

Fire Services Management Committee

Agenda

Friday, 10 December 2021
11.00 am

Victoria Room, 18 Smith Square and online
via Teams

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

www.local.gov.uk

This meeting is



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18 Smith Square, London SW1P 3HZ

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Fire Services Management Committee

10 December 2021

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For those members attending in person, a sandwich lunch will be available after the meeting.

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Apologies:

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

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3263	email: Labgp@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

LGA Contact:

Jonathan Bryant
Jonathan.Bryant@local.gov.uk - 07464652746

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The twitter hashtag for this meeting is #lgassc

Fire Services Management Committee – Membership 2021/2022

Councillor	Authority
Conservative (5)	
Cllr Nick Chard (Deputy Chair)	Kent and Medway Fire and Rescue Authority
Cllr Eric Carter	Shropshire and Wrekin Fire Authority
Cllr Mark Healey MBE	Devon & Somerset Fire & Rescue Authority
Mr Roger Hirst	Police, Fire and Crime Commissioner for Essex
Cllr Rebecca Knox	Dorset and Wiltshire Fire and Rescue Service
Substitutes	
Cllr Andy Crump	Wawickshire County Council
Cllr David Norman MBE	Gloucestershire County Council
Cllr Linda Vijeh	Devon & Somerset Fire & Rescue Authority
Labour (5)	
Dr Fiona Twycross (Vice-Chair)	Greater London Authority
Cllr Nikki Hennessy	Lancashire Combined Fire Authority
Cllr Greg Brackenridge	West Midlands Fire and Rescue Authority
Cllr Carl Johnson	Tyne & Wear Fire & Rescue Authority
Cllr Leigh Redman	Devon & Somerset Fire & Rescue Authority
Substitutes	
Cllr Sian Timoney	Bedfordshire Fire & Rescue Authority
Cllr Jane Hugo	Lancashire Combined Fire Authority
Cllr Les Byrom CBE	Merseyside Fire & Rescue Authority
Liberal Democrat (2)	
Cllr Keith Aspden (Deputy Chair)	North Yorkshire Fire & Rescue Service
Cllr Jeremy Hilton	Gloucestershire County Council
Substitutes	
Cllr Roger Price	Hampshire & Isle of Wight Fire & Rescue Authority
Cllr Carolyn Lambert	East Sussex Fire Authority
Independent (2)	
Cllr Ian Stephens (Chair)	Isle of Wight Council
Cllr Frank Biederman	Devon & Somerset Fire & Rescue Authority
Substitutes	
Cllr Luke Frost	Cleveland Fire & Rescue Authority
Cllr Nigel Smith	North Wales Fire & Rescue Authority

Agenda

Fire Services Management Committee

Friday 10 December 2021

11.00 am

Victoria Room, 18 Smith Square, and online via Teams

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11. State of Fire & Rescue Report

Presentation from Laura Gibb and Alexandra Blohm -
HMICFRS

Date of Next Meeting: Monday, 14 March 2022, 4.00 pm, Gateshead

Document is Restricted

Climate change

Purpose of report

For direction.

Summary

The report outlines the work underway in the LGA on climate change and provides background information for the National Fire Chiefs Council (NFCC) to talk about their own work on this issue.

Recommendation

Members are asked to consider the work already underway in the LGA and NFCC and how the FSMC can best contribute towards furthering this work.

Actions

The LGA to work with the NFCC to identify case studies from the fire and rescue service.

The LGA to continue to engage with the NFCC as their work progresses and explore opportunities for further work.

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Climate change

Background

1. In March 2020, the LGA published a report, [Climate emergency: Fire and rescue services](#), to help start local conversations in fire and rescue services around the issue of climate change. At the FSMC in October members discussed the opportunity to build on that work.
2. This is also an area of focus for the NFCC and Ben Brook, Chief Fire Officer at Warwickshire Fire and Rescue Service (FRS), will be attending the meeting to introduce the work of the NFCC on this area. Ben is one of the new leads on “Environment, climate change and sustainability” following the retirement of Nathan Travis, and works alongside Rod Hammerton, Chief Fire Officer at Shropshire FRS and Mark Rist, Director of Resilience and Operations at Kent FRS.
3. Members may wish to consider what work the FSMC can do in this area, in the context of the wider work already underway in the LGA.

Issues

LGA work on Climate Change

4. The LGA’s work on this issue is primarily led by the Environment, Economy, Housing and Transport (EEHT) Board. “Sustainability and climate action” is also included within the LGA’s overarching business plan. The LGA has declared a climate emergency as have many councils and there are extensive resources on the LGA’s website to support local government in working on this issue.
5. Climate change requires urgent and significant international, national, local and sector leadership. But the LGA has argued only local government leadership can mobilise and join-up the collective action in the real-world cities, towns, and rural areas that people live their lives. Only local government holds the wide range of important delivery powers and assets to decarbonise transport, buildings, waste, energy, nature, growth and more.
6. In the build-up and during COP26 the LGA launched a range of communications, research and events, as well as sending a delegation to Glasgow to highlight the role that local government can play in tackling these issues. The contribution of local government was recognised in the final COP26 Agreement following extensive lobbying from the LGA, supported by other local government organisations from around the world.
7. Within the UK, the LGA has been working with the Government, councils, and partners to promote the essential role of local government in delivering the ambitions for achieving net zero and supporting adaptation – including calling for greater certainty, collaboration, support and funding.

8. We were therefore pleased that the [Government's Net Zero Strategy](#) included a specific chapter on supporting Local Net Zero, and proposed models for greater partnership working between local and central government through the Local Net Zero Forum. The LGA will continue to push for local authorities to have the powers, funding, and support to build the capacity and capability in fulfilling their full role in achieving net zero and supporting adaptation.

9. As a key part of the LGA's work the EEHT Board has developed an extensive sector-led support offer around climate issues, primarily accessed through the LGA's [climate change hub](#) with resources for councillors. The climate change hub includes a wide range of links and resources including:
 - 9.1. the LGA's Greenhouse Gas Accounting Tool, developed collaboratively with Local Partnerships, to provide a consistent approach for all councils seeking to calculate their own greenhouse gas baseline.
 - 9.2. the [Net Zero Innovation Programme](#), which the LGA runs in collaboration with UCL and other universities, to support councils to achieve their carbon reduction goals, and delivering further training through a train the trainer model.
 - 9.3. an E-learning on biodiversity
 - 9.4. an LGA podcast: 'Local Action for our Environment' which focusses on local community engagement and climate action Promote
 - 9.5. Resources on behaviour change, communications, transport, climate justice and health and social care, data and digital work etc. This is supported by a number of case studies on these themes.
 - 9.6. The LGA has also developed a [Sustainable Procurement toolkit](#).

10. The LGA will also be looking to deliver a series of webinars, action learning sets, and leadership essentials on climate change.

NFCC

11. In February 2021, the NFCC updated their [climate change position statement](#). It outlines that the Covid-19 pandemic has highlighted the potential that services have to make an important contribution to tackling climate change and sets out a number of activities that the NFCC will undertake to support this ambition, including raising awareness, lobbying, sharing best practice, etc.

12. The NFCC are now considering their next steps in the development of this work.

Fit for the Future

13. Fit for the Future is a joint piece of work owned by the LGA, the NFCC and the National Employers (England). It sets out a number of improvement objectives for the sector and climate change is currently mentioned within the document.

14. The three partners recently held a series of strategic workshops for the leadership of the sector to discuss the improvement objectives and the future of the sector. During those discussions the issue of climate change was further highlighted. As a part of our future work on Fit for the Future will be collating all the issues that were discussed at the workshops and considering how we will take that forward in the next iteration of Fit for the Future. This may present an opportunity to further embed these issues.

Implications for Wales

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

Financial Implications

16. None.

Next steps

17. Members are asked to consider the work already underway in the LGA and NFCC and how the FSMC can best contribute towards furthering this work.



LGA Fire Conference and Exhibition 2022

Summary

This paper outlines a draft programme for the Annual LGA Fire Conference and Exhibition, on 15-16 March 2022.

Recommendation

That members approve the proposed theme and programme for the Annual LGA Fire Conference and Exhibition 2022.

Actions

Officers to incorporate members' views in the work to prepare for the Fire Conference.

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LGA Fire Conference and Exhibition 2022

Background

1. The LGA Annual Fire Conference is held each year in early March. The event is an important part of the annual fire industry calendar. It is one of the showcase events organised by the LGA and an important income-generator. In recent years, the conference attracts an average of 230 delegates and a range of exhibitors and sponsors.
2. The 2021 LGA Fire Conference was delivered virtually, from 1-4 March 2021, due to Covid-19 restrictions and the corresponding government guidance at the time. The virtual offering replicated the delivery model used during the LGA Annual Conference 2020, consisting of four plenary webinars and two interactive meeting sessions over the four days. Given Covid-19 restrictions have eased, LGA event and conference activity has begun to reconvene in-person.

Fire Conference 2022

3. At the FSMC meeting on 15 October 2021, Members agreed that the 2022 LGA Fire Conference should be held in-person (subject to tighter Covid-19 restrictions not being introduced) at the Newcastle Gateshead Hilton Hotel, between 14-16 March 2022. The format includes:
 - a. Monday, 14 March – Conference set-up and FSMC meeting from 16:00-18:00.
 - b. Tuesday, 15 March – Conference sessions (plenaries and workshops), political group meetings and the Fire Conference Dinner.
 - c. Wednesday, 16 March – Conference sessions (plenaries) and closing with lunch.
4. The delegate fees, which also include the cost of the dinner, will be held at the same rate as they have been since 2016:
 - a. LGA Members – £395 +VAT
 - b. Non-members – £495 +VAT
5. The conference will not be offering hybrid engagement options, including live-streaming sessions, due to the cost associated with the technology and resources required to facilitate this delivery method. Further, the LGA Events Team have advised that a hybrid option may deter delegates from attending in-person, which could have a significant financial impact on the LGA.
6. The LGA has launched [the Fire Conference website](#), which includes an overview of dates, cost, and registration details.

Proposed conference programme

7. The 2022 LGA Fire Conference will have a forward-looking theme to focus plenary sessions and workshop activity: “Delivering transformation in the Fire and Rescue Sector”. Given the wider work underway in the sector, through Government and Her



Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) on reform and improvement, this theme encompasses the nature of most work currently led by the LGA with key partners.

- 8. Following consultation with the FSMC Lead Members, the proposed conference programme is outlined in the table below:

		Monday, 14 March	Tuesday, 15 March		Wednesday, 16 March	
AM			9.00-10.30	Registrations	9.30-10.20	PLENARY Fire Safety Act / Building Safety
			10.30-10.35	Conference welcome		
			10.35-11.20	OPENING PLENARY Fire Minister	10.20-11.10	PLENARY Efficiency pillar budgets
			11.20-12.05	PLENARY HMICFRS - Sir Tom Winsor		
			12.05-12.30	BREAK	11.10- 11.40	BREAK
			12.30-1.15	Workshops Round One 1. Governance: effective scrutiny and oversight 2. Workforce engagement 3. Climate change 4. Sector-led support offer 5. Improving equality, diversity and inclusion in the fire and rescue sector	11.40-12.30	PLENARY (longer) Effectiveness pillar
PM	1pm - 4pm	Conference set-up	1.15 - 2.20	LUNCH (Lunchtime breakouts TBC)	12.30-1.30	LUNCH
			2.20 -3.10	PLENARY People pillar	End of Conference	
			3.15- 4.05	Workshops Round Two 1. Governance: effective scrutiny and oversight 2. Workforce engagement 3. Climate change 4. Sector-led support offer 5. Improving equality, diversity and inclusion in the fire and rescue sector		
			4.05-4.35	BREAK		
	4 - 6pm	FSMC meeting	4.35-5.20	Workshops Round Three 1. Governance: effective scrutiny and oversight 2. Workforce engagement 3. Climate change 4. Sector-led support offer 5. Improving equality, diversity and inclusion in the fire and rescue sector		
			5.30-6.30	Political Group meetings		
			7.30pm >	Fire Conference Dinner		

- 9. The timings and order of plenaries and workshops is subject to speaker/facilitator availability. Subject to FSMC approval of the plenary and workshop topics, LGA Officers will report back in January to confirm the Chairs and speakers of each session.

Conference publication

10. In previous years, the LGA has developed a conference publication that is distributed along with delegate packs at the conference. The LGA did not prepare a publication for the 2021 Fire Conference, given it was a virtual offering. In previous years the conference publication has focussed on particular issues of note at the conference. The publication for the 2020 Fire Conference focussed on climate change, while previous ones have focussed on Equality, Diversity and Inclusion, and collaboration.
11. In an effort to 'green' the Conference, the LGA is proposing to digitise the Fire Conference resources, including the handbook. The LGA is exploring options for development of a 'Best Practice Scrutiny Toolkit', which is a key output identified during the Governance and Leadership Workshops (held during September-November 2021). Officers will report back to FSMC in January regarding the progress of developing Conference resources.

Financial Implications

12. All work will be carried out using existing LGA resources.

Next steps

13. Members are asked to agree the theme and topics for conference plenary and workshop sessions.
14. Members are asked to note the approach to the development of Fire Conference resources.
15. Officers will take forward any decisions as directed and proceed with conference planning.



Business plan 2019-22: 2021 review and update

Purpose of report

For information.

Summary

In October 2019 the LGA Board approved a new 3-year [business](#) plan, built around the United Nations sustainable development goals. In 2020, one additional priority – narrowing inequalities and protecting communities - was added, bringing the total to seven.

- Funding for local government
- Adult social care, health and wellbeing
- Narrowing inequalities and protecting communities
- Places to live and work
- Children, education and schools
- Strong local democracy, leadership and capacity
- Sustainability and climate action

The 2021 update, which retains the same seven priorities, was approved by the LGA Board on 8 September 2021. The LGA's work on Supporting Councils now underpins each of the seven priorities and there is a greater emphasis throughout on resilience, economic recovery and levelling up.

The updated business plan is attached at **Appendix 1**. As before it will be published as an accessible PDF. A full review of the LGA's business priorities will be undertaken in 2022.

Recommendation

That Fire Services Management Committee note the 2020/21 update of the 3-year business plan as the basis for work programmes over the coming months.

Action

The updated plan will be published on the LGA website

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LGA business plan 2019-2022

2021 update

Introduction

The coming year will be a huge challenge for local government as the country recovers from the COVID-19 pandemic and rebuilds lives and livelihoods. As we learn to live with the virus, it will be councils who lead their communities through every aspect of that recovery.

The LGA's aim is to provide the support and secure the resources and the powers that local government needs to deliver that crucial role. Promoting the value of local government and supporting councils in their roles as community leaders remains our central mission.

This business plan, built around seven core themes that reflect councils' own priorities, sets out how we will deliver that mission, both through lobbying to shape national policy and by providing practical improvement support for council leadership and across a whole range of service areas.

Councils will have a key role in place-building and ensuring that our local high streets, transport hubs, cultural and sporting venues and other local infrastructure bounce back from the crisis. Boosting skills and ensuring that we have the workforce for the future will be central to our economic recovery, along with a renewed focus on public health, whilst councils will continue to support the NHS and other organisations in the ongoing rollout of the vaccination programme.

Local government is also leading the way in responding to the impacts of climate change. Nine out of ten councils have declared a climate emergency and the sector is working hard to support local action across the country, promoting good practice and sharing innovative solutions in the run up to COP 26 in Glasgow in November.

