

# Fire Services Management Committee

## Agenda

Friday, 19 June 2020  
11.00 am

Zoom videoconference

**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  
19 June 2020

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There will be a meeting of the Fire Services Management Committee at **11.00 am on Friday, 19 June 2020** via Zoom videoconference

**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.

<b>Conservative:</b>	Group Office: 020 7664 3223	email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>
<b>Labour:</b>	Group Office: 020 7664 3263	email: <a href="mailto:martha.lauchlan@local.gov.uk">martha.lauchlan@local.gov.uk</a>
<b>Liberal Democrat:</b>	Group Office: 020 7664 3235	email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>
<b>Independent:</b>	Group Office: 020 7664 3224	email: <a href="mailto:independent.grouplga@local.gov.uk">independent.grouplga@local.gov.uk</a>

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The twitter hashtag for this meeting is #lgassc

## Fire Services Management Committee – Membership 2019/2020

Councillor	Authority
<b>Conservative ( 4)</b>	
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 & Crime Commissioner
Cllr Rebecca Knox	Dorset and Wiltshire Fire and Rescue Service
<b>Substitutes</b>	
Cllr David Cannon	Royal Berkshire Fire and Rescue Authority
Cllr David Norman MBE	Gloucestershire County Council
Cllr Colin Spence	Suffolk County Council
<b>Labour ( 5)</b>	
Ms Fiona Twycross AM (Vice-Chair)	Greater London Authority
Cllr Nikki Hennessy	Lancashire Fire & Rescue Authority
Cllr Karen Kilgour	Tyne & Wear Fire & Rescue Authority
Cllr Les Byrom CBE	Merseyside Fire and Rescue Authority
Cllr Michael Payne	City of Nottingham Fire Authority
<b>Substitutes</b>	
Cllr John Robinson JP	County Durham and Darlington Fire & Rescue Authority
Cllr Greg Brackenridge	West Midlands Fire & Rescue Authority
Cllr Richard Chattaway	Warwickshire County Council
<b>Liberal Democrat ( 2)</b>	
Cllr Keith Aspden (Deputy Chair)	North Yorkshire Fire & Rescue Service
Cllr Carolyn Lambert	East Sussex Fire Authority
<b>Substitutes</b>	
Cllr Roger Price	Hampshire Fire & Rescue Authority
<b>Independent ( 2)</b>	
Cllr Ian Stephens (Chair)	Isle of Wight Council
Cllr Cleo Lake	Avon Fire & Rescue Authority
<b>Substitutes</b>	
Cllr Frank Biederman	Devon & Somerset Fire & Rescue Authority

## Fire Services Management Committee – Attendance 2019-2020

	11/10/19	24/1/20	9/3/20
<b>Councillors</b>			
<b>Conservative Group</b>			
Cllr Nick Chard	Yes	Yes	Yes
Cllr Eric Carter	Yes	Yes	Yes
Cllr Mark Healey MBE	Yes	Yes	Yes
Cllr Rebecca Knox	Yes	Yes	Yes
Mr Roger Hirst	No	Yes	Yes
<b>Substitutes</b>			
Cllr David Cannon	No	No	No
Cllr David Norman MBE	No	No	No
Cllr Colin Spence	No	No	No
<b>Labour Group</b>			
Fiona Twycross AM	No	Yes	No
Cllr Nikki Hennessy	Yes	Yes	Yes
Cllr Karen Kilgour	Yes	Yes	No
Cllr Les Byrom CBE	Yes	Yes	Yes
Cllr Carole Burdis	No	No	N/A
<b>Substitutes</b>			
Cllr John Robinson JP	No	No	Yes
Cllr Greg Brackenridge	Yes	No	No
Cllr Richard Chattaway	No	No	No
<b>Lib Dem Group</b>			
Cllr Keith Aspden	Yes	Yes	Yes
Cllr Carolyn Lambert	Yes	Yes	No
<b>Substitutes</b>			
Cllr Roger Price	No	Yes	Yes
<b>Independent Group</b>			
Cllr Ian Stephens	Yes	Yes	Yes
Cllr Cleo Lake	No	Yes	Yes

## Agenda

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### Fire Services Management Committee

Friday 19 June 2020

11.00 am

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**Date of Next Meeting:** Friday, 16 October 2020, 11.00 am, venue tbc



## Note of last Fire Services Management Committee meeting

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**Title:** Fire Services Management Committee  
**Date:** Monday 9 March 2020  
**Venue:** The Grand Hotel, Blackpool

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### Attendance

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

Item	Decisions and actions	Action
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### 1 Welcome, Apologies and Declarations of Interest

Apologies were received from Fiona Twycross AM, Cllr Karen Kilgour, Cllr Carolyn Lambert, Cllr Greg Brackenridge and Cllr Frank Biederman. Cllr John Robinson JP was substituting for Fiona Twycross AM and Cllr Roger Price was substituting for Cllr Carolyn Lambert.

The Chair stated that Cllr Carole Burdis had stood down from the Committee for health reasons and that he had written to her thanking her for her work and wishing her well.

There were no declarations of interest.

### 2 Emergency Services Mobile Communications Project

The Chair welcomed Ian Taylor, Senior User and Business Change Lead for the National Fire Chiefs Council, to the meeting and asked him to introduce his report.

Ian explained that the Emergency Services Network (ESN), the product of ESMCP, would replace the existing Airwave service as the next generation of communications for the emergency services in Great Britain, providing secure and resilient mobile broadband capability with near universal coverage across the country. He said that ESMCP was a cross-Government Programme led by the Home Office. He added that governance arrangements were in place locally and were predominantly officer-led but there was a vacancy on the Fire Customer Group for two LGA members.

Ian said that two years ago, the programme was in a state of flux but, after a reset, it was now back on track with a revised Full Business Case due out for consultation in Spring 2020. It was hoped that the full roll out of ESN would take place by 2024.

In the meantime, Ian said that County Durham and Darlington FRS



became the first users of an ESN service in July 2019 and other FRS's were keen to take early capability.

Ian reported that £21.6 million of Local Transition Resource Funding had recently been agreed with the Home Office for implementation of ESN contingent upon greater levels of assurance on spend.

Ian went on to say that since 2015, ESCMP had appeared before the Public Accounts Committee on 8 occasions and been the subject of 2 National Audit Office reports, the last of which made 6 recommendations which were laid out in paragraph 18.

Ian said that work was still being done on the Airwave system to ensure that it remained working up until the time of switch over.

Finally, Ian acknowledged that FRAs had concerns about potential additional costs of introducing ESN due to the loss of the 60 per cent Government grant funding they currently received for Airwave. He assured members that the NFCC was working on quantifying these costs and potential business benefits.

Following Ian's presentation, members raised the following comments and questions:

- Concerns about potentially higher costs for FRAs were echoed by members.
- Was there confidence about good countrywide coverage with ESN? Ian agreed that coverage was key and this was one of the key issues they were working on. He added that ESN was on a different frequency to Airwave which gave better coverage.
- It was suggested that emergency services staff regularly used personal mobile phones for communication as the current system was not fit for purpose. Ian accepted this was the case and argued that ESN should address this.
- It was stated that S.151 officers did not have the authority to sign off expenditure on Local Transition Resource Funding. Ian said that the Home Office wanted a greater level of assurance over spend and this was designed to achieve that.
- Were the experiences of the trial authorities being documented? Ian said that they were and had been very positive. He added that County Durham and Darlington FRS were delivering a workshop on this at the conference.
- Was the ESN system being future-proofed? Ian reassured members that future-proofing was a key part of the system development and he added that lots were retendered on a regular basis to ensure that ESN kept pace with advances in technology such as 5G.
- Where could members look at for examples of best practice in this field? Ian said that the US system was very enterprise focussed but that there were lots of schemes with little interoperability. He added that the UK was considered to be at the forefront of this technology.
- Was Artificial Intelligence being looked at as a means of making

systems more efficient? Ian said that new technologies were taken forward as part of the NFCC Digital Strategy.

- Was the NFCC collaborating with universities and tech hubs on this project? Ian confirmed that there was considerable interest being shown by various academic institutions.

### **Decisions**

Members noted the ESMCP update.

### **Actions**

Conservative and Labour Group Lead Members to appoint LGA representatives to the Fire Customer Group.

## **3 Inclusion and Diversity**

The Chair invited Jess Norman to introduce the report.

Jess explained that at the FSMC meeting in October 2019, members agreed to make Inclusion one of the three main priorities for the year and that this report outlined some of the work being done to reflect this increasing emphasis.

Jess said that the HMICFRS had identified a range of problems around diversity and inclusion in their first tranche of inspections and highlighted the fact 25 services received Require Improvement judgements and two were graded Inadequate in the 'People' pillar.

Jess said that the LGA had set targets for diversity in recruitment and retention 2 years ago in its Fire Vision but latest Home Office workforce statistics showed that much work still remained to be done if the targets were to be met.

Jess explained that a key piece of work being done by the LGA was the establishment of a Diversity and Inclusion Champions' Network which met for the first time in January. The aim of the network was to disseminate good practice and to drive change in FRS's locally and the LGA was encouraging all FRA's to appoint a Champion.

Jess said that the LGA was continuing to work with its key partners on improving inclusion and diversity, in particular the NFCC through their People Programme and via the NJC-led Inclusive Fire Service Group (IFSG).

Finally, Jess explained that the LGA was proposing to stop providing bespoke, standalone events on culture, diversity and inclusion as these were not considered to be the best way to engage members from a wide range of authorities on this agenda. The Leadership Essentials programmes however, would continue and the Champions' Network would discuss possible future training resources for members.

Following Jess's introduction, members raised the following comments

and questions:

- Were the NFCC workstreams outlined in paragraph 9 still on track to be delivered and what was the Future Working Patterns project? Jess said that she believed that they were all still being worked on but were on target. She said that the Future Working Patterns was a new programme to replace the on-call project and included looking at how more flexible approaches could help support a more diverse range of new recruits. Mark Norris said that if members were interested, more information could be brought back on this to a future FSMC meeting.
- Was the effectiveness of the IFSG work being assessed? Gill Gittins said that an in-depth piece of work to review the implementation and impact of its work was now underway and a full report would be produced.
- It was considered that the FSMC should be leading by example when it came to promoting diversity.
- It was suggested that inclusion and diversity should be embedded in all LGA training, not just as one-off standalone items.
- The Leadership Essentials course was praised. Jess said that it continued to be very popular and the 'conversations on culture' element was very important in raising awareness of diversity and inclusion issues with leaders.
- There was considered to be an issue with retention of BAME fire service staff, possibly in relation to pay gaps. Were figures on BAME pay gap collected as they were with gender?
- The accuracy of the HMICFRS conclusions on cultural problems in FRS's was queried, in particular, whether a few isolated examples of bad practice were being used to draw conclusions across the board. The Chair confirmed that these were genuine and widespread issues that needed to be addressed. Mark Norris said that one of the State of Fire report's recommendations was to establish a model code of conduct for the fire service which could help to address some of the poor performance.
- Was there enough awareness of the NFCC's Inclusivity Strategy and had the LGA been part of drawing it up?

