the IFSG. The impact of these strategies will be monitored by the group on a regular basis to identify success and be updated and/or revised as necessary

We will encourage all stakeholders to work together at local or national levels to complement the activities of the IFS Group.

We will jointly monitor the progress of actions arising from the memorandum throughout 2017, adjusting them as necessary and jointly review its impact in December 2017.

How we will work together

The parties agree that relationships at national and local levels will be based on the following principles

- Respect and understanding – clarity about and mutual understanding of the distinct roles of each stakeholder and the value each party brings to the relationship.
- Constructive interaction with a demonstrable commitment of all stakeholders to making the relationship work through investment of time and resources.
- Recognition of the value of independent trade unions and special interest groups in providing a range of perspectives about equality and diversity both in general and in the specific context of the fire and rescue service.
- Recognise the value of services individually and collectively working with a range of stakeholders and partners to deliver improvements within an increasingly challenging external context.

Signatories

This statement is supported by the following organisations



Appendix B

Fire Diversity and Inclusion Champions Network membership – current on 26/02/2020

Avon	Cllr Cleo Lake
Bedfordshire	Cllr John Chatterley Cllr Yasmin Waheed
Buckinghamshire	Cllr Lesley Clarke OBE Cllr Steven Lambert
Cambridgeshire	Cllr Mandy Smith Cllr Mohammed Jamil
Cheshire	Cllr Razia Daniels
Cleveland	Cllr Paul Kirton
Cornwall	Cllr Rob Nolan
Cumbria	Cllr Janet Willis
Derbyshire	Cllr Julie Patten
Devon and Somerset	Cllr Leigh Redman
Dorset and Wiltshire	Cllr Paul Oatway
Durham and Darlington	Cllr Alison Batey
East Sussex	Cllr Sarah Osborne
Gloucestershire	Cllr David Norman
Greater London	Dr Fiona Twycross (Chair)
Hampshire	Cllr Christopher Carter
Hereford and Worcester	Cllr Roger Philips
Hertfordshire	Cllr Terry Home
Humberside	Cllr Rosie Nicola
Kent and Medway	Cllr Nick Chard Cllr Stuart Tranter
Lancashire	Cllr Zamir Khan
Leicestershire and Rutland	Cllr Betty Newton
Lincolnshire	Cllr Nick Worth
Merseyside	Cllr Jan Grace
Norfolk	Cllr Margaret Dewsbury
Northamptonshire	Paul Bullen
Northumberland	Cllr John Riddle
Nottinghamshire	Cllr Michael Payne
Oxfordshire	Cllr Judith Heathcote
Royal Berkshire	Cllr Tina McKenzie-Boyle
South Yorkshire	Cllr Robert Taylor
Staffordshire	David Morris
Suffolk	Cllr Richard Rout
Surrey	Cllr Denise Turner-Stewart
Tyne and Wear	Cllr Gary Haley
Warwickshire	Cllr Andy Crump
West Midlands	Cllr Greg Brackenridge
West Sussex	Cllr Duncan Crow
West Yorkshire	Cllr Darren O'Donovan Cllr Gohar Almass



LGA Business Plan for 2019-22

Purpose of report

For information.

Summary

The LGA business plan sets out how the Local Government Association (LGA) will continue to support and be an advocate for councils in the next three years. Through our #CouncilsCan campaign we will make the case for a new settlement for English local government that gives councils and councillors the powers, freedoms, funding and certainty to transform lives and local economies, respond to climate change and lead the sustainable development agenda.

The LGA Business Plan for 2019-22 is attached as **Appendix A**

Recommendation

Members are asked to note the new Business Plan and reflect on how the Fire Services Management Committee work programmes link to it.

Action

Officers to take forward comments for future board work.

Contact officer: Mark Norris
Position: Principal Policy Adviser
Phone no: 02076643241
Email: mark.norris@local.gov.uk

LGA

business plan

2019-2022

We are the national voice of local government, working with councils to **support, promote and improve**

Introduction

Every day councils make a difference, delivering essential services that improve the lives of millions. By building new homes, creating jobs and school places, providing dignified care for vulnerable people and boosting economic growth, councils support our nation to succeed.

Residents trust their councillors to make the right decisions for them and their families, now and in the future. As democratically elected leaders, councillors play a central role in meeting the challenges we face – whether by providing quality care, giving children and young people the best start in life, combatting climate change and its impacts or helping local businesses to flourish. Councils provide clear and effective leadership to their places and communities that is successful, transparent and accountable.

This business plan sets out how the Local Government Association (LGA) will continue to support and be an advocate for councils in the next three years. Through our #CouncilsCan campaign we will make the case for a new settlement for English local government that gives councils and councillors the powers, freedoms, funding and certainty to transform lives and local economies, respond to climate change and lead the sustainable development agenda.

Promoting the value of local government and supporting councils in their roles as community leaders remains our central mission. As we move into a critical period for local public services – a three-year spending review, greater devolution of powers to local areas and the opportunity to make the case for a long-term settlement for social care – we will continue to prioritise the things that you tell us are important, working with government and Parliament to ensure that those priorities are reflected in national decision-making. Through our sector-led improvement offer we will continue to support councils continuously to improve and innovate.

This is our promise to you, our members, and we look forward to continuing to work on your behalf.



Councillor James Jamieson
Chairman



Mark Lloyd
Chief Executive

Working for councils

The LGA is the national membership body for local authorities. Our core membership is made up of English councils and Welsh councils through the Welsh LGA.

We are politically-led and cross-party and we work on behalf of councils to give local government a strong, credible voice with national government.

We aim to influence and set the political agenda on the issues that matter to councils so they can deliver local solutions to national problems. We fight local government's corner, supporting councils through challenging times and focusing our efforts where we can have real impact.

We also provide membership services to other organisations through our associate scheme, including fire and rescue authorities, national parks authorities, town councils, police & crime commissioners and elected mayors of combined authorities.

Our vision for local government

Our vision for local government is one of a vibrant local democracy, where powers from Westminster are devolved to local areas, and citizens have a meaningful vote and real reason to participate in civic and community life.

Economic growth offers prosperity to every place, with well-targeted and planned investment in infrastructure, training and housing that leads to jobs and a supply of affordable homes.

Public services focus on preventing problems as well as picking up the pieces, delivering positive outcomes for people of all ages in an environmentally sustainable way. Joined up services are built around people and their needs, enhancing the lives of individuals, families and communities and continuing to make local areas better places to live now and for future generations.

Our purpose and priorities

Our work on behalf of local government falls under two overarching themes

National voice of local government

We campaign to influence the political agenda and secure funding and powers on behalf of councils and we promote and defend the reputation of the sector

Supporting councils

We support councils continuously to improve and innovate through our programme of practical peer based support underpinned by strong local leadership, through our support for collective legal actions and through our service delivery partnerships.

Our business – Underpinning our work on behalf of councils is an efficient, cost effective and forward-thinking business; we are politically led, committed to equalities and diversity and we aim to operate in an environmentally and financially sustainable way.

This three-year rolling business plan sets out our key priorities and commitments and demonstrates how our work will contribute to the delivery of the UN's Sustainable Development Goals (SDGs).

The national voice of local government

We lobby and campaign to influence the political agenda and secure funding and powers on behalf of councils and we promote and defend the reputation of the sector. Over the next 12 months we will focus on the six areas that councils tell us matter most to them:

Funding for local government

Fair and sustainable funding enables councils to plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

Adult social care, health and wellbeing

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages.

Children, education and schools

Councils have the powers and resources they need to bring partners together to deliver inclusive and high quality education, help children and young people to fulfil their potential and offer lifelong learning opportunities for all.

Places to live and work

Councils lead the way in building the homes that people need, driving inclusive and sustainable economic growth and creating safe and resilient communities that are great places to live.

Strong local democracy

A refocus on local democratic leadership and a shift in power to local communities leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

Sustainability and climate action

Councils take the lead in driving urgent actions in their local areas to combat climate change and its impacts and to deliver zero net carbon by 2030.

17 Goals to Transform Our World

The Sustainable Development Goals are a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.



For more information click on each button above to be taken through to its respective goal.

SUSTAINABLE DEVELOPMENT GOALS

Funding for local government

Fair and sustainable funding enables councils to plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

#CouncilsCan

With the right funding and powers, councils can continue to lead their local areas, improve residents' lives, reduce demand for public services and save money for the taxpayer.

The benefits to the country of investing in local government are clear and understood – we will:

- in advance of the 2020 Spending Review, and through our #CouncilsCan campaign, continue to highlight the pressures on all services and press for funding that reflects current and future demand, particularly in the areas of housing, homelessness, adult social care and children's services
- produce evidence of the impact, value and efficiency of local government services
- continue to take a lead with local and central government on the implementation of further business rates retention and press for full retention of business rates
- work with local and central government on a distribution mechanism for local government funding that supports effective long term planning, is an evidence-based reflection of needs and resources and is simpler and more transparent with appropriate transition mechanisms.

People have a meaningful local voice on a wide range of tax and spending decisions – we will:

- press for freedoms that lead to greater local financial autonomy with a view to achieving local control over and retention of both council tax and business rates
- lobby for improvements to the system of business rates to help tackle business rates avoidance and develop proposals to improve the system, including valuation and the appeals process
- press for legislation to allow councils to raise more funds locally including new local taxes and set fees and charges which fully recover costs.

Councils are able to access a range of sources of finance to encourage investment and create jobs, supported by an appropriate financial framework – we will:

- further develop policy on capital financing and investing and contribute to national reviews in these areas so that they support and enable prudent investment and financial management
- contribute to reviews of the accounting and financial regulatory framework for councils to ensure it is appropriate, not over restrictive and balanced with local freedom and accountability
- work with the United Kingdom Municipal Bonds Agency to develop and promote this new borrowing vehicle for councils and help them achieve a first bond issue.

Fair and affordable pay awards enable councils to recruit and retain good staff – we will:

- convene the employer side of the collective bargaining arrangements to agree equitable and affordable pay awards for more than two million local authority employees
- provide evidence to the school teachers' pay review body and Low Pay Commission in relation to the National Minimum and Living Wages.



Adult social care, health and wellbeing

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages.

The lives we want to lead

We want to build a society where everyone is supported to live a healthy, fulfilled and independent life, staying at home and contributing to family and community life for as long as possible. However escalating funding pressures and increasing demand are threatening services that improve lives and communities.

Our campaign builds on our 2018 green paper and consultation and calls for sustainable long-term funding that gives people the care and support they need now and in the future.

Councils secure sufficient resources to deliver effective, integrated social care services – we will:

- continue to lobby for the short, medium and long-term financial sustainability of adult social care and support that is fit for the future
- through our campaign 'The lives we want to lead', and building on the findings of our green paper consultation, press for real change in the funding of adult social care, arguing that all options, including national taxation, should be considered
- work with government to agree a sustainable, long term funding deal for public health.

Councils lead the debate on the future vision for health and social care – we will:

- develop a clear vision of councils' role in planning and delivering integrated health and care systems and continue to promote health and wellbeing boards as leaders of health and care
- support councils and their partners to develop place-based and person-centred care and support, delivered through community-based multi-disciplinary settings

- continue to press for a long term policy framework for the Better Care Fund (BCF), with lighter touch reporting and greater emphasis on local targets
- continue to lobby for councils and councillors to have a key role in sustainability and transformation partnerships, integrated care systems and wider NHS planning arrangements.

Councils support older people, disabled people and people in vulnerable circumstances – we will:

- support councils to tackle the challenges and exploit the opportunities of a population with increasingly complex needs, including improving dementia and mental health services, carers' support and support for those with autism and/or learning difficulties
- continue to support councils to deliver the Armed Forces Community Covenant.

Councils work actively with the NHS to build health and care services around the needs of local populations – we will:

- work to ensure that sustainability and transformation partnerships and integrated care systems drive genuine and sustainable transformation in patient experience and health outcomes
- support councils to manage and develop their local care market, commission services and put in place contingency arrangements to mitigate against provider failure
- influence implementation of the NHS long term plan to reflect local government's priorities.

Councils have a central role in promoting health and wellbeing locally – we will:

- develop a full cost benefit case for investing in prevention, demonstrating how different sectors can contribute, including by encouraging the public to live well and provide self-care
- work with partners to continue to improve public health and promote the role of wider preventative work within local areas' overall health and care systems
- work with the NHS and partners to develop a system-wide approach to public health workforce planning and address urgent staffing issues in children's public health.



Children, education and schools

Councils have the powers and resources they need to bring partners together to deliver inclusive and high quality education, help children and young people to fulfil their potential and offer lifelong learning opportunities for all.

Bright Futures: children's social care and mental health services

Helping children and young people to fulfil their potential is the ambition of all councils, but services that support them to do so are under increasing pressure.

Our campaign calls for the services that change children's lives to be properly funded so that all children can have the bright futures they deserve.

Councils lead the way in driving up educational standards – we will:

- set out a clear vision for councils' role in promoting high educational standards, with the resources, powers and flexibilities to give every child access to a place at a good local school
- lobby for a stronger role for councils in investing in schools, ensuring that new schools are fit for purpose, high quality and value for money, and that councils have a lead role in decisions about new free schools
- lobby for a stronger council role in ensuring admissions are fair for all pupils across the school system.

Schools have the funding they need to deliver the best education for all pupils – we will:

- lobby to ensure the national funding formula for schools retains an element of local flexibility to allow councils and schools to reflect local needs and priorities
- highlight the growing pressures on the high needs budget and lobby government to provide councils with sufficient funding and flexibility to meet rising demand
- lobby for flexibility in the use of the apprenticeship levy and work with partners to increase take up of quality apprenticeships in schools.

Councils have the flexibility and resources to deliver services that meet the needs of children and young people – we will:

- continue to paint a positive vision for the future role of local children's services and call for proper funding for the services that change children's lives through our Bright Futures campaign
- highlight the funding gap and press for adequate funding in children's services, including making the case for investment in early intervention
- support councils to take a preventative and place-based approach to children and young people's health, including early years, childhood obesity and support for children's mental health
- work in partnership to improve life chances for disadvantaged households, particularly those with young children, making the case for early intervention and improved integration of services for families.

Councils protect children's wellbeing and keep them safe – we will:

- support councils to protect children and young people from harm and improve outcomes for all children, in particular children in care and care leavers
- work with government and councils to support child refugees and unaccompanied asylum seekers safe, pressing for improved funding to better cover costs, including for those leaving care
- support councils to tackle the challenges of child criminal exploitation and county lines issues.



