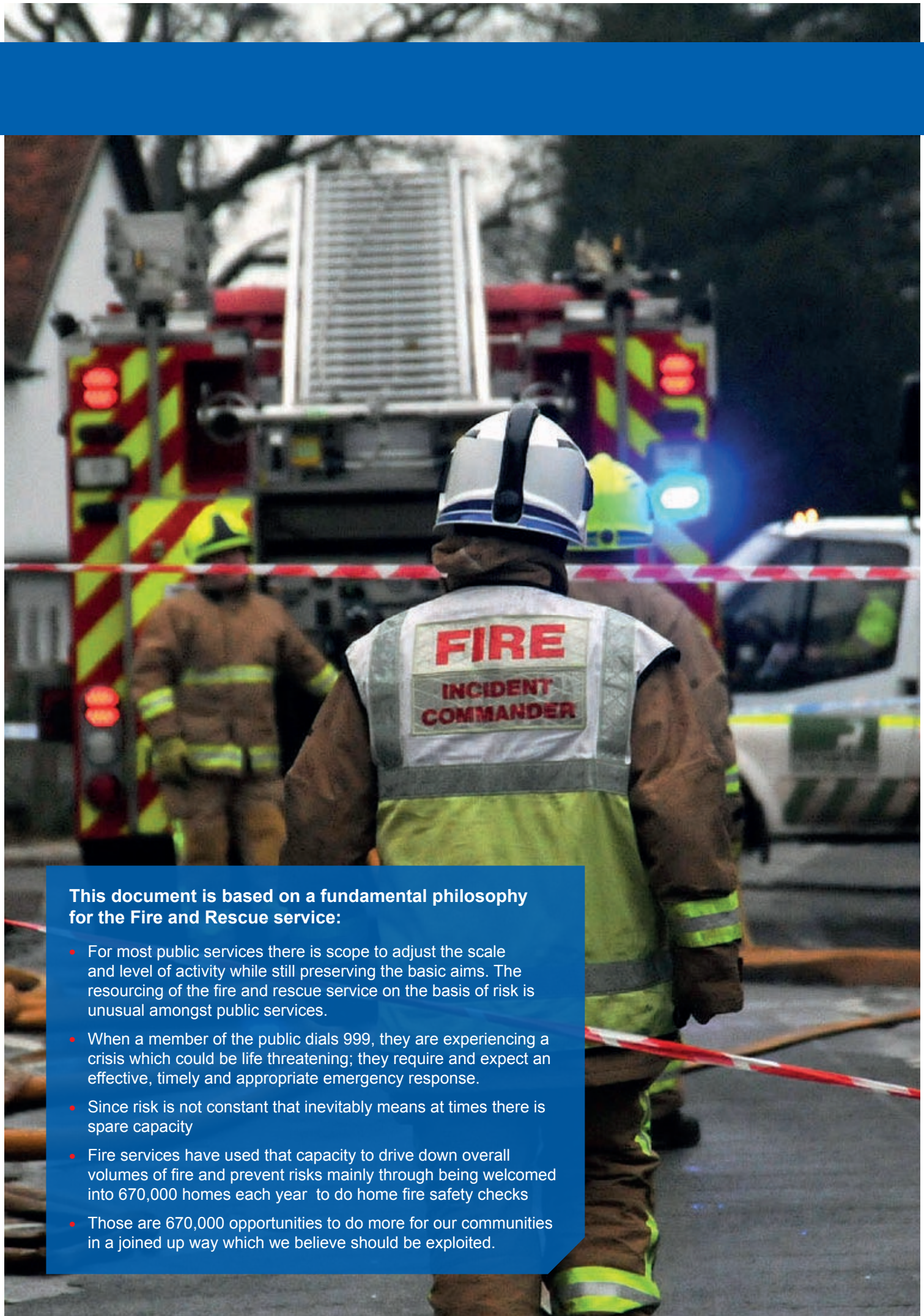


A Service for the Future

670,000 Opportunities to Add Value



This document is based on a fundamental philosophy for the Fire and Rescue service:

- For most public services there is scope to adjust the scale and level of activity while still preserving the basic aims. The resourcing of the fire and rescue service on the basis of risk is unusual amongst public services.
- When a member of the public dials 999, they are experiencing a crisis which could be life threatening; they require and expect an effective, timely and appropriate emergency response.
- Since risk is not constant that inevitably means at times there is spare capacity
- Fire services have used that capacity to drive down overall volumes of fire and prevent risks mainly through being welcomed into 670,000 homes each year to do home fire safety checks
- Those are 670,000 opportunities to do more for our communities in a joined up way which we believe should be exploited.

Spending Review

Contents

Spending Review Submission from the Chief Fire Officers Association and the Local Government Association	4
Executive Summary	5
Background and Context	10
Resourcing the Fire and Rescue Service	12
Facing The Future – Sir Ken Knight’s Review	14
The Need – A Safe Effective and Trusted Response	17
Council Tax	20
Transformation and Efficiency Funding	21
670,000 Opportunities to Do More	23
The Fire and Rescue Service and Devolution	25
Internal Efficiency	28
Delivering Through Our Greatest Asset – Workforce	29



CFOA
Chief Fire Officers
Association

**A joint submission from the Chief Fire Officers Association
and the Local Government Association**

Spending Review

Spending Review Submission from the Chief Fire Officers Association and the Local Government Association

The Chief Fire Officers Association (CFOA) and the Local Government Association (LGA) recognise that the financial challenges that face public services, local government and the fire and rescue service will continue over the current parliamentary term. There will also be other challenges, such as an ageing society and increasingly complex security threats, which will place new demands on fire and rescue services.

The fire and rescue service has a track record of improving safety by promoting prevention and protection. It has adapted its approach and focused the way it uses resources to address the risks faced by communities whilst maintaining an important capability to respond to emergencies at both local and national levels. It has encouraged transformation by working with others – businesses, the voluntary sector and other parts of government - to tackle their priorities. **This submission, which the LGA and CFOA have worked together to develop, is not primarily about the impact of budget reductions; instead it offers Government the opportunity to exploit the potential of the fire and rescue services to play a vital wider role that will contribute to the ambitions of the spending review.**

Fire services have an unrivalled standing, with high levels of public trust, satisfaction and confidence. This grants fire and rescue services access to vulnerable people, enabling them to provide targeted advice and further support to help keep people safe. The Service's ability to respond quickly anywhere in the UK has enabled it to fulfil other roles such as first responders to certain medical emergencies. Fire and rescue services across the UK have a wide range of roles and contribute to tackling some of society's most difficult and complex issues, particularly around health and wellbeing.

Through their work to build healthy, safe and resilient communities, fire and rescue authorities (FRAs) and their services make a major contribution to the Government's ambitions for a healthier, more secure society, protecting people and places from harm, and supporting business to create the conditions for economic prosperity.

The next spending review could make a real impact on the ability of fire and rescue services to prevent, protect and respond more effectively. But above and beyond that, the fire and rescue service can play an important part in delivering public service efficiency and improvement. This spending review presents a unique opportunity for government to enable the fire and rescue service to adapt, take prevention and community safety to the next level, and to work with others to keep communities healthy, safe and resilient.



Cllr Jeremy Hilton
Chair, LGA Fire Services
Management Committee



Peter Dartford
President
Chief Fire Officers Association

Executive Summary

Fire and Rescue Services - the wider contribution

The Government's spending review is prioritising specific key outcomes for the country:

- promoting innovation and greater collaboration in public services
- promoting growth and productivity, including through radical devolution of powers to local areas in England
- delivering high-quality public services, such as the NHS
- promoting choice and competition
- driving efficiency and value for money across the public sector

The fire and rescue service has taken great steps to position itself and is now well placed and equipped to contribute to these outcomes for the government and local communities. As one of the few public services based on addressing risk rather than demand, it currently has capacity to respond to the full range of life and community risks – from house fires to major disasters – as the public expects. The critical question for the sector, as the overall number of incidents decreases, is how does it effectively maintain that capacity to respond to and deal with the impact of major incidents whilst making use of it on a day to day basis in the most effective, efficient and value for money way.