The Chair thanked Jess and other officers for their work in this important area.

### **Decision**

Subject to the comments made during the debate, members endorsed the proposed approach and next steps outlined in paragraphs 17-23 of the report.

### **Actions**

Officers and NFCC to bring a report back to a future FSMC meeting on the Future Working Patterns project.

## **4 Comprehensive Spending Review - verbal update**



The Chair welcomed to the meeting John Buckley, NFCC Finance Lead, and Amy Webb the newly appointed Team Leader for the CSR resource.

John explained that the Comprehensive Spending Review (CSR) would be a 3 or 4 year financial settlement and so it was vital that the Fire & Rescue Service sector was able to put up a good case to the Treasury to increase funding. He thanked all the FRA's that had agreed to contribute financially to set up a small team whose job would be to identify all the pressures facing the sector to inform that case. He said that Amy Webb had been appointed to lead this team.

Amy thanked members for inviting her to the meeting. She said that although the project was funded until September, the Government had shortened the timescales for the CSR and it was now expected to happen in July with submissions to the Treasury by the end of April. She said that she would be trying to assemble a team of data analysts, and the London Fire Brigade had offered to help with this as they held a wide range of information. She said that she would be engaging with a range of stakeholders over the coming weeks and would welcome the opportunity to report back to FSMC at its next meeting.

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

- Members agreed that the sector was in a much better position this time around than at the last CSR and were confident that a good case could be put, built around the new responsibilities being asked of the sector in the light of Grenfell, Hackitt and HMICFRS.
- It was stated that funding for the sector would be tied into the Government's wider Fair Funding Review and fundamental review of Business Rates. Other members cautioned about getting into a debate about the fire funding formula and how resources were distributed between FRAs at this stage. John said that whilst the Home Office recognised that there were issues with the formula, it was unlikely that the Government would look at it for this CSR. He said that it was more important to concentrate on increasing the overall size of the pot for fire and rescue services at this stage. Members agreed with this assessment.

**Decision**

Members noted the update.

**5 LGA Business Plan 2019-22**

The Chair asked Mark Norris to introduce the report.

Mark explained that the Business Plan was agreed by the LGA Board and contained elements of the ongoing work plans of each of the organisation's Boards and Committees. He said that for the FSMC, the key workstreams were outlined on pages 36-37 of the Plan and were the ones identified by members at the first meeting of the 2019-20 year in October – namely, funding, diversity and inclusion and responding to the recommendation of the Grenfell Inquiry Phase 1 and the HMICFRS State

of Fire report.

### **Decision**

Members noted the LGA Business Plan for 2019-22.

## **6 Workforce update**

The Chair invited Clair Alcock and Gill Gittins to introduce their update.

Clair explained that the Treasury had now issued their informal early stage proposals to remedy age discrimination in public sector pension schemes arising out of the McCloud/Sargeant claims. She said that they were proposing to return members to their former final salary scheme for the 'remedy period', but to offer a choice to the member to receive benefits based on the current Career Average Revalued Earnings scheme if it was better to do so.

Clair said that it was not clear at this stage when the end of the 'remedy period' would be, however it was not expected to be before 2022. She said that the proposals consulted on two options - for benefits to be received either at the end of the remedy period or at the member's retirement age.

Clair said that it was very challenging to work through the implications of the two options at this stage and further information was required. However, she said that the Scheme Advisory Board had been working on a response to the Treasury's formal consultation and that this would be agreed at their meeting later in the month. She added that FSMC might want to submit their own response.

Gill highlighted paragraph 24 of the report indicating that work was continuing with legal representatives on appropriate approaches to government to reinforce the position that any costs arising from the pension legal cases should not fall on FRAs.

She added that FRAs had been approached to seek their views on whether they would like the LGA to coordinate the defence of a new set of claims by the FBU on a cost-sharing basis. She said that the overwhelming majority of respondents had indicated support for this and so it would be taken forward.

Gill also reported to members that FBU members in Scotland had rejected a 17 per cent pay offer from their employers which had been linked to revised job roles. The FBU had recommended rejection.

Members made the following comments:

- The choice between the Treasury's two options was very complex and the pros and cons needed to be weighed up very carefully. It was not a simple binary choice.
- Had any assessment been carried out of how many members of staff would be likely to take early retirement as a result of both of

the Treasury's options? Clair said that the workforce implications of both options were being looked at.

### **Decision**

Members noted the update.

## **7 Building safety update**

The Chair asked Mark Norris and Charles Loft to introduce the update.

Mark said that steady progress was being made on the ACM cladding remediation programme although this was slower on private sector blocks. He added that owners who the Government considered weren't acting fast enough, were being named and shamed.

Mark said that on the reform side, the MHCLG Secretary of State had made a detailed statement in January and he highlighted three points from this as being of particular significance to FRAs:

1. The intention to lower the height threshold for sprinkler requirements in new buildings from 30 meters to 11 metres, a measure that FSMC has long campaigned for.
2. A new building safety regulator would be set up, initially in shadow form, within the Health & Safety Executive. This would happen within weeks.
3. A new Fire Safety Bill would be published shortly that delivered on the recommendations from the Grenfell Tower Inquiry Phase 1 report.

Mark then asked Charles Loft to speak about the recent work of the Fire Protection Board (FPB).

Charles reminded members that the FPB wrote to both Chief Fire Officers and FRA chairs in November asking whether they were satisfied with the measures duty holders were taking to mitigate risks from ACM cladding in buildings over 18 metres that had yet to be remediated. The letters also asked whether FRS's had plans in place to deal with a fire in these buildings. All but two authorities had responded to this letter and the two that hadn't – Greater Manchester and London – had been given an extended deadline due to the number of properties involved. Charles said that this exercise had been very helpful in moving forward fire safety work in these buildings.

Charles reported that the FPB was working with the Home Office to prepare a business case in relation to £10 million of funding that had been made available by the Government to support inspection and assurance work on all 11,000 residential properties over 18 metres by the end of 2021.

Following this introduction, members raised the following comments and questions:

- Did the naming and shaming just apply to private sector owners? Mark said that it applied to all landlords but that individuals/companies that only owned one or two buildings were not being named as it would readily identify tenants and leaseholders.
- Steven Adams flagged up the Housing, Communities and Local Government Select Committee Inquiry into progress on remediation of dangerous cladding and said that Lord Porter had been called to give evidence on 23 March.
- Concern was expressed about leaseholders and owners whose properties had become blighted due to being covered in dangerous cladding. Many were unable to either sell or get insurance for their properties and leaseholders were being asked to pay huge amounts by the freeholder to cover the cost of works. It was considered that the naming and shaming process was contributing to this. Charles said that in his view, the only way out of this situation was for Government to intervene and pay for the work.
- Concern was expressed about the number of buildings with High Pressure Laminate cladding which, like ACM, was also flammable. Mark said that the LGA had been raising this with Government for 2 years and councils were currently assessing how many affected properties there were in their areas. He added that it was likely to be more than those with ACM cladding.
- Concerns were raised about the number of skilled professionals that would be required to carry out all the inspection and remediation work. Members considered that there simply weren't enough qualified people to meet the Government's deadlines. Mark said that the £10 million for the FPB was going to be in part used as 'seed funding' to upskill the workforce. Members then queried whether any of this would go into local authority building control. Mark said that this was yet to be determined. Charles added that the FPB had already achieved a lot in a short space of time and the NFCC was working hard on a plan of action for inspections.
- The Chair said that he thought it was crucial that the Government was made aware of FSMC's concerns around these issues and that people were held to account. Mark said that Lord Porter had sent a letter to the Chancellor asking him to allocate more money to remediation of unsafe buildings and he would circulate this to members. It was then suggested that FSMC send a separate letter seeking an urgent meeting with the Minister to discuss their concerns. This was agreed by members. Mark added that a roundtable meeting with the Minister was being set up by Luke Hall to discuss the implementation of the Grenfell Inquiry Phase 1 recommendations.

### **Decision**

Members noted the update.

### **Actions**

- Officers to circulate Lord Porter's letter to Members.

- Officers to draft a letter to the Minister from FSMC seeking an urgent meeting to discuss building safety.

## 8 **FSMC update**

The Chair asked Jess Norman to introduce the update.

Jess reported the following last-minute alterations to the Fire Conference agenda:

- The new Fire Minister, James Brokenshire, was unable to attend and so Luke Edwards was stepping in to deliver the keynote speech.
- Fiona Twycross was now unable to attend conference due to her commitments around emergency planning in London and so Rebecca Knox had kindly volunteered to step in for her for the diversity and inclusion session. Ian Stephens would now be chairing the building safety session.
- Alison Sansome was stepping in for Suzanne McCarthy on the Fire Standards Board session.
- Unfortunately, Hertfordshire were now no longer able to deliver their StayWise workshop.

The Chair thanked Jess on behalf of the Committee for all her hard work in putting together an excellent conference programme, including handling the last-minute changes.

Mark Norris then gave a short update on the Coronavirus situation.

Mark made the following points:

- The Government had published its 3 phase action plan the previous week.
- The LGA had been working closely with Government and Public Health England over coordinating a response to the crisis and had been having regular dialogue with Local Resilience Forums.
- Current planning assumptions were for an infection rate of 80% in the population with around 4% of these requiring hospital treatment. Depending on remediation measures, 50% of the population may get infected for a three week period with a fifth of the workforce potentially being off at any one time. This would clearly have serious implications for FRS's and they might need to consider asking recently retired staff to come back temporarily.

Mark asked members to feed back any concerns or questions about the impacts on fire and rescue services to him.

### **Decision**

Members noted the update.

## 9 **NFCC update**

### **Decision**

Members noted the update.

## 10 Minutes of the previous meeting

The minutes of the previous meeting held on 24 January were agreed.

### Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Ian Stephens	Isle of Wight Council
Vice-Chairman		
Deputy-chairman	Cllr Nick Chard Cllr Keith Aspden	Kent and Medway Fire and Rescue Authority North Yorkshire Fire & Rescue Service
Members	Cllr Eric Carter  Cllr Mark Healey  Mr Roger Hirst Cllr Rebecca Knox  Cllr Nikki Hennessy Cllr Les Byrom CBE Cllr Cleo Lake Cllr John Robinson JP	Shropshire and Telford Fire & Rescue Authority Devon and Somerset Fire and Rescue Authority Essex Police, Fire & Crime Commissioner Dorset and Wiltshire Fire and Rescue Service Lancashire Fire & Rescue Authority Merseyside Fire and Rescue Authority Avon Fire & Rescue Authority County Durham and Darlington Fire & Rescue Authority
Substitutes	Cllr Roger Price	Hampshire Fire & Rescue Authority
Apologies	Dr Fiona Twycross AM Cllr Karen Kilgour Cllr Carolyn Lambert	Greater London Authority Tyne & Wear Fire & Rescue Authority East Sussex Fire Authority
In Attendance	Ian Taylor John Buckley Amy Cross Steven Adams	NFCC NFCC NFCC/London Fire Brigade

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## FSMC Priorities 2020/21

### Purpose of report

For discussion.