Places to live and work

Councils lead the way in building the homes that people need, driving inclusive and sustainable economic growth and creating safe and resilient communities that are great places to live.

Councils drive the increase in housing supply the nation needs – we will:

- continue to press for additional powers for councils to increase housing supply, promote affordable homes and make more effective use of surplus public sector land
- support consortia of councils to access significant housing development funds through the creation of new partnership models
- press for powers for councils to ensure the provision of homes integrated with health and care that positively support us to age well
- lobby for a well-resourced and locally responsive planning system, funded by locally set fees with the tools to ensure developers build quality homes that meet local need.

Councils have access to funding to create communities where people want to live – we will:

- continue to press for additional infrastructure funding, including a review of the current rules governing developer contributions
- support councils to work with partners to maximise the value of local and national infrastructure investment, including in road, rail, broadband, culture, heritage and recreation
- work to secure the £5 billion of regeneration investment guaranteed to local economies from EU structural funds to 2020 up until we leave the EU and lobby for alternative UK sources after we leave.

Councils continue to drive higher safety standards across the housing sector – we will:

- lobby for resources and tools to enable councils to shape a good quality private rented sector that meets the needs of their local communities
- work with government and councils to identify high-risk, high-rise residential buildings and lobby for support for councils to make changes and take urgent remedial action
- respond to government consultations, including on the new building safety regulatory framework.

Councils lead the way in ending homelessness through prevention – we will:

- lobby for the funding and tools to enable councils to manage the housing impacts of welfare reform and achieve the ambitions of the Homeless Reduction Act and Rough Sleeping strategy
- make the case for adaptations to welfare reform and for the powers and funding that councils need to meet local needs
- with the LGA Asylum, Refugee and Migration Task Group and Chief Executives' and Home Office group on asylum dispersal, inform the development, delivery and funding of support for asylum seekers and refugees and share good practice.

Councils lead the way in shaping communities where people feel safe – we will:

- lead the debate on the role of councils in building safer and resilient communities and explore how they can contribute to a multi-agency approach to preventing and tackling serious violence
- represent councils' interests in the UK's developing modern slavery policies
- support councils to reduce serious violence, domestic abuse, female genital mutilation and anti-social behaviour
- contribute to the independent review of Prevent and the new counter-extremism strategy, ensuring that councils are supported to build community cohesion, promote integration, tackle extremism and deliver the Prevent duty.

Councils support strong communities through risk-based business-friendly regulatory services – we will:

- press for powers and resources where councils take on additional legal liabilities such as building regulations post-Grenfell and Department for Environment, Food and Rural Affairs' (Defra) proposed new air quality requirements
- support councils to demonstrate the value of regulatory services and lobby for sustainable funding
- lobby government to bring forward taxi licensing legislation as soon as possible
- press for greater flexibility in the licensing system, including the localisation of licensing fees.

Councils continue to play a leading role in the design and delivery of blue light services that help protect local communities – we will:

- lobby for sustainable funding for fire and rescue authorities and support them to become more inclusive and representative of their communities
- respond to the Phase 1 Report of the Grenfell Inquiry for fire and rescue authorities ensuring that any new burdens and responsibilities are identified and appropriately funded
- strengthen fire and rescue authorities' ability to take forward the fire reform agenda and the findings of the first tranche of inspections from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), exploring any national recommendations
- support police and crime panels and share best practice.

Councils are key partners in delivering the government's national economic strategy – we will:

- support city regions and non-metropolitan areas to deliver effective local economic strategies
- advocate for a voice for councils in the development of a new English land management policy, and for communities to be involved in deciding how their local natural assets are managed
- support local innovation to deliver a better digital infrastructure and continue to press for a regulatory framework that will deliver the best deal for customers
- continue to press for strong local government representation on Local Enterprise Partnerships and improved oversight and scrutiny of them
- support councils to maximise the impact of their cultural, sporting and heritage assets to drive growth in their local visitor economy.

Councils match education, training and skills with business needs – we will:

- continue to press for powers, funding and lead responsibility for councils to integrate and commission back to work, skills, apprenticeships and welfare support under the LGA's Work Local model.
- campaign for people of all ages to be supported to participate in quality skills development and training, including independent careers advice and a passport for lifelong learning.
- promote good employment practice that helps apprentices, interns and people not in education, employment or training (NEETS) into work, including a series of national events for young apprentices.



Strong local democracy

A refocus on local democratic leadership and a shift in power to local communities leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

Councils as leaders of good conduct in public and political discourse and debate – we will:

- clearly articulate the standards expected for anyone engaging in public and political discourse and debate and what is needed to achieve those standards, underlining that intimidation and abuse of those in public office is unacceptable
- review the member model code of conduct and support our member councils in addressing intimidation and abuse of those in public office
- promote and support councils in developing the diversity of their candidates and elected members
- support councils to explore ways of engaging with their local community and voluntary sector in local service delivery, enhancing places and local decision making.

Elected members and officers are empowered to tackle incidents of public intimidation – we will:

- explore the practicalities and support the adoption of an informal ‘duty of care’ for councillors
- seek to better understand the scale and impact of the intimidation and abuse our membership is experiencing and promote a new offence for intimidation against a person in public office
- engage with police forces and associated agencies to ensure the impact and seriousness of the public intimidation of local councillors and employees is understood and acted upon.

Brexit and constitutional reform – we will:

- interact with Whitehall on all Brexit negotiations, clearly articulating councils' needs and concerns and taking advantage of the opportunity to entrench local government within our new constitutional settlement
- continue to support councils to prepare and deliver a successful transition for EU Exit, ensuring that there is a robust evidence base setting out the risks and opportunities across the country
- press for quick and decisive responses and for all government communications to councils to be focused, clear, and direct
- ensure that repatriated laws and regulations are not centralised in Whitehall, working on a revised legal framework for those services currently based on EU laws such as air pollution, energy, waste and procurement and redefining regional aid and state-aid rules.

Continued devolution of powers and funding to local areas drive strong and responsive local democracy and greater engagement with communities – we will:

- refresh the case to demonstrate to government how devolution leads to more inclusive and sustainable growth, better public services and improved outcomes for residents
- work with government, business and others to give communities in England and Wales greater responsibility to make decisions on the issues of importance to them.



Sustainability and climate action

Councils take the lead in driving urgent actions in their local areas to combat the negative impacts of climate change and to deliver zero net carbon by 2030.

Councils have the powers and resources they need to lead the way in combatting the effects of climate change – we will:

- lobby for a joint taskforce with relevant Whitehall departments including Department for Business, Energy & Industrial Strategy (BEIS), Ministry of Housing, Communities and Local Government (MHCLG) and Department for Environment, Food and Rural Affairs (Defra) to consider the most appropriate actions, funding, coordination and collaboration
- press government for the funding and policy changes needed to deliver zero net carbon by 2030
- work with government to address the need for greater energy efficiency in the built environment and how this can be achieved through planning practice and changes to Building Regulations
- work with government, as it implements the Waste and Resources Strategy to identify ways to reduce waste and levels of unrecyclable waste and the investment priorities for waste disposal and processing of recyclates.

Councils lead the way in researching and developing alternative transport options – we will:

- establish the resources and regulatory changes needed to support a move to electric vehicles, including provision of charging points on new housing developments and electrification of council and council-contracted vehicle fleets
- work on the implications of hydrogen fuel cell technology for the mix of local transport and infrastructure provision
- identify the incentives and investment required to support a shift towards public transport and walking and cycling, as part of the solution to reducing carbon emissions.

Councils work with partners and stakeholders to implement short, medium and long term strategies to reduce carbon emissions in their areas – we will:

- develop guidance and share best practice, including identifying the top 10 actions councils can take to address carbon emissions in their areas, recognising that one-size does not fit all
- drawing on international experience, develop an evidence base and framework to understand the main carbon sources and the impact of councils' activity
- identify the opportunities of a shift to a low carbon economy as a basis for immediate and effective action
- ensure that the LGA as the membership body for local authorities is modelling best practice in the way it conducts its own business.

Supporting councils

We support councils continuously to improve and innovate through a programme of practical peer based support underpinned by strong local leadership, through our support for collective legal actions and through our service delivery partnerships.

Our core offer is funded by MHCLG grant and organised around four themes. The fifth is funded by the Department of Health and Social Care, whilst our children's improvement programme is funded by the Department for Education (DfE).

This year we will develop a new offer linked to climate change and the challenges and opportunities of moving to a zero carbon economy.

We also receive funding from other government departments for specific sector-led improvement activities, including:

One Public Estate – funded by Cabinet Office and MHCLG

Cultural services and sport – in partnership with Arts Council England and Sport England

Planning Advisory Services – funded by MHCLG

Return to Work programme – funded by the Government Equalities Office

Cyber security – funded by the Cabinet Office.

Challenge and support from peers – we will:

- maintain an overview of councils' performance to drive improvement, manage the risk of significant underperformance and minimise government intervention
- deliver at least 110 peer challenges, including corporate, service specific, financial and place-based
- provide member peer support for 75 per cent of councils under a change of political control, including new e-learning opportunities, mentoring and advice
- support at least 20 councils to improve the way they engage with their communities
- support at least 70 councils and groups of councils each year, especially those with the most severe performance challenges or to resolve issues between political and managerial leadership

- provide free council and public access to transparent performance information through LG Inform and LG Inform VFM, with additional charged access for councils to small area data reports and improvement tools through LG Inform Plus
- support councils to develop scrutiny skills and expertise through the Centre for Public Scrutiny.

Strong political and officer leadership – we will:

- support at least 700 councillors through our suite of leadership programmes
- support at least 60 councillors with the potential to progress in their political careers through our Next Generation programme
- support the leadership development of chief executives, managers and rising talent in councils, in partnership with SOLACE
- help at least 15 councils, political groups and national parties to attract new talent into civic life through our Be a Councillor programme
- recruit up to 110 high calibre graduates to the National Graduate Development Programme, working with councils to secure challenging placements
- help councils to address inequalities, gender pay gap, ethnicity gap and roll out Disability Confident
- maintain national negotiating machinery on pay and workforce issues
- provide specialist advice and support for the Local Government Pension Scheme
- deliver comprehensive practical support to help councils provide apprenticeships and maximise their levy investment
- support 50 councils to transform their workforces and modernise the way they are managed
- support councils to promote wellbeing, diversity and inclusion in the workplace through information, guidance and bespoke support and work with them to address issues around gender pay gap, representation and recruitment challenges
- attract qualified staff in hard-to-recruit areas back to local government through the Return to Work programme, focusing on social workers, town planners and IT staff in 2019/20.

Councils as most efficient part of the public sector – we will:

- provide practical support through the Transformation and Innovation Exchange to help councils deliver better value for money, become more efficient and improve outcomes for communities
- in line with the revised national procurement strategy, deliver a support programme to help councils improve their procurement arrangements
- capture and share intelligence about major suppliers to reduce the risk from suppliers getting into financial difficulty
- support at least 25 councils to realise efficiency savings through our productivity and income generation expert programme, saving at least £25 million over four years

- support councils to develop a more commercial approach to their activities through a series of courses, events and sharing good practice
- provide expert financial support to enable at least 40 councils to address specific issues
- provide a matchmaking service for councils wishing to share services and/or management teams and promote good practice through our web-based interactive shared services map
- equip 18 more councils with the skills and confidence to use design and behavioural insights to improve public services and manage future demand
- in collaboration with CIPFA, help councils to be more proactive in dealing with fraud
- support councils to exploit the opportunities of digital tools and solutions to enable local residents and businesses to access council services online
- with councils, sector representative bodies, MHCLG, Cabinet Office and the National Cyber Security Centre, highlight the importance of cyber security and cyber resilience to protect data and systems
- share best practice of councils who are finding new and effective ways of working to secure outcomes for their communities at significantly less cost, particularly through the Innovation Zone
- with Local Partnerships, support councils to make savings by providing commercial advice and support on matters of legal and contractual complexity.

Strong communities with excellent public services – we will:

- through practical bespoke support, help councils deal with the housing, planning and homelessness challenges through the Housing Advisers programme and other sector-wide projects
- support councils to strengthen their licensing and regulatory functions, including issues arising from the Hackitt review of Building Regulations and Fire Safety
- offer a mixture of generic and bespoke support for combined authorities, elected mayors and those areas in the process of developing their devolution arrangements
- support councils on the local growth agenda, including the development of Local Industrial Strategies
- support councils to counter extremism and contribute to a multi-agency approach to preventing and tackling serious violence
- strengthen fire and rescue authorities' ability to take forward the fire reform agenda by strengthening their strategic leadership
- with MHCLG, ensure the national Troubled Families Programme is effectively implementing service transformation across Early Help Services
- support councils to prepare and deliver a successful transition for EU exit
- support councils to embed strengthened approaches to civil resilience and mutual aid through working with MHCLG team to develop training, guidance and other materials for councils.

Improving health and care service – we will:

- co-produce with ADASS the sector led improvement programme for care and health
- support social care and health integration and the transforming care programme for people with learning disabilities and/or autism
- support councils to use technology to improve joint working between councils and health partners to enable people to live independently
- help councils develop innovative, efficient and sustainable approaches in care and health services
- work with partners to support councils to develop and improve local services and offer a programme of leadership development
- develop and deliver a support offer to help councils and their partners embed the Making Safeguarding Personal (MSP) approach
- support councils and their partners to identify and manage sustainability and delivery risks
- work with partners to develop a new suicide prevention sector-led improvement offer
- work with partners and DfE to deliver a sector-led approach to improving children's services.

Improving children's services – we will:

- provide nationally accredited and quality assured courses for practitioners and associates engaging in peer review, challenge or diagnostic activity
- run Leadership Essentials courses for members with lead responsibility for children's services
- publish a series of 'must know' packs for councils, including on corporate parenting
- develop and/or broker a flexible offer of diagnostic or peer review tools either bespoke to individual authorities, as part of a regional offer or commissioned by the DfE for authorities in intervention
- offer mentoring support for councilors with lead responsibility for children's services.

Combatting climate change – we will:

- consult with councils to determine the support they need to inform a new offer
- incorporate climate change issues into core leadership programmes for councillors and officers
- develop a package of communications support including how to engage with local activist groups
- support long term action-planning and setting strategic objectives, for example through the deployment of 'climate experts'.

Collective legal actions

Leading collective action – we will:

- support groups of councils to mount collective legal actions or fight actions against them where we believe that they have a strong case, commissioning expert legal advice and sources of funding where appropriate
- prepare New Burdens submissions on behalf of the sector where new legislation or regulations result in additional duties or costs to councils.