Where it was once solely seen as an emergency response service for putting out fires and responding to flooding or national resilience activities, the Service is now using its unique skills and assets to take a central role in delivering health and social care outcomes, working with the NHS and local government to increase community wellbeing. From working with young people to improve fitness and reduce ASB to ensuring older people get joined up support to keep them safe at home. While all local public services know they need to understand and implement measures aimed at preventing social problems from emerging, the fire and rescue service has been one of the most demonstrably successful at this.

The future of the fire and rescue service should mean putting this expertise at the service of its local partners.

Protecting frontline services

The fire and rescue service's budget has already been reduced in real terms by over £400m since 2010. This is double the potential saving identified by Sir Ken Knight¹ in his review of the Service.

This has been achieved by:

- reducing back office and support costs
- reducing the number and cost of managers
- better procurement

and between 2010 and 2014:

- reducing the number of whole-time firefighters by 3,559 (12%)
- reducing the number of retained firefighters by 923 (7.8%)

These figures are only up to end of March 2014. Since the reductions in grant for fire and rescue services were backloaded and because natural retirement rates have predominantly been used to deliver the savings the final impact will be larger once the full cuts to balance the 2015/16 budgets are delivered.

Spending Review

The fire and rescue service has sought to protect the frontline services by:

- introducing more effective staffing systems
- increases in the use of retained contracts
- changing fire cover after full risk assessment
- removing immediately available appliances
- closing fire stations

and it has been successful in continuing to deliver great outcomes and reducing incidents.

The Chief Fire Officers Association (CFOA) and the Local Government Association (LGA) recognise that the financial challenges that face public services, local government and the fire and rescue service will continue over the current parliamentary term.

This submission is not primarily about the impact of budget reductions; instead it offers Government the opportunity to exploit the potential of the fire and rescue services to play a wider and important role.

Vision for the future

CFOA has published a strategic direction for the next 5 years: *'Making the difference needed'*.²

This document recognises the context that the UK fire and rescue service is operating within and also sets out the opportunities that are available to it. The strategic direction contains a number of commitments that will be taken forward to build on the fire and rescue service's track record to date.

² Making the difference needed - CFOA strategic Direction 2015-19, CFOA, 2015

Summary Of Recommendations

Recommendation 1 – Fund to risk not demand

Local and National Risk

For most public services there is scope to adjust the scale and level of activity while still preserving the basic aims. The resourcing of the fire and rescue service on the basis of risk is unusual amongst public services.

When a member of the public dials 999, they are experiencing a crisis which could be life threatening; they require and expect an effective, timely and appropriate emergency response. This still happens 1500 times a day.

Beyond this however the fire and rescue service acts to tackle emergencies at local, regional, national and even international levels. They play a hugely important role in the United Kingdom's national resilience, as a key part of the UK's civil contingency arrangements.

The fire and rescue service has the ability to mobilise 8,000 operational personnel onto the streets across the UK within five minutes, putting boots on the ground to tackle all manner of emergencies from fires to road traffic accidents and from flooding to responding to terrorist incidents.

This capability must be retained and remain integrated within fire and rescue services as the UK faces an ever increasing range of threats, from terrorism to climate change.

Future resourcing for the fire and rescue service and the application of any cuts to that resourcing need to be based upon a clearly understood risk assessment. The national and local impact of proposed changes to funding needs to be properly assessed against risk.

Recommendation 2 – Fund national resilience in addition to local requirements adequately

National Resilience

There should be a clear understanding of which events both locally and nationally require a fire and rescue service response and the level of resources required should be assessed not only against local integrated risk management plans, but also against the National Risk Assessment (NRA) and National Resilience Planning Assumptions (NPPRA). Any new funding mechanism should adequately assess the resources required to provide national as well as local resilience and to support the critical national infrastructure and provide resources accordingly.

National resilience assets which are managed at the local level need to be funded adequately by central government. That funding should continue.

Government should work with the sector to distribute this funding to lead fire and rescue authorities (FRAs) in an appropriate way.

Recommendation 3 – Local decision making on taxation

Council Tax

Any future local tax regime should give more flexibility to allow local FRAs to have a mature debate with their communities about the balance between service levels and local taxation. The current referendum mechanism does not work for FRAs since it is cost prohibitive, burdensome and a disproportionate control mechanism given the relatively low council tax precept levied across the fire and rescue service.

Spending Review

Recommendation 4 – Invest to support service transformation

Investing in Transformation

The fire and rescue service has a significant infrastructure to maintain. Capital funding requirements should be properly assessed and included in future funding requirements without the need for laborious, time consuming and inefficient bidding processes.

The fire and rescue service has made good use of Transformation and Efficiency funding to deliver large scale savings and integration with other services. The funding to achieve transformation and efficiency should be continued and the bidding process made less burdensome.

Recommendation 5 – Support the fire and rescue service to do more

670,000 Opportunities to Do More

Where it was once solely seen as an emergency service for putting out fires, responding to flooding or national resilience activities, the fire and rescue service is now using its unique skills, assets and brand to take a central role in delivering health and social care outcomes, working with the NHS and local government to increase community wellbeing. While all local public services know they need to understand and implement measures aimed at preventing social problems from emerging, the fire and rescue service has been the most demonstrably successful at this and is welcomed into 670,000 homes nationally - often the homes of the most vulnerable and hard to reach in our communities - through its programme of home fire safety checks. The future of the fire and rescue service should mean putting this expertise at the service of its local partners.

The spending review should maintain cost effective investment in the fire and rescue service and enshrine the vision of fire and rescue services as the organisations of community intervention. This should allow fire and rescue services to be the 'strategic glue' that helps to bring partners together to make communities stronger.

Government must not miss this opportunity to redefine and expand upon the public benefit that fire and rescue services already do bring – we can do much more, supporting us to do so will have the triple edged benefit of maintaining national resilience, preserving local services and adding value by effective use of joined up resources.

The spending review should support greater collaboration with other emergency services to be pursued. This has the potential to make a huge contribution to public health, social care and other social issues.

Co-responding with ambulance services has saved lives and helped reach performance targets. We recommend that this is pursued by a broader number of fire and rescue services. There is less direct synergy between the fire and rescue service and the police service, though examples such as mental health joint-working show there is potential for collaboration on non-crime issues.

Recommendation 6– Support national co-ordination and shared services

Increasing Efficiency

CFOA and fire and rescue services collectively recognise that further efficiencies and effectiveness can be found through collaboration and cooperation within the sector, as well as with other emergency and public services.

The spending review should, with the support of the sector, identify voluntary opportunities for the creation of national hubs to co-ordinate support services, such as procurement, operational policy, human resources, pension management, research and development and data sharing and through targeted small scale start up spending invest to make these happen.

The spending review should actively encourage and support shared facility projects working with local authority, voluntary sector and emergency service partners.

Recommendation 7– Support Workforce Modernisation

A modernised workforce

This submission advocates an innovative and ground breaking future for the fire and rescue services in the UK. To achieve this and perform at their best, fire and rescue services' workforce also needs to be fit for purpose.

The spending review should ensure that funding mechanisms support:

- the development of the fire and rescue service's professionals
- equality and diversity within the fire and rescue service
- promote the values of the fire and rescue service and encourage an open, flexible and inclusive culture
- promote modernisation and improvement of workforce terms and conditions, to allow greater flexibility and positive changes to be made at a local level.



Spending Review

Background and Context

Overview and Context

Approximately £2.1 billion is spent by the 46 fire and rescue services in England. The fire and rescue service is almost wholly funded from central government funding and council tax.