### Summary

This paper provides an overview of the range of potential activities for Fire Services Management Committee for the coming LGA meeting cycle in 2020/21. Members' views are sought on what activities should be prioritised in order to inform the paper on priorities that will be brought to the Committee in its first meeting of the new cycle.

### Recommendations

Members are asked to comment on the possible FSMC priorities for 2020/21.

### Actions

Officers to use Fire Service's Management Committee's comments on the possible priorities to draft a paper for consideration at the next meeting of FSMC.

**Contact officer:** Charles Loft  
**Position:** Senior Adviser  
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**Email:** Charles.loft@local.gov.uk

## **FSMC Priorities 2020/21**

### **Background**

1. The potential priorities for the FSMC in the forthcoming meeting cycle were discussed at the FSMC lead members meeting on 15 May. Given the difficulties in predicting the context in which the FSMC, fire and rescue services and the LGA will be operating over the coming year and consequent uncertainty over the available resource, members felt it was not yet possible to identify three or four priorities for the FSMC. Instead officers were asked to produce a paper on the range of key activity areas from which priorities might be drawn. This paper sets out those issues that are likely to impact on Fire and Rescue Authorities over the coming year.
2. In considering possible priorities for 2020/21 the Committee will need take into account the possibility that a further second global peak in the pandemic over the autumn or winter would likely result in a restructuring of LGA activity along the lines of that seen recently as the Association supported local authorities with implementation of the national lockdown, with an impact on what can be delivered.

### **Existing Fire Services Management Committee priorities**

3. Following discussion at the Fire Commission in September 2019, in October the FSMC approved the following priorities:
  - 3.1. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) State of the Nation Report: it was outlined that the report would include a variety of challenges and recommendations for the FRS around inclusion, diversity, culture, values, risk, protection and talent management and consistency.
  - 3.2. Building safety: including the Phase 1 report of the Grenfell Tower Inquiry. Work would also continue on wider building safety issues including the implementation of the recommendations from Dame Judith Hackitt's review of fire safety and the building regulations, and the work by MHCLG to develop a new regulatory framework. There would also be further work on sprinklers.
  - 3.3. Inclusion: members identified a range of issues including diversity, talent management, culture, values as well as strengthening services' ability to provide a good service to their communities by reflecting them. It was acknowledged that achieving true inclusion and change in the service will take time, but it had to become business as usual in the future.
4. Other key issues identified by FSMC were:

- 4.1. Spending Review: working with the Home Office and the National Fire Chiefs Council (NFCC) to ensure that the sector's funding needs are understood and that the sector receives sustainable funding.
  - 4.2. Transparency and standards; supporting FRAs on the improvement journey through the provision of peer challenges and sector support which complements the inspection regime as well as continuing to work with HMICFRS on the inspection regime and the Fire Standards Board.
  - 4.3. Governance: continue to work with areas on their governance including where changes to governance are proposed, undertaking two masterclasses on governance and scrutiny to support members.
  - 4.4. Workforce development: Including pay and broadening the role. Though this work comes under the National Joint Council the issues have a wider impact, policy and workforce officers will therefore continue to work together on these issues.
5. It was decided the inclusion and climate change should run through the work of the FSMC, rather than act as standalone priorities.

### **Subsequent Developments**

#### **HMICFRS Report**

6. HMICFRS published the State of Fire and Rescue Report on 15 January 2020. The report made four recommendations:
- 6.1. 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.
  - 6.2. 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'.
  - 6.3. 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.
  - 6.4. 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.

7. We held discussions on the recommendations at the January FSMC and at the LGA's Fire Conference in March setting out our concerns. We have held a workshop with the NFCC on operational independence.
8. The Fire Minister wrote to Fire Authority Chairs in May to invite them to contribute to the consideration of the recommendations. A report and draft response to the Minister will be circulated to members before the meeting under Item 5.

### **Building Safety**

9. The Phase One report of the Grenfell Inquiry was published on 30 October 2019. The Report's recommendations fall into three categories:
  - 9.1. Those that FRSs nationally will need to consider, for example: that all fire and rescue services ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.
  - 9.2. Those that will inform the work the government is doing supported by the LGA and others to reform the system of buildings safety.
  - 9.3. Those that are specific to London Fire Brigade. The LGA has no view on these operational matters.
10. The full list of recommendations were annexed to a [paper to the Fire Commission in January](#)
11. The Fire Protection Board is developing a programme of work designed to increase the pace of inspection across all high-rise residential buildings. £10m of funding has been made available to support the work of the Board, both centrally through NFCC and in fire and rescue services, in addition to funding announced in the budget to support protection.
12. The Fire Safety Bill is expected to receive royal assent by the end of 2020 and is likely to lead to an increase in demand for FRS activity around dangerous cladding systems.
13. The Building Safety Bill is expected to pass Parliament in 2021 and will lead to a new relationship between the FRS and the Building Safety Regulator, the precise nature of which has yet to be determined.



### Coronavirus

14. The Coronavirus pandemic has had a significant impact on FRAs and the LGA's ability to deliver the work agreed in September, with resources diverted towards the coronavirus response. There have been the following impacts on the priorities and key areas identified last year and the issues that have arisen since:

- 14.1. HMICFRS has put its second tranche of inspection on hold and has returned many secondees to FRSs. This does not mean that its recommendations are no longer relevant, but the timetable for action on them may change.
- 14.2. The work of the Fire Standards Board, leadership development and other activities relevant to the FSMC have all been disrupted
- 14.3. The Spending Review was postponed, and a one-year settlement reached prior to the outbreak. Recruitment of the Spending Review team was put on hold after the Team Leader post was recruited and work on the CSR has effectively halted.
- 14.4. NJC discussions have been disrupted as resource was diverted to agreements made in relation to the outbreak.
- 14.5. Temporary agreements have been reached with the FBU to facilitate emergency services collaboration during the pandemic.

### Ministerial Priorities

15. On 18 March 2020 Lord Greenhalgh was appointed an unpaid Minister of State jointly at the Ministry of Housing, Communities and Local Government and the Home Office. His portfolio spans both fire and building safety. The new Minister has identified the following issues as his fire priorities:

- 15.1. Professionalism
- 15.2. People
- 15.3. Governance

16. On 14 May alongside the letter on the HMICFRS recommendations, the Minister also wrote to the chairs of the FSMC, Employers side of the NJC and NFCC. He stated his hope that blue light collaboration introduced in response to the pandemic would continue in future and that *Fit for The Future* would provide a 'solid foundation' for future ways of working.

### Other issues

17. With the national response to the coronavirus outbreak continuing, the context in which the FSMC is operating will continue to be uncertain for some time. However there are a number of key themes and priorities that will continue to be important into 2020/21. We

hope to be able to provide firmer proposals on priorities in September following further discussions with lead members.

18. Responding to the issues set out in the inspections and the recommendations in the State of Fire Report will continue to shape the LGA's work. The themes highlighted in the report and the inspections are broad ranging, from diversity and inclusion through to leadership and the role of protection. The Fit for the Future improvement objectives, provide an outline of how we would like the sector to develop.
19. The coronavirus response and the lessons learned from the sector's activities and changes brought about by Covid-19 will also need to be considered.
20. Further issues that need to be considered are set out below:
  - 20.1. Finance – assessing the impact of Covid-19 and preparing for the Spending Review, continuing to work with the Home Office and NFCC to ensure that the sector's funding needs are understood and that the sector receives sustainable funding.
  - 20.2. Governance: continue to work with services to strengthen their governance, while developing new ways of supporting authority members expand their skills and knowledge when traditional means of delivering training in person on residential courses may not be available or only available in a limited way.
  - 20.3. Transparency and standards; continuing to support FRAs on the improvement journey, including responding to the results of inspections, while also developing new ways of delivering that support as it is unlikely to be possible to deliver peer challenges in the same way over the coming year.
  - 20.4. Workforce development: Including pay and broadening the role. Though this work comes under the National Joint Council the issues have a wider impact, policy and workforce officers will therefore continue to work together on these issues.

### **Implications for Wales**

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

### **Financial Implications**

22. The programme of work to deliver FSMC's priorities will be delivered within existing budgets. Additional supporting projects maybe commissioned subject to funds being available from a small team budget.



**Next steps**

23. Officers will draft a paper setting out draft priorities for consideration at the first meeting of the Committee in the new cycle based on the views and comments expressed by members in considering this report.



## **FSMC End of Year Report 2019/20**

### **Purpose of report**

For information.

### **Summary**

This report provides an overview of the priorities, work and key achievements the Committee has overseen during the last year.

### **Recommendations**

That the Fire Services Management Committee notes the achievements against the 2019/20 priorities.

### **Actions**

As directed by members.

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## **FSMC End of Year Report 2019/20**

### **Background**

1. At its meeting on 11 October 2019, Fire Services Management Committee (FSMC) agreed a set of work priorities for the forthcoming LGA meeting cycle 2019/20. This priority setting process was informed both by discussions with FSMC Lead Members and a session at the Fire Commission meeting on 20 September 2019 during which members were asked what they were most concerned about in their area, what their key priorities were and what they felt the LGA should be focussing on.
2. As a result of these discussions, the following 3 key priorities were identified and agreed by FMSC on 11 October 2019:
  - 2.1. HMICFRS State of the Nation Report - including a variety of challenges and recommendations for the FRS around inclusion, diversity, culture, values, risk, protection and talent management and consistency.
  - 2.2. Building safety - including the Phase 1 report of the Grenfell Tower Inquiry, implementation of the recommendations from Dame Judith Hackitt's review of fire safety and the building regulations, and the work by MHCLG to develop a new regulatory framework.
  - 2.3. Inclusion - encompassing a range of issues including diversity, talent management, culture, values as well as strengthening the ability of FRS's to provide a good service to our communities by reflecting them.
3. FSMC also agreed to work on other key issues including the Comprehensive Spending Review, transparency and standards, governance, and workforce development through the pay and broadening the role work.

### **Covid-19**

- 4 On 23 March 2020 the Prime Minister announced a set of severe lockdown measures in response to the pandemic which affected all aspects of society. As a result of these restrictions, the LGA has had to refocus its work onto supporting councils and their residents through the crisis. This in turn has impacted upon the LGA being able to pursue some of the priorities outlined in paragraphs 2-3 above. As lockdown measures have subsequently been eased, the LGA has started to focus on recovery work and returning to some aspects of 'business as usual'.
- 5 Shortly after the lockdown, the National Fire Chiefs Council, the National Joint Council for Local Authority Fire and Rescue Services and the Fire Brigades Union signed a tripartite agreement which expanded the range of activities that firefighters could carry out during

the crisis. More details of this work can be found in the Update and Workforce papers elsewhere on this agenda.