Our service delivery partnerships

Local Partnerships

Local Partnerships is a joint venture between the LGA and HM Treasury, formed in 2009 to help the public sector deliver local services and infrastructure. It offers support to local authorities in the following areas:

- developing and reviewing strategic business cases and business plans
- service transformation and change
- modelling and legal frameworks for alternative service delivery models
- options appraisal and assurance of chosen approaches or options
- forming effective partnerships (inter-agency brokerage)
- sourcing and commissioning, contract negotiation and management
- economic development and planning
- delivering infrastructure.

GeoPlace

GeoPlace is a joint venture between the LGA and Ordnance Survey, formed in 2010 in response to a government call to bring together existing creators and suppliers of addressing data to one central place and to build a single, definitive address database. It works in close collaboration with local authorities to:

- cleanse and validate the address and streets data produced by councils
- create and maintain national registers of address and streets data (called gazeteers)
- provide support and training to councils ensure that they are able to produce high quality, and timely data in the most cost effective way.

Public Sector Audit Appointments (PSAA)

PSAA is an independent company limited by guarantee incorporated by the LGA in August 2014. The Secretary of State for MHCLG has specified PSAA as an appointing person under the provisions of the Local Audit and Accountability Act 2014. PSAA appoints an auditor to relevant local government bodies that opt into its national scheme and sets a scale of fees for the work which auditors undertake.

Local Government Mutual Limited and Local Government Mutual Management Services Limited

The Mutual is a shared ownership company between the LGA and a number of local authorities. Membership is only open to councils in membership of the LGA. The Mutual provides:

- indemnity to local authorities in England and Wales as a cost-effective alternative to the traditional insurance market, including cover for all classes of business
- risk management services to its member local authorities.

LGMMSL is a joint venture between the LGA and Regis Mutual Management that provides services to the Local Government Mutual.

United Kingdom Municipal Bonds Agency (UKMBA)

The LGA, along with a number of councils, is a major shareholder in the UKMBA. We support and provide client side services to the Agency as the newly appointed service provider works with councils to aggregate borrowing requirements and issue bonds.



Our business

We are committed to providing the best and most cost effective services to councils and councillors across England and Wales. We are politically led, committed to equalities and diversity and we aim to operate in an environmentally and financially sustainable way.

The national membership body for local government – we will:

- maintain membership levels amongst local authorities in England and Wales by continuing to offer membership benefits that meet the sector's changing needs and expectations
- launch a new online membership booklet, setting out the benefits of membership directly with councils and councillors
- offer a range of flexible options for councils to participate actively in our work including through video conferencing and streaming of events and meetings
- seek to attract organisations with an interest in local government into our associate scheme.

A politically-led organisation – we will:

- reflect the overall ambitions of the UN Sustainable Development Goals, and the motion passed by the 2019 General Assembly, in the way that we work and ensure that our own organisation reflects best practice
- review our member governance arrangements to ensure that they continue to reflect and respond to current priorities and the expectations of our membership
- offer political support to individual councillors and council administrations through our political group offices
- ensure that combined authorities, authorities with devolution deals and elected mayors are appropriately represented on our governance arrangements.

Using communications to persuade and influence and support councils – we will:

- deliver first class communications that are highly valued and respected by local government and our stakeholders, to influence the issues that matter to councils, their residents and their communities

- through our communications improvement work, support councils and help to raise the standard of public sector communications.

Financially sustainable – we will:

- continue to develop existing and new income generation opportunities in order to diversify our sources of funding and ensure the long term financial sustainability of the organisation
- complete the refurbishment of Layden House (now the Stills) in Farringdon to increase its capital value and maximise our income from commercial letting of the Stills and 18 Smith Square
- invest responsibly and seek to ensure that our contractors, joint ventures and pension funds have in place investment policies that further our objectives
- continue to progress the transfer of pensions from Camden to Merseyside scheme.

Efficient business management – we will:

- continue to streamline our company structures to deliver a solid and tax-efficient base from which to run our business, including incorporation of the Association
- through our partnership arrangement with Brent Council, continue to develop our ICT to support improved efficiency and flexibility
- ensure that the suite of policies and procedures that underpin our business are comprehensive, clearly understood, updated regularly and reflect best practice.

Supportive people management – we will:

- continue to roll out the leadership development programme for our current and aspiring managers as part of our wider commitment to develop our employees and ensure that data from the 2019 evaluation is used to enhance the programme for 2020
- implement the comprehensive new employee health and wellbeing strategy
- prepare and deliver the 2020 staff survey
- embed equality, diversity and inclusion into our core values, our policies and our practices.

Committed to a sustainable future – we will

- review our policies and practices to ensure that they reflect the ambitions of the UN Sustainable Development Goals and contribute to combatting the adverse effects of climate change
- encourage sustainable travel practices through our expenses policy, our flexible working practices and our continued participation in national sustainable travel initiatives including the Cycle to Work scheme
- minimise the environmental impact of our two central London buildings and the way that we use and manage those buildings, including ensuring that our facilities management and catering contractors have environmentally sustainable policies and practices.

Minimising the impacts of climate change

The LGA is committed to minimising the environmental impacts of its activities, reducing pollution and CO2 emissions and contributing to a healthy future for all. These are some of the ways that we deliver on that commitment.

Flexible working

Our flexible working policy allows staff to work from home up to two days per week, subject to the needs of the business. This means less journeys to work and a better work-life balance for our staff and their families. It has also enabled us to reduce by a third the amount of office space that we occupy.

Our ICT is designed to support flexible working, enabling staff to log into their LGA accounts from home on the days when they are not in the office or from trains when they are on the move.

Travel

Our expenses policy encourages staff to use public transport wherever practicable to help reduce the impact of the LGA's business travel arrangements on the environment. The Members' Scheme of Allowance stresses that wherever possible, councillors are expected to travel by public transport when on LGA business.

Meetings

All meeting rooms at 18 Smith Square have access to telephone and/or video conferencing facilities. This enables members and staff to join meeting remotely, reducing the need for lengthy journeys to Westminster.

18 Smith Square

Secure cycle facilities and showers are provided in the basement of 18 Smith Square for those who prefer to cycle or run to work.

All lights in the building are energy efficient LEDs, with motion sensors that ensure they are switched off when not needed. Windows on the south and west of the building which are not part of the conservation area are double glazed to reduce energy loss. Recycling bins are provided on every floor.

Procurement

The LGA has a robust procurement policy and process, which underpins the importance of all our contractors being able to demonstrate a commitment to sustainability and combatting climate change. Our procurement documentation states

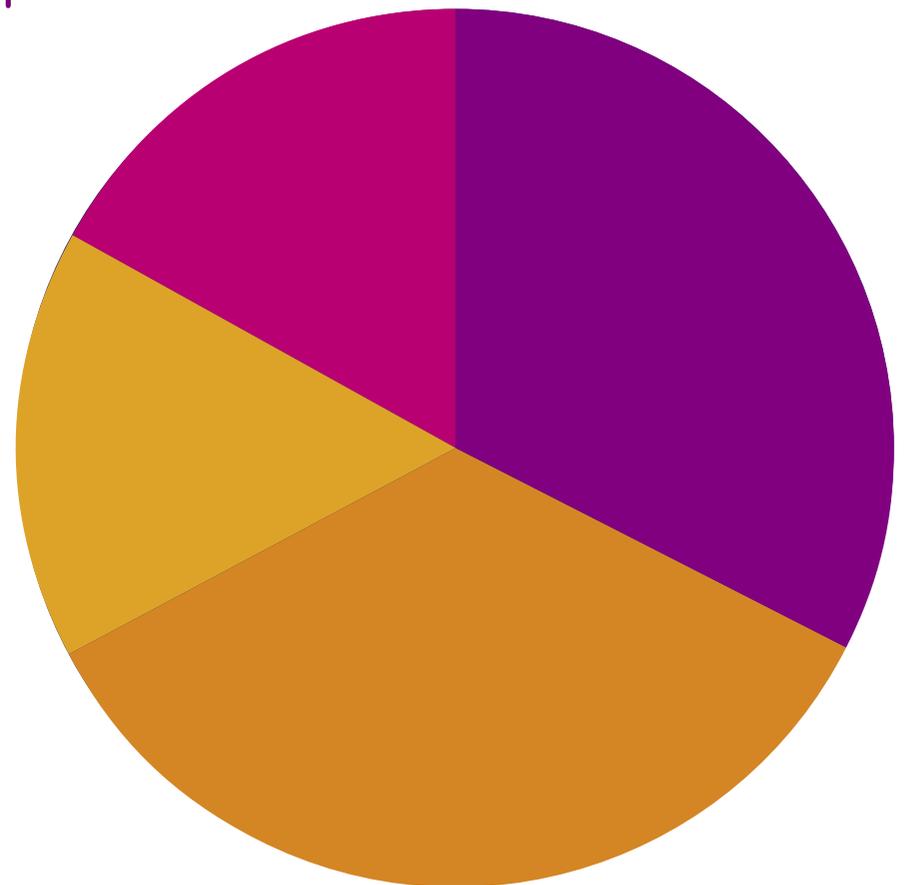
“In adhering to our commitments, the contractor should have systems in place to account for and minimise environmental impacts in all areas of contract delivery”.

Our budget 2019/20

Funding sources and forecast expenditure (Budget) (£'000)

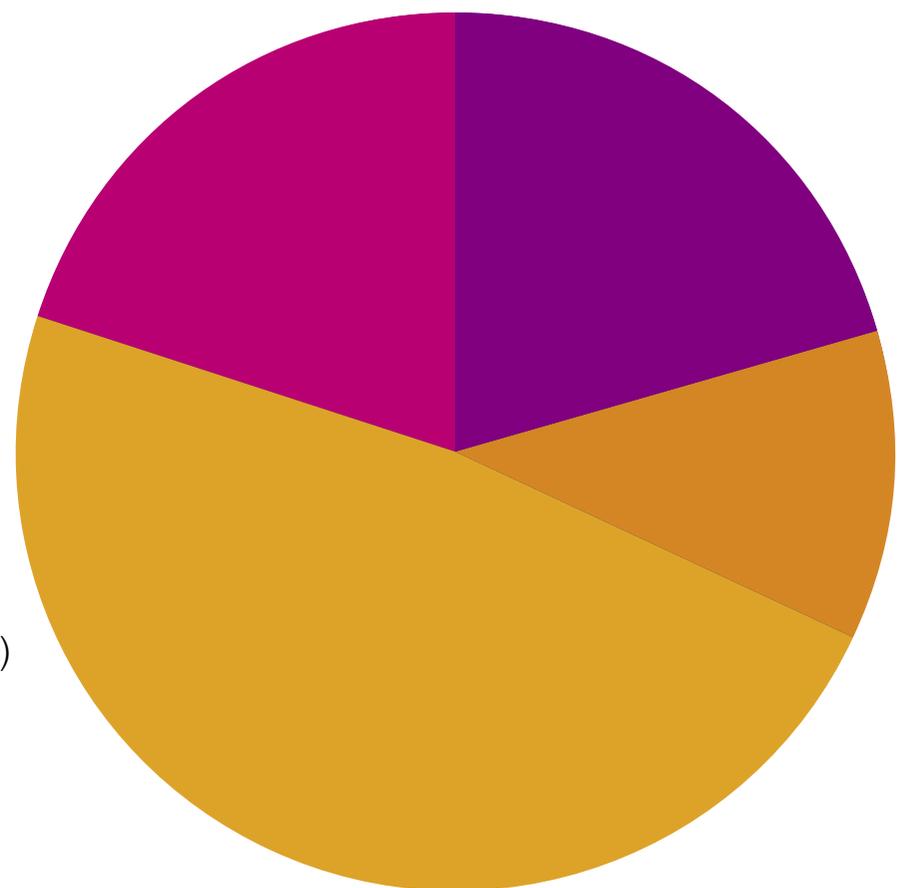
Income LG Group 2019/20

- CLG, £19,200 (32.5%)
- Other grants and contracts, £20,581 (34.8%)
- Other income, £9,409 (15.9%)
- Subscriptions, £9,940 (16.8%)



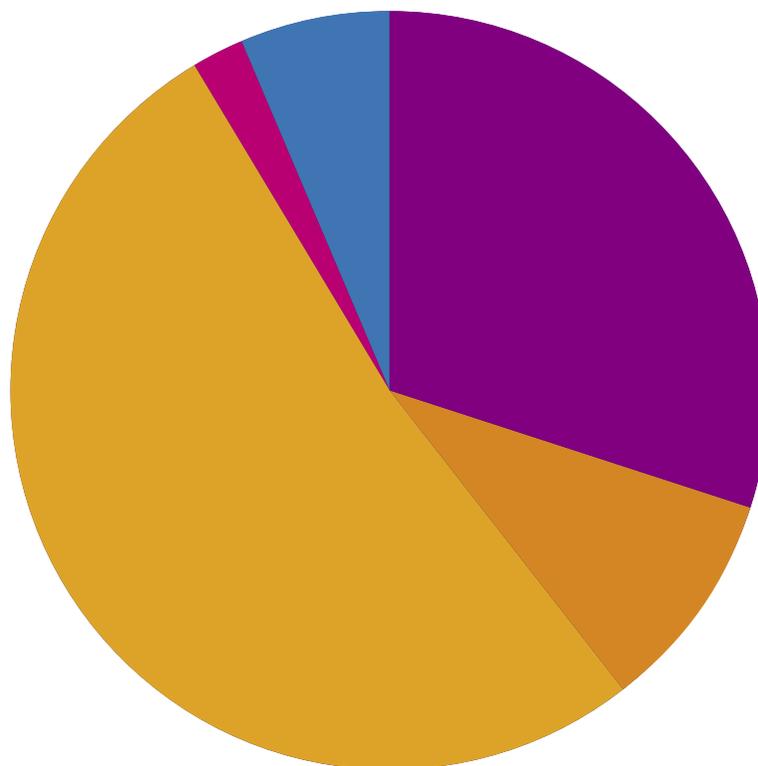
Other income LG Group 2019/20

- Dividends, royalties and interest, £1,935 (20.6%)
- Rental Income and external room hire, £1,077 (11.4%)
- Services, consultancy and other subscriptions, £4,521 (48.0%)
- Conferences, events and sponsors, £1,876 (19.9%)



Grant and contract income LG Group 2019/20

- Adult social care, health and wellbeing, £11,964 (30.1%)
- Children, education and schools £3,828 (9.6%)
- Supporting councils, £20,613 (51.8%)
- Other grants, £873 (2.2%)
- Housing and sustainable communities, £2,503 (6.3%)