We will continue to evidence councils' efficiency and effective management of taxpayers' money. A multi-year settlement in the forthcoming Spending Review, that puts local government funding on a long-term sustainable footing, would enable proper planning of local services and help reduce demand and cost pressures on other parts of the public sector.

Through our Government-funded sector support programme, we will continue to support councils to respond to issues triggered by the pandemic, providing intensive support, guidance and challenge to help shape key services. That includes intensive peer support and challenge, support for financial resilience and economic recovery, as well as political leadership training. We will provide the tools and resources to enable councils to respond to challenges and support improvement in a range of areas - from children's services and climate change to safeguarding and cyber security.

We continue to embed and promote equality, diversity and inclusion into our core values, policies and practices, and through our improvement and leadership support programmes.

Strong local leadership is key to recovery and the Levelling Up White Paper must empower councils to build back local. Our [Build Back Local](#) campaign, which will be central to our work in the coming year, demonstrates how Government and councils, working as equal partners, will level up those communities that feel left behind and transform places across the country. Enabling local people to make local decisions will create the conditions for sustainable growth, better public services and a stronger, more resilient society.

Councillor James Jamieson
Chairman

Mark Lloyd
Chief Executive

Working for councils

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

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

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

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

Our vision for local government

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

Councils have been a trusted partner to Government to deliver throughout the COVID-19 pandemic. Now local government needs to be trusted to deliver recovery locally in a way that has the greatest impact for their communities.

As we move forward, enabling local people to make local decisions will create the conditions for sustainable growth, better public services and a stronger society. It is vital that councils are backed to lead the recovery in their places.

Our purpose and priorities

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

National voice of local government – we campaign to influence the political agenda and secure funding and powers on behalf of councils, and we promote and defend the reputation of the sector

Supporting councils - we support councils continuously to improve and innovate through our extensive programmes of practical peer-based support underpinned by strong local leadership, through our support for collective legal actions and through our service delivery partnerships.

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

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

The national voice of local government

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

Over the next 12 months we will focus on the seven areas that councils tell us matter most to them:

Funding for local government

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

Adult social care, health and wellbeing

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

Narrowing inequalities and protecting communities

Councils lead and work with diverse communities and partners to address inequalities and build safe, cohesive and resilient communities, supporting the government’s ambition to level up communities across the country

Places to live and work

Councils lead the way in driving a resilient economic recovery which helps level up across the country and sees no community left behind, building the homes that people need and creating places they are proud to live, work and visit.

Children, education and schools

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

Strong local democracy, leadership and capacity

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

Sustainability and climate action

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

Supporting councils

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

The LGA's sector-led improvement programme continues to provide a responsive and flexible offer and remains in a strong position to respond and adapt to councils' needs as circumstances evolve.

We work closely with councils to understand their current and future support needs and continue to adapt as the opportunities and challenges facing councils change.

The **core programme**, funded by Department for Levelling Up, Housing and Communities (DLUHC), provides councils with tools and resources to respond to present and emerging challenges and supports improvement across the sector. The programme is underpinned by the work of our regional support networks, including LGA principal advisers and member and officer peers. It delivers improvement and peer support covering financial resilience and economic recovery; safer and more sustainable communities; leadership, workforce and communications.

Our **Care and Health Improvement Programme** (CHIP) is funded by the Department of Health and Social Care (DHSC), with some complementary NHS funding, and delivered jointly with the Association of Directors of Adult Social Services. It provides expert input to DHSC policy and prioritises support for commissioning, managing the care market, recruitment and retention and local integrated care systems. It also supports social care financial resilience and the use of technology enabled care.

Our **Public Health Improvement Programme** is funded by DHSC and supports councils' Covid-19 response and engagement with the new national public health bodies. Additional targeted programmes, funded by DHSC, Public Health England and The Health Foundation focus on child obesity, weight management, suicide prevention and wider determinants of health.

Our **Children's Improvement Programme** is funded by the Department for Education (DfE). We deliver a range of activity to support improvement including support for political leaders and intensive support for councils facing specific challenges.

Through our **communications improvement work**, we offer support to councils and help to raise the standard of public sector communications.

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

1. [One Public Estate](#), funded by Cabinet Office and DLUHC, provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners
2. [Cultural services and sport](#), in partnership with Arts Council England and Sport England, support councils through range of programmes and tools to help councils tackle the challenges and take advantage of the opportunities for culture, tourism and sport.
3. [Planning Advisory Service](#), funded by DLUHC, provides consultancy and peer support, learning events and online resources to help local authorities understand and respond to planning reform.
4. [Cyber-security and digital transformation programme](#), funded by the Cabinet Office, to support the improvement of digital services for councils and their residents in as secure a way as possible.
5. [Joint Inspection Team](#) funded by DLUHC, to help councils to enforce against owners of private sector blocks with combustible cladding, and make the blocks safe

We will continue to update our commitments to match councils' needs across the period of this business plan.

17 Goals to Transform Our World

The Sustainable Development Goals are a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet.

They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.



SUSTAINABLE DEVELOPMENT GOALS

Funding for local government

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

CAMPAIGN - Build back local

Councils have been a trusted partner to Government to deliver throughout the pandemic. Our Build Back Local campaign calls for local government to be trusted to deliver recovery locally in a way that has the greatest impact for their areas. With the right investment and powers, national and local government can work together to achieve a shared ambition: levelling up communities across all parts of the country

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

- continue to highlight the pressures on all services and press for funding that reflects current and future demand, particularly for housing, homelessness, adult social care and children’s services
- lobby Central Government to fully meet all costs and income losses arising from COVID-19 in 2020/21 and beyond
- continue to emphasise and evidence the impact, value and efficiency of local government services
- work with central and local government to identify a wider range of suitable and sustainable funding sources for council services in the future
- work with local and central government on a distribution mechanism for local government funding that supports long-term planning, is evidence-based, simpler and more transparent with appropriate transition mechanisms.

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

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

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

- further develop policy on capital financing and investing and contribute to national reviews in these areas so that they support and enable prudent investment and financial management
- contribute to reviews of the accounting and financial regulatory framework for councils to ensure it is appropriate, not over restrictive and balanced with local freedom and accountability
- support the United Kingdom Municipal Bonds Agency to deliver cheaper debt financing to councils, through the sale of bonds in the capital markets.

Supporting councils

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

- convene the employer side of the collective bargaining arrangements to agree equitable and affordable pay awards for more than two million local authority and related employees, including fire and rescue authorities.

- provide evidence to the schoolteachers' pay review body and Low Pay Commission in relation to the National Living Wage.

Financial resilience within the local government sector – we will:

- support councils to deliver robust financial leadership, governance and scrutiny to support effective decision-making
- provide a bespoke enhanced financial resilience support offer to councils facing the most significant challenges
- support councils to make the most of adult social care funding streams, such as the Better Care Fund and Infection Control Fund and provide bespoke support to the most financially challenged

Adult social care, health and wellbeing

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

SDG 3 – Good health and wellbeing

Ensure healthy lives and promote wellbeing for all at all ages

CAMPAIGN - The lives we want to lead

We want to build a society where everyone is supported to live a healthy, fulfilled and independent life, staying at home and contributing to family and community life for as long as possible - but escalating funding pressures and increasing demand are threatening that ambition. Our campaign calls for sustainable long-term funding that gives people the care and support they need now and in the future.

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

- continue to lobby for the short, medium and long-term financial sustainability of adult social care and support, arguing that all options, including national taxation, should be considered
- work with government to agree a sustainable, long term funding deal for public health.
- press for a new deal for the care workforce ensuring parity of esteem with colleagues in the NHS; comprising action on pay, training and development, career progression and professionalisation, and recognition.

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

- promote a clear vision of councils' role in planning and delivering integrated health and care; continue to promote health and wellbeing boards as leaders of health and care and support councils and their partners to develop and deliver place-based person-centred support and that integrated care systems ensure that decisions are taken at the most local level.
- continue to press for a long-term policy framework for the Better Care Fund (BCF), with lighter touch reporting and greater emphasis on local targets and prevention.
- Seek to ensure that local government is an equal and integral partner in the development of integrated care systems, particularly in the membership and governance of integrated care boards and integrated care partnerships

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

- support councils to tackle the challenges and exploit the opportunities of an ageing population, and to

improve dementia, supported housing and mental health and capacity services, unpaid carers' support and support for autistic people and people with learning disabilities.

- continue to lobby for councils' interests around the Armed Forces Community Covenant.

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

- work with the Government, NHSEI and other national partners to ensure that councils and health and wellbeing boards, are meaningfully engaged in developing integrated care systems
- work with national partners to increase the understanding of, and commitment to, planning and delivery at place level and the leadership role of councils
- support councils to work with NHS and other partners to ensure that the plans of integrated care systems build on existing priorities to improve health and wellbeing and are subject to democratic oversight and scrutiny
- work with the NHS to learn the lessons of responding to the pandemic and promoting local accountability and closer working through the Health and Care Bill and wider work to implement the legislation.

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

- work to strengthen the position of councils as public health leaders.
- continue to make the case for long-term financial sustainability of public health services and support councils to understand the importance of preventative approaches.
- work with the NHS and partners to develop a system-wide approach to public health workforce planning and address urgent staffing issues in children's public health.
- lobby for long-term sustainable funding for leisure, culture and park services which play an important part in people's physical health and mental wellbeing and tackling health inequalities.
- lobby for the national policy, resources, powers and data councils need to manage the quarantine restrictions for international travel, self-isolation, vaccine roll out, and local outbreaks of COVID-19

Supporting Councils

Councils are supported to address their social care challenges – we will

Support councils to work with the NHS and other partners to:

- improve and sustain local care services including commissioning high-quality adult social care services, understanding and managing the local care market and co-producing services with people with lived experience.
- improve adult safeguarding practice and services for those with the greatest social care financial risks.
- improve social care practice through person-centred planning, positive risk-taking and asset and strengths-based practice planned around the family/network
- develop regional & local strategic social care workforce plans that reflect reform, increase recruitment and retention of social care workers and maximise the care contribution to local and national economies
- strengthen the role of political, clinical and managerial leadership at system, place and neighbourhood levels
- develop health and care systems and partnerships that deliver integrated provision focused on supporting people to live well and independently at home
- build the right support for people in hospital, in or at risk of admission, to live in the community or alternatives to hospital
- build and strengthen their digital leadership and confidence in the use of care technology that helps people to live the lives they want to lead

Councils are supported to promote population health and respond to the next phase of the pandemic – we will

Support councils to:

- improve the health of their communities in the priority areas of weight management, substance misuse, suicide prevention and the wider determinants of health.
- through specified pilot schemes, understand the wider determinants of health and the barriers to tackle child weight management and share the learning with the wider sector.
- fulfil their varied roles in tackling current and future pandemic phases, including the rollout of vaccinations, testing and provision of care and support

Councils are supported to respond to the structural changes in public health and implement new policies and legislation – we will

Support councils to:

- respond to the public health system changes as the new regional and national structures of the Office for Health Promotion and UK Health Security Agency develop
- implement government priorities and bring our expertise to inform government policy on the Better Care Fund, Enhanced Care in Care Homes, personalised budgets and Continuing Health Care reforms
- introduce the new Liberty Safeguards Protection Act

Narrowing inequalities and protecting communities

Councils lead and work with diverse communities and partners to address inequalities, promote inclusion and build safe, cohesive and resilient communities, supporting the government’s ambition to level up communities across the country

SDG 1 – No poverty
End poverty in all its forms everywhere
SDG 10 – Reduced inequalities
Reduce inequalities within and among countries

CAMPAIGN: Build Back Local

Councils have been a trusted partner to Government to deliver throughout the pandemic. Now our campaign calls for local government to be trusted to deliver recovery locally in a way that has the greatest impact for their communities.

As we move forward, enabling local people to make local decisions will create the conditions for sustainable growth, better public services and a stronger society.

Councils lead and work with diverse communities and partners to address inequalities and build cohesive and resilient communities – we will:

- review and strengthen the LGA’s work on reducing inequalities, promoting equality and inclusion through our policy messages and lobbying and our improvement and leadership support to councils.
- promote and support councils in developing the diversity of their candidates, elected members and senior leadership.

- underline the need for a strong commitment to tackling health inequalities and economic vulnerability and ensure that local government concerns and priorities resulting from the impact of COVID-19 on their communities are heard by government
- work to strengthen the local safety net and secure proper recognition and adequate resources for the role of local government in providing fair and effective welfare, housing and employment support.

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

- lead the debate on councils' role in building safer and resilient communities and support them to reduce serious violence, domestic abuse, Violence Against Women and Girls (VAWG), female genital mutilation and anti-social behaviour
- provide council input to the development of the new modern slavery strategy, as we work collaboratively with partners to raise awareness and support councils to tackle this issue
- contribute to the independent review of Prevent and the refreshed hate crime strategy, and feed in sector views on the new Protect duty
- facilitate the work of the Special Interest Group on Countering Extremism and ensure that councils are supported to build community cohesion, promote integration, tackle extremism and deliver the Prevent duty

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

- work with the HSE and government to establish an effective, professional and fully funded system for regulating building safety
- lobby for sustainable funding for fire and rescue authorities and support them to become more inclusive and representative of their communities and to strengthen their leadership and governance.
- Support National Employers and maintain national negotiating machinery on pay and workforce issues for firefighters, brigade managers, police staff and coroners.

Supporting Councils

Councils are supported to meet their statutory duties, including on supporting vulnerable residents and preventing and reducing homelessness and rough sleeping – we will:

- support councils as they address the inequalities exposed by the COVID-19 pandemic, with particular regard to those groups and communities whose circumstances and life chances have been most affected by the virus and to children and young people whose development and futures will be affected by the containment measures.
- help councils tackle homelessness and rough sleeping, including those who are homeless prior to admission or after leaving hospital
- support councils to work with local partners and communities to become more resilient and better placed to respond to civil contingency risks and other challenges
- support councils to address wider building safety issues and ensure that they and Fire and Rescue Authorities are more aware of the new enforcement and duty holder responsibilities under the Building Safety Bill
- support police and crime panels and share best practice

Councils are protecting their communities and taking a leading role in the response to COVID-19 – we will:

- support councils to access information, support and good practice and feel supported to fulfil their varied role in tackling the COVID-19 virus
- support councils in their test, trace and outbreak management response through a sector-led

improvement support programme

- work with councils to review and share learning from COVID-19, to help strengthen community resilience and future emergency responses.

Children, education and schools

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

SDG 3 – Quality education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
SDG 8 – Decent work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG 10 – Reduced inequalities
Reduce inequalities within and among countries

CAMPAIGN: Bright Futures: A Child Centred Recovery

Our campaign calls for children and young people to be at the centre of plans to recover from the pandemic to ensure their lives are not negatively impacted while benefiting the wider community. This includes improved join up across government to support families, investment in local safety nets and universal services, and work to prevent the attainment gap from widening.

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

- set out a clear vision for councils’ role in promoting high educational standards, with the resources, powers and flexibilities to give every child access to a place at a good local school
- lobby for a stronger role for councils in investing in schools - ensuring new schools are high quality, fit for and value for money - and a lead role in decisions about new free schools
- press for a stronger council role in ensuring admissions are fair for all pupils across the school system, including increased levels of inclusion in mainstream schools and other education settings.