### **FSMC achievements against priorities**

#### *HMICFRS State of Fire Report*

- 6 On 15 January 2020, HMICFRS published the [State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019](#). The report contained 4 key recommendations:
  - 6.1 Recommendation 1: 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.
  - 6.2 Recommendation 2: 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.
  - 6.3 Recommendation 3: The Home Office should consider the case for legislating to give chief fire officers operational independence.
  - 6.4 Recommendation 4: The National Fire Chiefs Council, with the Local Government Association, should produce a code of ethics for fire and rescue services.
- 7 HMICFRS discussed the draft recommendations with the Chair of FSMC ahead of publication and a number of comments were feedback to HMICFRS, which resulted in some changes to the wording of the recommendations.
- 8 Since publication of the report FSMC Lead Members have been in discussion with the NFCC on how best to take forward the recommendations in the report, including taking forward work around the code of ethics.
- 9 The wider views of the sector were sought through two interactive sessions at the Annual Fire Conference in Blackpool on 10-11 March. The workshops were led by FSMC members and covered all four of the recommendations. However, Covid-19 has impacted on both the LGA's and NFCC's capacity to work on the response to the recommendations and HMICFRS has since indicated that the deadlines set out in the State of Fire & Rescue report are under review as a result of the pandemic.
- 10 On 14 May 2020, the new Minister of State for Building Safety, Fire and Communities formally wrote to key stakeholders, including the FSMC Chair, asking for views on the HMICFRS recommendations by the end of June. The response to the Minister is the subject of a separate paper on the current agenda.

#### *Building Safety*

- 11 The Grenfell Tower Inquiry Phase 1 report was published on 30 October 2019 and on 24 January 2020 a special Fire Commission meeting was held to discuss the findings and implications of the report. Speakers at the event were Andy Roe, the new London Fire Brigade Commissioner, Andy Bell – Assistant Commissioner and Leader of the Grenfell Tower Investigation and Review Team, Dr Fiona Twycross AM – Deputy Mayor for Fire & Resilience at the London Assembly and Roy Wilsher – Chair of the National Fire Chiefs' Council.

- 12 During 2019/20 the LGA has been working closely with Government and other stakeholders to help shape the establishment of a new building safety regulator through MHCLG's Joint Regulators Group, and at the Fire Commission meeting on 15 May 2020, Peter Baker, Director of Building Safety and Construction at the Health & Safety Executive, gave a presentation on how the new building safety regime will work.
- 13 The LGA is also represented on the new Fire Protection Board whose initial priority has been to provide assurance around the interim fire safety measures in place in buildings with dangerous ACM cladding. Work has been going on throughout the year to remediate both social and private sector blocks with combinations of ACM cladding and insulation that have been found not to meet the building regulation standards.
- 14 In addition the LGA has been working with the Home Office around the development of the Fire Safety Bill, which is now before Parliament, and amends the Fire Safety Order. The separate paper on the agenda updates members' further on continuing work around building and fire safety.

#### *Inclusion and Diversity*

- 15 Challenges around inclusion and diversity in FRS's was a key issue identified by HMICFRS in their inspection work and addressing this has been a priority for FSMC for some time.
- 16 To support this priority area, the LGA established the Diversity and Inclusion Champions Network in late 2019. The Network has met twice and allows members to gather and share best practice, engage with the work of others in the sector and develop necessary skills to challenge their local services. The LGA also ran a Diversity and Inclusion Masterclass on the 30 January 2020 which was hosted by Dorset and Wiltshire FRA and included speakers from HMICFRS, Avon FRS, Hampshire FRS and Women in Fire.
- 17 At its meeting on 20 September 2019, the Fire Commission heard from Ann Millington, NFCC People Lead, about the NFCC's People Programme Inclusion Strategy and the wider work being carried out by the NFCC to try and address some of the criticisms from the HMICFRS inspections. The LGA continues to engage with the NFCC's work in this area.
- 18 The LGA workforce team has continued to support the work of the NJC-lead Inclusive Fire Service Group. Following the issue of a number of well supported, evidence-based improvement strategies, the group, which is unique in that it has employer, employee and senior management representation, has undertaken a monitoring exercise to evaluate the current position in relation to the strategies. That has included a survey of fire service managers; focus groups with BAME, female and LGBT employees and workshops with local equality and diversity officers and union representatives. The outcomes will be

considered by the group shortly, a full report issued to FRAs and FRSs together with strategies going forward.

#### *Finance*

- 19 From January through to the summer of 2019 the LGA and National Fire Chiefs Council worked closely with the Home Office through the Senior Sector Group to develop a fire and rescue service funding submission from the department ahead of the anticipated Comprehensive Spending Review (CSR).
- 20 In September 2019, the Government announced that instead of a 3-year CSR settlement there would be a one-year Spending Round, the outcome of which was an inflationary increase in FRS budgets along with the ability to raise precepts by two per cent.
- 21 In December 2019 a letter was sent out to Chairs and Chief Fire Officers/Chief Executives asking them to contribute towards the provision of a central team to provide the fire and rescue service's response to a CSR now expected to take place in Summer 2020. This team would work with the Home Office and be overseen by the LGA and NFCC.
- 22 The request received a positive response from all Fire & Rescue Services and in March 2020 a team leader was appointed. However, as a result of the COVID-19 pandemic and the Government's decision to postpone the CSR, recruitment of the wider team has also been postponed.

#### *Governance*

- 23 In November 2019, the LGA published a new guide [Oversight of fire and rescue service performance](#) which outlines the roles and responsibilities of fire and rescue members and how members can secure assurance through effective scrutiny. The guide has been uniquely downloaded 190 times. Alongside the guide, we delivered two workshops on oversight of performance in Durham and in Hampshire and a taster workshop at LGA Conference, all of which were well attended.

#### *Workforce development*

- 24 The LGA Workforce team has continued to provide the secretariat to the employers' side of both fire service National Joint Councils. In both cases the pay award was settled by agreement within the financial expectations of FRAs as identified through consultation. Work on 'broadening the role' within the NJC for Local Authority Fire and Rescue Services was paused to allow both employer and employee parties to take stock. While negotiation around additional activities was constructive in nature, it was clear that agreement could not be reached at that time on an accompanying level of pay award which would be affordable to FRAs, and the provision of additional funding was beyond the control of the NJC.

*Transparency and Standards*

- 25 The FSMC continues to engage with the fire standards programme and is represented on the Fire Standards Board by Cllr Nick Chard. The Board has focused on creating an evidence-based process for the development of standards going forward and prioritising standards in tranches depending on need and feasibility.

*Climate Emergency*

- 26 At the LGA's General Assembly in July 2019 a motion was passed in support of the UN's Sustainable Development Goals and for the LGA to declare a climate emergency. FSMC Lead Members therefore asked officers to update them on the LGA's activity on the climate crisis, and to bring forward proposals for further work.
- 27 As a result of this request, a [new report](#) was produced and launched at the Fire Conference in March 2020. The report looks at the role of the Fire and Rescue Service nationally in both helping tackle the effects of a changing climate, such as increased wild fires and floods, and in reducing its own carbon footprint. It provides a basis for having local conversations about adaptation and mitigation, as well as providing a range of case studies on the issue.

*LGA Fire Conference*

- 28 In March, the 2020 Annual Fire Conference and Exhibition was held over two days in Blackpool. Delegates heard from experts on issues affecting the sector like climate change, inclusive leadership, finance and funding, standards and building safety. They also heard from the Director of Fire and Resilience at the Home Office, Luke Edwards, and took the opportunity to discuss the recommendations made by Her Majesty's Inspectorate in the State of Fire and Rescue report.
- 29 There is anecdotal evidence that turnout was affected by COVID-19 concerns and, although there was a slight drop in sponsorship and exhibition income, the Conference remains profitable. The user feedback survey showed an increase in satisfaction from the previous year to almost 90 per cent satisfied. However, once again, very few attendees responded to the survey.

**Implications for Wales**

- 30 There are no implications for Wales from this report.

**Financial Implications**

- 31 There are no financial implications from this report.

**Next steps**

- 32 Priorities for FSMC for the year ahead are set out in a separate report on this agenda.



## Building Safety update

### Purpose of report

For discussion.

### Summary

This report updates members on the LGA's building safety related work since the Committee's last meeting.

### Recommendation

That members note and comment on the LGA's building safety related work.

### Actions

Officers to incorporate members' views in the LGA's ongoing building safety related work.

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## Building Safety update

### Background

1. Since the Committee's last meeting the LGA has continued to work with the Ministry of Housing, Communities and Local Government (MHCLG) and the Home Office to support building safety reform and the remediation of dangerous buildings. Work on both fronts has been disrupted by Covid-19, the latter to a significant extent.
2. Two significant developments have taken place since the last meeting in that a new minister, Lord Stephen Greenhalgh, has been appointed to a joint position in the Home Office and MHCLG to oversee fire and building safety, and the Fire Safety Bill has been published and has passed its second reading in Parliament.

### Remediation

#### *Progress*

3. Progress continues to be made in carrying out remediation to the 154 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. The [statistics](#) published by the Ministry of Housing, Communities and Local Government (MHCLG) in June show that on, as of 31 May 2020, remediation has finished on 75 of these blocks with a further ten awaiting final building control sign off. Of the remaining 69, 26 have had cladding removed, 35 have seen work begin and 8 have plans in place. Funding for the remediation of 139 of these 154 buildings is provided from the government's social sector ACM cladding remediation fund (launched on 16 May 2018 to help remediate social sector residential buildings) and one more application is being considered.
4. The same statistics show that remediation work has been completed on 29 private high-rise residential buildings with ACM, with a further four awaiting final building control sign off. Of the remaining 174 buildings, 10 have had cladding removed, 38 have seen work begin, 86 have plans in place and 40 have reported an intent to remediate. As at 31 May 2020, 94 buildings were in scope for the Private Sector Remediation Fund, the developer or freeholder committed to pay for remediation of 84 buildings and 23 were accepted under a warranty claim. Funding for 6 buildings remains unclear.
5. There are 12 buildings for which the cladding status is awaiting confirmation.
6. Remediation work has slowed to a significant extent since the introduction of measures to combat Covid-19. Apart from issues around whether work can be conducted safely, there are difficulties in workers reaching sites safely.

7. At the end of April MHCLG had figures for 97 of 124 sites. Of these 52 were paused, 14 had paused, but were now working again, and 31 had not paused (these figures exclude some sites where work was complete but waiting building control sign off).

*Fire Protection Board*

8. As members will recall from the Fire Commission meeting, the Home Office has established the Fire Protection Board, which has now completed a Building Risk Review exercise to establish the effectiveness of interim measures at buildings with ACM cladding and whether the relevant fire and rescue service (FRS) had plans in place to deal with a fire in the relevant buildings. All FRSs have now responded to this letter.
9. To support the work of the Board, £10m of funding has been made available, divided between central funding to the NFCC and individual fire and rescue services, in addition to funding announced in the budget to support protection.
10. The Board is launching a programme of work designed to increase the pace of inspection across all high-rise residential buildings. Letters detailing this work should have gone to Chief Fire Officers with copies to FRA Chairs by the time the Committee meets.