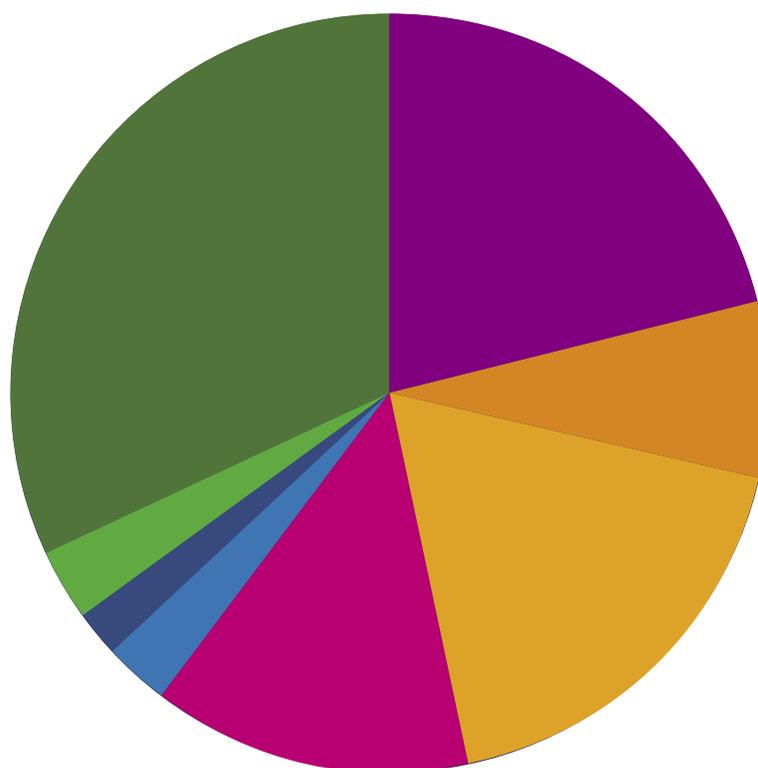
Expenditure LG Group by business plan theme 2019/20

- Funding for local government, £2,328 (3.6%)
- Adult social care, health and wellbeing, £8,912 (13.9%)
- Children, education and schools, £4,673 (7.3%)
- Places to live and work, £13,243 (20.6%)
- Strong local democracy, £6,556 (10.2%)
- Supporting councils, £13,864 (21.6%)
- The way we work, £14,648 (22.8%)



Expenditure LG Group by service group 2019/20

- Business support, £12,308 (19.2%)
- Communications, £4,331 (6.7%)
- Governance and project support, £10,510 (16.4%)
- Finance and policy, £7,977 (12.4%)
- Member service, £1,616 (2.5%)
- Political groups, £1,093 (1.7%)
- Property costs, £1,875 (2.9%)
- Leadership and productivity, £18,405 (28.7%)



Our governance

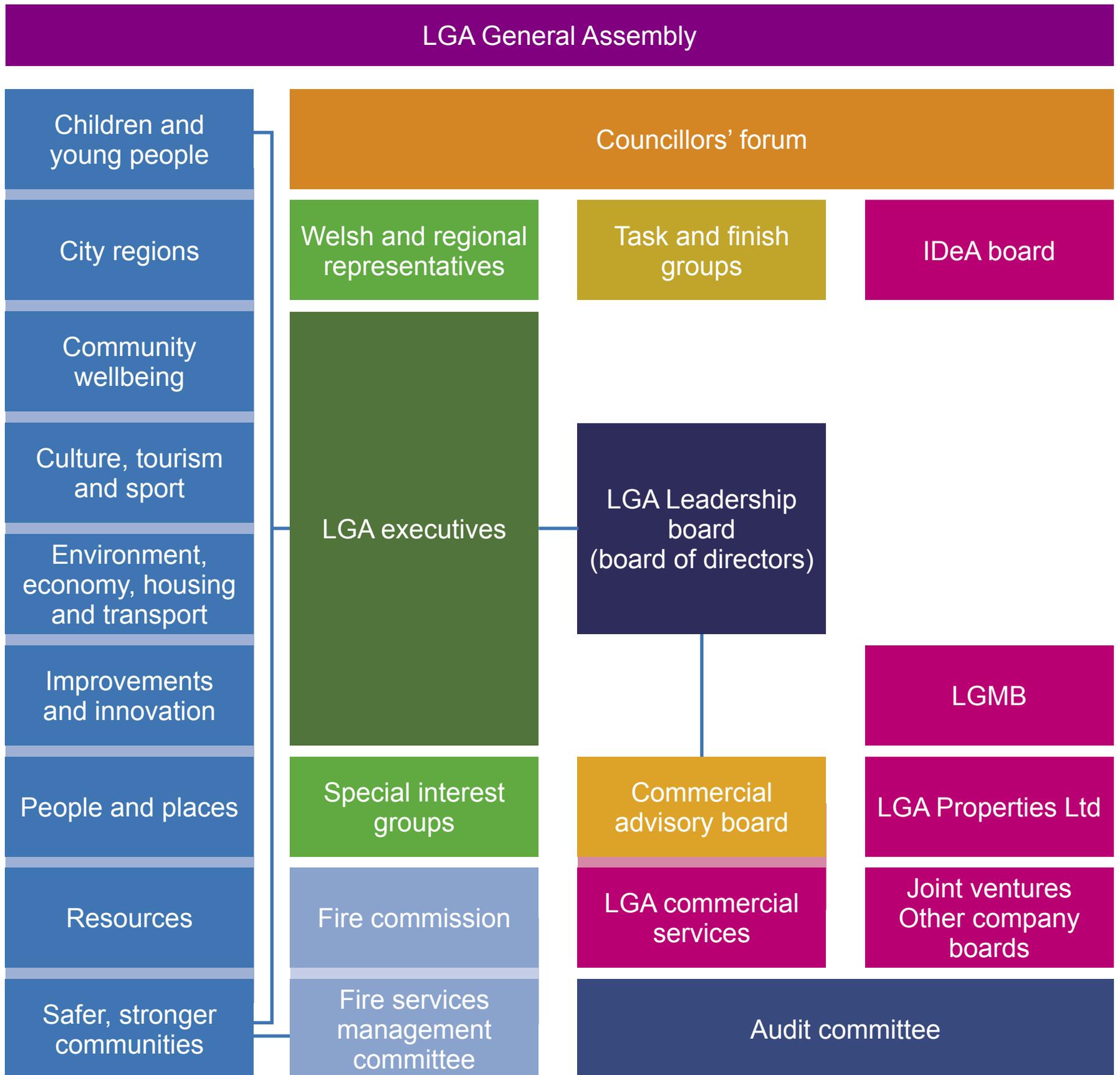
From April 2019, the LGA's responsibilities, assets and liabilities transferred from the previous unincorporated Association to a new company, whose Board of Directors – the Leadership Board – is elected annually by the General Assembly. The General Assembly comprises representatives of every council in full membership of the LGA, or in corporate membership through the Welsh LGA. Further information on the company and the way it operates can be found in our Articles of Association and our Governance Framework.

The Leadership Board is supported by nine policy boards who together are responsible for developing our policies and campaigns, and for overseeing our extensive programme of sector-led improvement services, across every area of local government activity. The Leadership Board and the chairs of the policy boards meet every six weeks as the Executive and are joined by representatives from Wales and the eight English regions and from three of our special interest groups – the County Councils' Network, District Councils' Network and Special Interest Group of Municipal Authorities.

The Fire Commission and Fire Services Management Board look after the interests of fire and rescue authorities, whilst the two property boards – LGA (Properties) Ltd and LGMB – are responsible for 18 Smith Square, our Westminster HQ and Layden House, now the Stills, our investment property in Farringdon.

The Commercial Advisory Board is responsible for overseeing the LGA's income-generating activities to make us financially sustainable now and in the future.

Governance arrangements



Our major contracts

Catering – Bartlett Mitchell

Bartlett Mitchell (BM) provide all catering services at 18 Smith Square.

BM have been named Sustainable Caterer of the Year for three years in succession. Their policy is to source ingredients locally, regionally and seasonally from farmers who produce food to high environmental standards, reducing the impact of climate change and helping to protect the landscape and our farming heritage. BM use high-welfare meat, poultry, eggs, cheese, and dairy produce and sustainable seafood.

Overseas produce is sourced from ethical suppliers, including coffee from the Soppexcca co-op in Nicaragua which supports women farmers in the region. BM use the 'Free Wheeling' initiative to reduce the number of deliveries to their kitchens.

Total facilities management – Bouygues

Bouygues environmental policy recognises that the company's activities and services have the potential to impact on the environment. The policy sets out Bouygues' commitment to minimising the environmental impact of its operations in every way it can and is supported by 'live' environmental improvement plans at all levels.

The company is triple certificated to ISO9001, ISO14001 and OHSAS18001 and the environmental management standard ISO 14001 is fully integrated into its everyday activities.

Bouygues' Facilities Management business was the first in the UK to achieve Energy Management Standard ISO50001. They are currently focusing on reducing carbon impact, minimising waste, diverting waste from landfill and reducing energy.

Pensions – Merseyside Pension Fund and Camden Pension Fund

The LGA's main pension provider, Merseyside Pension Fund, has a policy of responsible investment. The policy has three components: exercise of voting rights; engagement with companies on environmental, social and governance issues & collaboration with like-minded investors. The Fund is active in the work of the Local Authority Pension Fund Forum whose work covers a range of corporate governance and corporate social responsibility issues, and the Institutional Investors Group on Climate Change.

Some employees belong to the Camden Pension Fund, who like all pensions funds, are bound by the law relating to Socially Responsible Investment (SRI) policy. The Fund believes that 'robust' engagement with companies is a better approach than placing restrictions on particular types of investment. It also believes that companies conforming to high ethical and social standards will produce shareholder returns that are at least comparable to those produced by other companies.

Online learning – Learning Nexus

Learning Nexus provides a range of online learning modules for the LGA. The company has formally acknowledged the climate change emergency and pledged to reduce its carbon footprint to zero by the end of 2030. Its first step is to audit its carbon footprint and to identify the areas in which it can make individual changes that have a wider impact. Once that is complete, it will get to work on making those changes.



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We consider requests on an individual basis.



Workforce Report

Purpose of Report

To update the FSMC on matters in relation to fire service industrial relations and pension matters.

Summary

This briefly describes the main industrial relations and pension issues at present.

Recommendation:

Members are asked to note the issues set out in the paper.

Action

Officers are asked to note member comments.

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

PENSIONS

Scheme Advisory Board (SAB)

1. HMT have now issued their informal early stage proposals to remedy age discrimination in the public sector pension schemes. Initial proposals are to return members to their former final salary scheme for the 'remedy period', but to offer a choice to the member, including those who were deemed protected in the final salary scheme, to receive benefits based on the current Career Average Revalued Earnings (CARE) scheme if it is better to do so, this is known as an underpin. It is important to caveat that these proposals may change on the receipt of legal advice on tax issues.
2. At this stage it is not clear on when the end of the 'remedy period' is, however it is expected to not be before 2022, the current working assumption is that it will take three years to bring in these proposals.
3. The proposals consult on two options for the choice to receive benefits as final salary or CARE for the remedy period to be made, this could 1) be at the end of the remedy period (this will be the same time right across public sector) or 2) at the member's retirement age.
4. There are complex issues to work through with either option, as such there are several unanswered items including what the actuarial assessment of employer contributions would be with either option.
5. There has been no sight on what the schemes would look like after the remedy period.
6. Technical discussions to inform the SAB response to these proposals concluded at the end of February. A series of three meetings took place between a working group of stakeholders including FSMC representatives, NFCC representatives, senior Fire and Rescue officers, administrators and software providers. The Board are expected to finalise a response at their meeting in March.
7. A formal consultation from HMT proposals is expected in the spring. FSMC may want to consider whether they wish to respond to this separately from the SAB response.

KEY CURRENT WIDER WORKFORCE ISSUES

Inclusive Fire Service Group

8. The Inclusive Fire Service Group (IFSG) is an NJC for Local Authority Fire and Rescue Services led group. Its membership however is wider and includes the National Employers, NFCC, FBU, FOA and the FRSA. It is unique in that it comprises national employer and employee representation, senior management and trade unions. It considers matters such as equality, diversity, inclusion and cultural issues including bullying and harassment in the fire service with the aim of securing improvement.
9. Upon its inception it undertook a detailed assessment of the current positions in the fire service. A number of improvement strategies were subsequently issued. More information

can be found in circular [NJC/1/18](#). (The areas of weakness identified by the group bore a strong similarity to those more recently also identified by HMICFRS in England).

10. The strategies were widely welcomed with virtually all services indicating their support and providing, as requested, timescales within which they expected to see improvement. The IFSG resolved to monitor and measure use of the improvement strategies at a point when they should be embedded into each service.
11. Accordingly, the IFSG is currently undertaking a monitoring exercise, which has included:
 - 11.1 **Online survey of FRAs** - to which all 49 services responded, to understand the extent of use and impact of the improvement strategies.
 - 11.2 **Employee focus groups** - the LGA's Research team was commissioned to independently run a series of focus groups to capture the experiences of employees (who identified as at least one of the following protected characteristic groups: BAME, LGBT and Female) on a range of equality, diversity and cultural issues and views going forward. Similar focus groups were commissioned by the IFSG in 2017 so findings from both years will provide a useful comparison.
 - 11.3 **Workshops** - The NJC joint secretariat held workshops with FRS equality and diversity officers and local union representatives to capture their experiences, comparisons and views going forward.
12. The outcomes will now be considered by the IFSG in developing next steps and will also be useful for complementary work taking place elsewhere such as that of the NFCC and LGA.

HMICFRS – State of Fire and Rescue report (2019)

13. On the 15th January 2020 Her Majesty's Chief Inspector of Fire & Rescue Services' in England (HMICFRS) published a report to the Secretary of State under section 28B of the Fire and Rescue Services Act 2004. It contained his assessment of the sector in England, based on the inspections carried out between June 2018 and August 2019. A copy of the full report can be found [here](#).
14. The LGA Workforce team will be working with members to analyse the recommendations to inform consideration going forward with particular reference to those recommendations that relate to collective bargaining and employee relations.
15. From an NJC for Local Authority Fire and Rescue Services perspective, a similar process will occur. However, although the report is related to fire and rescue services in England, there is the potential for its recommendations relating to the work of the NJC to impact upon Scotland, Wales and Northern Ireland. As such it is of interest to members of the NJC from across the UK. It is acknowledged that the view of each side of the NJC may be closer on some issues raised than on others. However, in the immediacy, the NJC agreed the

following statement in respect of the second recommendation¹ and in particular the absence of the NJC itself in the organisations it is suggested consider its future:

'The NJC has noted the recommendations and views of HMICFRS in relation to the setting of pay and the 'grey book' in England. The NJC, comprising employer representatives and the recognised trade unions, is the negotiating body responsible for collective bargaining in the sector across the UK. We are surprised and concerned not to be included in the suggested list of participants considering reform. We believe our engagement is key to meaningful discussion.'