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

- lobby to ensure the national funding formula for schools retains an element of local flexibility to allow councils and schools to reflect local needs and priorities
- highlight the growing pressures on the high needs budget for children with Special Educational Needs and Disabilities and lobby government to provide councils with sufficient funding and flexibility to meet rising demand and eliminate High Needs deficits

Councils have sufficient powers and funding to support young people’s education and training post-16 options – we will:

- Press for sufficient powers and funding so councils can fulfil their statutory duties to support all young people, including those at risk of, or who are not in education, employment and training (NEET), those with special educational needs, care leavers, and disadvantaged groups
- Lobby for councils to have a coordinating role to plan a post-16 local offer so young people have a coherent picture of locally available options (A levels, T levels, Apprenticeships), underpinned by independent local careers advice and guidance.

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

- encourage councils and the Government to put children at the heart of policy making, including a cross-Whitehall strategy for children
- continue to paint a positive vision for local children’s services, calling for sustainable funding for services, that change children’s lives
- support councils to take a preventative and place-based approach to children and young people’s health, including early years, food and nutrition and support for children’s mental health
- work in partnership to improve life chances for all disadvantaged households, particularly those with children, making the case for early intervention and improved local integration of services for families.

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

- lobby government for the resources and policies needed to protect children and young people from harm and improve outcomes for all children, in particular children in care and care leavers
- work with government and councils to support child refugees and unaccompanied asylum-seeking children
- work with government and the wider sector to ensure councils have the tools and resources to tackle child exploitation including county lines and online harms.

Supporting Councils

Improved outcomes for the most vulnerable children and their families – we will:

- provide targeted improvement support with an initial focus on Covid-19 recovery planning
- provide diagnostics/peer review and follow-up advisory support to deliver recommendations
- facilitate action learning sets across regions for role-based cohorts and within council political groups

Political and corporate leaders understand and fulfil their role as corporate parents – we will:

- support the development of effective corporate parenting arrangements, including corporate parenting resources and e-learning and tools and guidance to support self-assessment and learning

A whole council and partnership approach to improving social care and SEND outcomes – we will:

- facilitate leadership roundtables on supporting children’s services and SEND and provide facilitated sessions to support whole system strategic approaches.
- facilitate regional networking and learning opportunities and provide thematic workshops to support improvement, for example Covid-19 recovery and SEND.

Places to live and work

Councils lead the way in driving a resilient economic recovery which helps level up across the country and sees no community left behind, building the homes that people need and creating places they are proud to live in, work and visit.

SDG1 – No poverty
End poverty in all its forms everywhere
SDG 8 – Decent work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG 9 – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

CAMPAIGN: Housing and planning

Local government shares the collective national ambition to tackle their local housing crisis, which will only be achieved with strong national and local leadership working together. As house builders, housing enablers, and landlords; as planners, place-shapers, and agents of growth, transport and infrastructure; as responsible guardians to the vulnerable and the homeless; and as democratically accountable to communities, our campaign calls for local government to be at the heart of the housing solution.

Councils are key partners in growing inclusive and resilient local economies – we will:

- support city regions and non-metropolitan areas to deliver effective local economic strategies
- support local innovation to deliver better digital infrastructure and continue to press for a regulatory framework that will deliver the best deal for customers
- continue to press for local government to sit at the heart of the Government’s levelling up agenda working with businesses and other local stakeholders to better connect communities to the benefits of prosperity
- support councils to maximise the impact of their cultural, sporting, tourism and heritage assets to drive growth in their local economy.

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

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

Councils have access to funding to create communities where people want to live, work and visit – we will:

- continue to press for additional infrastructure funding, including a review of the rules governing developer contributions
- support councils to work with partners to maximise the value of local and national infrastructure investment, including in road, rail, broadband, culture, heritage and recreation
- influence the design of the UK Shared Prosperity Fund, lobbying to ensure it is a place-based programme driven by local government and aligned to wider growth funding

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

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

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

- Work to ensure that councils have the resources they need to manage the impacts of national welfare policy and achieve the ambitions of the Homeless Reduction Act and Rough Sleeping strategy
- make the case for effective integration of housing, homelessness support and the benefits system and for the powers and funding that councils need to meet local needs

- with the Chief Executives' and Home Office group on asylum dispersal, inform the development, delivery and funding of support for asylum seekers and refugees and share good practice

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

- press for powers and resources where councils take on additional legal liabilities such as building safety regulation post-Grenfell and proposed new air quality requirements
- support councils to demonstrate the value of regulatory services, take steps to increase service resilience and make the case for sustainable funding mechanisms
- develop tools to support councils to strengthen local licensing processes, and lobby government to address key licensing issues including outdated taxi legislation and nationally set fees.
- lobby government to bring forward taxi licensing legislation as soon as possible
- press for greater flexibility in the licensing system, including the localisation of licensing fees.

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

- continue to press for powers, funding and lead responsibility for councils to integrate and commission back to work, skills, apprenticeships and welfare support under the *Work Local* model.
- campaign for people of all ages to be supported to participate in quality skills development and training and lifelong learning with independent careers advice and guidance
- promote good employment practice that helps young people and adults secure, sustain and progress in work, including Apprenticeships.
- lobby for flexibility in use of the apprenticeship levy and work with partners to increase take up of quality apprenticeships.

Supporting Councils

Improved economic resilience, capacity and learning at corporate and political level – we will:

- provide councils with tools and resources to tackle unemployment through an Economic Growth Advisers programme
- help councils address skills shortages, respond to changes on the high street and provide support for SMEs
- promote procurement and employment supply chains to restore and enhance local economies
- support councils to build capacity and commission or buy services that contribute to local outcomes through the Procurement and Commissioning Programme
- support council efficiency through providing behavioural insights and transformational change support.

Councils address housing, homelessness and local transformation in their roles as leaders of place – we will:

- work with councils to boost their capacity to address housing supply, directly deliver housing and tackle homelessness and rough sleeping.
- support areas with existing devolution deals to have capacity and capability to deliver their objectives and ensure areas currently negotiating a devolution deal are better placed to do so.

Strong local democracy, leadership and capacity

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

SDG 16 – Peace, justice and strong institutions

Promote peaceful and inclusive societies for sustainable development, provide justice for all and build effective, accountable and inclusive institutions

CAMPAIGN: Debate Not Hate

There are growing concerns about the impact of toxic debate is having on our local democracy. Our campaign aims to challenge abuse in political debate and set out our ambition for respectful political discourse, both in person and online.

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

- clearly articulate the standards expected for anyone engaging in public and political discourse and debate and what is needed to achieve those standards, underlining that intimidation and abuse of those in public office is unacceptable
- review the member model code of conduct and relevant guidance annually
- continue to work with the devolved nations in line with the UK Local Government Association Joint Statement on Civility in Public Life to promote civility and positive debate, including a public campaign.

Councils as leaders of local democracy and representative of their local communities – we will:

- work with councils to ensure that all local residents and communities are able to have their voices heard and can engage with local elections and decisions that affect their lives
- support councils to ensure that local political representation is reflective of the communities they serve and support people from diverse background to enter public life
- support to councils to explore ways of engaging with their local community and voluntary sector in local service delivery, enhancing places and local decision making.

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

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

EU exit and constitutional reform – we will:

- interact with Whitehall on all EU Exit negotiations, articulating councils’ needs and concerns and taking advantage of the opportunity to entrench local government within our new constitutional settlement
- seek to ensure that repatriated laws and regulations are not centralised in Whitehall, working on a revised legal framework for those services currently based on EU laws such as air pollution, energy, waste and procurement and redefining regional aid and state-aid rules.

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

- refresh the case to demonstrate to government how devolution leads to more inclusive and sustainable growth, better public services and levels up outcomes for residents
- work with councils and combined authorities to secure the best possible outcomes for their communities in a new round of devolution deals.

- work with government, business and others to give communities in England and Wales greater responsibility to make decisions on the issues of importance to them.

Supporting Councils

Councils deliver improved functions and services through the provision of regional support teams, underpinned by key comparative performance data – we will:

- Deliver our regional support offer to provide bespoke support to councils, including:
 - ✓ change of control support
 - ✓ peer challenges including finance, health and wellbeing, housing, planning and equality; either in person or remotely; and
 - ✓ Corporate Peer Challenges.

Improved council leadership and communications and enhanced workforce resilience and capacity – we will:

- support councils to improve leadership capacity and governance through range of training and development programmes, including work to attract new and diverse talent.
- support to councils to improve communications providing councils with tools and resources to communicate messages effectively to residents,
- support councils to resolve issues between political and managerial leadership
- maintain national negotiating machinery on pay and workforce issues
- deliver comprehensive practical support to help councils provide apprenticeships and maximise their levy investment
- support councils to transform their workforces and modernise the way they are managed
- support councils to promote wellbeing, diversity and inclusion in the workplace through information, guidance and bespoke support and work with them to address issues around gender pay gap, representation and recruitment challenges
- work with councils and central government to improve local government workforce capacity and resilience

Sustainability and climate action

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

SDG 13 – Climate action

Take urgent action to combat climate change and its impacts

CAMPAIGN: A local path to net zero

Councils have a significant role to play in tackling the climate emergency. Our campaign calls for government to work in partnership with local government to support and advance the UK's net zero target. Councils are well placed to translate national climate ambitions into transformative action.

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

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

Councils lead the way in decarbonising local transport networks – we will:

- work with government to deliver the Transport Decarbonisation Plan and secure the resources councils - including long-term certainty and flexibility over funding, shared tools, modelling and data - to enable councils to deliver Local Transport Plans that integrate local bus improvement and active travel strategies with new decarbonisation targets.
- continue to push for further tools to assist councils in their network management duty responsibilities
- lobby for meaningful support and access to expertise, so that councils can more effectively partner with business and government in the transition to zero-emission vehicles and the EV charging infrastructure, especially for those without off-street parking.

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

- work with local, national and international partners to run two campaigns in the year of COP26 to seek a positive environmental legacy for local government.
- secure local government representation at the United Nations conference and promote the contribution of councils in reducing greenhouse gas emissions.
- drawing on international experience, develop an evidence base and framework to understand the main carbon sources and the impact of councils' activity
- identify the opportunities of a shift to a low carbon economy as a basis for immediate and effective action

Supporting Councils

Help councils reach their local carbon reduction and biodiversity targets by adapting and mitigating the effects of climate change – we will:

- support long term action-planning and setting strategic objectives, including through webinars, sharing good practice, tools and bespoke projects
- bring together local authorities, universities and other stakeholders to address climate challenges at the local level
- incorporate climate change issues into core leadership programmes for councillors and officers
- develop a package of communications support including how to engage with local communities in the year of COP26
- help councils build the capability to effectively respond to climate change challenges, including support around biodiversity, procurement and housing retrofit

Our Business

The pandemic has changed the way that organisations across the world and across all sectors work. We are committed to providing the best and most cost-effective services to councils and councillors in England and Wales. We are politically led, committed to equality, diversity and inclusion and we aim to operate in an environmentally and financially sustainable way.

The national membership body for local government – we will:

- maintain membership levels amongst local authorities in England and Wales by continuing to offer membership benefits that meet councils' changing needs and expectations.
- deliver first class communications that are highly valued and respected by our member councils and that influence the issues that matter to them, their residents and their communities.
- offer a range of flexible options for councils to participate actively in our work, including through an extensive programme of virtual and hybrid events and meetings
- seek to improve and extend our support offer to councils in the priority areas they find most helpful through partnership arrangements and funding opportunities
- use the full potential of our CRM system to enhance the delivery of integrated and targeted services to our member councils.
- launch a new online membership resource, setting out the benefits of membership with councils and councillors.
- support council legal teams on strategic governance and constitutional issues.
- pursue additional sources of funding that are consistent with our priorities to enhance our support to councils.

A politically-led organisation – we will:

- ensure our political governance arrangements continue to reflect and respond to the priorities and the expectations of our membership.
- provide the members who sit on our boards, committees, working groups and forums with the training, briefings and information they need to deliver their roles on behalf of local government.
- offer political support to individual councillors and council administrations through our political group offices.
- provide briefings and advice on local government issues to our President and parliamentary Vice-Presidents.
- engage with parliamentary proceedings to ensure that local government's priorities are recognised in debates and committee reports.

Financially sustainable – we will:

- continue to develop existing and new income-generation opportunities in order to diversify our sources of funding and support our long-term financial sustainability.
- complete the refurbishment of Layden House in Farringdon to increase its capital value and maximise our income from commercial letting of the office floors and retail units.
- review options to maximise income from 18 Smith Square and rebuild the commercial venue programme through a combination of active marketing, targeted communications and excellent, responsive customer service.
- keep under review patterns of use of 18 Smith Square in the light of increased flexible and hybrid working and other changes to determine our optimum long term office requirements.
- deliver cost effective back-office support services such as HR, payroll, finance and secretariat support to our joint ventures and third-party organisations, including the UK Municipal Bonds Agency.

- invest responsibly and seek to ensure that our contractors, joint ventures and pension funds have in place investment policies that further our objectives and values.
- complete the transfer of IDeA pensions administration from Camden to Merseyside scheme.

Efficient business management – we will:

- continue to streamline our company structures to deliver a solid and tax-efficient base from which to run our business, including the transfer of 18 Smith Square to the LGA and the winding up of LGA (Properties).
- drive best value from our major contracts in the light of post-Covid ways of working, including the re-procurement of our Total Facilities Management and room bookings contracts and renegotiation of the catering contract.
- implement our new finance, HR and payroll systems to include greater levels of self-service
- continue to develop our ICT in partnership with our providers, Brent/Shared Technology Services to deliver continuous improvements in efficiency, flexibility and cyber security.
- maximise the use of the improved videoconferencing capability in all 18 Smith Square meeting rooms to increase their commercial potential and support a culture of flexible and hybrid working for employees and members.

Supportive people management – we will:

- develop and launch a people plan/strategy.
- embed equality, diversity and inclusion into our core values, our policies and our practices, supporting and developing our staff networks to ensure that the lived experience of our staff helps shape our organisation and the work we deliver for our members.
- re-frame our leadership development offer for current and aspiring managers as part of our wider commitment to develop our staff, including virtual and hybrid options to allow everyone to participate.
- refresh our values and behaviours and ensure that they are central to the way that we do things.
- evolve and deliver our staff health and wellbeing strategy, monitoring feedback through our regular “temperature check” surveys.
- develop policies that support LGA staff to deliver their best and reflect our new more flexible working practices.
- review and redefine the role of our corporate leadership team.

Collective legal action – we will:

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

Committed to a sustainable future – we will

- in line with the motions passed by the 2019 and 2021 General Assemblies, keep action to tackle climate change at the heart of the way that we manage our business, modelling best practice, reducing carbon emissions under our direct control and influencing partner organisations to do the same.
- keep our policies and practices under review to ensure that they contribute to combatting the adverse effects of climate change.
- calculate our own greenhouse gas emissions through our greenhouse gas accounting tool to

- inform our area of focus for the next business plan.
- encourage sustainable travel practices through our enhanced flexible working policy and practices, staff and members' expenses policies and continued participation in national sustainable travel initiatives including the Cycle to Work scheme.
- minimise the environmental impact of our two central London buildings and the way that we use and manage those buildings, including ensuring that our facilities management and catering contractors have environmentally sustainable policies and practices.

Our service delivery partnerships

Local Partnerships

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

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

GeoPlace

GeoPlace LLP is a joint venture between the LGA and Ordnance Survey and the central source for UK addresses and streets data. Working in close collaboration with the 339 councils in England and Wales, GeoPlace cleanses and validates the data they produce and creates and maintains national registers, called gazeteers - a central hub of 42.8 million addresses and 1.3 million streets.

