

# Public Document Pack

## SOUTH EAST FIRE IMPROVEMENT PARTNERSHIP BOARD

<b>Date &amp; Time</b>	<b>Place</b>	<b>Clerk to Board</b>	<b>Contact</b>
Wednesday 3 October 2012 11.00 am	MWB 10 Greycoat Place, Victoria London SW1P 1SB	Iain Cox Royal Berkshire Fire Authority Tel: 0118 932 2225 email: <a href="mailto:coxic@rbfrs.co.uk">coxic@rbfrs.co.uk</a>	Sue Klein/Anne Bryen/ Kirsty Ward East Sussex Fire & Rescue Service Tel: 01323 462062/66/70 email: <a href="mailto:sue.klein@esfrs.org">sue.klein@esfrs.org</a> <a href="mailto:anne.bryen@esfrs.org">anne.bryen@esfrs.org</a> <a href="mailto:kirsty.ward@esfrs.org">kirsty.ward@esfrs.org</a>

**NOTICE OF MEETING:** You are requested to attend the above meeting at the time and date indicated, when it is proposed to deal with the business set out in the Agenda.

**Membership:** Councillors: E Giles (Isle of Wight) **Vice-Chairman;** C Field (West Sussex); B Cope (Kent); C Dudley (Royal Berkshire) **Chairman;** K Hammond (Surrey); J Heathcoat (Oxfordshire); J Livings (East Sussex); D Rowlands (Buckinghamshire); and R Smith (Hampshire).

**In Attendance:** CFO S Apter (Isle of Wight); CFO J Bonney (Hampshire); CFO I Cox (Royal Berkshire); CFO D Etheridge (Oxfordshire); CFO M Hood (West Sussex); CFO M Jones (Buckinghamshire); CE A Millington (Kent); CFO R Pearson (Surrey); CFO D Prichard (East Sussex); and Mr C Kerr (Kent).

## A G E N D A

### 1. CHAIRMAN'S ANNOUNCEMENTS

### 2. APOLOGIES FOR ABSENCE

### 3. DECLARATIONS OF INTEREST

To receive declarations of personal and/or prejudicial interests from Members in respect of any item to be considered at the meeting.

Members are reminded that in accordance with the Constitution any Member declaring a *prejudicial interest* is required to withdraw from the meeting.

### 4. PROCEDURAL MATTERS

To receive any questions from Members of the Board.

### 5. MINUTES OF THE LAST FORMAL MEETING OF THE SOUTH EAST FIRE IMPROVEMENT PARTNERSHIP BOARD

*(4 April 2012 – Previously Circulated) Attachment: 1*

### 6. MATTERS ARISING

**7. CORRESPONDENCE**

Letter to Councillor Barry Abraham, Isle of Wight Fire Authority

***Attachment: 1***

**8. NATIONAL FRAMEWORK REPORT – James Finch**

***Attachment: 1***

**9. RESEARCH INTO HUMAN BEHAVIOUR IN ACCIDENTAL DWELLING FIRES – UPDATE – Ann Millington**

***Attachment: 1***

**10. RULE 43 LETTERS – VERBAL UPDATE – John Bonney**

**11. RESPONSE & RESILIENCE STRATEGY – Sean Ruth**

***Attachment: 1***

**12. PROGRESS AGAINST SEFIP BUSINESS PLAN 2012/15 – Richard Stanford-Beale**

***Attachments: 1 + Appendix***

**13. DATE OF NEXT MEETING – 16 January 2013**

**14. EXCLUSION OF THE PRESS AND PUBLIC**

To consider whether, in view of the business to be transacted or the nature of the proceedings, the press and public should be excluded from the remainder of the meeting on the grounds that, if the public and press were present, there would be disclosure to them of exempt information. NOTE: Any item appearing in the confidential part of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public. A list and description of the exempt categories are available for public inspection at each Fire & Rescue Service Headquarters.

# Agenda Item 5

**MINUTES OF THE MEETING OF THE  
SOUTH EAST FIRE IMPROVEMENT PARTNERSHIP BOARD  
HELD ON WEDNESDAY 4 APRIL 2012 AT 11:00 HOURS  
AT RUSHMOOR FIRE STATION, 8 LYNCHFORD ROAD,  
FARNBOROUGH GU14 6BF**

These minutes are subject to confirmation by the South East Fire Improvement Partnership Board at its next formal meeting.