Pension Scheme Transitional Protection Arrangements Discrimination Cases

16. These cases concern the issue of whether the transitional protections in the 2015 Fire Pension Scheme (FPS), which provide protections based on age allowing older members to remain in their former final salary scheme, are age discriminatory (other claims were made but it is the age discrimination claim which is the primary one).
17. As they were named as respondents in the case, Fire and Rescue Authorities (FRAs) had to submit a defence to the legal challenge. This defence has been managed collectively on behalf of the FRAs by the LGA under the auspices of the National Employers and decisions have been taken by a central steering group which is comprised of a number of legal and HR advisers from varying types of fire and rescue services across the UK, the Advisory Forum legal adviser, employers' secretariat, and from the LGA's Corporate Legal Adviser and a Senior Employment Law Adviser.
18. The Court of Appeal found that the transitional protections unlawfully discriminated on age and the case has now returned to the Employment Tribunal for it to determine remedy. Members will be aware that in common with its approach to a request from Government, the Supreme Court rejected the fire authorities' application to appeal.
19. A case management preliminary hearing was held on 18 December 2019. An interim Order was agreed by all parties. The Order does not bind the parties beyond the limited interim period before the final declaration.
20. Paragraph 2 of the Order in effect provides that pending the final determination of all of the remedy issues, those that brought claims in England and Wales (the claimants) are entitled to be treated as if they remained in the in 1992 FPS.
21. The Order anticipates that the final determination on the remedy issue in regards to membership of the 1992 FPS should be resolved around mid-July 2020, although it should

¹ 'By June 2020, the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'grey book'.'

be noted that even when we have a final determination on that issue it may be some time before this part of the remedy can be put into effect for all claimants. Furthermore, there may be other issues relating to remedies to be resolved, for example in regards to claims for injury to feelings. It should also be noted that the Order does not cover those who did not bring claims (non-claimants). However, discussions are taking place on how to provide a remedy for those non-claimants as appropriate.

22. The timetable and further information is contained in circular [EMP/8/19](#).
23. In addition, the FRAs still have the live and separate appeal in relation to their potential defence under Schedule 22 (which is that the FRAs had no choice but to follow the Government's legislation) which again was fully considered with the Steering Committee and legal representatives. It is anticipated that the appeal will be listed for hearing this year.
24. Since the outset, the position of FRAs that any costs arising from these cases should be met by governments has been made clear. Work continues with legal representatives on appropriate approaches to reinforce that position.

Defence of new category of claims

25. We understand that a new but related category of employment tribunal claims has or will soon be issued by the Fire Brigades Union against fire and rescue authorities on behalf of firefighters. In short, the claims relate to members of the 2006 Scheme who were not transferred to the 2015 Scheme (and never will be), which they claim would have provided them with better benefits.
26. We have approached FRAs to seek their views on whether they would like the LGA, along with the Steering Committee to coordinate the defence of the new claims on their behalf, as we have done for the original claims. This would be on a cost-sharing basis, based on headcount, as they are for the original claims. The overwhelming majority of respondents to date are in favour and we therefore expect to take this forward.

Fit for the Future

27. Members will recall consideration at the last FSMC meeting of a piece of work undertaken in partnership between the National Employers (England) and the National Fire Chiefs Council (NFCC) - *Fit for the Future*. This work would effectively build upon elements of both broadening the role and the Community Risk Programme approach the NFCC is developing, which has also been the subject of previous FSMC discussion. Members endorsed the direction of travel and agreed that the LGA would become the third partner in this work alongside National Employers (England) and the NFCC.
28. Members were advised that LGA representatives on the employers' side of the NJC for Local Authority Fire and Rescue Services would be asked to consider similar formal support when it next met. At the employers' side meeting on 26th February that position was agreed.

Scottish, Welsh and Northern Ireland representatives were also fully sighted on this work and recognised that this decision would not preclude the employers' side deciding to take such an approach nationally in the future if the outcome of developments in Scotland, Wales and Northern Ireland on a wider role suggested that would be appropriate. Neither did it preclude the NJC from facilitating separate deals in Scotland, Wales and Northern Ireland (at the time of writing this report an offer in Scotland is the subject of an FBU consultative ballot of its members).

Pay 2020

29. Members will be aware that the national *Broadening the Role* negotiation is currently paused to allow both parties time to take stock. From an employer perspective a major factor has been the need for additional government funding in England, Scotland, Wales and Northern Ireland and that has had implications for the negotiation as such funding is outside of the control of the NJC itself.
30. Nonetheless while such discussions have been taking place an annual pay award has continued to be applied by agreement. The 'usual' settlement date is 1 July and discussions will be taking place between now and then on an appropriate way forward this year should the status quo prevail or if there are significant other developments. Employer members remain mindful of the affordability position discussed with Chairs and CFOs in previous consultation exercises.

Coronavirus

31. The National Joint Council for Local Authority Fire and Rescue Services has issued a [circular](#) in respect of Novel Coronavirus (COVID-19) which provides sources of further information across the UK and confirms pay arrangements should an employee be required to self-isolate or be placed in quarantine.

Implications for Wales

32. References to the scheme advisory board are for the English scheme advisory board only. Wales has its own advisory board who will be responding separately to the government consultation on reform.
33. Where relevant, each of the wider workforce matters in this report have the same implications for Wales as for England and we are working with WLGA, Welsh FRAs and FRSs as appropriate. The WLGA is one of the four employer stakeholder bodies on the NJC for Local Authority Fire and Rescue Services.



Building Safety Update

Purpose of report

For information.

Summary

This paper summarises the LGA's work around building and fire safety since the last Committee meeting, and includes details of the announcements made by MHCLG in January and the implications/next steps for the LGA.

Recommendation

That Members note the announcements and work of the LGA and comment as appropriate.

Action

As directed by Members.

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Building Safety Update

Background

1. This report updates the Committee on the LGA's work to support fire and rescue authorities and councils address the range of fire safety issues that have been identified with residential buildings since its last meeting.

Remediation

Progress

2. Progress continues to be made in carrying out remediation to the 155 social sector residential blocks with combinations of aluminium composite material (ACM) cladding and insulation that have been found not to meet the building regulation standards (four blocks previously thought to be in scope have now been identified as not being in scope). The statistics published by the Ministry of Housing, Communities and Local Government (MHCLG) on 13 February 2020 show that, as of 31 January 2020, remediation has finished on 69 of these blocks. Of those which have not yet been remediated, work has started on 75 of these blocks (and the cladding has been removed on 33 though remediation work is not complete), and a further 10 have plans in place or plans are in development. Funding for the remediation of 140 of these 155 buildings is provided from the Government's social sector ACM cladding removal fund, and it is expected funding will be sought to remediate the new additional social housing block identified as having ACM. Remedial works for the remaining 14 buildings are being funded through existing funds and litigation action.
3. The latest statistics from MHCLG show there are 200 private high-rise residential buildings with ACM cladding, an increase of 3 since December 2019. Remediation work has been completed on 25 of these high-rise, private residential buildings. A further 175 buildings are yet to be remediated; of these, 32 have begun remediation, 100 have a plan in place, and 43 have plans in development.

Fire Protection Board

4. As was reported to the Fire Commission in January, the Fire Protection Board (FPB) wrote out to both chief fire officers and Fire and Rescue Authority chairs in November asking fire and rescue services to establish whether duty holders were taking appropriate measures to mitigate risks from ACM cladding in buildings over 18 metres in height that have yet to be remediated.
5. The letters also asked Fire and Rescue Services (FRSs) whether they had plans in place to deal with a fire in the relevant buildings.
6. All FRSs have now responded to this letter except Greater Manchester and London, which were given an extended deadline of 31 March, due to the large number of

buildings involved. GMFRS and the LFB expect to meet this deadline. All other FRSs met the 31 January deadline (although three FRSs had extended deadlines in relation to additional buildings that had been identified during the exercise).

7. The exercise has produced several positive results in terms of moving forward safety work in relation to ACM-clad buildings. One FRS is taking enforcement action in relation to premises where it was not satisfied with the duty-holder's arrangements, and several buildings have been added to the list of ACM buildings.
8. Issues have also been uncovered in relation to buildings which were not thought to have been remediated but which now appear to have been. This is being investigated.
9. The FPB is also undertaking work to meet the commitment made by the Secretary of State for Housing, Communities and local Government that all residential properties over 18m would be inspected or assured for fire safety by the end of 2021.
10. In discussion with the FPB, the Home Office is preparing a business case in relation to £10m worth of funding for FPB activity supporting this commitment in 2020-21.
11. Following the announcement that the Health and Safety Executive (HSE – more detail is set out later in the report) will be the building safety regulator and is establishing the shadow regulator, the HSE has joined the membership of the FPB to ensure work is joined up.

Funding

12. Following the Government's decision in May 2019 to provide funding for the owners of private high-rise residential buildings with ACM cladding to remediate them, building owners have been able to apply for funding from September 2019. These applications can be: to seek confirmation that the building will be eligible for funding; to seek initial funding to tender for the work to remediate the ACM and then develop a full cost application; and, to submit an application for the full cost of remediating the ACM on the block. As of 31 January 93 private residential buildings were in scope of the government's funding programme. Of these 89 have submitted an application, with funding already approved for five buildings. Of the buildings not in scope of the fund the developer or freeholder has committed to pay for the remediation of 77 buildings and 23 buildings are covered by a warranty claim. It is unclear what will happen to fund the remediation of seven buildings.

Joint Inspection Team

13. Although building owners may have expressed an intention to remediate, not all have made fast enough progress in developing their plans to satisfy the MHCLG Secretary of State. At the end of February MHCLG named five companies that have yet to begin the tender process to remove ACM cladding from their buildings, and said that if they do not

act swiftly the department would work with councils to bring the necessary enforcement action.

14. While consideration has been given to the use of the powers fire and rescue services have under the Fire Safety Order 2005 until changes are made to the Order (which are discussed further under the building and fire safety legislation announced in the Queen's Speech), councils are better placed to take enforcement action under the 2004 Housing Act. As members will recall the LGA is hosting the Joint Inspection Team to support councils use their enforcement powers under the Housing Act and the Housing Health and Safety Rating System. The team has so far supported six local authorities to carry out inspections of buildings prior to taking enforcement action following a full site inspection on a small number of buildings, and has provided initial advice to a number of others. A number of improvement notices have been issued by the local authorities that have been supported by the team, and hearings at the first-tier tribunal in relation to some of them are likely to be heard in April or May.

Data collection on external wall systems

15. In July 2019 councils were asked by MHCLG to collect data on the external wall systems on all high-rise residential buildings in England. MHCLG's current estimate is that there are 11,300 residential buildings over 18 metres in height, of which 6,100 are in the private sector and 5,200 are social housing blocks. Collecting information on these buildings is underway, but it is a considerable task, and councils have been provided with additional funding to assist in the data collection process. The LGA and London Councils have been discussing with Home Office and MHCLG officials what else might be done to assist councils in this exercise, which is due to be completed before the end of the month.

Building Safety Announcement

16. On 20 January the Secretary of State for Housing, Communities and Local Government, Robert Jenrick made a [statement](#) promising 'the biggest change in building safety for a generation.'
17. Alongside the statement, the government published:
- 17.1. a [call for evidence](#) seeking views on the assessment and prioritisation of fire safety risk
 - 17.2. a [Response to the Grenfell Tower Inquiry phase one report](#)
 - 17.3. a [Consolidated advice note for building owners](#)
18. The statement represents success for LGA lobbying on a number of issues, detailed below, notably the move towards a risk-based approach to regulation rather than height-based and the requirements around sprinklers in new buildings, which the FSMC has supported for several years.

Statement

19. The two key points of the statement were that progress on remediation needs to accelerate and that the reform of building safety needs to be extended to buildings under 18m.
20. On remediation, the Statement promised:
 - 20.1. the appointment of an independent construction expert to review remediation timescales and identify what can be done to increase the pace in the private sector.
 - 20.2. the naming and shaming from February of owners who are not acting to remediate their buildings, which took place at the end of the month.
 - 20.3. that MHCLG will be working with the relevant local authorities to drive enforcement where necessary.
 - 20.4. further measures in the Fire Safety Bill (see below).
 - 20.5. further details of support for leaseholders to be set out in due course. These are currently being considered with the Treasury.
21. On longer-term reform, the statement included the following specific commitments:
 - 21.1. A new building safety regulator will be established (initially in shadow form) within the Health and Safety Executive within weeks.
 - 21.2. Dame Judith Hackitt will chair a board to oversee the transition to this new regime.
 - 21.3. The first national chief inspector of buildings will be recruited.
22. A named individual will be criminally liable for the safety of each building and the new regulator will be given whatever funds are necessary to ensure it succeeds. Many MHCLG civil servants working on reform 'will, in due course, transition to the new regulator'.
23. The Secretary of State further announced that the Government intends to lower the height threshold for sprinkler requirements in new buildings from 30 meters to 11 metres (details will be released this month). He also announced the intention to lower the 18 metre height threshold of the combustibles ban to at most 11 metres and also launched a [call for evidence](#) seeking views on the assessment and prioritisation of fire safety risk in buildings, ahead of commissioning research on the topic.
24. The LGA has previously supported the lowering of the height at which the requirement to install sprinklers applies and has pushed the Government to base fire safety regulation on risk rather than crude height measurements. The recent spate of fires in buildings slightly below 18m has strengthened the case for such an approach. Relevant work

relevant to such an approach is already being carried out under the aegis of the Fire Protection Board and the Joint Regulators Group.

25. The LGA has also previously called on the Government to impose a requirement to install sprinklers in existing buildings, taking a risk-based approach, to avoid the creation of a two-tier safety standard, and to fund retrofitting in council-owned blocks. The statement made no reference to retrofitting and the Secretary State did not answer when questioned about it by a Labour backbench MP.