The result is a single, unified source for all addressing and street data, which helps to keep public services running smoothly, join services together, and find new efficiencies. Its uses range from next-day deliveries of online shopping, to street works, blue light services, meter readings, taxi journeys and policy-making.

The data is distributed commercially by Ordnance Survey through the AddressBase range of products.

Public Sector Audit Appointments (PSAA)

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

UK Municipal Bonds Agency plc (UKMBA)

The LGA is a major shareholder in the local government-owned UKMBA, which delivers cheaper debt financing to councils, through the sale of bonds in the capital markets. We support and provide client side services to the Agency, as it works through its managed service provider to aggregate borrowing requirements and issue bonds.

Minimising the impacts of climate change

The LGA is committed to minimising the environmental impacts of its activities, reducing greenhouse gas emissions, increasing biodiversity and adapting to climate change in order to contribute to a healthy future for all. These are some of the ways that we deliver on that commitment.

Flexible working

Our flexible working policy allows staff to balance working from home with time spent in the office, subject to the needs of the business. This means less journeys to work, a better work-life balance for our staff and their families and less dependence on valuable central London office space.

Our ICT is designed to support flexible working without compromising data security, enabling staff safely to log into their LGA accounts from home, from other locations or when they are on the move.

18 Smith Square

Since its refurbishment in 2017/18, 18 Smith Square has received an energy rating B under the government's energy performance scheme for non-domestic buildings. This compares with an average D rating for other comparable buildings and is a significant achievement for a heritage building in a conservation area.

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

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

Meetings

All meeting rooms at 18 Smith Square have access to video conferencing facilities which support virtual and hybrid meetings and events of all sizes. This enables members and staff to join and participate in meetings remotely, reducing the need for lengthy journeys to Westminster.

Travel

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

Procurement

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

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

Investments

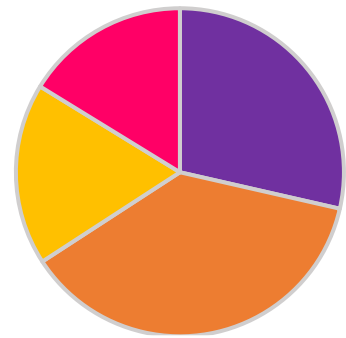
The LGA's Treasury Policy was updated in March 2021 to include the fundamental principle that, as long as the security of our funds is maintained and that counterparties have sufficient credit ratings, where possible and available our investments should support Environmental, Social and Corporate Governance initiatives.

Our budget 2021/22

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

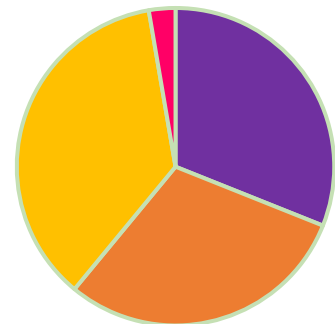
¹Income LG Group 2021/22

- DLUHC Sector Support, £17,300 (28.6%)
- Other grants and contracts, £22,568 (37.3%)
- Other income, £10,852 (17.9%)
- Subscriptions, £9,833 (16.28%)



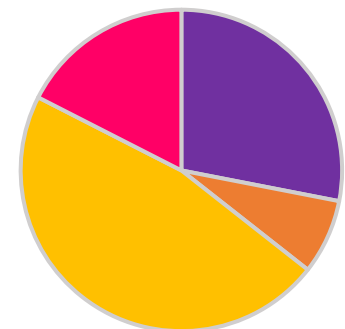
Other income LG Group 2021/22

- Dividends, royalties and interest, £3,370 (31.1%)
- Rental Income and external room hire, £3,248 (29.9%)
- Services, consultancy and other subscriptions, £3,941 (36.3%)
- Conferences, events and sponsors, £293 (2.7%)



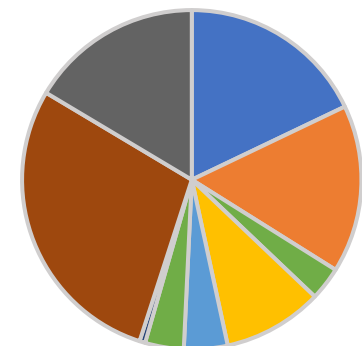
Grant and contract income (including DLUHC) LG Group 2021/22

- Adult social care, health and wellbeing, £11,188 (28.1%)
- Children, education and schools £3,005 (7.5%)
- Supporting councils, £18,702 (46.9%)
- Places to live and work, £6,973 (17.5%)



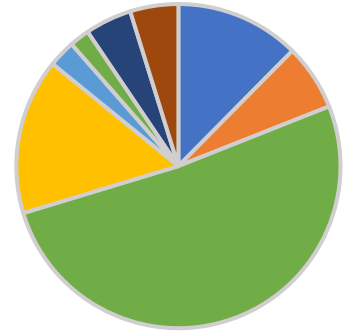
Expenditure LG Group by business plan theme 2021/22

- Funding for local government, £10,747 (17.9%)
- Adult social care, health and wellbeing, £9,605 (16.0%)
- Narrowing inequalities and protecting communities £1,911 (3.2%)
- Places to live and work, £5,704 (9.5%)
- Children, education and schools, £2,494 (4.2%)
- Strong local democracy, £2,215 (3.7%)
- Sustainability and climate action, £323 (0.5%)
- Supporting councils, £17,158 (28.6%)
- Internal & property costs, £9,863 (16.4%)



Expenditure LG Group by service group 2021/22

- Business support, £7,451 (12.4%)
- Communications, £3,953 (6.6%)
- Governance and project support, £30,801 (51.3%)
- Finance and policy, £9,330 (15.5%)
- Political groups, £1,196 (2.0%)
- Member services, £1,615 (2.7%)
- Property costs, £2,792 (4.7%)
- Workforce, £2,882 (4.8%)



Our governance

The LGA is an unlimited company whose Board of Directors – the LGA Board – is elected annually by the General Assembly. The General Assembly comprises representatives of every council in full membership of the LGA, or in corporate membership through the Welsh LGA. Further information on the company and the way it operates can be found in our Articles of Association and our Governance Framework.

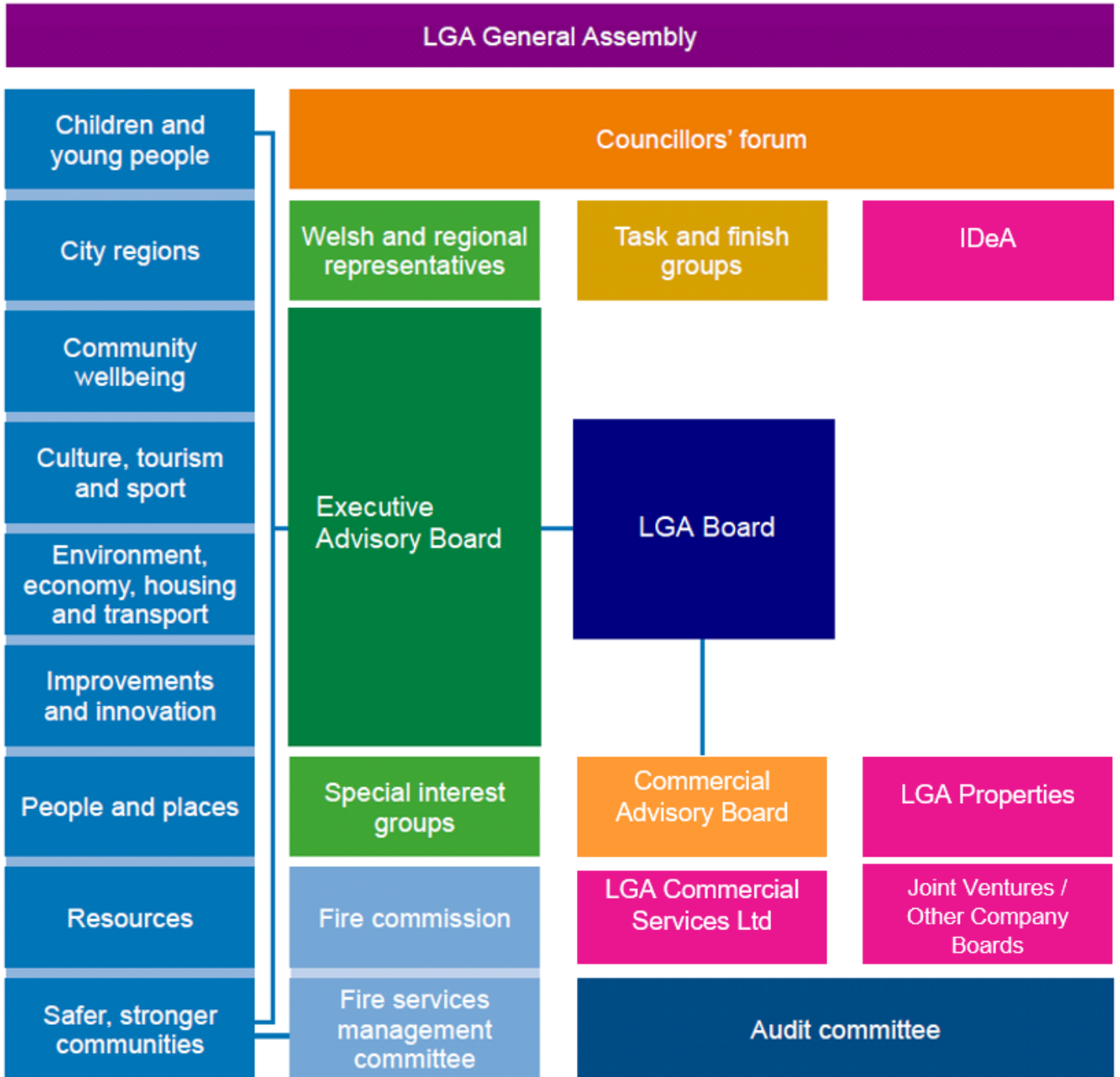
The LGA Board is supported by nine policy boards who together are responsible for developing our policies and campaigns, and for overseeing our extensive programme of sector-led improvement services, across every area of local government activity. The Fire Commission and Fire Services Management Board look after the interests of fire and rescue authorities,

The LGA Board and the chairs of the policy boards meet every six weeks as the Executive Advisory Board and are joined by representatives from Wales and the eight English regions and from three of our special interest groups – the County Councils’ Network, District Councils’ Network and Special Interest Group of Municipal Authorities.

In 2020, ownership of Layden House in Farringdon, the former headquarters of the Improvement and Development Agency (IDeA) transferred to the LGA from The Local Government Management Board (LGMB). LGMB has now been wound up. Ownership of 18 Smith Square, our Westminster HQ, is in the process of being transferred to the LGA from LGA (Properties).

The Commercial Advisory Board is responsible for overseeing the LGA’s income-generating activities to make us financially sustainable now and in the future. That will include overseeing the management and operation of 18 Smith Square and Layden House and reporting back to the LGA Board.

Our governance arrangements



Our major contracts

Catering – Bartlett Mitchell

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

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

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

Total Facilities Management – Bouygues

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

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

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

Pensions – Merseyside Pension Fund and Camden Pension Fund

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

Employees with IDeA contracts of employment previously belonged to an LGPS administered by the London Borough of Camden, who like all pensions funds, are bound by the law relating to Socially Responsible Investment (SRI) policy. As of 1 April 2021, administration of the IDeA LGPS has been transferred to the Merseyside Pension Fund, although the two funds have not been merged.

ICT – Shared Technology Services

Our ICT services are delivered through LGA Digital Services, a company set up under regulation 12 of the Public Contracts Regulations 2015, which allows Brent Council to contract with the LGA. Shared Technology Services is a collaboration between Brent, Lewisham and Southwark Councils to provide ICT services across the three councils as well as the LGA. Brent Civic Centre which was opened in 2013 won BREEAM sustainable building award making it the greenest public building in the UK in 2015.

With a user base of 10,000+ users, the LGA benefits from the economies of scale in their ICT provision as well as supporting some of our member councils.

The LGA has achieved Cyber Essentials accreditation for their ICT provision.

Building Safety Update

Purpose of report

Decision/discussion

Summary

This report updates members on developments around building safety work.

Recommendation

That members note the paper

Actions

Officers to incorporate members' views.

Contact officer: Charles Loft
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Remediation

1. In its [position statement on leaseholder costs](#), produced in January this year, the LGA warned that ‘the scale of the cladding crisis could well be large enough to seriously damage the housing market and pile yet more pressure on the post-COVID economy’. Media [reports](#) this week state that the Bank of England now holds similar concerns and ‘has been pressuring lenders to audit their exposure to homes that might be unsellable’.

Progress

2. Department of Levelling Up, Housing and Communities (DLUHC) [statistics](#) show that by the end of October 2021, 94 percent (446) of all identified high-rise residential and publicly owned buildings in England had either completed or started remediation work to remove and replace unsafe Aluminium Composite Material (ACM) cladding (97 per cent of buildings identified at 31 December 2019). All social sector residential buildings have started work.
3. 15 percent of all identified buildings still have unsafe ACM cladding systems, 31 percent have not yet completed work and a further 11 percent have completed work but not yet had it signed off by building control. These figures are changing very slowly. One building a month starts work, 101 of 160 have completed it.
4. The Building Safety Fund was set up last year to pay for the remediation of non-ACM cladding on private buildings. [Statistics to the end of October](#) show that 2,821 owners have registered, covering 3,195 buildings.
5. The registration process is a form of pre-approval. 146 applications (covering 177 buildings) were reviewed in October, a significant increase on the 9 reviewed in September. Of the 2,821 registrations, a total of 2,494 (2,827 buildings) had been reviewed by the end of October. Of these:
 - 5.1 708 (744 buildings) were proceeding to an application for funding (covering an estimated 65,000 homes),
 - 5.2 183 full applications have been approved, and
 - 5.3 323 are at Pre-tender stage.
 - 5.4 656 (767) have been deemed ineligible, and
 - 5.5 630 (740) have been withdrawn.
6. 291 applications (307 buildings) were being reviewed and there are 209 (269) where the applicant needs to provide additional information; in 327 (368) additional cases the owner has not responded to requests for more information.
7. The fund also covers the costs social landlords would otherwise pass on to leaseholders - only £172m has been spent to date, with £637.5m allocated. 222 applications have been made. So far 36 have been rejected or withdrawn and 49 approved, with a further 44 approved in principle. The only change in October was that an additional 10 claims were been approved in principle.

Inspection and enforcement

8. Indications from DLUHC are that the Government will be looking to councils to do more to inspect and enforce in support of remediation in the period before the Building Safety Regulator (BSR) comes onstream.