In March 2014 England's fire and rescue services employed 45,633 staff:

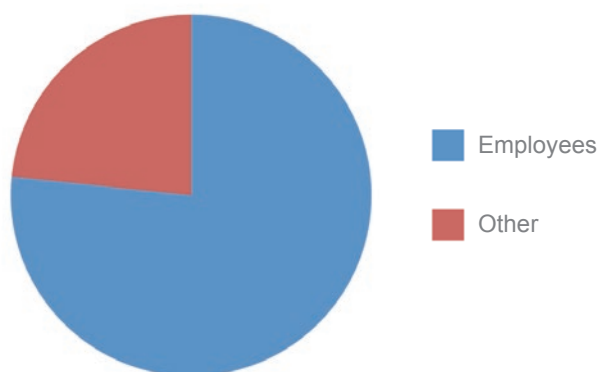
- 26,176 whole time firefighters
- 10,986 retained firefighters (WTE)

In addition there are 1,236 control room staff and 7,235 non-uniformed personnel. It should be noted that many of the non-uniformed staff are directly engaged in front line prevention and protection services.

Around 80% of the fire and rescue service's budget is for pay for the frontline workforce. This means that cost savings will inevitably impact this area; the issue for the fire and rescue service is the extent to which operational costs can be removed without reducing capacity beyond the assessed acceptable risk and without compromising national resilience.

The fire and rescue service demonstrates features which are central to a modern successful public service – a strong local community presence; a service which is consistently valued and respected by the public; a 'can do' ethos; a visible and accessible service which represents the ethos of self help and provides help to others, particularly those in greatest need.

Breakdown of National Fire Service Budget 2013/14



Combining prevention, protection and response, we have been successful in driving down fires, deaths and injuries by over 50% in the last 10 years. The most recent 2014-15 data show a continuation of the long term decreasing trend in the number of fatalities, casualties and incidents attended by fire and rescue services.

- The provisional number of fire fatalities reported by fire and rescue services in England in 2014-15 was 258, down six per cent from 274 in 2013-14, and the lowest annual figure recorded to date.
- Of these, 163 were accidental dwelling fires fatalities, a decrease of ten per cent compared to the previous year, and also the lowest to date.
- There were 3,235 non-fatal fire hospital casualties in England in 2014-15, six per cent lower than in 2013-14 and 55 per cent lower than in 2004-05.
- Fire and rescue services attended a total of 154,700 fires in England in 2014-15. This is the second lowest number on record (the record low number of fires in 2012-13 was a result of fewer outdoor fires due to above average rainfall).

³ Fire statistics monitor: April 2014 to March 2015

- The number of fire false alarm incidents attended was down by 4% in 2014-15 compared to 2013-14.
- Fire and rescue services attended 125,000 non-fire incidents in 2014-15. This was down by five per cent from 2013-14, due largely to fewer flooding incidents in this year compared to the previous year. The largest categories of non-fire incidents were road traffic collisions (25%) and attending medical incidents (13%).

Becoming ever more efficient and effective, fire and rescue services have a strong track record of managing with tight budgets in the face of an increasingly complex range of incidents, threats and risks. By changing priorities, capacity has been reinvested in community services and focused on delivering sustained national improvement in community safety.

Despite the success in reducing numbers of fires, the Fire and Rescue Service in England still attends around 1500 incidents every day – these can range from minor rubbish fires, to multi-pump industrial fires to largescale national disasters. In recent years, fire and rescue services have driven down the number and cost of residential property fires through their programme of home fire safety visits, including the fitting of smoke detectors. The inevitable consequence of reduced budgets will mean that Services may have to curtail or cease this highly successful and well regarded programme. This may lead to a rise in future years in serious house fires, increases in fire related incidents and most likely a reversal of the downward trend in fire fatalities.

The risk is now that the level of resources will be insufficient to support the relatively small variable cost needed to continue to sustain effective community safety services. This will cost the whole of the public sector more in terms of injuries and deaths, additional social support and medical care. It is fundamentally counterproductive on a national scale. The FRS has made a major long term commitment to changing these patterns over the last 20 years. It is often the case that the real benefits of raising fire safety awareness, to take one example, do not appear for a generation. It may mean that there is no immediate impact apparent from a cut in resources in this area, but the loss of momentum that it creates could have an impact for many years ahead.

Maintaining basic levels of safety and confidence within communities is more critical when the economy and public services are under pressure. The risk of petty crime, anti social behaviour, arson, and lowered standards of safety and prevention is much higher, and these are the factors which will reshape risk patterns. More fundamentally, with the significant shift in resources to introducing tailored home safety services to meet both the individual and collective needs of vulnerable people in their homes, national life risk statistics have improved, but will probably deteriorate once more if the services are not sustained.

From terrorist activity to extreme weather, industrial accident or any other unexpected catastrophe the public expects an immediate and professional response, equipped with the necessary resources and staff to deal with the incident in an effective way and ensure a swift return to normality. The FRS is a civil protection service, able to deploy 8,000 operationally trained staff in minutes and to call upon up to 50,000 staff in a matter of hours. The FRS is a guardian for the critical national infrastructure, managing the deployment of national assets for major incidents and aid at home and abroad.

The Service provides public reassurance and is a visible, trusted presence in localities. All this adds significant community value for minimal additional cost as national resilience already requires the main Service infrastructure to be available and resourced.

The 'added value' to society of the fire and rescue service and the wider benefit it can add to local communities is not well understood. There is the opportunity to develop the role of the fire and rescue service to achieve even greater added value.

Spending Review

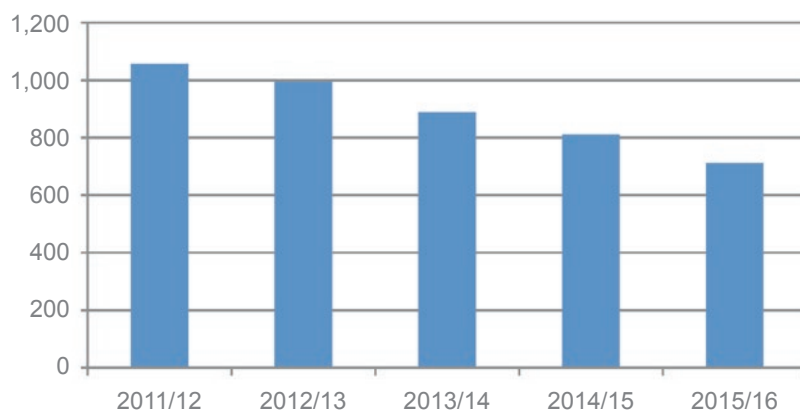
Resourcing The Fire And Rescue Service

Fire and Rescue services are funded by a mix of central government funding and local taxation. This section looks at what has happened to those income streams over the life of the last parliament and how the Fire and Rescue Service has contributed to 'balancing the books'

Central Government Funding

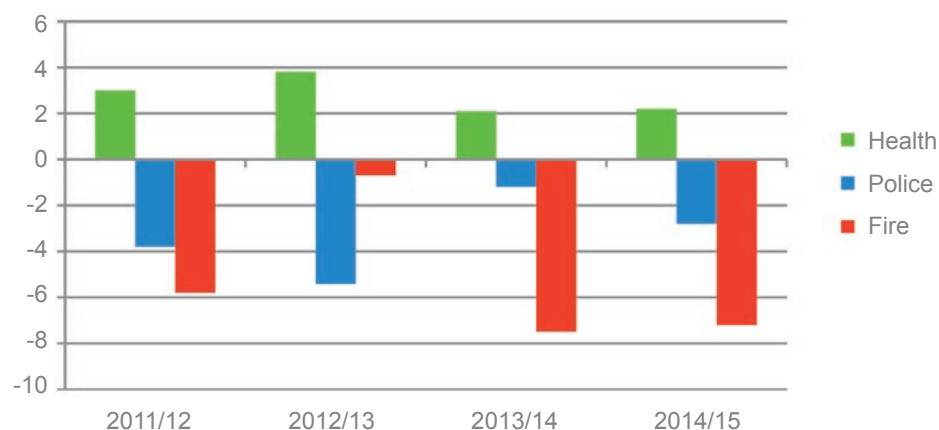
Since the Spending Review announcements in 2010, finance settlements for fire and rescue authorities have resulted in a reduction in central government funding to directly funded fire authorities from £1057m to £739m, a fall of £318m or 30%. In addition there have been reductions in funding for county councils providing fire and rescue capability.