Fire Safety Bill

26. The Secretary of State announced that the Fire Safety Bill announced in the Queen's Speech in December would be introduced shortly. We anticipate it being introduced this Spring, followed by secondary legislation before Summer recess, but we do not expect it to become law until the Autumn.
27. The Bill will have two core functions:
- 27.1. to clarify that external wall systems and the fire doors to individual flats in multi-occupied residential blocks fall within the scope of the Regulatory Reform (Fire Safety) Order 2005. This is intended to make it easier for the FRS to take enforcement action where landlords do not act to remediate dangerous cladding or inadequate fire doors.
 - 27.2. to provide the basis for secondary legislation that delivers the recommendations of the Grenfell Tower Inquiry Phase One Report.
28. Some further detail was provided in the [Government Response to the Grenfell Tower Inquiry Phase One Report](#). Although the response does not tell us a great deal that we did not know, it specifically refers to owners sharing information with the fire service on external wall systems (EWS), clarifying that the FRS can enforce where remediation has not taken place and where owners have not assessed the risk posed by their EWS. It goes on to suggest that owners take action now rather than waiting for the legislation to be in place. The LGA has lobbied for these outcomes.

Consolidated Advice Note

29. The [Consolidated advice note \(CAN\)](#) supersedes more than twenty previous advice notes published by MHCLG based on advice from the Expert Panel.
30. The CAN arguably amounts to a requirement to remove dangerous cladding on buildings under 18m (as well as over) in order to comply with the Fire Safety Order. It does so by emphasising the building regulations over the guidance on them in Approved Document B, the requirement to have a Fire Risk Assessment for buildings of any height and by arguing that EWS that contains combustible materials 'may not meet an appropriate standard of safety and could pose a significant risk to the health and safety of residents'.

31. In addition it states that building owners should follow the CAN's advice without delay and not wait for further advice or new legislation.
32. It sets out a hierarchy of dangerous cladding and responses to it (including that when owners find dangerous cladding they should tell the FRS):
 - 32.1. Cat 3 ACM (and similar metal composite material, MCM) is a significant fire hazard on any building of any height – remove and remediate ASAP.
 - 32.2. Cat 2 ACM (and MCM) plus foam insulation is a notable fire risk on buildings over 18m or of any height with residents who need significant assistance with evacuation – remediate ASAP.
 - 32.3. High Pressure Laminate cladding (HPL) class C and D would not meet building regs on buildings over 18m or of any height with residents who need significant assistance with evacuation – remediate as soon as possible.
 - 32.4. Other HPL plus foam insulation – take expert advice.
 - 32.5. All residential buildings over 18m or any height with residents who need significant assistance with evacuation should check their EWS (and all other owners should consider whether they need to).
33. This is interesting both for the gradation and because it contains a de facto definition of vulnerable residents and defines residential buildings as including hospitals and mixed use where there is more than one dwelling.
34. The CAN also contains the department's advice on fire doors.
35. The advice in the CAN and the prospect of clarity around the inclusion of cladding systems in the FSO should assist and is clearly designed to assist the FRS in taking action around cladding issues. However, we understand that MHCLG does not see this as meaning that councils should reduce their efforts to deal with dangerous cladding under the Housing Act.

Implications for Wales

36. Building regulations and fire and rescue services are devolved responsibilities of the Welsh Assembly Government, and the main implications arising from the recommendations of the Hackitt Review and the government's response to it are on building regulations and fire safety in England. However the Welsh government has announced that it will be making the changes recommended in the report to the regulatory system in Wales, and the LGA has been keeping in contact to ensure the WLGA is kept informed of the latest developments in England.



Financial Implications

37. Although the LGA has set up the Joint Inspection Team, the cost of doing so is being met by MHCLG. Other work arising from this report will continue to be delivered within the planned staffing budget, which includes an additional fixed term post in the safer communities team to support the LGA's building safety work.

38. The reform of buildings safety will have financial implications for both councils and fire services as regulators and councils as stock-holders.

39. The Fire Protection Board is developing a business case for the £10 million of funding the Secretary of State has previously offered for assurance work around cladding.

Next steps

40. Officers will take forward the LGAs lobbying on issues such as retrofitting AFSS, funding for remediation and reform of the building safety system in line with existing LGA policy positions, subject to any views members may have.

Fire Services Management Committee Update paper

Purpose of report

For information.

Summary

The report outlines issues of interest to the Fire Services Management Committee not covered under other items on the agenda, including the LGA member improvement offer.

Recommendation

That members of the Committee note the report.

Actions

Officers to continue to provide updates to members.

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Fire Services Management Committee Update paper

New Fire Minister

1. On the 13 February James Brokenshire was appointed Minister for Security at the Home Office, and his responsibilities include fire. James was previously Secretary of State for Housing, Communities and Local Government from April 2018 to July 2019. His portfolio includes:
 - 1.1. Counter terrorism – prepare, prevent, pursue, protect
 - 1.2. Serious and organised crime
 - 1.3. Cybercrime
 - 1.4. Economic crime
 - 1.5. Hostile state activity
 - 1.6. Extradition
 - 1.7. Royal and VIP protection
 - 1.8. Online harms
 - 1.9. Common Travel Area
 - 1.10. Aviation and maritime security
 - 1.11. Commons lead on transition period
 - 1.12. Fire
 - 1.13. Grenfell
 - 1.14. Flooding/hurricane/natural disaster relief

Comprehensive Spending Review Team

2. At the November FSMC meeting members agreed to support a proposal to develop the sector's spending review submission through a joint National Fire Chiefs Council (NFCC)/LGA resource. At the meeting in January members agreed the terms of reference for the Spending Review Team. The report and terms of reference can be accessed [here](#).
3. All fire and rescue authorities have now agreed to financially support this work and invoices will be issued to services shortly.
4. Interviews for the post of CSR Team Leader were held on 26 February and Amy Webb, Chair of the Fire Finance Network and Director of Finance and Resourcing at Devon and

Somerset FRS has now been appointed Team Leader of the Comprehensive Spending Review team.

5. Key to the success of the project will be ensuring that we are able to have access to good quality evidence to underpin the arguments we will be making. Requests for information will be sent out to fire and rescue services as they are identified.
6. It will also be important to ensure that this work is joined up with the work being undertaken by the NJC on a pay claim into the CSR. Officers will ensure that the two pieces of work are coordinated.

**Her Majesties Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS)
–response to State of Fire and Rescue**

7. The LGA and NFCC held a meeting in February to discuss the recommendations within the State of Fire Report. These are:
 - 7.1. By June 2020, the Home Office, in consultation with the fire and rescue sector, should review and with precision determine the roles of: (a) fire and rescue services; and (b) those who work in them
 - 7.2. By June 2020, the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'grey book'.
 - 7.3. By September 2020, the Home Office should consider the case for legislating to give chief fire officers operational independence. In the meantime, it should issue clear guidance, possibly through an amendment to the Fire and Rescue National Framework for England, on the demarcation between those responsible for governance and operational decision making by the chief fire officer.
 - 7.4. By December 2020, the National Fire Chiefs Council, with the Local Government Association, should produce a code of ethics for fire and rescue services. The code should be adopted by every service in England and considered as part of each employee's progression and annual performance appraisal.
8. The two organisations agreed that for recommendations 1-3 we would hold a workshop on each one to discuss the recommendations in more detail and consider a sector response.
9. Members also agreed that we should write a joint letter from the NFCC and LGA to Sir Tom Winsor to ask for a meeting to discuss the recommendations. We are keen to

understand his reasoning for the recommendations and the evidence that underpinned them.

10. The code of ethics work is being led by the NFCC but the LGA and FSMC will input into its development. Members outlined their support for a code of ethics based around the [Nolan Principles](#). This work is coming under the People Programme in the NFCC and officers will continue to feed in members views.

Her Majesties Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) – Cycle 2

11. The inspection programme for cycle two has now been approved and the Inspectorate is commencing the second cycle of inspection in April. As previously the inspections will take place across three tranches of inspection with a national report at the publication of each tranche. The grading system will remain the same as in the first cycle, however, the Inspectorate intends to comment explicitly on the progress made by each service against their last inspection. HMICFRS will also continue monitoring services in between inspections to promote improvement where a cause for concern has been highlighted.
12. The cycle two inspection programme and framework can be found on the Inspectorates website here: <https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/frs-inspection-programme-and-framework-2020-21.pdf>

Fire Standards Board

13. The Fire Standards Board has now been running for just over a year and is coming to the stage of publishing the first standard. In preparation for this a new website has been established which can be viewed here: <https://www.firestandards.org/>

Latest Firefighters' Pension Scheme bulletin

14. [FPS bulletin 28](#) contains a detailed update on transitional protections remedy. Help is needed on our national member website project.

LGA Events

15. The LGA Fire Pensions Annual Conference will take place in London on 22-23 September 2020. Further details will be circulated once they are available.

Outside bodies update

16. [Her Majesties Inspectorate for Constabulary and Fire and Rescue Service External Reference Group](#): Roger Hirst attended the External Reference Group on the 27 January representing the Fire Services Management Committee. The Group discussed the outcomes of the State of Fire and Rescue report, the second cycle of inspections, monitoring arrangements and possible thematic and governance inspections processes.

17. Strategic Resilience Board: The Board took place on 29 January and Cllr Les Byrom and Cllr Cleo Lake attended for the LGA. Discussions focussed on flooding response capability and industrial relations.
18. LGA Fire Diversity and Inclusion Champions Network: Fiona Twycross opened and led the first meeting of the Network which has been established to provide a forum for elected members with responsibility for Diversity and Inclusion to network, share their local challenges and best practice. The meeting was attended by twenty authorities and established the general purpose of the network and future ways of working.
19. LGA Leading the Fire Sector: Culture, diversity and inclusion event: Cllr Rebecca Knox lead the LGA masterclass on culture, diversity and inclusion in Salisbury in January. Fifteen fire officers and fire authority members attended the full day events and heard from speakers from the Fire Inspectorate, Avon Fire and Rescue Service, Hampshire Fire and Rescue Service and from Women in Fire.
20. Fire Lawyers' Network: Officers attended the Network where the focus of the meeting was on diversity and inclusion and the use of the positive action elements of the Equality Act 2010.
21. LGA Fire and Rescue Leadership Essentials, Programme 14: Fiona Twycross opened and lead the fourteenth Fire and Rescue Leadership Essentials programme in early February, where seventeen delegates including elected members and an officer from a police, fire and crime commissioner area.
22. National Fire Chiefs Council – People Engagement Forum: Cllr Roger Price attended the Forum on 25 February where the forum discussed items related to the NFCC People Programme. The forum received updates on various aspects of the programme and made comments on key projects including the Fire Standards Board and the Leadership Programme Project Initiation plan, which included the Code of Ethics.
23. National Fire Chiefs Council – On Call Closure meeting: The Group met on the 2 March. Members in attendance at the meeting will provide update.
24. National Fire Chiefs Council – Strategic Engagement Forum: The Forum met on the 4 March, and members in attendance will provide an update.



Central Programme Office Update

Date:	9 March 2020	Item No:
Title:	Central Programme Office Update	
Author:	NFCC CPO	
Presented by:	Phil Loach	
For information or decision?	For Information	

1. Summary

- 1.1. This report provides progress updates on the work activity the NFCC Central Programme Office (CPO) is responsible for.

2. NFCC Strategy Review

- 2.1. A project to review the current three-year NFCC strategy (set out in 2017) has been underway. Since its establishment many changes have impacted the NFCC and how it operates. The role of the NFCC has crystallised and the review of the strategy aims to encompass this.
- 2.2. Views about the evolution of the strategy were gathered from Chiefs Officers and FRS senior managers (NFCC members) through an engagement workshop held at the NFCC Autumn conference and via an online questionnaire.
- 2.3. Drafting work on the strategy has been concluded and the final draft was presented to the NFCC Council in February where it was agreed in principle subject to a number of amendments discussed.
- 2.4. It is intended for the revised strategy to be launched in April 2020.

3. Grenfell Tower Inquiry

- 3.1. Since the Grenfell Tower fire, the NFCC has played a central role in supporting and facilitating the cross-Government response. Having stepped into the role of the Government's chief advisor following the disestablishment of the Chief Fire and Rescue Adviser's Unit (CFRAU), the NFCC's advice, and co-ordination across fire and rescue services (FRS) has been integral to the Grenfell response. Critically, the way in which the NFCC has been deeply embedded in all aspects of the response to Grenfell has enabled Ministers and Departments to provide reassurance to the public that the response to Grenfell is being delivered with the full involvement of the fire and rescue service.

- 3.2. A communication was issued 16 December 2019 detailing the planned response by the NFCC to all Chief Officers and Chief Executives, detailing the actions taken in response to the Grenfell Tower Inquiry Phase 1 Report recommendations. This included a survey requesting information from services regarding their response to the recommendations.
- 3.3. The NFCC have established a function to coordinate actions made in response to the recommendations and to plan work to support services in addressing the recommendations.
- 3.4. The recommendations made to LFB have been reviewed and underlying issues that should be considered by all services have been identified and considered alongside the recommendations made by the HMICFRS to individual services to bring a national context to the recommendations.
- 3.5. A work plan has been developed to address the underlying causes and deal with the recommendations directly. This will continue to be communicated with services through the NFCC governance structures.
- 3.6. The first stage is to develop interim guidance for fire control rooms and operational personnel. Separate working groups have been established to develop content and make recommendations for each area.
- 3.7. Due to the collaboration between London Fire Brigade and National Operational Learning, the NFCC were able to identify work that addressed the recommendations and much has been done to improve National Operational Guidance as a result of learning identified.
- 3.8. This function has been working closely with the Building Safety Programme team, to ensure all actions are co-ordinated. This team was established by the NFCC to work with the government and fire and rescue services to address recommendations made by Dame Judith Hackitt in the Independent Review of Building Regulations and Fire Safety.
- 3.9. The building Safety Programme team are tracking changes in legislation and managing the response to government consultations. They are coordinating with the CPO to ensure any changes are supported by relevant guidance to fire and rescue services,

4. National Operational Guidance

- 4.1. The maintenance of NOG is a core function within the Central Programme Office (CPO) with a dedicated team to ensure accuracy and currency of the content.
- 4.2. Three pieces of National Operational Guidance have been reviewed and are currently awaiting approval through the NOG governance process, with publication due in April 2020. They are;
 - *Incident command* (3rd Edition, Version 1)
 - *Operations* (3rd Edition, Version 1)
 - *Foundation for Environmental Protection*
- 4.3. Planned work to begin in the first quarter of 2020/2021 includes:
 - Review of National Operational Guidance: *Subsurface, height structures and confined spaces* (1st Edition)
 - Review of National Operational Guidance: *Performing rescues* (2nd Edition)
 - Review of National Operational Guidance: *Water rescue and flooding* (2rd Edition)

- Review of National Operational Guidance: *Environmental protection* (2nd Edition)
- Review of National Operational Guidance: *Marauding terrorist firearms attack* (2nd Edition)
- Fire Control Room project

Joint Emergency Services Interoperability Principles (JESIP) Joint Doctrine review

4.4. The NFCC has responsibility for the periodic review of the 2016 Joint Doctrine. The CPO has initiated a project to review the publication, which will include lessons identified by Joint Organisational Learning, significant incident inquiries and any relevant legislative changes. The project executive has been appointed and the project board will next determine the full scope of the review.