9. This work should be coordinated with work the fire and rescue sector is doing – work which the Fire Safety Act will support when it is commenced (although it important to avoid any assumption that the Act will enable the fire service to carry the burden single-handedly).
10. This is all the more important given concerns that the BSR will not receive sufficient funds to meet its ambition of reviewing all safety cases in five years.
11. To support councils and fire services in this work the LGA is:
 - 11.1. Hosting a document - *Principles for effective regulation of Fire Safety in purpose-built blocks of flats* - drawn up by sector experts led by the LGA and National Fire Chiefs Council (NFCC), to assist council private sector housing enforcement and the fire service to work together to inspect and enforce in relation to dangerous cladding. LGA lawyers have now approved this. The document should be ready by the end of the year.
 - 11.2. Commissioning case studies of joint working, which it is hoped will be published before March.
 - 11.3. Discussing the funding of the Joint Inspection Team next year with DLUHC with a view to significantly expanding it. This is overseen by the JIT Programme Board.
 - 11.4. Lobbying for the provision of a data system to bring together the information on buildings over 18m in a way that supports effective enforcement.
 - 11.5. Considering the need for work around best practice in relation to decants. London Councils has a [guide](#) on the topic and the Greater Manchester Task Force (GMHRTF) is going to do some work on best practice following a [decant](#) there. Officers recommend that the LGA liaise with GMHRTF to explore the wider sharing of the Manchester document.
 - 11.6. Liaising with DLUHC who are planning to write to councils raising issues about Large Panel System buildings.

Reform

Funding

12. The Chair of the Grenfell Working Group (formerly the Grenfell Task and Finish Group) wrote to the Secretary of State in November raising concerns about the need to fund local regulatory services to deliver the functions of the Building Safety Regulator and local authorities as landlords to avoid the cost of building safety reforms reducing funds for new and improved social housing and maintenance of existing stock. The letter pointed out that the remediation element of building safety costs could be reduced by taking a cost-effective approach and that in some cases the installation of automatic fire suppressions systems (such as sprinklers) could deliver such an approach.

Building Safety Bill

13. The Bill has completed its committee stage.
14. Amendments at Committee Stage only passed if they were tabled by a Government Minister. The Government sought to amend the Bill at Committee Stage in three main

areas: extending the Bill to Wales; changing the definition of the accountable person; and making changes around the interaction between the gateway system and registration.

15. No date has been published as yet for the report stage.

Fire Safety Act

16. The Act was not commenced as anticipated in mid-October and consequently the regulations implementing the findings of the Grenfell Tower Inquiry Phase one have not been laid. It is unclear when the Act will commence, but officers have been told it is now unlikely that the regulations will commence in April 2022, as had been planned.

Government Policy

17. It is understood that the delays referred to above result from the new Secretary of State's desire to review policy and produce a 'coherent... package'. Michael Gove gave [evidence](#) to the select committee on 8 November which indicates what this package may look like:

- 17.1. **Leaseholder costs:** he questioned why leaseholders should have to pay 'disproportionate sums, when there are individuals in business.... who are guilty men and women' and went on to say that he is looking at how to deliver 'polluter pays' approach in the Bill and is reviewing whether the extension of the Defective Premises Act under the Bill is sufficient to solve the issue of leaseholder costs. The LGA has argued that it is not.
- 17.2. **Loan scheme:** he is reviewing the proposed loan scheme for remediation in blocks under 18m
- 17.3. **Scope of remediation:** in principle he agrees that government help should cover all fire safety defects not just cladding
- 17.4. He stopped short of promising that grants will be offered below 18m or for non-cladding issues, saying 'It may well be that I have to come back to this Committee or back to the House of Commons and say, "I have tried my very best and I have failed," but I just do not think that as a starting point, with people who have been landed with these bills through no fault of their own....we should be asking them to pay on the scale that is being envisaged'.
- 17.5. **Proportionality:** He argued that some owners were being excessively risk averse and that he wanted to ensure remediation funding was used in the best way. This indicates that he may agree with our argument that in some buildings it makes more sense to install sprinklers.
- 17.6. **Consolidated Advice Note:** he confirmed he wants to withdraw it – we have previously raised concerns that if nothing is in place to replace it this leaves landlords in a difficult position and will in any case no achieve the Government's aims. We anticipate that the replacement PAS 9980 should be ready in January.
- 17.7. **Social landlords costs:** 'social landlords and housing associations will want to make sure that those who are living in their homes are safe, but if they shoulder the burden of this work, as has been well advertised, that means that

the capacity to provide new housing is limited as well... it seems to me that an insufficient level of responsibility is being shouldered by those who were most responsible for getting us into this terrible situation in the first place’.

17.8. **Grenfell Inquiry:** he indicated that he expects that as the Inquiry turns its attention to the Department’s role, the Department itself will be seen on a couple of occasions not necessarily to have appreciated the importance of fire safety or done everything it should have done in the wake of the Lakanal House tragedy.

17.9. **Building Control:** although he was reported as criticising council building control, he actually said that ‘the deregulation of assessment and the way in which it was done was mistaken’.

18. Subsequently, the Secretary of State has indicated that he intends to set out his policy to Parliament before Christmas.

Improvement work

19. The LGA recently ran a one-day Leadership Essentials in Building Safety Course in London. Officers have looked into running events outside London and a two-day in person event will be held at Warwick in February aimed at Housing Portfolio Holders with stock (or ALMO stock) over 18m. Further events may be held.

20. A planned event for all housing portfolio holders in stock holding/councils (or with ALMOs) covering the Fire Safety Act and associated Grenfell Tower Inquiry recommendations was planned for December but is on hold as the Act did not commence in October as planned.

21. Officers are planning a series of events for next year, possibly as part of a three-year programme covering the transition to the Building Safety Regulator.

Implications for Wales

22. 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

23. None for LGA.

Next steps

24. Officers to take forward any actions.

Workforce Report

Purpose of Report

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

Summary

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

Recommendation:

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

Action

Officers are asked to note member comments

Contact officer:	Gill Gittins (industrial relations)	Claire Hey (pensions)
Position:	Senior Adviser (Workforce and Negotiations)	Senior Fire Pensions Adviser
Phone no:	07775 538917	07825 731 924
E-mail:	gill.gittins@local.gov.uk	claire.hey@local.gov.uk

PENSIONS

Age Discrimination Remedy – Home Office consultation

1. On 8 November 2021, the Home Office launched a consultation on the amendments to the pension scheme regulations to deliver the first set of changes to remove the transitional protections from the FPS 2015: [Amendments to the firefighters' pension schemes in England 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/amendments-to-the-firefighters-pension-schemes-in-england-2022)
2. This includes how the Home Office will ensure that all members of the Firefighters' Pension Schemes who continue in service will be members of the reformed scheme from 1 April 2022. This means closing the legacy schemes to future accrual from 31 March 2022, so that all members are treated equally for future service. This involves moving any remaining legacy scheme members - i.e. those who had received full transitional protections - into the reformed scheme from 1 April 2022.
3. These changes enact the policy announced in February of this year and are consequential to the provisions in the [Public Service Pensions & Judicial Offices Bill](#) (PSPJO) currently before Parliament.
4. The consultation includes a draft set of regulations to ensure that all members build up benefits in the FPS 2015 from 1 April 2022. It also considers two areas where further amendments may be needed:
 - 4.1. Purchase of additional benefits. The policy intent is that existing arrangements for purchasing additional service in the legacy schemes can continue, but no new arrangements can be entered into after 31 March 2022.
 - 4.2. Ill-health retirement (IHR). Provision needs to be made to ensure that a protected member who applies for IHR before 31 March 2022 where the application is determined in their favour after that date is treated no less favourably than if the application had been determined on that date.
 - 4.3. For any ill-health cases that straddle 1 April 2022, the intended policy is the introduction of an "ill-health retirement underpin". This will mean that such members receive an FPS 2015 ill-health pension calculated at the date they actually retire; but that if a legacy scheme ill-health pension calculated as at 31 March 2022 would have been higher, the pension in payment must be increased by the difference between the two.
5. The consultation will run for 8 weeks and will close on Sunday 2 January 2022. There will be an additional consultation in 2022 to address the further changes needed to correct the discrimination, specifically on how the Home Office will implement provisions for the deferred choice underpin
6. Following the end of the public consultation period, the Home Office will consider the responses to the consultation, publish a response as to how the first phase of the remedy is being enacted in the scheme level changes to the Firefighters' Pension Schemes and lay legislation in Parliament to amend the Public Service (Firefighters') Pensions Regulations.

Immediate Detriment Framework update

7. On 19 November 2021, the [FBU and LGA published a joint statement](#) to update colleagues on the impact of [HMRC's policy note](#) of 27 October 2021 and the [Finance \(No.2\) Bill](#) on the Immediate Detriment Framework agreed on 8 October.
8. The content of the Framework was based on the understanding of the PSPJO Bill. The government also needs to make secondary legislation pursuant to the Bill (together, the Remediating Legislation) to provide affected pension scheme members with a remedy for the discrimination found in the McCloud/Sargeant claims.
9. Since publication of the Framework, HMRC published the above documents which both now indicate a move towards making payments of lump sums paid more than 12 months after retirement ('late lump sums') authorised.
10. This is contrary to the earlier indications given by the government and the provisions of the Bill that late lump sum payments would be unauthorised and that under the remedy FRAs would be required to compensate the member for any tax charges which could ultimately be reclaimed from government.
11. Currently both the extent (whether such authorisation would apply in all cases) and the timing (the date from which payments become authorised) are not yet clear and may not become clear until secondary legislation implementing the Finance (No.2) Bill is available.
12. Clarification is currently being sought on the extent and timing of this change and in any case, joint contact will be made by the LGA and the FBU to UK Government seeking to achieve a change of position, primarily on making all late lump sum payments made to remedy the discrimination found in the McCloud/Sargeant claims authorised regardless of when the payments were made.

Immediate Detriment – withdrawal of Home Office guidance

13. On 29 November 2021, the Home Office withdrew its informal and non-statutory guidance on processing certain kinds of immediate detriment case ahead of legislation, with immediate effect. The guidance was originally issued on 21 August 2020 and updated on 10 June 2021.
14. The decision to withdraw the guidance is based on [HM Treasury's best assessment now on the advisability of processing immediate detriment cases](#). The Home Office has stated that, although the decision remains for scheme managers to make, it does not advise schemes to process any immediate detriment cases before legislation is in place, given in its view the risk and uncertainty of correcting benefits before the PSPJO Bill, scheme regulations and relevant tax legislation come into force.
15. The LGA and FBU Memorandum of Understanding and Framework were developed in light of the direction of travel of the PSPJO Bill and discussion with government on its intentions. While this more recent government action should not fundamentally alter the position of the Framework, as the MoU is separate from, and is not subject to or dependent on, any guidance issued in relation to immediate detriment before the legislation comes into force,

the note is a cause of concern to FRAs who are considering adopting or who have adopted the Framework.

16. Also of concern is the Home Office's latest position on funding for immediate detriment, which was communicated on 29 November 2021:
 - 16.1. "... As the Government does not advise that immediate detriment cases should be processed in advance of the legislation coming into force, we will not be in a position to provide any additional funding for those costs which are paid outside of the pension account. These costs include payments that are not considered to be legitimate expenditure under the pension scheme regulations and any associated administration costs including any charges from your pension administrator. These will need to be funded locally by your fire and rescue authority from local budgets.
 - 16.2. In relation to immediate detriment costs paid from the pension account in the course of processing pipeline cases, FRAs will need to ensure that these payments comply with the financing regulations of the pension scheme. If they are considered to be legitimate expenditure then they will be considered for payment as part of the established processes for claiming the AME top up grant."
17. There has never been a guarantee that costs arising from the Sargeant age discrimination legal judgment would be covered by government and therefore its latest action has not changed that. However, the FRAs position has long been that the government must fund all the costs of remedy. The LGA will accordingly continue to seek funding for all the costs arising out of the Sargeant age discrimination pensions claims, whether under New Burdens or otherwise.
18. We are working through the various aspects of the HMT note and its possible implications as a matter of urgency and will provide information to FRAs as soon as it is possible to do so. Members will appreciate the varying specialist natures of the aspects and the complexity of the issues at hand.

The Public Service Pensions (Valuations and Employer Cost Cap) (Amendment) Directions 2021

19. On 7 October 2021, HMT published the [Public Service Pensions \(Valuation and Employer Cost Cap\) \(Amendment\) Directions 2021](#).
20. In February 2019, HMT had paused the cost cap element of the 2016 valuations. This was due to the uncertainty regarding the cost following the McCloud and Sargeant litigation. There is now sufficient certainty regarding the costs and these Directions allow schemes to conclude their 2016 valuations.
21. However, representative bodies across the public sector, including the FBU have launched a judicial review against HMT about including McCloud/ Sargeant remedy costs in the cost control mechanism. They argue that the cost of rectifying the discrimination should not be met by scheme members.

22. The provisional results of the 2016 cost cap valuation showed that the cost of providing benefits all public service schemes was cheaper than expected. This would have led to a reduction in contributions or improvements in benefits from April 2019 had the cost control process not been paused.
23. In a written statement made in February 2021 [[HCWS757](#)], the government said that early estimates indicated that some schemes could now breach the cost ceiling when the valuations are finalised. However, the government decided that any impact on member benefits would be waived, as the mechanism may not have been working as intended.
24. The government also confirmed that any changes to employer contribution rates resulting from the 2020 valuations will be delayed to April 2024.

Scheme Advisory Board (SAB)

SAB and employer levy

25. The SAB and employer budget for 2021-22 has been finalised and submitted to the Secretary of State via the Home Office for approval of the SAB element of the budget. The SAB has received support for setting this levy through the NFCC Finance Committee.
26. A total of £9.16 per active FPS member will be levied on English FRAs to pay for both the work of the SAB and the LGA. This includes the SAB levy of £6.88 and the FRA LGA levy of £2.28. This is an increase of £0.87 per head from 2020-21.
27. The proposed expenditure is higher for 2021/2022 primarily due to an increase in staffing costs to add one full time post and one 0.5 FTE post to the team, to provide additional resilience in governance and communications.
28. This amount distributed across FRAs based on active membership numbers will be invoiced across January 2022, pending approval of the budget. This process will be managed by LGA.

Changes to LGA Pensions Personnel

29. A successful appointment has been made to the role of Firefighters' Pensions Adviser – Employers, with a prospective start date of 24 January 2022.
30. Approval to add the new role of Firefighters' Pensions Adviser – Governance to the LGA establishment has been received and recruitment for this position will commence shortly.

KEY CURRENT WIDER WORKFORCE ISSUES

Pay 2021

NJC for Local Government Services (Green Book)

31. The NJC for Local Government Services (settlement date 1 April) received the claim below in February. Employee representatives on that NJC are Unison, Unite and GMB. Support staff in fire and rescue services tend to be employed on Green Book terms and conditions. Its scope is England, Wales and Northern Ireland.
- A substantial increase with a minimum of 10% on all spinal column points
 - Introduction of a homeworking allowance for all staff who are working from home
 - A national minimum agreement on homeworking policies for all councils
 - A reduction of the working week to 35 hours with no loss of pay, and a reduction to 34 hours a week in London. Part-time staff to be given a choice of a pro rata reduction, or retaining the same hours and being paid a higher percentage of FTE
 - A minimum of 25 days annual leave, plus public holidays and statutory days, for all starting employees, plus an extra day holiday on all other holiday rates that depend on service
 - An agreement on a best practice national programme of mental health support for all local authorities and school staff
 - A joint review of job descriptions, routes for career developments and pay banding for school support staff, and completion of the outstanding work of the joint term-time only review group
 - A joint review of the provisions in the Green Book for maternity / paternity / shared parental / adoption leave
32. A formal offer was made to the trade unions on 14 May, the pay element of which was for a 1.5 per cent increase to all pay points. Other matters included completion of the outstanding work of the joint Term-Time Only review group and immediate exploratory discussions on three other elements of the claim, as follows:
- A national minimum agreement on homeworking policies for all councils
 - An agreement on a best practice national programme of mental health support for all local authorities and school staff
 - A joint review of the provisions in the Green Book for maternity / paternity / shared parental / adoption leave
33. The offer was rejected by the unions, who sought further talks. It was subsequently increased to a [final pay offer](#), including an increase of 1.75 per cent other than on pay point 1 where the offer is 2.75 per cent. All three unions decided to consult their members with a recommendation for rejection.