Government Funding (£m)



Other blue light / emergency services have been relatively protected compared to the FRS:

Comparison of changes in Fire Service funding with Health and Police (%)



Local taxation

In 2015/16, the average Band D council tax levied by precepting FRAs is £70.00 per household whilst the average local authority Band D council tax is £1,484. This means on average the fire and rescue element of the council tax bill is £1.34 per week. Fire and rescue service council tax levels have only increased on average by 6.5% (£4.27) in the last five years.

FRAs have shown control in the level of council tax set despite the financial pressures:

- In 2011/12 all FRAs froze council tax
- In 2012/13 30% of FRAs increased council tax and the average increase was 1%
- In 2013/14 half of FRAs froze council tax. The average increase was 2.67% overall because a number of FRAs were given freedom to increase council tax by £5
- In 2014/15 the average increase was 1.23%
- In 2015/16 the average increase was 1.47%

The range of income generated from council tax varies across authorities from about 37% to 65%. This leads to large variances in changes in spending power for individual FRAs.

Overall impact on funding

Between 2010/11 and 2015/16 the underpinning budgets for precepting FRAs were **reduced by £141.7m in cash terms** or 9.2%. The data is harder to track on a like for like basis for fire and rescue services within county councils but the overall budgetary **cash** cut will approach £200m once they are included.

Between 2010/11 and 2015/16 the underpinning budgets for precepting FRAs were **reduced by £333.7m in real terms** or 21.6%. Including an estimate for fire and rescue services within county councils, the overall budgetary real terms cut will have been in excess of £400m.



Spending Review

Facing The Future – Sir Ken Knight’s Review

Sir Ken Knight undertook a review (2013) of the fire and rescue service in England which identified that in **his professional opinion savings of up to a potential £196m** might be delivered from the fire and rescue service through a variety of measures without substantially changing risk levels.

Having confidence in this assertion allowed government to make significant reductions in the finance settlement for the fire and rescue service during the last government which (as discussed above) totalled more than £400m in real terms.

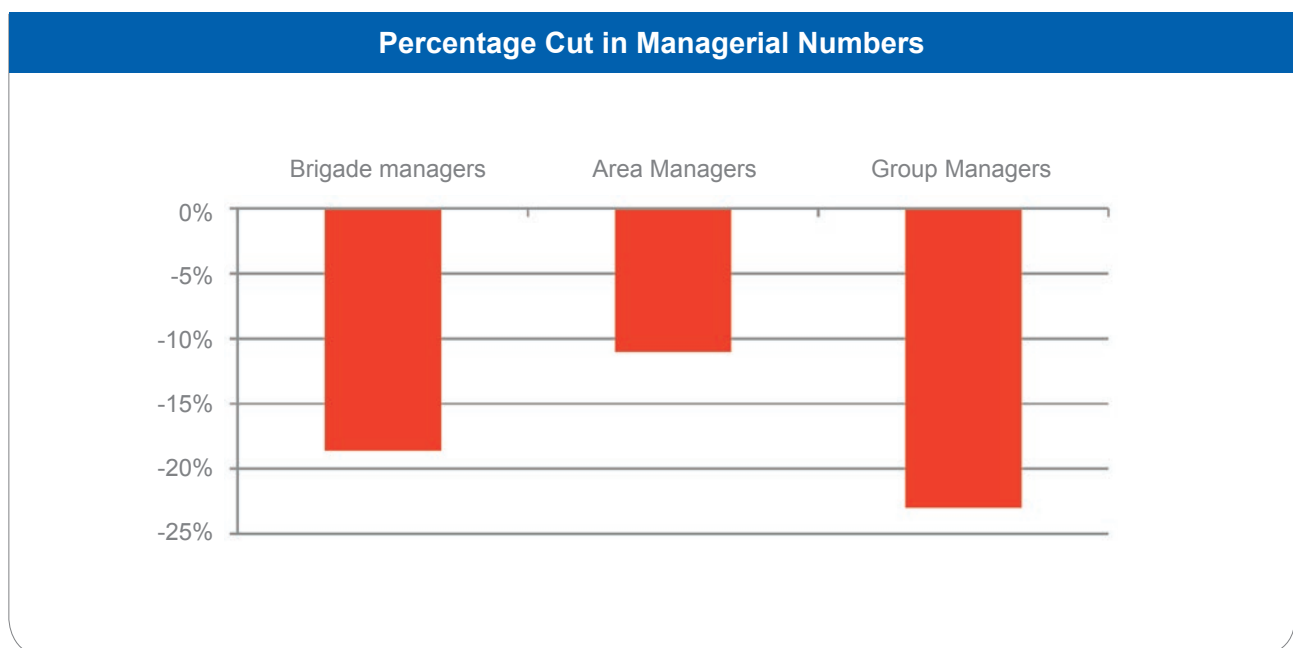
How has the Fire and Rescue Service delivered the savings?

To date the Fire and Rescue Service has addressed all of the key areas identified by Sir Ken’s report to secure efficiency savings. It has:

Reduced support services and back office costs – the number of non-uniformed staff⁴ reduced by 1,274 or 15% by 31 March 2014 since 2010.

Delivered alternative control room solutions following the failure of the national control room project allowing an 18% (274) reduction in control room staffing.

Reduced the cost of management substantially. Overall managerial numbers have reduced by 20%.



This is in addition to managerial reductions over an extended period. Many fire and rescue services have concerns about the impact this will have on managing sustained complex incidents.

⁴ It should be borne in mind that non-uniform staff are front line in many circumstances undertaking prevention and preventative work in cost effective ways. In addition back office staff levels in the fire and rescue service are substantially lower than in other parts of the public sector with many administrative functions shared with host local authorities. Many uniformed office based staff also provide the operational resilience in the event of a major emergency and are fundamental to a safe and effective incident command structure.

Improved procurement

The sector has made significant strides in **improving procurement** over the last couple of years and, with the support of Transformation and Efficiency funding, the pace of that improvement is set to accelerate further:

- A national strategy for procurement has been agreed
- A number of national procurements have been conducted successfully

There are a number of further “quick wins” already in the procurement pipeline: working at height equipment, high visibility clothing, defibrillators and alerters.

In the longer term in line with the agreed strategy there will be a lead FRA for the five-fire sector specific spending categories of clothing, training, ICT, operational equipment and vehicle management

However it has to be recognized that spending on commodities, goods and services is relatively low level in cost terms, is usually directly related to the front line and the market power of the fire and rescue service is often limited in terms of driving prices down.

Procurement Success

Fuel cards

A mini-competition was undertaken collectively for the Police and Fire Sector through a Crown Commercial Services (CCS) agreement. The combined spend is in excess of £88m per annum and contracts were available from November 2014 for an initial period of 2 years.

Smoke Alarms for Private Sector Landlords

£3.2m of grant funding from DCLG has been used to secure 500,000 smoke and carbon monoxide alarms for the private rented sector in a major national framework contract.

Insurance

A collaboration of fire authorities have undertaken an OJEU procurement and awarded a contract in March 2015 to a mutual management services provider to assist FRIC (Fire and Rescue Insurance Consortium) with the establishment and ongoing management of a discretionary risk pooling arrangement to replace their commercial insurance.

EU Supply (Bluelight Emergency Services e-sourcing site)

Following a collaborative OJEU procurement with the Police Sector a contract was awarded to EU Supply. The Police Service nationally and nine Fire and Rescue Services have rolled out the system with more planning to implement once existing contracts expire. The EU Supply system will assist Authorities in meeting the requirements of the new EU Public Contracts Regulations (2015) and will assist with development of collaborative procurements as the national procurement strategy progresses.