Service Integration Tool

4.5. A project to deliver a new system (Service Integration Tool) to assist fire and rescue services implement changes to National Operational Guidance locally is being tested with trials in three services commencing mid-March 2020.

National Operational Learning

4.6. The National Operational Learning User Group (NOLUG) met in December 2019 where they discussed 20 learning cases and approved recommendations relating to all. Action notes that make recommendations directed at services will be released in January 2020. The Next meeting of the NOLUG is on Thursday 12 March.

4.7. To date 44 Action and Information notes have been published. Action notes that identify service specific learning or changes to NOG are submitted directly to submitting services, currently 14 action notes with recommendations that have national implications have been published and are available from ukfrs.com.

4.8. Now that NOL has been functioning for 18 months, there will be a review of the processes to ensure they are fully supporting the service. This review will include an assessment of any outstanding actions, to close down those which have been satisfactorily resolved and complete any other work.

Legacy guidance

4.9. A project has been underway since the NOG programme closed in 2019 to identify which pieces of guidance held on GOV.UK had been superseded by NOG and should therefore be archived.

4.10. Following completion of this work, permission has now been granted by the Home Office for all 36 Generic Risk Assessments be removed from GOV.UK and archived. This action is planned to take place in mid-March 2020.

4.11. The next phase of the legacy guidance review is to consider the Fire Service Manuals, commencing with the book relative to subsurface incidents to support the NOG reviews.

5. Fire Standards Board

5.1. The FSB has been in place since Spring 2019 and has met four times. Meetings for 2020 have been scheduled with the next meeting due in April 2020.

5.2. Scoping and prioritisation is underway which will lead to the development of a work programme and delivery plan for Fire Standards being presented at the April FSB.

- 5.3. Much of the work of the NFCC improvement programmes will provide the national guidance and competency frameworks that will underpin Fire Standards.
- 5.4. Other Fire Standards that are likely to be produced in the first phase will seek to use existing fire specific guidance or other relevant guidance for areas which are non-fire specific.

Pilot Fire Standards

- 5.5. The pilot process to test the Fire Standards development process and prototype template is in progress. The NFCC appointed a national lead for Emergency Response Driving (Paul Stewart) The consultation was extended through January to ensure all services provide a response to the consultation.
- 5.6. Consultation responses are being reviewed and learning from the pilot process being collated and will be fed back to the FSB.
- 5.7. Scoping of the relevant Fire Standards for Operational Response underpinned by National Operational Guidance (NOG) is in progress.

Engagement & Communications

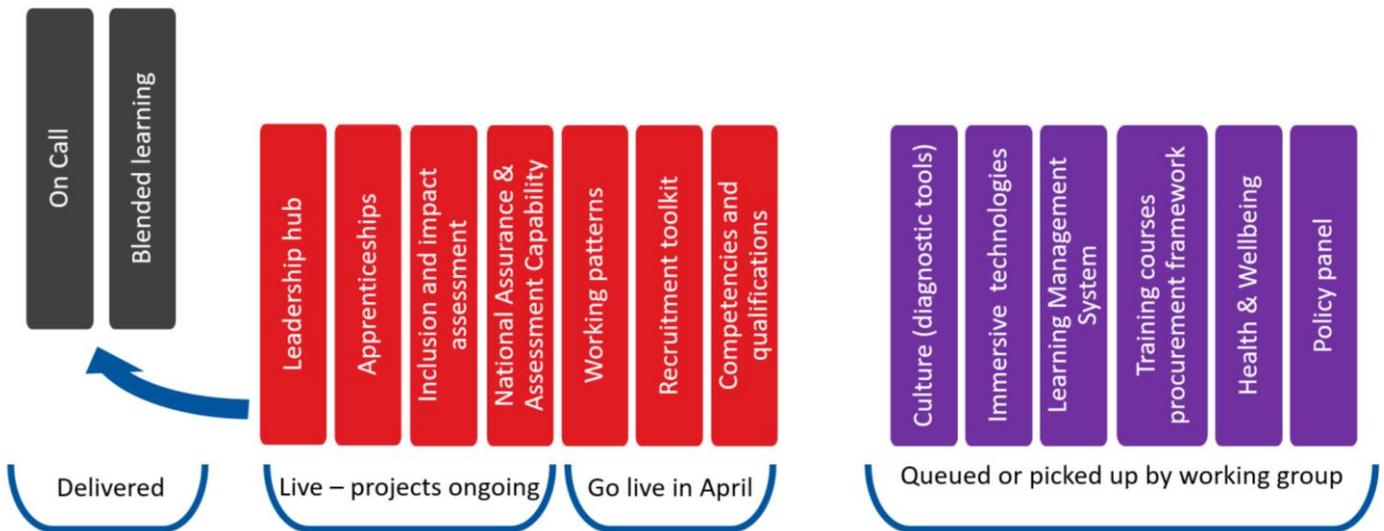
- 5.8. The FSB Chairs continue to accept invitations from services to broaden their understanding and awareness.
- 5.9. The Memorandum of Understanding setting out the relationship between HMICFRS and the FSB has been agreed and will be signed and then published following the April FSB.
- 5.10. The Chairs are due to meet with Luke Edwards and Jonny Bugg from the Home Office in the Spring. They will also meet the new Fire Minister when announced.
- 5.11. The Chairs will be attending and presenting at the LGA Fire Conference in Blackpool in March 2020.

6. People Programme

Overview

- 6.1. The beginning of 2020 has seen the programme continue with refining and prioritising the work of phase 2 particularly for 2020/21. The NFCC Steering Group approved all of the business cases put forward in December 2019. The last programme board was on the 13 February 2020 with the next on 30 April 2020 and over these two boards we are considering business cases and project initiation documents for all of the projects and deciding which projects closedown.
- 6.2. The programme now has 2 delivered projects; On-Call and Blended Learning with a handover of remaining deliverables to new projects Working Patterns within this programme and Learning Materials Development Team which was commissioned by Steering Group but has been moved under the NOG Maintenance Team.
- 6.3. Four projects are now live; Leadership, Apprenticeships, Inclusion and Impact Assessments. The fourth is now Emergency Services End Point Assessments (ESEPA) previously known as National Assurance and Assessment Capability. This was fast tracked due to the urgent nature of the issue arising.

- 6.4. Three projects will now go live in April; Working Patterns, Recruitment Toolkit and Competencies and Qualifications. These are being scoped and the business cases or project initiation documents will be signed off at the next programme board at the end of April.
- 6.5. The remaining areas of work are queued awaiting further funding or some areas of work lend themselves to being progressed by a working group and the portfolio would support with a 'route to market'.



- 6.6. Once the projects for 2020/21 are agreed the programme team will continue to refine the remainder of phase 2 from 21-24.
- 6.7. The programme held its third People Engagement Forum 25 February. The forum is proving a useful engagement method to challenge and contribute to our programme of work. And we took a number of items from the Leadership project for scrutiny. We intend to focus on the membership and tighten facilitation of the forum to bolster attendance and ensure the value of it is being maximised.
- 6.8. The next HR Forum is being held on the 2nd April and will be a useful opportunity to engage key stakeholders on the newly defined programme and draw out contributors against various areas of work.

Leadership

- 6.9. Whilst this project has been running throughout phase 1, it reported directly into the programme board and it was felt that, to put energy and focus in this area, a dedicated board should be established. 4 February 2020 a new project board of seven CFOs chaired by Becci Bryant CFO Staffordshire FRS met for the first time and all made commitments to lead on the workstreams.
- 6.10. Further the programme has appointed a project manager to this project and this together with an enthusiastic project board has ignited the project. They have identified eight workstreams with initial focus on direct entry, a code of ethics and guidance on officer secondment. With other workstreams being scoped around talent and high potential management, supervisory leader

development, coaching and mentoring. The board are also conscious of the appetite for standards and expect standards on both leadership generally and around a code of ethics.

6.11. The board is considering the consultation responses to the Succession Planning Toolkit which were mixed and the board feels the product may require some more development alongside other workstreams to ensure there is clarity about its purpose.

Apprenticeships

6.12. The project is working with NFCC Support to push out some communications on some of the recent activity in this project:

- Publication of the Apprenticeship Strategy
- Agreement from the Education and Skills funding Agency to our interpretation of the funding rules for application to on-call roles
- Ongoing review of the firefighter apprenticeship standards

6.13. Our last Apprenticeships Forum was held 27 February 2020 which provided a rich picture of FRSs progress and a useful understanding of the ongoing challenges and opportunities.

Inclusion and Impact Assessments

6.14. The programme board has appointed a project executive to this project, Alex Johnson CFO Derbyshire FRS. A project scoping workshop is being held 2 March 2020 and this will help identify the workstreams and stakeholders to be represented on the project board.

6.15. The responses to the consultation on the Inclusion Strategy will be reported to the project board as their first priority.

6.16. The run of three workshops focussing on impact assessment started earlier this month and will finish in March. The intention is the feedback in the sessions on a template impact assessment should enable a model template to be agreed.

Emergency Services End Point Assessment (ESEPA) (formerly National Assurance & Assessment Capability)

6.17. A project executive, Rob MacDougall, CFO Oxfordshire FRS has been established along with the project board and have met twice and will continue to meet 3 weekly over this fast paced first stage of the project. For a brief summary of the project, take a look at Rob's 3-minute [video](#). The board has identified 4 workstreams and appointed leads for each. The priority is defining a target operating model that we can scale towards whilst starting to deliver the first assessments under the partnership with Cornwall FRS from April 2020.

6.18. The immediate priorities is to push out some communications to CFOs to start building support for the capability and a register of both assessors and prospective apprentices.

7. Community Risk Programme

- 7.1. The Community Risk Programme has been making significant strides in the last quarter. Three projects have now been kicked off with Project Executives and Project Managers now in role. These are:
- Value of the Fire and Rescue Service
 - (I)RMP Guidance
 - Definition of Risk
- 7.2. We have successfully secured funding for all three projects for the next financial year (20/21).
- 7.3. The Definition of Risk project is well underway with the draft product being completed by March. Seven national road shows have been arranged, with the first being held 1 April 2020 at WMFS headquarters. We have invited all 50 UKFRS to attend the roadshows in which they will be able to provide feedback on the draft. The draft has been developed from the User Stories survey that was sent out to SPoCs (Specific Point of Contact within each of the 50 UKFRS) in December offering an opportunity to provide comments on what this product should include/exclude and consider. The project received 35 FRS responses. The final draft is scheduled to go through our governance routes in the late Summer anticipating it is published in November 2020.
- 7.4. The Value of the Fire and Rescue Service is a project to produce a report of the same. This report will build on the Home Office's refresh of the Economic Cost of Fire 2011 and will aim to include more on prevention and protection work and also the 'and Rescue' part of the services interventions. The first Project Board is due to be held on 4 March 2020 for which we've received 11 Expressions of Interest from prospective board members through advertising for the role on Workplace and the NFCC website. The project is also in the process of recruiting an Economist. The project will continue to work closely with the Home Office in the development of the Economic Cost of Fire.
- 7.5. The (I)RMP Guidance project has quickly established itself and work is underway to complete a literature review. The next step is to create and establish a Scrutiny Panel to determine the definition for 'best' and 'good' practice so that practice and guidance already used can be included in the new guidance. This process will also then determine where there are gaps and research is needed.
- 7.6. We have created two key groups to support the aim to deliver products with experts from within the UKFRS, academia and private sector. One is the Technical Working Group and the other the Subject Matter Expert group.
- 7.7. The Technical Working Group (TWG) is a group of fire and rescue service risk experts that provide contributions to shaping the programme's products. There is currently an advert out to all fire and rescue services to invite new members to help build capacity for the programme based on the newly refreshed Terms of Reference.
- 7.8. The Subject Matter Expert (SME) group has been created so that other key stakeholders from outside the FRS can also contribute to the programme and shape its products

- 7.9. The programme also has developed a progressive social media strategy which has two key Workplace Groups to ensure engagement and collaboration with FRSs. Currently there is over 350 members in one and 49 out of 50 FS presented by their nominated SPoCs.
- 7.10. The programme has provided the Nottingham Trent University (NTU) research report to all Chief Fire Officer's and Strategic Engagement Forum members.
- 7.11. The Community Risk Programme featured in the November 2019 edition of Fire Magazine which had articles on the NTU research report and the recently hosted International Symposium on Community Risk.

8. Digital and Data Programme

Digital and Data outcomes

- 8.1. The discovery work completed to date has identified the start of a set of proposed digital and data outcomes for the NFCC. These outcomes are draft and subject to change. Ongoing discovery and engagement with the NFCC and fire and rescue services may determine new outcomes and adjust priorities. The nature of the digital and data programme means that we may need to be more agile in the way we explore requirements and deliver outcomes.
- 8.2. In light of developments over the last year, the Programme Executive has commissioned a review of the original Digital and Data Strategy set out before the discovery phase. This has been considered alongside the recent revision of the overall NFCC strategy to ensure consistency and a common thread across themes.
- 8.3. A draft work plan is being developed alongside the Programme Definition Document and is expected to be reviewed by the Programme Board at their next meeting in April 2020.

Community risk dataset survey

- 8.4. In collaboration with the Community Risk programme, the Digital and Data programme sought to build upon the results of the 2019 NTU research into IRMP by better understanding what datasets or systems are most important to services and the scale at which there could be potential benefits to national procurement of these datasets/systems. We also asked for details of which public datasets would be most useful to have access to that they do not currently have.
- 8.5. The results of the survey are to be reviewed by the Community Risk Programme Board at their next meeting.

UPRN workshop

- 8.6. In collaboration with GeoPlace, the programme is hosting a workshop with data analysts in late February to explore whether more consistent use of the unique property reference number (UPRN) across disparate datasets will allow services to gain new insight to improve prevention and protection targeting. The team will use a range of tools and techniques to manipulate datasets, including Food Standards Agency data and incident and inspection data for two London Boroughs, to answer the question: 'Tell us something about fire risk that we don't already know?'.
- 8.7. A write up of the event and its conclusions will be published in a blog. Any tangible outputs and lessons will be shared with the wider community.