34. UNISON members voted by a majority of 79 per cent to 21 per cent to reject the final offer. Its local government committee has also decided to begin preparations for an industrial action ballot. It is currently conducting a formal national strike ballot running from 1 December to 14 January. The results will be collated on an aggregated¹ basis.
35. GMB members voted by a majority of 75 per cent to 25 per cent to reject the final offer. It is currently conducting a national consultative ballot (closes Monday 13 December) in order to determine whether there is support for strike action. If there is such support, GMB's subsequent formal national strike ballot will be collated on a disaggregated² basis.
36. Unite members voted by a majority of 81 per cent to 19 per cent to reject the final offer. Unite's local government committee has met and decided to begin preparations for an industrial action ballot. It will run from 14 January to 17 February (24 February in Northern Ireland).
37. FRAs and FRSs have been kept aware of the situation. There is [industrial action guidance](#) on the LGA website and the Workforce team can advise on any specific issues.
38. Members will recall that the matter of a pay award for 2021 for employees within the scope of the NJC for Local Authority Fire and Rescue Services (Grey Book) and NJC for Brigade Managers (Gold Book) has already been settled at 1.5 per cent.

LGA, NFCC and APCC Core Code of Ethics

39. Members will recall that the [Core Code of Ethics](#) and its accompanying guidance, developed in partnership with the NFCC and APCC, were launched in May and welcomed by the Home Office, as well as by HMICFRS and the Fire Standards Board (a supporting Fire Standard was also launched at that time).
40. FRAs are expected to champion the Core Code and include as part of the scrutiny role its implementation and improvements sought and delivered, Senior managers in each service are expected to ensure that as a first step a gap analysis is undertaken to ensure the principles are at the heart of day-to-day activity and reflected in all policies and procedures. Thereafter to embed the Core Code so that the improvements sought can be delivered.
41. Initial feedback suggests that as requested the gap analysis is now taking place within services.
42. A further round of workshops has recently taken place with FRSs to assess progress and to receive feedback on anything else the three partner organisations can do to assist that progress and the delivery of improvement. The majority of services are undertaking, or have completed, the gap analysis stage and are working towards updating local policies

¹ Aggregated - this means that to take action, at least 50 per cent of the national membership is required to vote. The more stringent balloting rules for 'important public services' will not apply as the majority of those eligible to vote will not be delivering such services.

² Disaggregated - this means that action could be taken at each workplace where a turn-out of at least 50 per cent is secured (if members vote in favour strike action), assuming the more stringent balloting rules for 'important public services' do not apply in the particular workplace. If they did then those requirements would also need to be satisfied.

and procedures. A significant proportion of FRSs have already started communications work with employees to embed the principles and are using the Core Code to inform processes such as recruitment. Attendees indicated that they would find sharing of good practice helpful. The three partner organisations will now together analyse the outcomes from the workshops and develop next steps.

Fit for the Future

43. Members will recall receiving updates on the development of an agreed improvement narrative, Fit for the Future, which includes improvement objectives that will give a national sense of direction to the future of Fire and Rescue Services in England.
44. Fit for the Future is a partnership piece of work involving the LGA, NFCC and the National Employers (England) who developed the narrative and objectives based on analysis of the evidence available from a wide variety of sources, including the recommendations of the Grenfell Tower Inquiry (GTI) and the outcomes of inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
45. An update is covered elsewhere on today's agenda, which includes the recent engagement sessions with Chairs and CFOs. The sessions also included members of the National Employers (England) who, alongside LGA and NFCC, remain committed to this work.

Pension Scheme Transitional Protection Arrangements Discrimination Cases

46. These cases concern the issue of whether the transitional protections in the 2015 Fire Pension Scheme (FPS), which provide protections based on age allowing older members to remain in their former final salary scheme, are age discriminatory (other claims were made but it is the age discrimination claim which is the primary one).
47. As they were named as respondents in the case, Fire and Rescue Authorities (FRAs) had to submit a defence to the legal challenge. This defence continues to be managed collectively on behalf of the FRAs by the LGA under the auspices of the National Employers and decisions have been taken by a central steering group which is comprised of a number of legal and HR advisers from varying types of fire and rescue services across the UK, the national employers' Advisory Forum legal adviser, national employers' secretariat, and from the LGA its Corporate Legal Adviser and a Senior Employment Law Adviser.
48. The Court of Appeal found that the transitional protections unlawfully discriminated on age and the case has now returned to the Employment Tribunal for it to determine remedy. Members will be aware that in common with its approach to a request from Government, the Supreme Court rejected the fire authorities' application to appeal.
49. An interim Order was agreed by all parties and the detail is contained in circular [EMP/8/19](#). The Order does not bind the parties beyond the limited interim period before the final declaration.

50. Paragraph 2 of the Order in effect provides that pending the final determination of all of the remedy issues, those that brought claims in England and Wales (the claimants) are entitled to be treated as if they remained in the 1992 FPS.

51. The Order anticipated that the final determination on the remedy issue in regards to membership of the 1992 FPS would be resolved in 2020. That year has passed but in any event it was anticipated that the outcome would be (and ultimately was) affected by what the outcome was on the FRA's Schedule 22 appeal (see paragraph 52 below). It should be noted that irrespective of the Schedule 22 issue it will be some time before this remedy can be put into effect fully for all claimants. Furthermore, there are other issues relating to remedies to be resolved, for example in regards to claims for injury to feelings. In respect of the tribunal remedy proceedings a case management hearing took place on 24 September at which directions were made on the preparatory steps to be taken for a full remedy hearing. That remedy hearing is now listed to take place on 13 – 28 October 2022. Pending that remedy hearing an Order in substantively the same form as the interim Order remains in place. It should also be noted that the Order does not cover those who did not bring claims (non-claimants). However, discussions are taking place on how to provide a remedy for those non-claimants as appropriate.

52. The FRAs had the separate appeal to the Employment Appeal Tribunal (EAT) in relation to their potential defence under Schedule 22 of the Equality Act 2010 (which is that the FRAs had no choice but to follow the Government's legislation) which again was fully considered with the Steering Committee and legal representatives. The EAT held that the FRAs cannot rely on the Schedule 22 defence. The Steering Committee and legal representatives considered whether to appeal the judgment and decided not to. For legal privilege reasons, further information was and continues to be provided to the person nominated by your service to receive communications in respect of this, and related, legal cases.

53. Since the outset, the position of FRAs that any costs arising from these cases should be met by governments has been made clear. Work continues with legal representatives on appropriate approaches to reinforce that position, and a formal letter was sent to government on behalf of FRAs. The same action was taken in respect of Wales, Scotland and Northern Ireland as the National Employers is a UK-wide body. Discussions have taken place between the Home Office and LGA officers as representatives of the FRAs to discuss the costs issues. Most recently, the government was made aware of the development by the LGA (in its role representing FRAs across the UK) and the FBU of a Framework to assist FRAs and pension scheme members to resolve Immediate Detriment issues while remedying legislation is being put in place, which is expected to be by October 2023.

An update on the latest government statements relating to Immediate Detriment are covered under the Immediate Detriment Framework update in the Pensions section of this report above (paragraphs 13 to 18).

54. For background in relation to the Framework, members will recall the legal cases brought in the High Court against the London Fire Commissioner and Nottinghamshire and City of Nottingham Fire and Rescue Authority, supported by the FBU.
55. It was apparent similar issues would arise more widely across the sector. The FBU was clear that matters for affected individuals needed to be resolved sooner rather than later and it would, if necessary, support further legal cases. Many FRAs across the UK on an individual basis had indicated that they wished to be able to deal with Immediate Detriment issues as soon as possible. The problem was not an unwillingness to do so but rather the need to identify and develop a suitable mechanism to be able to do so in a way which minimised the risks while the Government is putting in place the McCloud/Sargeant remedying legislation which it is expected will take up to October 2023.
56. With the support of all FRAs across the UK, the LGA entered into discussions with FBU to identify a mutually acceptable Framework, setting out a mechanism for handling Immediate Detriment cases, to assist all parties prior to completion and implementation of the McCloud/Sargeant remedying legislation. This would help in resolving the genuine difficulties that had arisen for FRAs in making payments to those affected (including for example issues around unauthorised payment charges and contribution holidays) and in removing the potential for court claims more widely across FRAs.
57. During the course of the discussions, the Government laid primary legislation before Parliament in the Public Service Pensions and Judicial Offices Bill and will make secondary legislation pursuant to the Bill (together, the Remedying Legislation) to provide the affected pension scheme members with a remedy for the discrimination found in the McCloud/Sargeant claims.
58. Following a series of complex discussions including respective legal representatives, which were also able to utilise the longstanding national relationship between the LGA and FBU, we were pleased to advise FRAs on 8 October that agreement had been reached on a Memorandum of Understanding and Framework and the details were circulated to FRAs and FRSs on the same day.
59. Both parties believe the Memorandum of Understanding and Framework are consistent with the principles currently set out in the Bill and will mean that appropriate action can be taken prior to October 2023. As and when parts of the Remedying Legislation covering the relevant part of the Framework come into effect the MoU and Framework indicate that the relevant Remedying Legislation will then be used instead.
60. Mindful of the range and complexity of the issues covered upon we worked with legal representatives, specialist QCs and pension specialists, and discussed with HMT and the Home Office. Each FRA was asked to consider adoption of the Framework as it would provide a consistent approach to Immediate Detriment cases across the fire and rescue service and should remove the risk of further legal action supported by the FBU in respect of matters contained within the Framework, assuming it has been applied correctly of course. As set out at paragraph 18 above we are working through the various aspects of the recent HMT note on Immediate Detriment and its possible implications as a matter of urgency.

61. Separately, we and respective legal representatives worked with NFRA and LFC in respect of the High Court cases and settlement was reached. The Summary Judgment hearing that had been due to be heard in the High Court was therefore no longer required.

Defence of other categories of claims

62. Another related category of employment tribunal claims has been issued by the FBU against fire and rescue authorities on behalf of firefighters. In short, the claims relate to members of the 2006 Scheme who were not transferred to the 2015 Scheme (and never will be), which they claim would have provided them with better benefits.
63. We approached FRAs to seek their views on whether they would like the LGA, along with the Steering Committee to coordinate the defence of the new claims on their behalf, as we have done for the original claims. It was explained that this would be on a cost-sharing basis, based on headcount, as for the original claims. The overwhelming majority of respondents were in favour and defences have now been submitted on behalf of the FRAs who have to date received claims.
64. Furthermore, another related category of employment tribunal cases emerged. These were issued by Slater and Gordon solicitors against fire and rescue authorities on behalf of firefighters. Slater and Gordon is working with the Fire Officers Association. In short, the claims are of the same type as the main claims brought by the FBU on behalf of their members in that they allege that the transfer of younger firefighters to the 2015 pension scheme amounts to age discrimination. We anticipate the claims have been brought in order to protect these particular claimants' position in relation to any injury to feelings award.
65. We again asked FRAs if they would like the LGA, along with the Steering Committee which includes representatives from fire authorities, to coordinate the defence of these new claims on their behalf, as we have done for the original claims. The overwhelming majority of respondents were in favour and we have therefore taken this forward and submitted defences. Following that the claims have been stayed pending developments in the original proceedings.
66. Finally, the FBU has more recently issued another batch of employment tribunal claims for its members who had not brought claims before. Those claims are broadly of the same type of claims that have been brought previously and accordingly we are coordinating the defence of those claims on behalf of FRAs.

Matthews & others v Kent & Medway Towns Fire Authority & others

67. This case relates to application of the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 to retained duty system employees. Those Regulations were brought into force to implement the EU Part-time Workers Directive.
68. Members may recall that following a protracted legal process up to and including the House of Lords judgment, settlement agreements were reached in respect of terms and conditions in 2015 with both the RFU (now FRSA) and the FBU in regard to the many

thousands of Employment Tribunal cases relating to potential discrimination under those Regulations. The LGA acted for FRAs through the auspices of the National Employers on the basis of a cost-sharing arrangement with FRAs similar to the arrangements in place for the legal cases already referred to in this report.

69. Defence of the pensions aspect of the case was led by government. The House of Lords judgment allowed those who were serving during the period 1 July 2000 (the date the Regulations came into force) to the date on which they elected to join the 2006 Scheme, to have special provisions which generally reflect the rules of the Firefighters' Pension Scheme 1992 ("FPS 1992"). An options exercise took place to provide for those who qualified for membership of the modified Scheme, to elect to join by no later than 30 September 2015.
70. More recently, work has again had to take place on the pensions aspect of this case. This is because of a European Court of Justice judgment involving part-time judges (O'Brien), which in effect held that remedy could extend back before the Part-time Worker Regulations were implemented in July 2000. This also impacts on the fire service as the impact of the judgment and its interpretation of part-time workers' rights applies across all employers.
71. Consequently, together with legal representatives, discussions are taking place with the government's legal department and legal representatives for the FBU and FRSA on implementing a remedy for the pensions aspects as required by the O'Brien case.
72. As you would expect, we have also raised the concern that this will be unbudgeted expenditure for FRAs should government not provide them with the necessary funding.

Inclusive Fire Service Group

73. The Inclusive Fire Service Group (IFSG) is an NJC for Local Authority Fire and Rescue Services led group. Its membership however is wider and includes the National Employers, NFCC, FBU, FOA and the FRSA. It is unique in that it comprises national employer and employee representation, senior management and trade unions. It considers matters such as equality, diversity, inclusion and cultural issues including bullying and harassment in the fire service with the aim of securing improvement.
74. Having undertaken a detailed assessment of the positions in the fire service it issued a number of improvement strategies, which were widely welcomed with virtually all services indicating their support and providing, as requested, timescales within which they expected to see improvement. The IFSG resolved to monitor and measure use of the improvement strategies at a point when they should be embedded into each service.
75. The monitoring process also captured a range of views comparing original and current perceptions and included a survey of all FRSs; independently run focus groups involving BAME, LGBTQI and female employees and workshops with FRS Equality & Diversity Officers/leads and local trade union representatives. A [full report](#) of the outcomes was issued. (Completion of the analysis to inform the report had been delayed due to resources being diverted to Covid-19 matters.)

76. The IFSG will now consider next steps and discussion is also taking place with HMICFRS in respect of England on how best the work of the IFSG can interact with and inform the work of HMICFRS.

Implications for Wales

77. Each of the wider workforce matters in this report have the same implications for Wales as for England and we are working with WLGA, Welsh FRAs and FRSs as appropriate. The exceptions in this report are the Core Code of Ethics and Fit for the Future, which apply in England only. The WLGA is one of the four employer stakeholder bodies on the NJC for Local Authority Fire and Rescue Services.
78. The immediate detriment matters raised are the same in Wales where the matter of Section 61 of the Equality Act also applies. Given the work to agree a Framework took place under the auspices of the National Employers, it is also available to Welsh FRAs.



Fire Services Management Committee

Date:	Friday 10 December 2021
Title:	NFCC Update
Presented by:	Mark Hardingham, NFCC Chair
Contact:	chair@nationalfirechiefs.org.uk

1. Purpose

- 1.1 This report provides an update on key work within the National Fire Chiefs Council (NFCC).