Spending Review

In addition to these efficiency measures there has been a reduction in front line staffing. Between 2010 and 2014:

- the number of whole-time firefighters has reduced by 3,559 (12%)
- the number of retained firefighters has reduced by 923 (7.8%)

This fire and rescue service has sought to protect the front line by:

- introducing more effective staffing systems
- increases in the use of retained contracts
- changing fire cover after full risk assessment
- removing immediately available appliances
- closing fire stations

and it has been successful in continuing to deliver great outcomes and reducing incidents.

Overall, the fire and rescue service has already delivered more savings than Sir Ken Knight felt were safely possible... and more!



The Need – A Safe Effective And Trusted Response

Resourcing to meet the risks not the demand

For most public services there is scope to adjust the scale and level of activity while still preserving the basic aims. The resourcing of the fire and rescue service on the basis of risk is unusual amongst public services. In the short to medium term, risk is not the same as demand. The rationale for the fire and rescue service is that it will respond immediately 100% of the time; its success or failure is measured in minutes, not months

Whilst the volume of house fires has been reduced in recent years the numbers (in terms of volumes) have always been relatively low and the resources required to tackle a single house fire are the same. The relationship between firefighter numbers and the number of fires is not straightforward – fewer fires do not directly equate a lower level of risk and consequently to fewer firefighters as recent incidents at Bosley and Shoreham have illustrated.

We provide a service aligned to risk, not demand. One practical example of ongoing static baseline risk is the number of COMAH (Control of Major Accident Hazard) sites across the country which has remained fairly static at approximately 350 since 2005, the year of the Buncefield disaster. The absolute risk of an incident at one of those sites remains relatively low - but the fire and rescue service has to plan to have the resources to cope when an incident, which would require very large levels of highly skilled and prepared resource, does happen.

The Risks – Local and national

The law requires each FRA to produce a local Integrated Risk Management Plan, assess and mitigate all foreseeable fire and rescue related risks and to apply resources accordingly. When a member of the public dials 999, they are experiencing a crisis which could be life threatening; they require and expect an effective, timely and appropriate emergency response.

Beyond this however the fire and rescue service acts to tackle emergencies at **local, regional, national and even international** levels. They play a hugely important role in the United Kingdom's national resilience, as a key part of the UK's civil contingency arrangements.

Perhaps uniquely for any public service, the fire and rescue service has the ability to mobilise 8,000 operational personnel onto the streets across the UK within five minutes, putting boots on the ground to tackle all manner of emergencies.

Its role as a Category 1 responder under Civil Contingencies legislation coupled with the Integrated Risk Management Plan (IRMP) is at the core of the fire and rescue service. Working within local resilience forums (LRFs), fire and rescue services use data and intelligence to identify a wide range of risks and jointly put in place resources to mitigate them. Great emphasis is also placed on mitigating risks faced by firefighters themselves, and even more should be done to ensure firefighters are safe and well trained.

The country faces a multitude of national and international risks which are beyond the capability of an individual fire and rescue service, or a single emergency service, to deal with. They require inter and intra operability in order to protect the public and keep the country safe. This collective efficiency delivers value for money for the nation as a whole when circumstances require it.

Fire and rescue services respond to a range of major incidents including chemical, biological, radiological, nuclear and explosive (CBRNE) threats, wide area flooding, terrorism and urban search and rescue (USAR) at a regional and national level. This involves planning right from the concept stage to the physical delivery of response capabilities and beyond, all managed and assured by the dedicated National Resilience Assurance Team (NRAT). National resilience responsibilities are defined in the National Framework 2012 and the Civil Contingencies Act 2004.

Spending Review

This activity must be strengthened and remain integrated within fire and rescue services as the UK faces an ever increasing range of threats, from terrorism to climate change.

The public now expects fire and rescue services to lead the operational response to flooding across the UK, and services have, and will continue to, step up to the plate during such events. However, CFOA believes that fire and rescue services can play a more proactive role around flood prevention through working with national bodies, such as the Environment Agency, to assist in early flood barrier deployment and creating more resilient communities.

Public services should be citizen focused. Emergencies do not respect organisational or geographical boundaries, therefore fire and rescue services work with all partners to help to create a seamless response to the public when dealing with crises, through the Joint Emergency Services Interoperability Principles (JESIP) and other programmes.

More recently, some services have been assisting colleagues from health, and in particular ambulance trusts, to meet the increase in demand through co-responding, and first responding schemes backed by clear training and clinical governance. This has directly delivered improved outcomes to the citizen and should be implemented much more widely within the UK.

There is – at both a local and a national level - a minimum resource threshold, and therefore minimum fixed cost, below which both public and firefighter safety is compromised. It is essential that consideration of risk is an integral part of resourcing decisions for the fire and rescue service.

For the fire and rescue service, resourcing involves defining a level of activity or performance which addresses and seeks to reduce community risks, and then setting out to reduce unit costs as far as possible without sacrificing those standards of response. This defines the capacity of the fire and rescue service, and the real challenge then is to make most effective use of the capacity that is available.

The fire and rescue service has made significant strides to be more efficient and to minimise the impact of the reductions in government funding: however, inevitably the number of firefighters and appliances is reducing which reduces the capacity to deal with risks. Government must continue to assure itself that the impact of its funding reductions and other significant financial pressures has not compromised the capacity and ability to respond to risk both locally and more particularly nationally.

Emerging threats and risks - terrorism

The current threat level from terrorism in the UK is Severe. The threat from International Terror was raised from Substantial to Severe in October 2012 where it has remained since. Since 2012 there have been a number of high profile attacks against western targets, with 30 British citizens killed in June 2015 following an attack in Tunisia.

Also changing since 2012 has been the dynamics of terrorism, with plausible scenarios which could occur ranging from large scale terror attacks to 'lone wolf' Marauding Terrorist Firearm Attacks (MTFAs).

The UK has a number of high profile sites considered at risk from terrorism which would require specialist resources such as a counter MTFA capability. This is hosted by fire and rescue services to respond rapidly to the threat. With a growing risk of multiple attacks occurring simultaneously and in quick succession, as seen in France at the start of 2015, there is a developing need to increase the resources required to deal with these scenarios.

These exercises however have been conducted with current resource levels in mind and do not factor for proposed budget reductions taking place, thereby affecting future response and management capabilities in national security matters.

At the Summer Budget, the government built on its commitment to safeguard the security of the United Kingdom by:

- raising the Ministry of Defence (MoD) budget by 0.5% per year in real terms to 2020-21
- making available an additional £1.5 billion a year towards the end of the Parliament to increase spending on the military and intelligence agencies
- committing to meet the properly measured NATO pledge to spend 2% of GDP on defence every year of this decade
- protecting in real terms counter terrorism spending of more than £2 billion across government

The final allocation of this additional funding will be determined by the Strategic Defence and Security Review and the Spending Review. The service provided by the fire and rescue is one of the most critical capabilities for the country and should be considered as part of this review.

Recommendation 1 – Fund to risk not demand

Future resourcing for the fire and rescue service and the application of any cuts to that resourcing need to be based upon a clearly understood risk assessment. The national and local impact of proposed changes to funding needs to be properly assessed against risk.

Recommendation 2 – Adequately fund national resilience in addition to local requirements

There should be a clear understanding of which events both locally and nationally require a fire and rescue service response and the level of resources required should be assessed against the National Risk Assessment (NRA) and National Resilience Planning Assumptions (NPRA) as well as local IRMPs.

Any new funding mechanism should adequately assess the resources required to provide:

- national resilience
- to support the critical national infrastructure

and provide resources accordingly.

National resilience assets which are managed at the local level need to be funded adequately by central government. The funding should continue.

Government should work with the sector to distribute this funding to lead fire and rescue authorities in an appropriate way.

Spending Review

Council Tax

The band D council tax for all FRAs is relatively modest compared to local authorities and police and crime commissioners. Band D annual council tax rates for FRAs in 2015/16 ranged from £54.94 per year to £93.96 per year.

To date, FRAs have been covered by the same referendum principles as applied to local authorities and police and crime commissioners whilst parish and town councils have been exempt from the referendum principles, due in the main to the low council tax charges set by such bodies.