*Joint Inspection Team*

11. As members will recall the LGA is hosting the Joint Inspection Team to support councils to use their enforcement powers under the Housing Act and the Housing Health and Safety Rating System.
12. We still await the outcome of enforcement action taken by local authorities supported by the JIT, as this has been held up by Covid-19.
13. The funding agreement for 2020-21 is now signed by both the LGA and MHCLG, recruitment is underway and a safety case to allow the work to continue has been developed. We hope to resume inspections during the summer.

*Data collection on external wall systems*

14. 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 had hoped that the exercise would be complete by March 2020, although it was recognised that for some councils with large numbers of blocks this would be a challenge. As reported to the Fire Commission, approximately 50 per cent of data had been collected by that date. This work is continuing but has been impacted by Covid-19 issues.

*Non-ACM remediation funding*

15. In late May MHCLG published a [prospectus](#) setting out the details of registration for the £1bn fund for the removal of non-ACM cladding announced as part of the budget in March.
16. Registration opened in the first week of June and will last until 31 July. Remediation will not be funded for buildings that are not registered by 31 July, but registration itself does not guarantee funding.
17. The fund has a maximum value of £1bn and will be awarded on a first-come-first-served basis; work should be able to commence on site in the 2020/21 financial year and buildings will need to submit a full funding application based on a tender price before December 2020. Owners can register if they suspect they may have dangerous cladding and MHCLG is offering unspecified support in establishing whether they do. Residents are being advised to ask owners if the cladding is safe and then contact the Ministry if the owner isn't taking action.
18. The fund will cover buildings over 17.7m, with non-ACM cladding that doesn't comply with the buildings regulations.
19. In the social sector it will cover:
  - 19.1. the costs that would otherwise be passed on to leaseholders via the service charge (NB this funding does not require councils to register, it can be claimed later, and details will be available after 31 July); or
  - 19.2. the full cost if remediation costs threaten the financial viability of the provider or the Housing Revenue Account (this requires a statement by a section 151 officer).
20. In the private sector it will cover the costs that would be passed to leaseholders where the building owners can show they have 'explored every opportunity to fund remediation from sources other than private residential leaseholders and Government funding'.
21. It will not cover buildings where owners had committed to do the work prior to the announcement or to non-residential buildings, for example hotels, hospitals and buildings where there are no residential leaseholders.
22. The creation of this fund represents a victory for the LGA, which had been calling attention to the scale of the financial threat to leaseholders and the need to act on non-ACM cladding for well over two years beforehand (as had residents' groups). Nevertheless, the Government's insistence that it will not meet the bill in full if it rises beyond £1bn (which we believe it will by a considerable margin) and the reluctance to

fund social sector remediation are unsatisfactory. The latter is likely to have a significant impact on the ability of councils to meet Government housebuilding ambitions and on housing improvement programmes.

23. LGA officers have raised the difficulty councils will have in establishing the viability of the HRA ahead of the 31 July deadline with MHCLG and pointed out that many private owners still do not know what is on their buildings, given that councils efforts to establish what is on the sides of every high-rise block are only about 50 per cent complete. It is therefore likely that some leaseholder-owned blocks genuinely have no idea they may have a problem.

*HCLG Select committee Report*

24. The HCLG committee [reported](#) on the progress of cladding remediation on 12 June. The LGA submitted evidence to the enquiry. The key points of the report were:

- 24.1. Remediation is moving too slowly.
- 24.2. The £1bn fund (see above) will not be enough to cover the costs of remediation and will need to be increased to cover all fire safety defects in buildings under 18m as well as those over 18m.
- 24.3. Interim fire safety measures should also be funded.
- 24.4. Those responsible for the building safety crisis should ultimately contribute to meeting the bill.
- 24.5. The External Wall Fire Review (EWS1) process is not working and the Government should provide a better system.
- 24.6. The Government must ensure that residents in affected buildings are offered support by the NHS to cope with the physical and mental health toll of living in a potentially dangerous building.
- 24.7. The government should consider establishing a new national body to take direct ownership of the freehold of buildings with serious fire safety defects and remediate them.

25. Most of these findings and proposals reflect points made in our evidence. However the LGA has yet to determine its response to the final proposal.

**Reform**

26. As promised in the ministerial statement on 20 January, the Health and Safety Executive has become the new building safety regulator (initially in shadow form) and Dame Judith Hackitt will chair a board to oversee the transition to this new regime. The promised first national chief inspector of buildings has yet to be recruited.

*Fire Safety Bill*

27. The Bill has now passed its second reading in the House of Commons. While supporting the Bill in principle, the LGA is preparing amendments for the committee stage of the Bill reflecting our concerns that:
- 27.1. Safety could be compromised and lives put at risk if the Fire Safety Order (FSO) is not aligned with the new building safety regime that is envisaged in the Government's response to the Building a Safety Future (BSF) consultation, if there is no unified fire risk assessment in a multi-purpose building or if fire risk assessments do not consider whether a building is a large panel system-built building.
  - 27.2. The Bill should not come into force until we can be sure that our members who own residential buildings will not be left without a valid FRA for those buildings and unable to obtain one that complies with the new regime because there may not be sufficient qualified and insured professionals to conduct new fire risk assessments.
  - 27.3. Stockholding councils could be left with a responsibility to consider fire doors when obtaining a fire risk assessment, which will be impractical where they do not own the door.

*Building Safety Bill*

28. We expect the Building Safety Bill to be published in draft form and submitted for pre-legislative scrutiny in July.
29. The Bill will make arrangements for new competence frameworks and oversight bodies. SSCB lead members decided to support the bid by Local Authority Building Control to become the oversight body for building control.
30. As members will recall from previous meetings, MHCLG has been progressing development of policy and legislative options for implementation the new building safety regulatory framework through the Joint Regulators Group. LGA officers continue to be involved in this work.

*Approved Document B*

31. On 27 May the Government announced that the height at which sprinklers will be required in new buildings will be lowered to 11m from November and changes will also be made requiring improved wayfinding signage to assist firefighters.
32. The lowering of the sprinkler height is the successful outcome of a long period of lobbying by the LGA, in particular the Fire Commission and FSMC and the NFCC.

- 33 The Government is delaying a requirement for evacuation alert systems in high-rise buildings. The LGA called for this delay, as the proposal had not been properly thought through.

*Action on mortgages for properties in high-rise residential buildings*

- 34 The LGA remains concerned at the continuing insurance and mortgage issues faced by leaseholders in blocks that have dangerous cladding (or where leaseholders cannot prove they do not have dangerous cladding) and the difficulties faced by surveyors seeking insurance to demonstrate that cladding is safe.
- 35 It is clear that mortgage lenders are increasingly demanding that EWS1 forms are provided by those applying for mortgages on flats even in blocks under 11m and there have been examples of these requests being made in relation to buildings that have no cladding.
- 36 The EWS1 form provides assurance that a building has a safe cladding system, but there is a shortage of skilled professionals to provide this assurance and those that can, do the work have experienced difficulties in obtaining professional immunity insurance.
- 37 LGA officers have raised this issue on several occasions with MHCLG who are pursuing discussions with the insurance and mortgage-lending industry.

**Implications for Wales**

- 38 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**

- 39 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.

**Next steps**

- 40 Officers to continue to support the sector's work to keep residents safe and reform the buildings safety system, as directed by members.





## Central Programme Office Update

<b>Date:</b>	19 June 2020	<b>Item No: 9</b>
<b>Title:</b>	Central Programme Office (CPO) update	
<b>Author:</b>	NFCC CPO	
<b>Presented by:</b>	Roy Wilsher	
<b>For information or decision?</b>	For Information	

### Summary

1.1. This report provides progress updates on the work activity that the National Fire Chiefs Council (NFCC) Central Programme Office (CPO) is responsible for. The NFCC CPO continues to support the Fire Standards Board, however updates for the board can be found in a separate paper submitted to FSMC (Agenda item 10).

### National Operational Guidance (NOG)

1.2. 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.

1.3. Three pieces of National Operational Guidance have been approved by the NFCC Steering Group and are awaiting publication. Publication has been delayed due to a site update, they are;

- *Incident command* (3<sup>rd</sup> Edition, Version 1)
- *Operations* (3<sup>rd</sup> Edition, Version 1)
- *Foundation for Environmental Protection*

1.4. The current reviews are live:

- Review of National Operational Guidance: *Subsurface, height structures and confined spaces* (1<sup>st</sup> Edition) Expected submission Autumn 2020
- Review of National Operational Guidance: *Performing rescues* (2<sup>nd</sup> Edition) Expected submission Autumn 2020
- Review of National Operational Guidance: *Water rescue and flooding* (2<sup>rd</sup> Edition) Expected submission Winter 2020
- Review of National Operational Guidance Training specification: Incident command (Third Edition, Version one). Expected submission Autumn 2020

- Review of National Operational Guidance Training specification: Operations (Third Edition, Version one) Autumn 2020
- Review of National Operational Guidance: *Environmental protection* (2<sup>nd</sup> Edition) delayed due to work prioritisation
- Review of National Operational Guidance: *Marauding terrorist firearms attack* (2<sup>nd</sup> Edition)
- Fire Control Room project has been delayed due to recruitment. Interviews were held on June 10

### **Joint Emergency Services Interoperability Principles (JESIP) Joint Doctrine review**

1.5. 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. There have been two project board meetings, the Project Initiation Document has been signed off and initial work packages distributed.

### **Service Integration Tool**

1.6. 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 June 2020.

### **National Operational Learning**

1.7. The National Operational Learning User Group (NOLUG) met in March 2020 where they discussed 12 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 18 June.

1.8. To date 47 Information notes, 13 National action notes and 71 local action notes have been published. Action notes that identify service specific learning or changes to NOG are submitted directly to submitting services, currently 13 action notes with recommendations that have national implications have been published and are available from ukfrs.com.

1.9. The NOL review team has been established and are currently scoping the work, led by Roy Bishop.

1.10. An extraordinary NOLUG was held in April 2020 to allow submission of learning that related to changes in Hospital and Health Care Facilities that may impact FRS operational response. We thank our colleagues in the Operations Committee and Protection Committee for working with NOLUG to allow the timely release of information.

### **Legacy Guidance**

1.11. Fire service manuals are currently being reviewed the first books being reviewed relate to subsurface incidents to support the NOG review.

1.12. The Blended learning project was closed in February 2020, following the approval of a replacement Learning Materials project. Initial scoping work for the project has been completed and a draft project initiation document is currently being developed. The project will aim to deliver a commissioning process, an approval process and a scope and definition for all NFCC approved training materials. However, the initial focus will be on the development of learning material relating to National Operational Guidance. It is expected that alongside this, training packages can be delivered by the end of 2020/21.