2. General Update

Royal Foundation – Mental Health at Work Commitment

- 2.1 In 2019, Mind's initial Blue Light Programme activity came to an end, after 4 years of testing, delivering, and learning from a range of effective interventions. These helped to increase mental health awareness, tackle stigma, and improve support pathways in the emergency services. MIND'S latest research has shown that now, more than ever, there is an urgent need for a systematic approach toward supporting mental health.
- 2.2 MIND has developed the Mental Health at Work Commitment for Emergency Services [Mental Health at Work Commitment](#) with the support of NFCC, NPCC, AACE and the Firefighters Charity. This has been developed through the Royal Foundation [Home Page - Royal Foundation](#). The Foundation is driven by a desire to make a difference together, The Royal Foundation is the primary philanthropic and charitable vehicle for The Duke and Duchess of Cambridge. Their programmes revolve around main themes of work; conservation, early years, mental health, and emergency responders.
- 2.3 In addition to these programmes, as the country responds to COVID-19, The Royal Foundation is working to support frontline workers and ensure that those in need are able to access mental health support.
- 2.4 The Mental Health at Work Commitment includes six standards for how organisations can better support employees' mental health. The standards are supported by comprehensive guidance for senior leaders and practitioners in emergency services:

Standard 1: Prioritise mental health in the workplace by developing and delivering a systematic programme of activity

Standard 2: Ensure work design and organisational culture drive positive mental health outcomes

Standard 3: Promote an open culture around mental health

Standard 4: Increase organisational confidence and capability

Standard 5: Provide mental health tools and support

Standard 6: Increase transparency and accountability through internal and external reporting

- 2.5 NFCC signed the Commitment at the recent Royal Foundation Mental Health Symposium attended by many FRS. It will now be a matter for each FRS if they choose to do so individually, as some already have.

Manchester Arena Inquiry – Care Gap

- 2.6 NFCC was recently requested to provide a statement to the Manchester Arena Inquiry about the ‘care gap’. In the absence of a nationally agreed definition, our response regarded the care gap as *the time between an incident occurring, with casualties subsequently sustaining injuries, and the provision of medical care by first responders, typically from fire and rescue, police and ambulance services.*
- 2.7 Our response set out the requirement to respond to all foreseeable fire and rescue related risks, including terrorist incidents, irrespective of the type, nature or basis of the attack, and that such a response would include the rescue, extrication and treatment of injured casualties, thereby helping to mitigate the care gap. Our statement set out what we consider to be very clear public expectations of the FRS response. It referred to the need for firefighters to attend terrorist events; to be trained; practiced through regular exercises; equipped to meet their responsibilities; led within a clear command structure; and to work effectively with partners through a strengthened JESIP framework. The outcome of this being that the fire and rescue service deploys safely and swiftly to minimise the care gap.

HMICFRS – State of Fire and Tranche 1 inspections

- 2.8 NFCC will be carefully analysing the findings in the HMICFRS reports that are published in December. The key themes will be drawn into our Strategic Improvement Model which informs future work and support to FRS. We are planning an event in early 2022 to support FRS in their continuous improvement plans, both through the use of NFCC products and also by promoting the sharing of good practice across other FRS.

3 Portfolio Update

National Operational Learning

- 3.1 The expansion of National Operational Learning trial has now been running for eight months, initial work has demonstrated that value can be added by considering a wider pool of learning. Resource that can consider risk information from a wider range of submissions will allow the NFCC to assure the information they provide to services more effectively.
- 3.2 International Learning has considered information from Canada, America, Netherlands and now Italy. We are exploring mechanisms to build evidence related to existing trends using searches of media, including social media.

3.3 National Operational Learning coordinated a visit in support of London Fire Brigade to Milan FRS (8th – 10th November 2021). The visit followed the cladding fire at the Torre del Moro tower, which occurred on 29th August 2021. The aim of the visit was to identify potential learning from the incident, co-produced with Grenfell Next of Kin and Lancaster West Residents Association. The three key lines of enquires included:

- Fire protection arrangements
- Response to the fire
- Community engagement pre/during/post incident

Learning will be shared through presentation to Council following NOLUG review

3.4 13 cases have been submitted to the NOLUG meeting in December 2021. Lithium-Ion Battery fires continue to form a significant percentage of the learning submitted

Implementation Support Function

3.5 All fire and rescue services have now provided details of their implementation SPOCs. Initial in-person meetings have been conducted with 34 FRS's, which have resulted in over 140 subsequent follow up meetings with subject matter experts.

3.6 The team is currently focused on understanding local needs, challenges and barriers in order to identify best methods for implementation.

3.7 The team will be working in partnership with Surrey FRS to monitor the effectiveness and suitability of different implementation methods. This case study will help inform and shape how these methods are used across all fire and rescue services.

3.8 With the latest round of HMICFRS inspections underway, the team recognises the need to respond to outcome reports, particularly where areas of concern have been identified. The team have therefore approached the HMICFRS to identify potential processes that can enable proactive implementation support in response to inspection findings.

Grenfell Tower Inquiry

3.9 All English services participated in a recent Grenfell Tower survey, providing details of service progress against the recommendations. This report has been submitted to the Ministerial Board, and have now been published on <https://fireengland.uk/>

3.10 To prepare for the next report, in March 2022, the reports provided previously will be reshared, and a request made for update over the following weeks,

National Operational Guidance and Operations Update

3.11 The Fire Control team have written a further two key pieces of control room guidance;

- Control Room Command - Published November 2021
- People at Risk, which is now under final review before being submitted into the peer review and national consultation process

3.12 FRS Learning materials under consultation or development to be made available via UKFRS.com and FRSLearn include;

- Evacuation

- Situational awareness: Building construction
- Smoke control

People Programme

3.13 The People Programme is progressing well. The programme will host an annual HR Conference on 29th November to help identify priorities and consolidate the existing outputs, to provide clarity for our planning process for the next financial year and beyond.

Project	Update
Leadership	<p>The Coaching and Mentoring portal remains on target. Consultation closed on 29th October 2021 with 22 responses received. The results identified buy-in to the national portal with services happy to register their qualified coaches/mentors to support the fire sector. The procurement process for a national portal will commence on 22nd November 2021 and run until 27th December 2021.</p> <p>The Talent Management Framework remains on target. The Talent Management Toolkit is currently out for consultation and will run until 10th December 2021. It provides an interactive toolkit that holds the key documents supporting the areas of the Talent Management process. Feedback is sought on navigating around the toolkit and the documents that sit within.</p>
Supervisory Leadership Development	<p>The project remains on target to deliver the development programme in August 2022. The model has been further refined due to external funding not being available and will provide a central portal allowing access to blended learning materials aligned to the Supervisory and Team Leader Apprenticeship Standard and tools and guidance to support FRS provide real world application of their skills. As with Coaching and Mentoring, the procurement of a national Supervisory Leadership Development portal with content and the development programmes will commence on 22nd November 2021.</p>
Direct Entry	<p>NFCC Council has now agreed the option to be delivered by the project now there is clarity around sustainable funding only available through the NFCC and HO grant funding. This will be a model direct entry programme funded by individual FRSs with central recruitment and delivery support and coordination from NFCC.</p> <p>The consultation on the SM/AM Operational and Professional Leadership development training programmes closed on 29th October 2021. Key findings included support of the training programmes, and the majority suggested including the use of the IFE within the development programme. Ten services stated that they were interested in adopting and funding a direct entrant in their service.</p>

<p>Equality, Diversity and Inclusion</p>	<p>The development and launch of Equality of Access suite of documents targeting different community groups is progressing well with seven already published and a further two recently having been through consultation. The development of EDI toolkits progresses well and will be supported by a NFCC Event to allow services access to leaders in these fields.</p> <p>The continued successful ‘Lunch and Learn’ events, with attendance reaching between up to 100 attendees, are being turned into podcasts and have been made available online.</p> <p>Equality impact assessment training continues and is now offered for all NFCC staff also. We have so far provided training for nearly 300 FRS and NFCC colleagues and are now looking how to support training next year.</p>
<p>Recruitment</p>	<p>The project is currently consulting on the Firefighter job description and person specification closing 9th December. This aligns to the Firefighter Apprenticeship Standard and aims to achieve consistency whilst enabling local variation and flexibility.</p> <p>It is recognised that any new direction around the role of a firefighter prompted by the White Paper is likely to mean this work will need reviewing once the final outcomes are determined.</p> <p>The structure for the Recruitment Hub of good practice tools and guidance has been approved by the People Programme board and the content is in development. An HR/Recruitment Practitioner has been brought into the team for a 6-month secondment to build the content which will go out for consultation early next year.</p>
<p>Working Patterns</p>	<p>The working patterns change evaluation framework and case studies are being finalised ready for publication in December. The research briefing which draws together research on various working patterns inside and outside the sector is on track to be published by March 2022 completing the full change toolkit.</p>
<p>Review of National Occupational Standards</p>	<p>An initial assessment of the NOS has been undertaken with a view to establishing whether each NOS is fit for purpose in terms of accuracy, scope and language and what would be required to bring the standards up to date. The findings of this assessment were presented to Steering Group and Council and approval was given to undertake a survey of how FRSs currently use NOS and to undertake a functional analysis of the role of the Fire and Rescue Service as an organisation.</p> <p>As the scale of this work is larger than originally anticipated and was held off initially due to anticipated impacts of the White Paper, there is a risk delivery may be delayed until the Summer/Autumn 2022.</p>

	The invitation to tender for a functional analysis consultant is currently open.
Maturity Models	<p>The Maturity Models and Workforce Good Practice Framework online tool was launched in October along with three case study videos to assist with their application.</p> <p>The self-assessment tool can be used by FRS to assess their maturity against 10 workforce management themes and the results are reported to the NFCC to enable analysis of common improvement themes and evaluation of the success of the programme.</p>
Evidence Base for Health and Wellbeing	<p>As the project has required some rescoping due to the withdrawal of the Oscar Kilo Blue Light Wellbeing Framework, we are now working on procuring a broad piece of research that will provide the evidence base we need to understand what FRSs require to better support the wellbeing of their employees.</p> <p>We hope to be able to commission this piece in January. It is likely this will mean the original outputs will be delayed until later in the 2022/23 financial year but will be highly valuable in informing the requirement of FRS for improvements in this area.</p>

Digital and Data Programme

- 3.14 Strategic discussions have been held with the Home Office to agree how the programme funds will be allocated across Q3-Q4 following delivery of the strategic alignment to Fit for the Future and National Data Hub operating model design. The three main areas of focus are outlined below.

Project	Update
Implementation of National Data Analytics Capability (formerly known as NDH)	<p>The three key elements of the National Data Hub target operating model are people, processes, and technology. Recent discussions with strategic stakeholders highlighted that the initial NDH naming convention sounds too heavily focused on the technology required rather than the analytics capability itself. To avoid any confusion, the NDH will now be referred to as the National Data Analytics Capability.</p> <p>A project delivery team will be brought together in Q3 to commence initial implementation of a scaled-down version of the target operating model to embed a capability, further prove the concept, and deliver analytics value to the FRS community. This will scale up over time and take on additional elements of the target operating model.</p>

	The initial expectation for the supporting technology is to continue using the Tymly platform that is in use by the current national data portal. By August 2023 this will dovetail into the wider National Data Collection System project which will see the NFCC sharing a common data collection and management platform with the Home Office and HMICFRS (see below).
National Data Collection System	<p>Following review of the 'NDH' design, discussions with strategic stakeholders, including the Home Office and HMICFRS, concluded that a single data collection system between all major stakeholders would be the most efficient and cost-effective way forward to meet common requirements.</p> <p>The NFCC and the Home Office will run a joint project to scope, spec and procure a data collection and management system that meets all party requirements. Each party will have their own separate analytics capability that will have access to the common datasets.</p> <p>This work will formally kick off in December 2021 with a strategic workshop. Completion of the project is required by August 2023 when the Home Office's existing IRS system contract comes to an end.</p>
National Data Standards	An SME working group has fed into the scoping of a first draft of the data standard. The standard is expected to undergo peer reviewed in December 2021, followed by wider consultation in January 2022.

Community Risk Programme

- 3.15 The CRP will launch key products for DoR, ESV and CRMP Guidance early next year as provided in update below:

Project	Update
Definition of Risk (DoR)	The project has now delivered a risk methodology proof of concept report for domestic dwelling fires, the methodology was tested by a number of FRSS before being approved by the Programme Board to move to wider consultation. The consultation went live on Monday 8 th November and closes on Monday 6 th December. All UK FRSS have been notified of the consultation as well as the programme's wider sector stakeholders. The outcomes of the consultation may result in enhancements being made to the report, the project will then seek NFCC Steering Group approval of the report/methodology in January next year and the final product will be published in March 2022 to be utilised by UK FRSS.

	The project is now looking at extending the methodology to 'other building fires' and is developing a timeframe for applying the methodology to other incident types.
Community Risk Management Planning (CRMP) Guidance	<p>This project has now drafted and consulted with UK FRS, NFCC Programmes and Project Managers on three pieces of CRMP guidance: Data and Business Intelligence, Defining Scope, Public Consultation and Stakeholder Engagement.</p> <p>A fourth piece of guidance has recently completed UK FRS consultation, titled Equality / Person Impact Assessments. Review by the programme board is now underway.</p> <p>Engagement has now commenced with formal stakeholders, starting with the Defining Scope Guidance. Once this has been analysed and any changes made the completed guidance will then go to CRP Programme Board for approval.</p>
Economic and Social Value of the UK FRS (ESV)	The project has delivered a first draft economic and social value report, following board review and feedback the report is currently being revised and will be available for consultation by the end of the year. Academic evaluation of the work has been commissioned and in progress, and the procurement for a Phase 3 software development of an economic and social value tool has begun.
Competencies for Risk Managers	Project manager and project board are in place, procurement of external resource is underway.
Evaluation of FRS Interventions	A project manager and project executive have been appointed and recruitment of a project board is now underway. A joint working agreement has been made with the Prevention Programme to avoid duplication of work and to capitalise on Prevention Programme expertise.

Prevention Programme

- 3.16 The third Prevention Programme board meeting was held on 24th September 2021. The NFCC Prevention and Protection Conference provided the opportunity to update key stakeholders on the development of the programme.

Project	Update
Safeguarding Fire Standard	<p>The Prevention Programme are working closely with the Fire Standards and Strategy Support Team to develop an over-arching Safeguarding Fire Standard. This has been developed, through consultation and post consultation workshops.</p> <p>The NFCC Safeguarding Guidance for Children, Young People and Adults (including Self-Assessment Toolkit) has been published within the Prevention area on UKFRS.com</p>

<p>Person-Centred Approach Project</p>	<p>The NFCC has launched the online Home Fire Safety Check (HFSC) which has been developed between the NFCC, Safelincs and FireKills. It was successfully piloted with five FRSs and was launched on 2nd September 2021. This product comes at no cost to Fire and Rescue Services. The onboarding for the online HFSC is an eight-week process and has a number of FRSs at different stages of the onboarding process.</p> <p>The project team have been running a series of regional workshops to discuss with FRSs how we can work together to further implement the PCF focusing of the promotion of the online HFSC, data collection, risk stratification, and evaluation. The NFCC Implementation Support Team have also attended these sessions. The workshops will be completed by the first week of December 2021 and will be evaluated.</p> <p>The project team are working with Kent FRS to develop an eLearning package as part of a foundation stage training to support the workforce with their understanding of the PCF.</p>
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4. Protection Policy and Reform Unit (PPRU) Update

4.1 This section provides a high level overview of key pieces of work currently being undertaken by the PPRU.

Legislative Update

4.2 The Building Safety Bill has now completed its Committee Stage and will soon move into the Report Stage, after which it will return to the House of Commons for its Third Reading. The Bill seeks to establish a new Building Safety Regulator (BSR) within the Health and Safety Executive (HSE) to oversee the new building safety regime. The BSR is anticipated to rely on FRS, Local Authority Building Control (LABC) and Environmental Health officers to deliver the regime for higher-risk buildings through multi-disciplinary teams.