Because FRAs levy low council tax precepts and often provide services which cover more than one local authority area, the cost and administrative burden of a council tax referendum makes such an approach practically impossible. The position is much less favourable than is the case for local authorities and police and crime commissioners.

CFOA has gathered and analysed the costs to local authorities of running a referendum using Government published data and the cost guidelines issued by the Home Office for running the Police and Crime Commissioners elections as a comparison. If all precepting FRAs had decided to run a referendum to raise their council tax by 5% for 2014/15 the costs would have totalled an estimated £41million yet the income raised would have been just £38million.

In comparison, if the corresponding billing authorities held a similar referendum to raise council tax by 5% the cost of running the referendum would be £41million but the income raised would be nearly £500million. The difference between the highest and lowest fire precept is 80p per week, significantly smaller than the difference between the highest and lowest overall council tax bill (over £20 per week).

The public have clearly expressed an interest in engaging in debates about their local fire and rescue service. Any new system should allow FRAs to engage with their local community properly about the balance between resources and taxation without artificial constraints that effectively prevent such a mature debate taking place.

As part of the 2013/14 Finance Settlement, a discretion was given by the Secretary of State to the referendum principle applicable to those FRAs whose 2012/13 council tax was in the lower quartile of their category. The referendum principle for those authorities was for a council tax increase of no more than 2% or a cash increase of no more than £5 (whichever was the highest), compared to the relevant basic amount. An extension to include FRAs alongside parish and town councils as being exempt from referendum principles or at least to provide a discretion to all FRAs similar to the arrangements applied as part of the 2013/14 Finance Settlement would greatly assist local decision making flexibility.

Recommendation 3 – Local Taxation

Any future local tax regime should give more flexibility to allow local FRAs to have a mature debate with their communities about the balance between service levels and local taxation. The current referendum mechanism does not work for FRAs since it is cost prohibitive, burdensome and a disproportionate control mechanism given the relatively low council tax precept levied.

Transformation and Efficiency Funding

Capital investment requirements

FRA's capital investment is mainly in the following key areas:

- Fire stations build, refurbishment and maintenance
- Fire appliances purchase
- ICT equipment
- Specialist operational equipment
- Personal protective equipment

This expenditure is on the maintenance and replacement of 'standard' assets that are required to deliver the essential service. An estimated annual investment of a minimum £114m is required in fire stations and appliances alone to maintain the current infrastructure in England. There is significant evidence already of a backlog in asset investment with many fire stations in poor condition and an ageing vehicle infrastructure. This will impact upon firefighter and community safety.

Investing in service improvement – Transformation and Efficiency funding

For 2014/15 and 2015/16 a transformation and efficiency fund of £75m was established made up of both revenue and capital. Whilst this involved a laborious, complex and long bidding process for authorities, that investment has reaped significant rewards and is helping fire and rescue services drive change and work with other services to maximize benefits for the public purse. Projects have included:

- Surrey leading a project with fire, police and ambulance services across Sussex and Surrey to deliver efficient emergency service transport functions. (Award £5.96 million / fire and rescue authority projected discounted savings to public sector £20 million.)
- Hertfordshire Fire and Rescue Authority working with county council services to re-locate library services in 4 Hertfordshire villages to on-call fire stations, with resultant efficiencies from joint-use and rationalisation of assets whilst establishing a community friendly platform for prevention and protection service delivery. (Award £700,000 / fire and rescue authority projected discounted savings to public sector £900,000.)
- Devon and Somerset Fire and Rescue Authority working with both Kent and Essex Fire and Rescue Authorities to establish a procurement hub leading towards a national procurement capability for the sector. (Award £370,000 / fire and rescue authority projected discounted savings to public sector £27 million.)
- Essex Fire and Rescue Authority leading a syndicate of 9 fire and rescue authorities establishing an insurance pooling arrangement open to all fire and rescue authorities with additional secondary insurance to cover extreme events. Efficiencies will be achieved via reduced insurance costs, whilst continuing to maintain a robust approach to risk management. (Award £220,000 / fire and rescue authority projected discounted savings to public sector £2.3 million.)

Spending Review

Case Study Use of Transformation Funding West Yorkshire Fire Authority

In 2012 West Yorkshire successfully bid for £11.2m of capital grant towards a scheme to rationalise fire cover by replacing 12 existing fire stations with 7 modern fuel efficient fire stations at a cost of over £20m as part of their integrated risk management plan.

Three of these stations are already operational with two more due to open in late summer 2015 and the final 2 will be completed in 2016/2017. This rationalisation will allow the Authority to reduce its fire-fighter establishment by 152 posts generating annual staffing savings of £5.5m per year. In addition it will release 12 existing sites which will be sold to generate capital receipts and deliver significant savings in station running costs.

This is an excellent example of capital grant being used to generate significant long term revenue savings.

It is critical that this investment is maintained and developed

Recommendation 4 – Invest to support service transformation

Capital funding requirements should be properly assessed and included in future funding requirements without the need for laborious, time consuming and inefficient bidding processes.

In addition the Government should continue to invest to assist FRAs be more efficient and to deliver savings with partners. Transformation and efficiency should be continued and the bidding process made less burdensome



670,000 Opportunities to Do More

The Government's spending review is prioritising specific key outcomes for the country:

- promoting innovation and greater collaboration in public services
- promoting growth and productivity, including through radical devolution of powers to local areas in England
- delivering high-quality public services, such as the NHS
- promoting choice and competition
- driving efficiency and value for money across the public sector

The fire and rescue service has become highly skilled at targeting specific communities, vulnerable groups and businesses most at risk. Through the medium of targeted Home Safety Checks, fire and rescue services visit around 670,000 vulnerable households every year, representing a unique opportunity for delivering these outcomes for the government. As one of the few public services based on a delivery model of risk rather than demand it has capacity to respond to the full range of life and community risks – from house fires to major disasters. The critical question for the sector, as the overall number of incidents decreases, is how does it effectively maintain the capacity to respond to and deal with the impact of major incidents whilst making use of that day to day capacity in the most effective, efficient and value for money way.

CFOA and successive governments all agree that prevention is better than cure; a preventative approach is the most effective way to keep communities safe.

670,000 Opportunities to Make a Difference

During 2004-08, the Government directly funded Home Fire Risk check Activity (HFRA) for fire and rescue authorities in England through the provision of Home Fire Risk Check grant, which totalled £25m over four years. During this period fire and rescue services carried out nearly two million HFRCs and fitted nearly 2.5 million 10-year smoke alarms free of charge to the householder.

An independent evaluation of the HFRC initiative concluded that it was responsible for:

- a 57 per cent fall in accidental dwelling fire deaths recorded during this period;
- 13,670 fewer fires and 888 fewer non-fatal casualties;
- and delivering an economic benefit of the reduced number of fires, fatalities and injuries, during 2004-2008, of between £926m - £1,943m.

This is a return on investment of between 1.37 and 1.78.

It is worth noting that these 10 year fire alarms are now coming to the end of their anticipated life-span and householders need to be encouraged to check these alarms and replace them, with the assistance of the local fire and rescue authority where appropriate.

The fire and rescue service has a proven track record in the field of prevention and is well placed to expand this to actively promote health and well being. This is thanks in no small part to the unique trust that the public has for firefighters, the growing range of skills and training available and the 'can do' attitude for which the fire and rescue service is famous.

Spending Review

The hundreds of thousands of targeted home safety checks delivered each year, offer a unique opportunity to engage vulnerable people and reduce future burdens on GPs, hospitals and other health and care providers.. At least 39 per cent of home fire safety checks were targeted at elderly people and at least 16 per cent were targeted at disabled people. The NHS, social care and many other local government services are increasingly looking at how prevention and early intervention can contribute to reducing demand. This report argues that the fire and rescue service is already highly skilled at such work, and therefore ideally placed to lead the way and take on a wider community intervention role.

The fire and rescue service plays a vital role in tackling a wide range of issues including; drug and alcohol misuse, smoking and obesity, slips, trips & falls and frailty and can do more. Of course all of these are also critical factors in risk from fire, so many of these interventions will have mutually beneficial outcomes.