1.13. Peter Heath, ACFO Tyne and Wear FRS, has been appointed as Project Executive.

### **Grenfell Tower Inquiry**

- 1.14. An update, detailing actions taken in response to the Grenfell Tower Inquiry Phase 1 Report recommendations was issued to all Chief Fire Officers/Chief Executives in December 2019. This included a survey requesting information from services regarding their response to the recommendations.
- 1.15. This was followed up in March 2020 with a briefing note that summarised ongoing actions and included feedback from the survey.
- 1.16. A survey will be released at the end of June, asking targeted questions about actions identified in the initial survey, to identify collaboration opportunities.
- 1.17. A task group has been established to consider good practice highlighted by the survey and by members of the NFCC. John Roberts, in his capacity as Chair of the National Operational Effectiveness Working Group, is leading this. Any recommendations made by the task group will be submitted to the Operations Committee. A paper by John Roberts has been submitted separately.
- 1.18. The NFCC continues to support and collaborate with London Fire Brigade to improve local and national response.
- 1.19. The Building Safety Programme team has been instrumental to the delivery against many of the recommendations made by the Grenfell Tower Inquiry and continue to work with the CPO to ensure appropriate actions are taken to resolve the recommendations and their underlying causes.

### **Community Risk Programme**

- 1.20. Three projects are currently in progress with Project Executives and Project Managers now in role. These are:
- Value of the Fire and Rescue Service
  - (I)RMP Guidance
  - Definition of Risk
- 1.21. The Definition of Risk project is over halfway to completion. A draft risk glossary and risk conceptualisation model were completed in March. Seven national roadshows were scheduled to consult UKFRSs on the draft documents, however these were cancelled due to the coronavirus outbreak and social distancing and safety measures which followed. The project reacted to the COVID-19 pandemic by planning and producing strategic options to mitigate the cancellation of the original National Road Shows intended to provide opportunity to UKFRS to consult on these products.
- 1.22. To accomplish this, the team developed pre-recorded webinars to deliver the original content of the roadshows to the UKFRS in an alternative digital format. Speakers recorded their presentations that were due to be delivered at the roadshows, these were uploaded to a newly created Workplace group. Over 160 UKFRS colleagues representing 49 UKFRSs joined the group.

Services were invited to provide their feedback on the draft documents via google survey, 42 responses have been received. The purpose of this activity was to offer the UKFRS another opportunity to shape the final documents and provide a platform to engage in discussion and dialogue in this important piece of work, ensuring a sector led and sector endorsed tool.

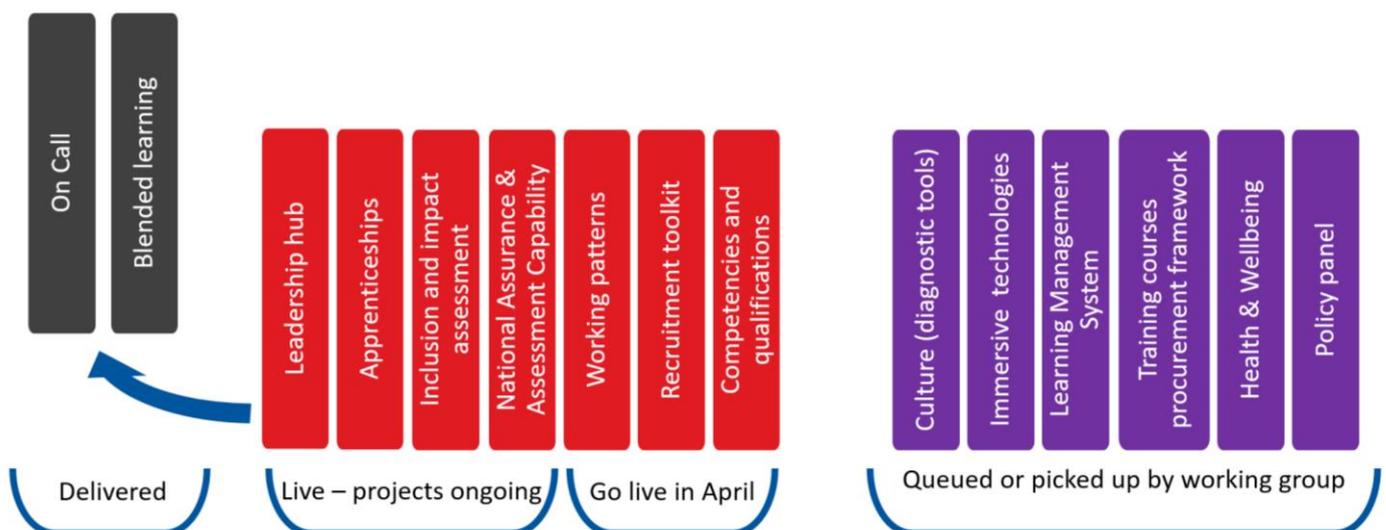
- 1.23. The project has also engaged with the NFCC Prevention & Protection and Business Safety Committees to commence the proof of concept using the Risk Model. The team is still on track to publish in November 2020.
- 1.24. The Value of the Fire and Rescue Service is a project to produce a report of 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 Project Board is now established, and scoping work is in progress. As part of this scoping work, Nottingham Trent University have been asked to produce an initial report. The project intends to recruit an Economist for the technical aspects of the work or consider a consulting route to produce the final report. The initial report will indicate areas where the Economist's/Consultants work can be targeted to ensure the most efficient use of funding and their time. The project will continue to work closely with the Home Office in the development of the Economic Cost of Fire.
- 1.25. The (I)RMP Guidance project has completed a literature review and gap analysis of current guidance. Next, the new structure for guidance will be mapped with the help of the project board and a standard for (I)RMP Guidance will be created. FAQs have been published on the NFCC website to assist with communications and engagement. As with the programme and its other projects, infographics are being produced that can be shared to build awareness.
- 1.26. 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.
- 1.27. 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.
- 1.28. The Community Risk Programme's Technical Working Group (TWG) is currently analysing the outcomes of the survey referenced in 1.37. The outcomes will be considered in developing the final document, which will follow the NFCC's approvals process
- 1.29. 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
- 1.30. 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 FRS presented by their nominated SPoCs.
- 1.31. The programme has provided the Nottingham Trent University (NTU) research report to all Chief Fire Officer's and Strategic Engagement Forum members.

1.32. 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.

## People Programme

### Overview

- 1.33. 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 30 April 2020.
- 1.34. 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.
- 1.35. 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.
- 1.36. Three projects went live in April 2020; 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 July 2020. The recruitment tool kit project has appointed Gavin Tomlinson, CFO Derbyshire FRS, as project exec Working Patterns and Competences. Project Exec roles are still out for advertisement.
- 1.37. 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'.



1.38. The programme held its third HR forum 4 June 2020. 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.

### **Leadership**

1.39. 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. 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.

1.40. The programme has also 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.

1.41. 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**

1.42. The project is working with NFCC Support Hub 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

1.43. 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**

1.44. The programme board has appointed a project executive to this project, Alex Johnson, CFO South Yorkshire FRS. A project scoping workshop has been held that enabled us to help identify the workstreams and stakeholders to be represented on the project board.

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

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

1.46. 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.

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

## Digital and Data Programme

### Digital and Data strategy revision

- 1.48. Following the outcomes of the discovery phase, the Programme Executive sought to revise the Digital and Data strategy to bring it in line with our new learning and the new draft of the main NFCC strategy, presenting an unchanging broad strategic intent in an easy to digest manner. The revised strategy has been shared with the Programme Board and full Council for feedback to inform a final version.

### Outcomes and workplan development

- 1.49. The programme team has continued to test and adapt the outcomes that were developed through the discovery phase, building a comprehensive workplan that will guide the development of the Programme Definition Document and Programme Plan.
- 1.50. It is difficult to say at this early stage of the programme exactly what the outputs/deliverables will be as the programme has focused on what outcomes need to be achieved for the fire and rescue service rather than delivering specific solutions. A key benefit of focusing on outcomes is that they provide an 'anchor point' that is fixed while problems and solutions can change over time. It's natural that there will be trial and improvement along the way, but when outcomes are fixed that journey is likely to be more productive.
- 1.51. The team recently engaged with a key partner of the Digital Policing Portfolio to review and analyse the programme's proposed approach and learn from their experience in developing a successful capability improvement hub in policing. The CPO believes there is significant benefit and insight to be gained from applying these methodologies across the NFCC portfolio and discussions will continue to explore the collaborative opportunities available.
- 1.52. The draft list of outcomes that we seek to achieve have been grouped into the following themes:

#### *Enabling Data Interoperability*

- All fire and rescue services can share and access relevant national prevention, protection and response data to inform local analysis and policy development
- All fire and rescue services have access to key third-party datasets to inform community risk management planning, to enable national consistency and comparability
- All fire and rescue services can easily and efficiently share data between blue light control rooms

#### *Providing public services online*

- All fire and rescue services can provide equitable online access to the public for all non-response services.

#### *Standardising for National Consistency*

- All fire and rescue services can access a national procurement framework for specialist data skills and services

- Locally developed software applications are built to a nationally common standard to allow sharing and scalability across services

*Upskilling our staff*

- All fire and rescue service staff have a level of data literacy appropriate to their role
- All fire and rescue services are able to share organisational learning at the national level
- All fire and rescue services are able to use and access tools, standards and guidance products developed by the NFCC via appropriate online platforms

*Sustainment and continuous improvement*

- The capability of the UK fire and rescue service is continually assessed and evolved in step with the changing nature of demand and the operating environment of the service
- Areas of best practice within the UK fire and rescue service will be identified and scaled to be made available to all, improving consistency and maximising existing investment

*Developing insights*

- All fire and rescue services are able to evaluate the performance of their activities using consistent and comparable methodologies in order to maximise the efficiency and effectiveness of the service they offer
- A national Digital Information Service provides clear direction and consistency in relation to the use and implementation of data analytics within the UK fire and rescue services

**Proposed projects**

1.53. These outcomes have been broadly mapped to the following proposed projects, which may be subject to change as scoping and research continues. Those with an asterisk have been proposed as initial areas of focus:

- National fire data\*
- Control room data transfer
- Online public services
- Data skills
- Application development guidance
- Evaluation
- National Organisational Learning
- Digital information service
- Web development\*
- Capability and digital assessment\*

1.54. Specific deliverables will become clearer as the scoping and research develops across the respective projects, however the types of deliverables that could be expected to come from these outcomes would include:

- National guidance and standards
- Databases and web platforms
- Competency frameworks
- Digital toolkits
- Research

1.55. The Digital and Data Programme will also play a key enabling role across the NFCC portfolio, ensuring all products are delivered using a coherent digital approach.

### **NFCC Digital Platforms**

1.56. Building on the investment, success and functionality of the web platform and cloud database developed for National Operational Guidance, ukfrs.com is being developed to become the main hub for all products established through the NFCC portfolio. The update is expected to be complete and available in June 2020.

1.57. Not all portfolio digital deliverables will need to be developed into the ukfrs.com infrastructure, some will likely be off-the-shelf solutions (e.g. 360 feedback software). In such instances, the solutions would be procured separately but would likely be accessed, and supported by appropriate guidance and standards, via the NFCC hub on ukfrs.com.