Proofs of concept

- 8.8. The programme is now working on proofs of concept to help demonstrate the potential benefits and value that our desired outcomes could achieve. We plan to initially explore concepts for sharing and accessing national data as well as for a 'single online home' platform for fire using the model recently developed and rolled out to the police by the Digital Policing Portfolio. The board has discussed the opportunities for setting up a virtual proof of concept team to carry this work forward.
- 8.9. A business case for the data sharing project is being developed alongside the learning and outcomes of the proof of concept for consideration by the board in April 2020.

Digital and Data Expert Panel

- 8.10. The board recently approved the establishment of an Expert Panel to act as an advisory and horizon scanning group that will help guide our work and anticipate the changing digital landscape for fire. Members will be targeted from a wide range of organisations and skillsets, including the public sector, academia and private sector.

Note of last Fire Services Management Committee meeting

Title:	Fire Services Management Committee
Date:	Friday 24 January 2020
Venue:	Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

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

Item	Decisions and actions	Action
1	Welcome, apologies and declarations of interest	
	The Chairman welcomed members to the meeting.	
	Apologies were received from Cllr Carole Burdis.	
	There were no declarations of interest.	
2	Minutes of the previous meeting	
	The minutes of the previous meeting held on 11 October 2019 were agreed.	
3	HMICFRS State of Fire & Rescue report	
	The Chair welcomed HMI Zoe Billingham and asked her to present the findings of the State of Fire & Rescue Report to the Committee.	
	Zoe explained that this was the first State of Fire & Rescue report and was based on inspections carried out between June 2018 and August 2019. She apologised for the delayed publication of the report and said that this was because of changes to the Parliamentary timetable brought about by December's General Election.	
	Zoe said that only 16 services had been graded as 'good' for all 3 pillars with the 'effectiveness' pillar being the strongest for most services and the 'people' pillar the weakest. She added that for the next round of inspections, there would be a greater focus on the 'efficiency' pillar.	
	Zoe highlighted some of the good practice that they had found - in particular, strong response to emergencies and good collaboration between services. She then went on to talk about the areas where services needed to improve such as compliance with fire safety regulations, workforce diversity and a toxic culture in some. She added that overall, there were some serious barriers to change faced by services	

including - the strength of the FBU; lack of consensus over the role of firefighters; ineffective national staff negotiating mechanisms; unclear demarcation between political oversight and operational leadership; and variable capacity to bring about change. Overall, the inspectors concluded that significant reform was needed across the sector both locally and nationally to address these issues.

Zoe concluded by running through the reports 4 recommendations – (i) Home Office to define the role of Fire & Rescue Services; (ii) Home Office, LGA and NFCC to consider reforming pay negotiation machinery; (iii) Home Office to consider legislating to give Chief Fire Officers (CFOs) operational independence; (iv) NFCC and LGA to produce a code of ethics for Fire & Rescue Services.

Following Zoe's presentation, there was a discussion amongst members during which the following comments and questions were raised:

- What was the evidence base for giving CFO's operational independence? Some members expressed the view that this wasn't an issue in their authorities and others said that it would risk losing democratic and community oversight, and the checks and balances on decision-making, which Fire & Rescue Authorities bring. Zoe quoted examples of where she had been told that Fire Authorities were blocking sensible operational decisions by CFOs. Members responded by saying that there were a lot of grey areas between operational and strategic decision-making and that in practice CFOs generally consulted with their fire authorities before making key or controversial decisions. In addition, it was stated that the Police and Fire services were very different when it came to operational decision making and so it was wrong to make comparisons between the two.
- It was suggested that there was a tension in the report between national and local factors and it wasn't clear whether more central direction was being recommended. Zoe admitted that this could have been made clearer in the report but she said that, although there would inevitably be some local variation between services, at the moment there was far too much inconsistency, especially with IRMPs.
- Concern was expressed that FRS's were not getting the political steer from the Government that they needed in order to fulfil expectations. Jonny Bugg from the Home Office responded by saying that the State of Fire & Rescue report had landed well with Ministers and that one of the key questions for the Home Office was how to boost change capacity in fire services.
- The report was considered to be a good benchmarking exercise but members queried what came next. With the next round of inspections due to start already later in the year, members felt that more time was required in order to respond to the recommendations from the first tranche. Zoe acknowledged this point and said that HMICFRS had tried to give longer gaps between inspections for the services that required greater

improvement.

- Concern was expressed that, with its recommendations, HMICFRS was in some way stepping into the role that Government should be playing, and that it was becoming more than an inspectorate. Zoe denied that this was the case and said that it would have been strange if they hadn't come up with some recommended courses of action following all the inspections.
- Disappointment was expressed that there weren't any recommendations on the 'people' pillar. The conversation at the morning's Fire Commission meeting about changing the culture in the service was referenced, and it was felt that services that fell short on this pillar should have the spotlight shined on them. Zoe said that they could have made recommendations on many more issues but had agreed that it would be more helpful to focus on four at this stage. She added that the recommendation about adopting a code of ethics was aimed at addressing some of these cultural problems.
- It was stated that there was a 98 per cent satisfaction rate amongst the public with fire services nationally and that this should be taken into account when making judgements about them.
- It was stated that many fire services were in need of modernisation in many aspects of their operations and so this report was a welcome wake up call.
- Members agreed that it would be beneficial to have a wider airing of the report's recommendations at the LGA Fire Conference in March.

Decision

FSMC Members:

1. Noted the publication of HMICFRS's State of Fire and Rescue report.
2. Thanked Zoe for attending the meeting to discuss the contents of the report.
3. Agreed the way forward set out in paragraph 11 of the report in response to the four recommendations made by HMICFRS.

Action

- Officers to arrange a discussion session on the State of Fire & Rescue Report at the LGA Fire Conference in March.

4 Comprehensive Spending Review

The Chair asked Lucy Ellender to introduce the report.

Lucy circulated a risk register associated with the proposal. She explained that following discussions with Lead Members and the NFCC a letter had been sent out to fire and rescue authorities asking for them to commit to

funding to create a central Comprehensive Spending Review (CSR) team. Lucy said that at the current time, she had received 27 positive responses with 17 FRA's yet to reply, and that FRAs who agreed to provide funding would be invoiced by the end of the financial year.

Lucy said that she was working closely with John Buckley, the NFCC finance lead, on job descriptions, and he would provide line management for the new team.

Following Lucy's introduction, Members made the following comments:

- Cllr Chard offered to speak to FRA's who were yet to respond, or who responded negatively to the letter.
- Several members suggested that they hadn't received the letter. Lucy agreed to check and resend if necessary. The Chair suggested that a reminder be sent to the authorities who were yet to respond.

Decision

Members noted the terms of reference for the CSR team and the associated risk register and agreed that LGA and NFCC officers should proceed with the creation the team.

Action

Officers to send a reminder e-mail to authorities who hadn't yet responded.

5 Climate Change

The Chair asked Lucy Ellender to introduce the report.

Lucy explained that Lead Members had agreed that a document should be written, and presented at the LGA Fire Conference, which would set out the role that fire and rescue services could play in tackling the climate emergency, both in terms of reducing their carbon footprint and responding to the consequences of more frequent severe weather events.

Lucy asked members for comments and a steer on the questions set out in paragraph 18. In particular should the LGA and NFCC be seeking to develop a vision for what carbon neutral fire and rescue services would look like in 2050, and what changes individual services would need to make to meet that commitment? In addition, she asked members to consider how work at a national level on procurement and research and development could assist FRAs?

Following Lucy's introduction, members raised the following questions and comments:

- It was suggested that some short, medium and long-term targets should be set that services could contribute to, either individually or jointly.
- Members asked if there were any examples of best practice already out there that could be replicated? Lucy said that there

were some, and these would be set out in the document, but they could always do with more.

- The Chair suggested that a small working group of FSMC members be set up to take this work forward, along the lines of the sprinkler working group. It was agreed that this proposal should be discussed at the next Lead Member meeting.

Decision

Members noted the report and agreed that officers should continue to work towards launching a publication at the LGA Fire Conference in March 2020, taking into account the comments made during the discussion.

Action

Lead members to consider setting up a climate change working group.

6 LGA Fire Conference and Exhibition 2020 and venue options for Fire Conference 2021

The Chair asked Jess Norman to introduce the report.

Jess said that the report set out the proposed programme for the 2020 Fire Conference, including proposed speakers and session chairs and asked whether members had any comments.

She also set out the 3 options for the location of the 2021 conference highlighting the pros and cons of each.

Members agreed that in the light of the importance of the recommendations from the HMICFRS State of Fire & Rescue report, it would be beneficial to have 2 sessions at the conference devoted to discussing these. It was agreed that these should take the place of the proposed “future of on-call” and “shadow ministers” sessions.

Members further agreed that the venue for the 2021 Fire Conference should be the Hilton in Gateshead.

Decision

Members noted the programme and chairing allocations for the LGA Fire Conference 2020 and agreed that the proposed “future of on-call” and “shadow ministers” sessions should be replaced by two sessions on the recommendations from the HMICFRS State of Fire & Rescue report.

Members agreed that the venue for the 2021 LGA Fire Conference should be the Hilton in Gateshead.

7 Workforce update

The Chair asked Gill Gittins to introduce the update.

Gill highlighted the work of the Inclusive Fire Service Group which comprises the National Employers, the NFCC, the Fire Brigades Union, the Fire Officers Association and the Fire and Rescue Services Association which seeks to secure improvements in fire service equality, diversity, inclusion and cultural issues. She said that this was particularly pertinent in the light of the HMICFRS's findings in these areas.

Members asked whether there was any new information on the financial implications of the McCloud judgement for FRAs. Gill said that there wasn't but, as the decision was outside of the control of the fire service nationally, it was unlikely that any extra costs would fall on FRAs and, if they did, there would be a good case for new burdens funding.

Decision

Members noted the update.

8 FSMC update

The update was noted without discussion.

Decision

Members noted the update.

9 NFCC update

The Chair asked Nick Collins to introduce the report.

Nick said that he didn't have anything particular to add to the update but was happy to answer questions.

Members asked if the NFCC was going to be responding to the State of Fire & Rescue report. Nick said that the Chair issued a press statement on the day the report was released but that they would also be writing to Sir Tom Winsor seeking greater clarity on specific recommendations, for example on the meaning of 'operational independence'.

Decision

Members noted the update.

10 Update on NFCC and National Employers (England) partnership working

As this was a confidential item, the Chair asked any press or public present to leave the room. He then asked Gill Gittins and Nick Collins to present their report to the Committee.

Gill explained that the report updated members on the Fit for the Future work currently being undertaken by the National Employers (England) and the NFCC and said that they were seeking members' agreement for the

LGA to become the third official partner.

Gill highlighted the proposed new draft of the Fit for the Future document attached at Appendix B and in particular, the summary of the improvement objectives on page 105.

Nick expanded further on the objectives and outlined the approach that was being taken to implement these, including a Strategic Improvement Model, creating an improvement narrative and developing a business case to present to Government. Nick and Gill both stressed that pay matters related to broadening the role of firefighters would be a separate business case from the wider work being undertaken by the LGA and NFCC on the Comprehensive Spending Review covered earlier in the meeting. They said that this approach had been endorsed by Lead Members at their last meeting on 9 January.

Members welcomed the presentation and the work being undertaken as part of Fit for the Future and agreed that they were happy to support the approach and for the LGA to become the third partner. The only reservations expressed were about the tight timescale for delivering it. Gill and Nick reassured members that they were comfortable with the timetable.

Decision

Members agreed that the LGA should become the third partner, alongside the NFCC and National Employers (England), on the Fit for the Future workstream.

Appendix A -Attendance

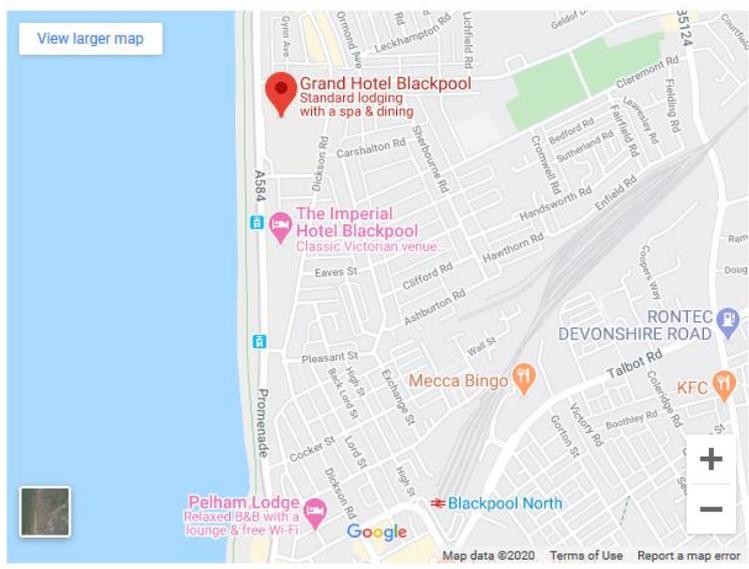
Position/Role	Councillor	Authority
Chairman	Cllr Ian Stephens	Isle of Wight Council
Vice-Chairman	Ms Fiona Twycross AM	Greater London Authority
Deputy-chairman	Cllr Nick Chard	Kent and Medway Fire and Rescue Authority
	Cllr Keith Aspden	North Yorkshire Fire & Rescue Service
Members	Cllr Eric Carter	Shropshire and Telford Fire and Rescue Authority
	Cllr Mark Healey	Devon and Somerset Fire and Rescue Authority
	Mr Roger Hirst	Essex Police Fire and Crime Commissioner
	Cllr Rebecca Knox	Dorset and Wiltshire Fire and Rescue Service
	Cllr Nikki Hennessy	Lancashire Fire and Rescue Authority
	Cllr Karen Kilgour	Tyne and Wear Fire and Rescue Authority
	Cllr Les Byrom CBE	Merseyside Fire and Rescue Authority
Apologies	Cllr Carolyn Lambert	East Sussex Fire Authority
	Cllr Cleo Lake	Avon Fire and Rescue Authority
Apologies	Cllr Carole Burdis	Tyne and Wear Fire and Rescue Authority
In Attendance	Cllr Roger Price	Hampshire Fire & Rescue Authority

Commissioner Andy Roe
Nick Collins
Jonny Bugg
Steven Adams

London Fire Brigade
NFCC
Home Office
NFCC/LFB

Conference Venue

Location



Grand Hotel Blackpool
North Promenade, Sea Front
Blackpool
FY1 2JQ