Where it was once solely seen as an emergency service for putting out fires, responding to flooding or national resilience activities, the fire and rescue service must now use its unique skills, assets and brand to take a central role in delivering health and social care outcomes, working with the NHS and local government to increase community wellbeing.

While all local public services know they need to understand and implement measures aimed at preventing social problems from emerging, the fire and rescue service has been the most demonstrably successful at this. The future of the fire and rescue service should mean putting this expertise at the service of its local partners.

The work of the fire and rescue service is already being acknowledged within the field of public health. Following his work on the Marmot Review of Health Inequalities, Professor Sir Michael Marmot stated how impressed he was with the prevention work of the fire and rescue service. He recognised that the fire and rescue service was already engaged in reducing health inequalities and that the links between preventing fires and preventing ill health were closely matched, not least because both predominantly occur in the more deprived areas of our communities to people on the lower end of the socio-economic scale.

The government has stated that it will protect spending on the NHS in England and it supports the NHS 'Five Year Forward View' which outlines a plan for a more sustainable, integrated health service that cares for people closer to home. By committing to increase NHS funding in England by £10 billion in real terms by 2020-21, above 2014-15 levels, the government is supporting the NHS in England to deliver its plan and produce a step change in safety, quality and access. The fire and rescue service is ideally placed to help the NHS achieve significant efficiency savings by 2020-21, as set out in its Five Year Plan.

⁵ Marmot Review report - 'Fair Society, Healthy Lives appropriate.

The Fire and Rescue Service and Devolution

It is recognised that the UK needs to make significant improvements to productivity across the regions, and the government is committed to further radical devolution of power within England. This will give local leaders more opportunity to drive efficiencies by bringing budgets and powers closer to the point of use. It will also improve outcomes through giving local people greater influence over how services are delivered. The government wants to build strong city regions, building on the groundbreaking devolution deal with Greater Manchester in November 2014. The benefits of devolution should be applied across the country not just in the cities.

The Fire and Rescue service is recognized as a partner that can lead and facilitate integration between public services. Often perceived as an 'honest broker' the fire and rescue service is at the forefront of delivering and supporting regions that want to agree a devolution deal with fiscally-neutral proposals.

One successful example of the possibilities for this innovative work are Greater Manchester's Community Risk Intervention Team (CRIT).

The Crit Team – Greater Manchester

Greater Manchester's Community Risk Intervention Team (CRIT), introduced by Greater Manchester Fire and Rescue Service, North West Ambulance Service (NWAS) and Greater Manchester Police (GMP) to reduce risk to individuals in their homes and reduce demand for services. This is achieved by providing holistic prevention activities for those most at risk, while also responding to life-threatening and high volume, low priority calls on behalf of NWAS and GMP.

The service was put in place to meet a real need (for service and efficiency) identified by partners in Greater Manchester, where:

- 250,000 people a year attend hospital A&E departments as a result of falls
- 43% of accidental deaths in the home are as a result of falls
- The older population continues to rise and those with age-related medical conditions are choosing to remain in their own homes
- Those that suffer a cardiac arrest in Greater Manchester where only the ambulance service attend have a 5% chance of survival
- 75% of calls by Greater Manchester Police are non-crime related.
- Demand for NWAS and GMP response continues to rise year on year
- Greater Manchester Fire and Rescue Service has a proven track record of preventing incidents – prevention activities have helped to reduce demand relating to fire by more than 40% in the last 10 years

The service is delivering a wide spectrum of responsive and preventative activities, and has been featured in NHS Improving Quality (NHSIQ)'s June 2015 webinar on innovative practice in service improvement.

Spending Review

Delivering Greater Efficiency through Collaboration

CFOA estimates that fire and rescue services already generate £2.3bn direct return on investment and £1.2bn social return on investment per annum. If economic savings attributable to the fire and rescue service's response work is included (estimated at £350m per annum) it delivers an overall return of between 1.8:1 and 3:1. This means that the return to the economy from the £2bn spent on the fire and rescue service is as much as £6bn. To evidence this a research project covering a sample of 16 fire and rescue services was carried out during April 2013 to determine the economic and social impact of their work to reduce primary fires, secondary fires, road safety education, school exclusion, anti-social behaviour, long term unemployment and re-offending. The research used Government estimates of the economic or public costs arising from these incidents/types of activity. The results of this are presented below, with a projected estimate of the overall savings attributable to all fire and rescue services.

Economic and Social Impact – CFOA Survey			
	Cost per incident/ activity (£)	Savings from sample FRs (£m)	Estimated savings from all FRs (£m)
Reduction in primary fires 2010/13	£30,000	200	560
Reduction in secondary fires 2010/13	£2,500	56	155
Reduction in killed and seriously injured on the roads	£1,100,000	592	1,658
Reduction in school exclusion	£15,000	288	806
Reduction in anti-social behaviour	£20,000	192	538
Reducing long-term unemployment	£15,000	35	97
Reducing re-offending	£200,000	304	851
Total		1,666	4,665

Using data from the UK Fire Statistics and the Economic Cost of fire modelling at the most recent values used by DCLG (2008), fire and rescue services have reduced the economic loss to commercial businesses as a result of their fire protection work by over £800m.

By reducing demand on other public services, the fire and rescue service is helping to reduce the annual costs of:

- Youth unemployment (Estimated annual cost to the UK of £14.8bn)
- Road Traffic Collisions (£15bn)
- Anti-social behaviour (£3.8bn)
- School exclusion (£650m)
- Slips, trips and falls in the home (£1.7bn)
- Reoffending (£11m)
- Troubled families (£9bn)
- Accident and Emergency (£1.3bn)
- Smoking (£5bn)
- Obesity (£4.2bn)
- CO₂ emissions (£7.5bn)

Investing in the FRS - Saves the Economy

The Association of British Insurers research (2009) found that the cost of fire damage now stands at record levels. In the first half of 2009, insurers paid out £639m - £3.5m every day for damage caused by fires.

Example 1: Business Loss

A serious fire at fashion retailer Asos main warehouse in Barnsley in June 2014 cost it up to £30m in lost sales after the online retailer was forced to suspend orders.

Asos, which targets internet-savvy 16 to 34-year-old women looking to emulate the designer looks of celebrities such as Kate Moss, Sienna Miller and Alexa Chung, said it lost sales of between £25m and £30m after the blaze damaged 20 per cent of its stock at the five-storey building.

There is a high economic cost of an increase in fire incidents.

- Each fire fatality costs approximately £1.55m. If fire deaths increased by 10% this would add £50m in cost to the economy
- Each burns injury costs £175k. If these increased by 10% it would cost the economy £160m a year
- If there were 10% more businesses lost to fire this would cost the economy £100m
- 10% more casualties or serious injuries in road traffic collisions would cost the economy £80m

Taken together, these increases represent a total cost to the economy of £390m. If FRA's government funding was cut by 25% the saving (before redundancy costs) would be £185m.

Example 2: Power Interruption

An underground blaze in Holborn, London in April this year affected power cables and caused problems for several days. Promoters put the cost to Theatreland alone at more than £1 million, with an estimated 10,000 theatre-goers affected.

Francis Hellyer, chief executive of London Theatre Direct, said: "It's a substantial amount of money to have been lost."

Subhash Thakrar, deputy president of the London Chamber of Commerce, estimated the cost to the capital's businesses would be up to £40m.

Richard Beddoe, Westminster Council's cabinet member for city management, said: "We are relieved to hear that there were no serious casualties, but the losses to big businesses in the West End due to poor infrastructure is just not acceptable. We want to see action."

Recommendation 5 – Support the fire and rescue service to do more

The Spending Review should maintain cost effective investment in the fire and rescue service and enshrine the vision of fire and rescue services as the organisations of community intervention. This should allow fire and rescue services to be the 'strategic glue' that helps bring partners together to make communities stronger and safer.