1.58. There are a number of existing platforms owned by the NFCC. There is scope to explore the efficiency and savings opportunities that could come from combining these disparate sites into a single central platform, or at least sharing background hosting infrastructure if it makes sense for them to exist separately.

1.59. The programme is overseeing the development and the impending trial of the NOG Service Integration Tool.

### **UPRN workshop**

1.60. In collaboration with GeoPlace, the programme recently hosted a workshop with data analysts in to explore whether more consistent use of the Unique Property Reference Number (UPRN) across disparate datasets would allow services to gain new insight to improve prevention and protection targeting. The team used 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?'

1.61. The programme published a write up of the event to the data analyst community. A shorter version has also been published on the [GeoPlace](#), [UKA](#) and [TechUK](#) blogs and have been well received.

1.62. This work, in conjunction with the community risk dataset survey responses, has led the programme to explore what third party datasets could be integrated as part of the National Data Project. The team has a growing list that we will continue to research, understanding business

needs, benefits and prioritisation. We'll do this in close collaboration with the Community Risk Programme, GeoPlace and the analyst community.

- 1.63. In early April 2020 the Government announced that the UPRN and Unique Street Reference Number (USRN) have been released under an [Open Government Licence](#) (OGL). Additionally, the Government Digital Service has mandated that the UPRN and USRN are to be the public sector standard for referencing and sharing property and street information. The data becomes available and the mandate comes into force in July 2020. More information about these announcements can be found [here](#).

## FSMC Briefing Note

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<b>Title of Paper</b>	Fire Standards Update
<b>Decision or Information</b>	For information
<b>Date of Meeting</b>	Friday 19 June

### Fire Standards Board Purpose

The Fire Standards Board (FSB or Board) was established in 2019 as part of the Government Fire Reform agenda alongside the inspection arrangements in England through HMICFRS.

The Board is intent on ensuring that Fire Standards are focused on achieving positive outcomes, consistently applied nationally being underpinned by national guidance, tools and supporting information. The suite of Fire Standards will establish “what good looks like” and will become part of the inspectorate body for England’s (HMICFRS) inspection framework.

The LGA are represented on the Board by Cllr Nick Chard, and they also represented on the NFCC Strategic Engagement Forum by Cllr Cleo Lake and Gill Gittins.

### Summary

This paper directs members to the [FSB Spring Newsletter](#) (**Appendix A**) for further reading about the work of the Board to date.

### Progress Headlines

The key headlines are:

- The methodology for Fire Standards development and the structure they will follow are agreed
- A pilot process has been completed to test what was agreed in principle and lessons from that will inform future Fire Standards development
- An activity framework has been established to capture all the activities a fire and rescue service (irrespective of Governance model, size or location) undertake and will help the Board define the areas appropriate for Fire Standards
- The first phase of Fire Standards for development has been agreed and will include:
  - Operational response covered by three Fire Standards
    - Operational preparedness
    - Operational competence
    - Operational learning

- People and Workforce with Fire Standards proposed to cover the following activity areas:
  - Ethics, behaviours, and values
  - Leadership
  - Selection and recruitment, including fitness standards
  - Promotion and succession planning
- Community Risk with proposed Fire Standards covering the following activity areas:
  - Risk Management Planning
- Protection roles and competence
- Prevention interventions
- Fire and rescue service data requirements and management

All Fire Standards will be shared with services and relevant groups of stakeholders in the peer review stage of development and once the draft Fire Standards is agreed upon, a full open consultation will follow for each Fire Standard.

The Board will notify all stakeholders of consultations and instructions on how to respond will be on the [Fire Standards Board website](#).

# FIRE STANDARDS BOARD

# NEWS & UPDATES SPRING 2020



## PROGRESS TO DATE

Having been established in 2019, the Fire Standards Board has been busy determining how it will work, agreeing the process for developing Fire Standards, deciding what a Fire Standard will contain; identifying the range of Fire Standards to be developed and those Fire Standards that will be included in the initial cohort of published Fire Standards.

The Board plays a vital and independent role in ensuring that Fire Standards;

- reflect the most important issues that services need to address;
- have been developed using a high-quality approach;
- fully take into account the views of those who will use them and other stakeholders;
- have undergone a form of impact assessment to ensure potential impacts on fire and rescue services are known and understood; and
- have been appropriately assured by a credible external body.

The Board will keep each Standard under careful review as it is being developed.

## OUR APPROACH

The Board is intent on ensuring that Fire Standards are focused on achieving positive outcomes, consistently applied nationally being underpinned by national guidance, tools and supporting information. The suite of Fire Standards will establish “what good looks like” and will become part of the inspectorate body for England’s (HMICFRS) inspection framework.

The Board recognises that to achieve this successfully Fire Standards will need to be easily understood by all audiences. Service engagement, both operational and non-operational, individually and collectively is crucial to achieving this.

The development of Fire Standards will be co-ordinated by the National Fire Chiefs Council (NFCC) through their Central Programme Office (CPO). The NFCC can provide the necessary structure needed to help co-ordinate the work by aligning it with its own work programmes and committees and additionally provide access to the invaluable network of subject matter experts that the Board needs to lead and inform development work. Where possible, existing work will be the foundation for Fire Standards development.

The Board will keep each Fire Standard under careful review as it is being developed. Full quality assurance will be done before the Board gives its final approval.



## WORKING WITH STAKEHOLDERS

Engagement with stakeholders is key in helping inform, peer review and add value to the Fire Standards development process. Open consultations will be an important and essential part of the development process in which all stakeholders will be encouraged to engage.

The NFCC's relatively new Strategic Engagement Forum is where formal engagement with key stakeholder organisations will take place. In addition, appropriate representatives from stakeholder organisations will be invited to engage during the development process including the drafting of guidance and tools.

## THE FIRE STANDARD FORMAT

The Fire Standard format (structure and design) will be consistent across all Fire Standards and will be composed of a number of component parts as shown in the following diagram:



Once a Fire Standard is approved, it will be available on the Fire Standards Board's website.

# CATEGORISING THE FIRE STANDARDS

To help categorise the areas requiring Fire Standards and the guidance that is likely to underpin them, an Activity Framework has been developed. In doing this we were able to capture all the activities performed by fire and rescue services irrespective of their governance model, budget or location and who provides those functions (for example, services that are part of a local authority).

The principles of this approach are founded on the experience gained through and success of the National Operational Guidance programme (NOG) - **developed by the services, for the services.**

The principles of this approach are founded on the experience gained through the National Operational Guidance Programme (NOGP). The Activity Framework is intended to:

- Provide a complete road map so we can see where the NFCC and FSB are going;
- help us avoid duplication and overlap which may result in conflicting guidance if developed in isolation; and,
- be easy to navigate for all audiences.

## THE FIRE AND RESCUE SERVICE ACTIVITY FRAMEWORK

The Activity Framework covers all fire and rescue services' functions and business activities with the top-level activities shown below. Each of these then expands into multiple levels.



KEY: Borders indicate specific subjects included in phase one delivery plan

A version of the Activity Framework will soon be available on the Fire Standards Board's website.

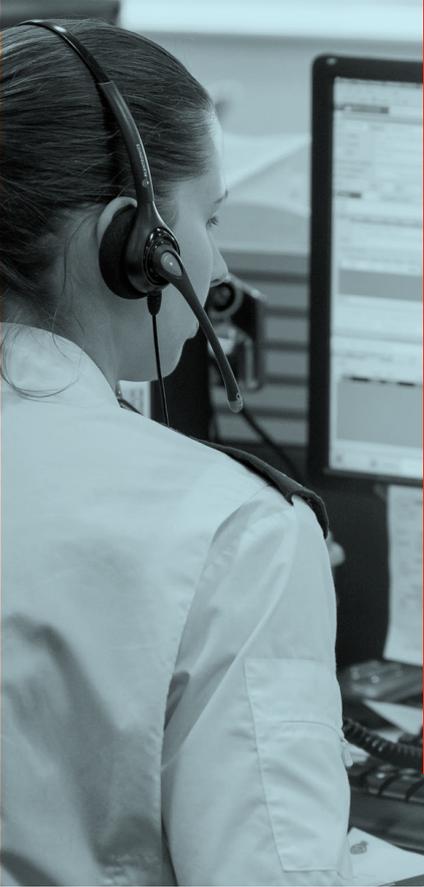
Services have expressed concerns about what the suite of Fire Standards will contain and how they will achieve them. Services should be assured that the Board has no intention of producing Fire Standards that are not necessary. Where there are clear industry benchmarks or existing standards, then the Fire Standards will direct services towards them. This will be part of the scoping and drafting phase for each Fire Standard.

# PRIORITISING FIRE STANDARDS DEVELOPMENT

Having decided what Fire Standards need to be developed, the next step for the Board was to decide the order in which individual Fire Standards should be developed.

The NFCC has created a Strategic Improvement Model (SIM) using evidence from various sources to help it determine what might assist in improving the future performance of the fire and rescue service. Their analysis took into particular account the recent findings and recommendations by HMICFRS and the findings and recommendations from the Grenfell Tower Inquiry phase one report.

The Board used this material to help it decide the order in which Fire Standards would be developed. The Board anticipates that work over the coming months will clarify even further what is likely to be included in each phase of Fire Standards development.



## PHASE 1 DELIVERY PLAN

At its last meeting in April, the Board commissioned work on the first phase of Fire Standards, which is summarised in the diagram below. Work is already underway on many of these.

The initial Fire Standards to be developed include:

NFCC Programme and/or committee	People				NFCC Operations (NOG)			Community Risk	Protection	Prevention	Data & Digital
Proposed Fire Standard	Leadership	Ethics, behaviours and values	Selection and recruitment, including fitness standards	Promotion and succession planning	Operational preparedness	Operational competence	Operational learning	Risk Management Planning	Protection roles and competence	Prevention intervention	Fire and rescue service data requirements and management
Source Data (SIM)	[HMICFRS]	[HMICFRS]	[HMICFRS]	[HMICFRS]	[CTI & HMICFRS]	[CTI & HMICFRS]	[CTI & HMICFRS]	[HMICFRS]	[CTI & HMICFRS]	[HMICFRS]	[HMICFRS]

**Operational response** which will become three separate Fire Standards:

**1. Operational preparedness** – this Fire Standard will cover the strategic actions that are defined within National Operational Guidance (NOG) to support the completion of competent incident management.

**2. Operational Competence** – this Fire Standard will cover the hazards and control measures at tactical level contained in NOG which are appropriate to the roles of firefighters to enable them to achieve competent incident management.

**3. Operational Learning** – this Fire Standard will cover the need for every service to embed learning in its operational response. This will strengthen the national approach to operational learning and drive better use of the National Operational Learning (NOL) system.

Fire Standards relating to **People** will include areas such as ethics, behaviours and values, as well as leadership, recruitment and succession planning. Fire Standards covering **risk management planning, fire protection, prevention interventions and data requirements** will drive improved service delivery and consistency of approach.