4.3 Many aspects of the new regime are still undergoing policy development through the Joint Regulators Group (JRG), and these measures will be implemented through secondary legislation. However, concerns have recently been expressed by some JRG members from NFCC, LABC and the Local Government Association that the HSE need to increase their engagement with Local Authorities and Fire and Rescue Authorities to ensure decisions are being made in a joined up and collaborative manner.

4.4 The Fire Safety Act had been expected to commence in October 2021, however, this has now been delayed. This delay will hopefully give time for more tools to be finalised to aid commencement, such as the Building Prioritisation Tool to help owners of multiple buildings to prioritise their portfolios for new fire risk assessments and other reviews where necessary.

4.5 Regulations are also currently being drafted to implement some of the recommendations from Phase One of the Grenfell Tower Inquiry. The regulations will be brought in via Article 24 of the Fire Safety Order and will provide the definition of a high rise residential building and outline the requirements that will be placed on responsible persons. These requirements primarily relate to the provision of secure information boxes, recording and

notifying the local FRS about the design and composition of the external wall system, and regular checks of lifts, fire doors and essential firefighting equipment.

Simultaneous Evacuation Guidance Review

- 4.6 Following [Government announcements on the proportionality of fire safety measures in low and mid-rise residential buildings in July 2021](#), a review of the Simultaneous Evacuation Guidance was launched. This is the fourth review of the guidance since the guide was launched in 2017, and it is being coordinated by the PPRU on behalf of a group of industry experts.
- 4.7 A consultation on the revised guidance, smoke control addendum, and equality impact assessment was undertaken in October and over 400 comments were received. Workshops were then hosted with stakeholder groups to discuss key themes, including with representatives from leaseholder groups, responsible persons, and the wider fire and housing sector.
- 4.8 Feedback and written comments are now in the process of being collated with the aim to hold a comments resolution workshop with the convening group in December. It is hoped the revised guidance will then be published in early 2022.

Building Risk Review (BRR) Programme

- 4.9 FRSs are now in the final stages of submitting returns to the BRR Programme before the deadline on 31st December 2021. As of the November reporting deadline, just over 14,000 completed returns had been submitted. This totals 95% of buildings on the Programme and all outstanding records are on track for completion by the deadline. 20 FRSs have now completed their local programmes and focus is increasingly moving to quality assurance.
- 4.10 In September 2021, the PPRU launched a new monthly quality assurance process which has helped to flag records for further review by FRSs. There has been substantial Ministerial attention on the BRR, especially around audit outcomes and information on external wall systems. Work is now underway to provide more information on enforcement action taken and the PPRU wrote to FRSs in August to provide more tools to collect information on external wall systems from Responsible Persons. However, feedback does indicate that some Responsible Persons have pushed back on requests for information due to the Fire Safety Act having not yet commenced.
- 4.11 So far FRSs have identified almost 2,000 additional buildings in scope of the BRR that did not appear on the original lists from MHCLG (now DLUHC) and a further 3,500 records from the original list have been cleansed. This work helps to demonstrate the additional value that FRSs have been able to bring to the BRR Programme beyond visits and audits, and means that by the end of the Programme we will have created the most accurate data set available on high rise residential buildings in England.

NFCC/LABC Virtual Learning Environment (VLE)

- 4.12 Following the launch of the new VLE for FRS Protection staff in partnership with LABC in May 2021, the PPRU have been working to refine the system based on user feedback. Content developed by the PPRU continues to be uploaded to provide opportunities for continual professional development.

- 4.13 In the PPRU's fortnightly communication updates to FRSs, there are also now regular VLE spotlights highlighting learning packages that may be of particular interest to users. The PPRU are eager to direct FRS staff to packages included under the original LABC catalogue that users also have access to.

Protection Uplift Grant Reporting

- 4.14 FRSs continue to report quarterly grant expenditure, deliverables, and audit statistics for the Protection Uplift. This information is collected and collated by the PPRU on behalf of the Home Office. It is hoped that, by collecting this information in line with the grant conditions, the PPRU can demonstrate the value of continued investment in Protection departments to Government.
- 4.15 From the end of quarter 3 of the current financial year, Protection Uplift reporting will be amended to also include reporting of residential buildings known to FRSs which currently have interim measures. This could include a temporary move to a simultaneous evacuation strategy, implementation of a waking watch, or evacuation management for example. It is hoped that by attaching this reporting to grant reporting, that its collection will be predicated on continued dedicated funding from the Home Office.

Higher Risk Occupancies Preliminary Guidance

- 4.16 In October, the PPRU published guidance on 'higher risk' occupancies for FRSs to take into account when considering enforcement action in these premises, and how they may be considered among the relative priorities of Risk Based Inspection Programmes and other Protection activity. This is in a response to Recommendation 1 from HMICFRS, which states that high risk premises should be defined and expectations set for how frequently they should be audited.
- 4.17 The guidance has been published as a 'Preliminary Guidance Technical Note' and is available through the VLE whilst the various projects within the NFCC Community Risk Programme progress. It will be subsumed into further work to update the current national guidance on Risk Based Inspection Programmes and Protection activities in due course.

Care Homes Staffing and Evacuation Bulletin

- 4.18 On 11th November 2021, regulations that were introduced through an amendment to the Health and Social Care Act 2008 came into effect requiring anyone working inside a care home to be double vaccinated against Covid-19. Whilst there are exemptions for emergency services staff undertaking their statutory duties, the regulations may add to existing staffing pressures facing the care home sector, which may impact on their abilities to implement emergency plans in case of a fire.
- 4.19 As a result, the PPRU are in the process of developing guidance to assist FRSs in considering the implications for evacuation strategies and operational response.



Title of Paper	Fire Standards Progress Report
Decision or Information	For information
Title and Date of Meeting	LGA Fire Services Management Committee 10 th December 2021
Attachments	None

Summary

This paper provides members of the LGA Fire Services Management Committee (FSMC) with a summary of the progress on the professional Fire Standards. The Fire Standards Board are due to meet on 8th December but this report is being prepared in advance of that.

The eight published Fire Standards are available on the [Fire Standards Board](#) (FSB) website and include:

- Emergency Response Driving
- Operational Response encompassing:
 - Operational Preparedness
 - Operational Competence
 - Operational Learning
- Code of Ethics
- Community Risk Management Planning
- Prevention
- Protection

A second phase of Fire Standards development is underway and a summary of progress is included in this report.

Recommendations

Members are asked to:

- note the contents of this report for information;
- consider how members through the LGA may wish to engage in the peer review on the Leadership Fire Standards; and
- request the ongoing support of fire authority members in enabling and empowering their services to achieve the Fire Standards as part of their local continuous improvement journeys.

Background Information

The Fire Standards published to date and in development are the basis of a suite of complimentary and linked Fire Standards for services in England. It is likely a third phase of development will be initiated in the next financial year to consider Fire Standards for the remaining activity areas.

A forward plan for the next phase of development over the next 12-18 months is shown below:

Key:

Blue shading indicates Fire Standard in development

P indicates planned date for publishing

Grey shading indicates a period for implementation support

Phase 2	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Safeguarding													P	Implementation								
Fire Investigation															P	Implementation						
Service Leadership																			P	Implementation		
Developing Leaders (Leadership)																			P	Implementation		
Service Management																			P	Implementation		
Emergency Planning & Resilience																			P	Implementation		
Data Requirements & Management																			P	Implementation		

Development Update

A summary of progress of the Fire Standards in development is summarised below.

Safeguarding

- Consultation on this standard has been completed and it is being presented to the Fire Standards Board on 8th December for sign-off to commence Quality Assurance (QA).
- It is anticipated this standard will be published in January 2022, subject to QA.

Fire Investigation

- Consultation on this standard is due to end on the 6th December.
- Analysis of results will take place during January and it is expected that the standard will be presented to Board for sign-off to commence QA by January
- Expected publication by March 2022.

Leadership Fire Standards

- Delivery timelines for the three Leadership Fire Standards were aligned in accordance with the Board’s decision at its July meeting. The three standards will now be:
 - **Service Leadership** (formerly “well-led organisation) – setting out what an organisation that is well-led would look like
 - **Developing and Promoting Good Leadership** – setting out what an organisation that values and champions good leadership at all levels looks like including leadership development
 - **Service Management** – setting out what an organisation who looks after and supports its people and workforce looks like
- An initial workshop for the Service Leadership Fire Standard was held in June 2021.
- This group’s membership was widened to include additional subject matter experts across the sector with knowledge pertinent to all three standards. A further workshop was held in October to discuss the scope and content of the three standards in combination.

- Drafts of the three Leadership Fire Standards have now been produced and are with the NFCC Lead Officers and the working group for comment following workshop feedback.
- Peer review of the three standards is due to commence in December. Assuming that these Fire Standards will be of interest to Fire Authority Chairs and elected members, we are working with the LGA officers to understand how best to engage members at the early stages of development
- Consultation is currently scheduled to commence in January depending on feedback received during the peer review phase. As with all standards the consultation is open to services and all stakeholders to respond to.

Emergency Planning and Resilience

- CFO Phil Garrigan and CFO Stuart Errington were identified as NFCC leads for this standard.
- A working group of subject matter experts from services across the country was established in September to start development work.
- A draft standard was produced in October and a peer review on the draft standard took place in November.
- It is anticipated consultation on this standard will commence in January 2022

Data Requirements and Management

- CFO and NFCC Executive for the Data and Digital Programme, Andrew Hopkinson and NFCC Data Lead, Apollo Gerolymbos have been nominated as leads for this standard.
- A working group of data experts from services across the country along with police and the Government Digital Service met in early November to start development of the standard.
- An early draft has been produced and peer review is due to take place throughout December
- Consultation is scheduled to commence in January 2022.

Forward Plan

Following the above phase of development, the remaining activity areas to be considered for Fire Standards are listed below.

- Digital and Information Technology
- Communication, engagement, and consultation
- Collaboration and strategic partnerships
- Health and wellbeing (of staff)
- Resources (potentially including procurement, contract management, commercial activities, fleet, and estates management)
- Assurance (potentially including external and internal audit, evaluation, and operational assurance)

It will not necessarily follow that a single Fire Standard will be developed for each activity on the above list, but these are the areas of activity that remain outstanding.

Discovery work and research into in each area will help clarify and confirm what standards may be developed in a third and likely final phase. Proposals will be made to the FSB in March 2022.

It is anticipated that the full suite of standards will total approximately 20.

Background notes for information

The Fire Standards Board (FSB) is responsible for the identification, organisation, development and maintenance of professional standards for fire and rescue services in England. Led by an independent Chair and Vice Chair, membership of the Board includes the NFCC, employers (both the LGA and the APCC) and the Home Office.

The LGA representative on the Board is Cllr Nick Chard.

The FSB continues to meet regularly to review the progress made on Fire Standards development. Its next meeting is scheduled for 8 December 2021.

Given the various stages of development required and the time needed for engagement with services in the early stages as well as through formal consultation, development work and publications are staggered. This is primarily done to align capacity and resources in a considered way, but also to pace the rate at which standards are released to services.

Once approved, Fire Standards will be shared on the [Fire Standards Board website](#).

Services should now be aware of the requirements being placed upon them through these Fire Standards. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMCFRS) will be referencing the standards in their inspection arrangements and therefore services should be prepared to evidence their progress towards achieving them.

The Fire Standards Board would welcome and appreciate the support of fire authority chairs and members in:

1. ensuring their services engage in development work and peer review through releasing their subject matter experts to support development work through the NFCC where appropriate and feasible;
2. respond to the Fire Standards consultations as they are published; and,
3. support activities to achieve those Fire Standards through implementation once approved and published.

Fire Services Management Committee Update Paper

Purpose of report

For information.

Summary

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

Recommendation

That members of the Committee note the report.

Actions

Officers to continue to provide updates to members.

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Fire Services Management Committee Update Paper

Member development and support

1. Throughout September to November 2021, the LGA successfully delivered three half-day Governance and Leadership workshops for Fire and Rescue Authority members. In the virtual workshops, experienced facilitators delivered a range of interactive learning and development activities focusing on key issues and best practice related to fire governance and leadership. These workshops aimed to strengthen knowledge and understanding of various leadership approaches, including a focus on the practical scrutiny skills required to support effective executive decision-making.

Fit for the Future

2. Fit for the Future (FfF) is an initiative developed in a partnership between the National Employers (England), the Local Government Association (LGA) and the National Fire Chiefs Council (NFCC) (the Partners). Originating from the joint need to have an evidence-based view of the role of the service going forward, this [initiative outlines a proposal for establishing a common picture for the future of fire and rescue services in England](#). Its purpose is to identify what needs to change, and then determine how that change could be delivered by supporting its implementation across all services. The Partners completed a consultation on FfF in late 2020, and outcomes of this process were shared with Chief Fire Officers (CFOs) and Fire and Rescue Authority (FRA) Chairs in August 2021.
3. In late October and November 2021, the Partners convened a series of workshops – two in-person (22 and 27 October) and one virtual (29 November) – to further refine the content of Fit for the Future and inform the approach to delivering the improvement objectives. The purpose of this subsequent engagement process was to ensure that there is consensus amongst all who have responsibility for leading the fire and rescue service at a strategic level. Reaching common agreement about what needs to improve and how the benefits of that improvement can be realised is imperative to the success of Fit for the Future.
4. Officers within the partner organisations are now analysing the valuable information gathered during the three workshops and updating Fit for the Future accordingly. A revised version will be available for member consideration in early 2022, with the intention to publishing the next iteration in Spring 2022.

Emergency Services Mobile Communications Programme

5. The Competition and Markets Authority (CMA) has now published the responses to its [Consultation on the proposal to make a market investigation reference into the mobile radio network for emergency services](#). The LGA alongside the NFCC submitted a response to the consultation. As a result of the consultation, the CMA decided it will launch a market investigation reference looking at the supply of the Airwave systems.

They have identified three potential remedies for the market, including a form of price control, open book accounting or divestiture of the Airwave Network.

Planning Reform

6. At the last FSMC members raised issues around planning reform and the role of the Fire and Rescue Sector. The LGA has contacted the NFCC lead on this issue and officers will be holding a meeting to discuss it further.

General Powers of Competence for Police and Crime Commissioners (PCCs)

7. The LGA responded to the consultation on extending the General Powers of Competence to Police and Crime Commissioners. In this submission, the LGA outlined its support for extending the General Powers of Competence for PCCs and suggested a number of safeguards through Police and Crime Panels.

Outside bodies update

8. HMICFRS External Reference Group (ERG): The ERG met on 8 November 2021, where the principal messages from the forthcoming State of Fire 2021 report were discussed, including an outline of the key causes for concern from the current round of inspections.