Government must not miss this opportunity to redefine and expand upon the public benefit that fire and rescue services already do bring – we can do so much more, supporting us to do so will have the triple edged benefit of maintaining national resilience, preserving local services and adding value by effective use of resources.

The Spending Review should support greater collaboration with other emergency services to be pursued. This has the potential to make a huge contribution to public health, social care and other social issues, but must only be done in a way that protects the fire and rescue service's brand.

Co-responding with ambulance services has saved lives and helped achieve performance targets. We recommend that this is pursued by a broader number of fire and rescue services. There is less synergy between the fire and rescue service and the police service, though examples such as mental health joint-working show there is some potential for collaboration on non-crime issues.

Spending Review

Internal Efficiency

CFOA and the LGA recognise that reducing budgets, changing risks and shifting priorities mean fire and rescue services will need to further transform in the coming years. Fire and rescue services have already reformed their organisations to meet funding reductions, introducing new forms of operational service delivery, using new technology and rationalising support functions.

Fire and rescue services collectively recognise that further efficiencies and effectiveness can be found through operational collaboration and integration within the sector, as well as with other emergency and public services. Many fire and rescue services are already integrating or sharing functions with local government and police or completely merging functions with other fire and rescue services. CFOA has and will continue to support the work of the Emergency Services Collaboration Working Group.

However, there is considerable scope to take this agenda further. As the devolution agenda gathers pace across the country and councils work together to form combined authorities so more opportunities will emerge for localities to consider different leaner operational models and possible reductions in the number of fire and rescue services in the future. Consideration should also be given to the way services are funded, with a need for further exploration of alternative funding and commissioning models. This would reduce the reliance upon central and devolved government grants and place greater control in the hands of local taxpayers. It is vital that any such changes are intelligence and evidence led, with due consideration given to public expectations.

Local solutions around combinations, collaboration and integration leading to greater accountability and responsiveness are important and are supported. Further efficiency and consistency can be achieved through a nationally coordinated model for support services such as procurement, pension administration, operational policy development, human resources, and research and development – wherever local services have identified a need. CFOA and the LGA have a significant role in leading development of such policy approaches.

There is a good case for exploring the option of such a national co-ordinating organisation that would create efficiencies of scale while retaining operational management control and decision making at the local level. As well as providing back office support it could also act as a knowledge hub, linking individual fire and rescue services together. While transformation funding would be needed to establish such an organisation, ultimately it should be owned jointly by the fire and rescue services to give all a stake in its success. There would, of course, be challenges such as disaggregating contracts, but as when public health moved from the NHS to local government in 2013, these would not be insurmountable. Over time this national body would deliver increasingly value; as more and more contracts are repurchased through the national organisation.

Recommendation 6 – Support national coordination and shared services

The spending review, with the support of the sector, should identify opportunities for the voluntary establishment of national hubs to co-ordinate support services, such as procurement, operational policy, human resources, pension management, research and development and data sharing and through targeted small scale start up investment to make these happen. (This might form a different funding model akin to the police)

The spending review should actively encourage and support shared facility projects working with local authority, voluntary sector and emergency service partners.

Delivering Through Our Greatest Asset – Workforce

This submission advocates an innovative and ground breaking future for the fire and rescue service in the England. To achieve this and perform at their best, fire and rescue services' workforce also needs to be fit for purpose. This will ensure fire and rescue services enjoy a capable, flexible and well managed workforce, with a diverse mix of men and women, full time, part time and volunteers, equipped to deal with the full range of challenges modern society presents. Recruiting, retaining and developing talent at all levels and from a wider range of sources will be critical as the role of the fire and rescue service changes and fire service staff take on a wider range of roles.

The fire and rescue service will have to cope with the additional spending pressures arising from the very significant increase in employer national insurance costs arising from the end opting out from SERPS. This is estimated to cost the sector at least £50m. The fire and rescue service needs to be managed and governed effectively, innovatively and openly. Fire and rescue services, CFOA and our partners have key parts to play in equipping fire authority members and senior managers with the information, acumen and skills necessary to lead at a time of significant challenges.

CFOA and the LGA not only play a role in developing the leaders of the fire and rescue service, but in providing them with challenge and assessment. Sector-led improvement and greater local accountability and scrutiny improve performance and outcomes. At the heart of this is a mature peer challenge process, which provides fire and rescue services with a critical friend, to help them assess their performance across a number of key aspects of service provision. This access to independent input and support to improve is critical.

If the fire and rescue service is to meet the financial and operational challenges it faces over the next decade, there is a need to see greater flexibility in the way the workforce within fire and rescue services is used. Local flexibility within a national framework, to meet local risk, driven by local need, is key.

Like many other local and national public sector organisations, there are too few women and ethnic minorities employed within the fire and rescue service and the service remains unrepresentative of the demography of the UK. All staff must continue to create an inclusive culture and uphold the values of the fire and rescue service. It must continue to be made abundantly clear that bullying and harassment is never acceptable at any level.

Some fire and rescue services, particularly near large urban conurbations which provide employment are having difficulty with retained firefighter availability – this is particularly so during office hours and now more frequently at weekends. This is compounded by a fall in incidents that removes some of the motivation and practical experience. Other payment methods have seen significant increases in pay costs.

CFOA and the LGA want to work hard with key stakeholders, including fire and rescue services and representative bodies, to build a welcoming, adaptable and representative workplace, despite the challenges presented by reducing staff numbers and an ageing workforce.

Recommendation 7 – Support workforce modernisation

The spending review should ensure that funding mechanisms support:

- the development of the Service's professionals
- equality and diversity within the fire and rescue service
- promote the values of the fire and rescue service and encourage an open, flexible and inclusive culture
- promote modernization and improvement of workforce terms and conditions, to allow greater flexibility and positive changes to be made at a local level.

Notes



© 2015 Chief Fire Officers Association. Images courtesy of Hertfordshire Fire & Rescue Service.

Ownership of copyright

We and any of our licensors from time to time own the copyright in this publication and any accompanying material, including, without limitation, the text, artwork, photographs, diagrams charts and images. We grant you a worldwide, non-exclusive, royalty-free, revocable licence to use this publication and any accompanying material and you may not reproduce or copy the publication or materials other than for your own personal and non-commercial use. For the avoidance of doubt we do not grant you any other rights in relation to this publication and accompanying materials, you must not adapt, edit, change, transform, publish, republish, distribute or redistribute them (in any form or media) without our prior written permission.

The author asserts his/her moral right under the Copyright, Designs and Patents Act 1988 to be identified as the author of this work.

Permissions

You may request permission to use the copyright materials on this website by writing to publications@cfoa.org.uk or Chief Fire Officers Association, 9-11 Pebble Close, Amington, Tamworth, Staffordshire, B77 4RD.

Enforcement of copyright

We take the protection of our copyright very seriously.

If we discover that you have used our copyright materials in contravention of the licence above, we may bring legal proceedings against you, seeking monetary damages and/or an injunction to stop you using those materials. You could also be ordered to pay legal costs.

If you become aware of any use of our copyright materials that contravenes or may contravene the licence above, please report this by email to publications@cfoa.org.uk or by post to Chief Fire Officers Association, 9-11 Pebble Close, Amington, Tamworth, Staffordshire, B77 4RD.

Infringing material

If you become aware of any material on our website that you believe infringes your or any other person's copyright, please report this by email to publications@cfoa.org.uk or by post to Chief Fire Officers Association, 9-11 Pebble Close, Amington, Tamworth, Staffordshire, B77 4RD.



CFOA
Chief Fire Officers
Association

Chief Fire Officers Association
9-11 Pebble Close, Amington, Tamworth, Staffordshire, B77 4RD
Registered in England as a Limited Company: No 06804327

Telephone: +44 (0) 1827 302 300
Facsimile: +44 (0) 1827 302 399
www.cfoa.org.uk



Local Government Association
Local Government House, Smith Square, London SW1P 3HZ

Telephone: +44 (0) 20 7664 3000
Facsimile: +44 (0) 20 7664 3030
Email: info@local.gov.uk
www.local.gov.uk