PHASE 1

DELIVERY PLAN

# TESTING THE PROCESS – A PILOT CONSULTATION

The consultation on the first proposed Fire Standard, which was on emergency response driving, concluded at the end of January 2020 to which nearly 80 organisations and individuals responded. This consultation provided the Board with helpful insights into how well the Fire Standard development and consultation process works. More information about the emergency response driving consultation and progress being made in finalising this Standard can be found at [www.firestandards.org.uk](http://www.firestandards.org.uk)



## FORWARD LOOK

In light of the current UK lockdown arrangements because of the COVID-19 pandemic, the Board appreciates the pressure that fire and rescue services are currently under with their workforces stretched and understandably focussed on local challenges and priorities. This will inevitably cause some delays in making progress, but the Board is still determined and hopeful that progress can continue to be made.

The Board also recognises that learning from the response to COVID-19 will need to be considered which may have an impact on priorities for Fire Standards development.

Whilst coming together physically may be an issue, much can be achieved by working remotely and virtually. The Board encourage services and stakeholders to engage with consultations when they are published. All information about consultations will be shared via the Board's website.

Further information will be available after the next Board meeting scheduled for June when it is intended that a number of draft Fire Standards will be shared and the next round of consultations are expected to start.

For further information on the Fire Standards Board visit [www.firestandards.org.uk](http://www.firestandards.org.uk)





## **Fire Services Management Committee Update paper**

### **Purpose of report**

For discussion.

### **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, and endorse the proposal in paragraph 7 to bring a further paper to the Committee in the autumn about the use of the resources available to support the sector's Spending Review work.

### **Actions**

Officers to continue to provide updates to members.

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## Fire Services Management Committee Update paper

### New Fire Minister

1. In February 2020 James Brokenshire was appointed Minister for Security at the Home Office with responsibility for fire. However, on the 18 March this responsibility was transferred to Lord Greenhalgh who is now an unpaid Minister of State jointly at the Ministry of Housing, Communities and Local Government and the Home Office. His portfolio spans both fire and building safety. He is also Communities Minister. We assume James Brokenshire will answer fire questions in the House of Commons.
2. Lord Greenhalgh attended the last Fire Commission on the 15 May where he outlined his experience in local government and his priorities for fire: Professionalism, People and Governance. The minister requested regular meetings with FSMC lead members, the first of which took place on the 8 June.

### FRS COVID-19 activity

3. The fire service National Employers, Fire Brigades Union and the National Fire Chiefs Council (NFCC) reached an agreement on 26 March which, together with National Joint Council agreement, has meant that to date 14 additional areas of work have become available to the fire and rescue service to deliver additional activities.
4. This [Tripartite](#) agreement has enabled all fire services to “step up” in supporting the effort to minimise the impact of Covid-19 on our communities. The table below demonstrates both the range and quantity of additional activities that have already been carried out by fire services.

Additional Fire Service Activities 24th March – 31st May	
Vulnerable persons - delivery of essential items	58519
Movement of bodies	2001
Face fitting for masks to be used by frontline NHS and clinical care staff	3259
Delivery of PPE and other medical supplies	15075
Assisting in taking samples for Antigen testing	720
Assembly of single use face masks	66100
Packaging of food supplies	14158
Driving instruction by FRS driver to deliver training for non-FS personnel to drive ambulances	253
Ambulance service assistance - ambulance driving and ambulance personnel support	30494
Driving ambulance transport not on blue lights - excluding COVID-19 patients	716
Known COVID-19 patients transfer to and from hospital	1438
Non COVID-19 patients transfer to and from hospital	3337

5. At Fire Commission on the 15 May members were asked to provide examples of activities of their local services have been undertaking during this period; their submissions and other reports can be seen in [Appendix A](#).

### **Comprehensive Spending Review Team**

6. Since being appointed in March, the Sector Spending Review lead (Amy Webb) has also been acting as sector finance lead for Coronavirus, supporting the Home Office and MHCLG with securing a significant increase for fire in the second tranche of funding at £48 million. This success has been thanks to FRA colleagues who have provided the information to evidence the funding bid which was put forward.
7. Latest intelligence from central government is that the Spending Review (SR) is likely to be undertaken over the summer and cover one year, although this is subject to confirmation from the Treasury. In light of the changing landscape and likely move away from a longer-term SR, recruitment of a wider team has been deferred. With recruitment on hold and no travel expenses, the £200,000 funding will stretch further and provides an opportunity to maintain capability to support this SR using the lead only, with an intention to revisit team requirements later in the year. Committee members are asked to endorse this approach in the short term, with options on how to best utilise the remaining funds to be proposed in the autumn.
8. Work is now underway to evidence spending pressures and emerging funding challenges in light of the Coronavirus pandemic as well as ensuring that bids for improvement activity are aligned to the Fit for the Future framework. The Senior Sector Group comprising of members of the FSMC, NFCC and Home Office will be reinvigorated in late June/ early July to consider the case for funding going forward.

### **LGA Fire Commission**

9. LGA Fire Commission was held virtually on the 15 May via Zoom. Speakers for the Commission included Lord Greenhalgh as mentioned above, Peter Baker from the Health and Safety Executive on the building safety programme, and Roy Wilsher from the National Fire Chiefs Council, who updated on COVID-19 related work.
10. The Commission was attended by around 80 attendees, which is the highest number of attendees we have ever had for the Commission.
11. Following Roy Wilsher's update on COVID-19 related activity, Cllr Ian Stephens requested that members update us with information on what their service have been doing during the crisis. Several members have supplied this already, but if you would like to contribute please do email your submissions to [Jonathan.Bryant@local.gov.uk](mailto:Jonathan.Bryant@local.gov.uk).

### **Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) – Cycle 2**

12. The inspection programme for cycle two has now been approved and the Inspectorate is commencing the second cycle of inspection in April. On the 13 March HMICFRS suspended all inspection work which requires appreciable input from FRSs to enable them to focus on responding to COVID-19. Cycle two is not expected to recommence until next year.

### Outside bodies update

13. LGA Fire Diversity and Inclusion Champions Network: Cllr Rebecca Knox chaired a lunchtime meeting of the Network on the 10 March at LGA Fire Conference where the Networks Terms of Reference were agreed and an approach to future work was agreed.
14. Strategic Resilience Board: Cllr Cleo Lake attended this meeting on the 27 April where the impact of COVID 19 on the fire sector of discussed. Members updated that availability remained high with a low level of absenteeism.
15. National Fire Chiefs Council: Strategic Engagement Forum: Cllr Cleo Lake attended the most recent meeting of the NFCC Strategic Engagement Forum on 27 May. Members of the Forum received an update on the work of the NFCC, including that in respect of the COVID-19 response phase. In addition, it was agreed that the next meeting would consider a review of the terms of reference of the Forum to ensure it continued to meet the expectations of all stakeholders.
16. Fire Standard Boards: Cllr Nick Chard attended the meeting on the 4 June where the impact of the current pandemic on the standards development programme and possible mitigations were discussed.
17. Executive Leadership Programme Board: Cllr Rebecca Knox attended this meeting. The Programme ran it's 14<sup>th</sup> cohort this year and the number of applicants continue to increase. Content is reassessed every year to ensure the programme remains up-to-date and guest speakers are tailored to the needs of cohort and work is underway to secure a session with LGA/FSMC representatives. The work of the programme has understandably been affected by COVID-19, but the current cohort will resume in July using online platforms and 1-1 coaching.
18. NFCC People Engagement Forum: Cllr Roger Price attended this meeting on the 9 June where the forward programme was discussed and the NFCC presented a series of new policies and the new Equality, Inclusion and Diversity Strategy to the Forum for comment.
19. Her Majesties Inspectorate for Constabulary and Fire and Rescue Service External Reference Group: Cllr Ian Stephens, Roger Hirst, Cllr Rebecca Knox attended this meeting on the 10 June. Members of the Group updated on current COVID-19 activity in their local areas and discussed proposed inspection activity ahead of the second cycle of inspections.

**Appendix A**

FRS/Area	Activities/link to reports
Avon	Supporting ambulance services
Bedfordshire	<a href="#">Stay Home, Save Lives, Supporting ambulance services</a>
Buckinghamshire	<a href="#">Working with our partners in response to COVID-19V</a>
Cambridgeshire	<a href="#">Supporting ambulance services</a>
Cheshire	Supporting vulnerable people
Cleveland	<a href="#">Supporting care homes</a>
Cornwall	<a href="#">Supporting ambulance services</a>
Cumbria	<a href="#">Supporting vulnerable people</a>
Devon & Somerset	Supporting ambulance services
Dorset & Wiltshire	<a href="#">Supporting ambulance services</a>
Durham & Darlington	Supporting vulnerable people
East Midlands	<a href="#">Providing support to EMAS (Humberside, Lincolnshire, Nottinghamshire, Derbyshire, Leicestershire and Northamptonshire)</a>
East Sussex	<a href="#">Voluntary activities, Supporting ambulance services</a>
Essex	<a href="#">Voluntary activities, Supporting ambulance services</a>
Gloucestershire	Delivering PPE and medical supplies to NHS and care partners
Greater London	<a href="#">Supporting ambulance services</a>
Greater Manchester	<a href="#">Movement of bodies</a>
Hampshire	<a href="#">Supporting ambulance services</a>
Herefordshire & Worcester	Face fitting for mask to be used by frontline NHS and clinical staff
Hertfordshire	<a href="#">Supporting ambulance services</a>
Humberside	PPE deliveries to partner agencies; <a href="#">supporting ambulance services</a> ; supporting vulnerable people
Kent & Medway	<a href="#">Supporting ambulance services, Supporting vulnerable people</a>
Lancashire	<a href="#">Distribution of PPE to social care services, supporting NHS Nightingale Hospital and temporary mortuary arrangements, and face mask training for hospital and social care staff</a>
Lincolnshire	Community Safety team supporting LRF Communities and Volunteers Cell and the Mortality Planning Cell and supporting Trading Standards Team to protect communities from new unsafe PPE and related products
Merseyside	Supporting vulnerable people
Norfolk	Supporting ambulance services
Northumberland	Supporting vulnerable people
North Yorkshire	<a href="#">Supporting ambulance services</a>
Nottinghamshire	<a href="#">Supporting vulnerable people and care homes, Supporting ambulance services, Distributing PPE</a>
Oxfordshire	<a href="#">Supporting ambulance services</a>
Shropshire & Wrekin	<a href="#">Transportation and delivery of PPE</a>
South Yorkshire	<a href="#">Delivering PPE, Supporting ambulance services</a>
Staffordshire	Delivery of PPE and other medical supplies to NHS and care partners
Suffolk	<a href="#">Supporting ambulance services</a>
Surrey	<a href="#">Supporting ambulance services</a>
Tyne and Wear	Supporting vulnerable people
Warwickshire	Packing food supplies for vulnerable people
West Midlands	<a href="#">Transportation of bodies</a>
West Sussex	<a href="#">Supporting ambulance services</a>
West Yorkshire	<a href="#">Supporting ambulance services</a>