**Members:**

Cllr B Abraham	Cabinet Member for Fire & Community Safety, Isle of Wight Fire Authority
*Cllr B Cope	Chairman, Kent & Medway Fire & Rescue Authority
*Cllr C Dudley	Chairman, Royal Berkshire Fire Authority
Cllr C Field	Cabinet Member Public Protection, West Sussex County Council
Cllr K Hammond	Cabinet Member for Community Safety, Surrey County Council
*Cllr Mrs J Heathcoat	Cabinet Member Safer & Stronger Communities, Oxfordshire County Council
*Cllr J Livings	Chairman, East Sussex Fire Authority
*Cllr D Rowlands	Chairman, Buckinghamshire & Milton Keynes Fire Authority
*Cllr R Smith	Chairman, Hampshire Fire & Rescue Authority

\* = Present

**In Attendance:**

Acting CFO O Baars	Royal Berkshire
CFO J Bonney	Hampshire
CFO D Etheridge	Oxfordshire
CFO M Hood	West Sussex
CFO M Jones	Buckinghamshire
CE A Millington	Kent
CFO R Pearson	Surrey
CFO D Prichard	East Sussex
Charles Kerr	Kent
James Finch	SEFIP (Kent)
Richard Stanford-Beale	SEFIP (Kent)
Sue Klein	East Sussex
Neil Odin	CFOA Regional Secretary

## **1/12 CHAIRMAN'S ANNOUNCEMENTS (Item 1)**

- a) Councillor Colin Dudley had replaced Councillor Bryant as Chairman of Royal Berkshire Fire Authority and had subsequently taken the Chair for this meeting of the Board. As this was his first meeting, he had no outgoing address to make.
- b) Members noted that Councillor Bradbury had been replaced as Cabinet Member for Public Protection (West Sussex) by Councillor Christine Field; unfortunately, Councillor Field had been unable to attend this meeting. It was also noted that Steve Apter was the new Chief Fire Officer for the Isle of Wight but he had also been unable to attend.
- c) Councillor Dudley welcomed Owain Thompson (Community Safety Researcher) and David Wales (Investigation and Research Manager) who were giving a presentation on the research being undertaken by Kent FRS into how people behave when faced with a fire in their home. Neil Odin was also welcomed to the meeting, which he was attending as CFOA were responsible for ensuring the delivery of areas of the SEFIP Business Plan.
- d) Councillor Smith was congratulated on his award of the George Medal for tackling and subduing a gunman armed with a semi-automatic weapon on board HMS Astute, which was in Southampton for a liaison visit. Councillor Smith said that this huge honour was totally unexpected.
- e) Councillor Dudley then went on to congratulate East Sussex FRS on its award of 'Excellent' in the Fire & Rescue Service Equality Framework and Councillor Livings congratulated all staff within ESFRS for their continuing work in achieving this accolade.
- f) Royal Berkshire FRS was also congratulated on winning the 'Fire Project of the Year' at the Improvement & Efficiency Awards for their mobile Incident Command Unit (ICU). Acting CFO Baars also paid tribute to Cambridgeshire & Suffolk and Hertfordshire FRSs, the two other shortlisted FRSs.

## **2/12 APPOINTMENT OF CHAIRMAN and VICE-CHAIRMAN (Item 2)**

Members noted that it was normal for the SEFIP Board to elect a new Chairman and Vice-Chairman at its Annual General Meeting. As there had been less formal business undertaken by the SEFIP Board this year due to the government's move away from regional structures, the fact that improvement funding was coming to an end, and the new draft Fire & Rescue National Framework was removing the requirement for formal Regional Management Boards, the current Chairman and Vice-Chairman had offered to continue in their roles for a further period of up to one year.

There being no other nominations, Councillor Dudley was elected as Chairman and Councillor Abraham Vice-Chairman.

### **3/12 APPOINTMENT OF CLERK (Item 3)**

Acting CFO Baars (Royal Berkshire) agreed to be the Clerk to the Board for 2012/13, with administrative support continuing to be provided by East Sussex.

### **4/12 APOLOGIES FOR ABSENCE (Item 4)**

Apologies for absence were received from Councillors Abraham (Isle of Wight), Field (West Sussex) and Hammond (Surrey), and CFO Apter (Isle of Wight).

### **5/12 DECLARATIONS OF INTEREST (Item 6)**

There were none.

### **6/12 PROCEDURAL MATTERS (Item 6)**

There were no procedural issues; no questions had been received.

### **7/12 MINUTES OF THE LAST FORMAL MEETING – 6 APRIL 2011 (Item 7)**

#### 12/11 – Arrangements for Future Meetings

CE Millington pointed out that London was the preferred location for informal meetings of the SEFIP Board. Current legislation laid down that formal meetings of the Board had to be held within the Region<sup>1</sup>.

**RESOLVED** – That, subject to the above, the minutes of the last formal meeting held on 6 April 2011 be approved as a correct record and signed by the Chairman.

### **8/12 MATTERS ARISING (Item 8)**

#### 11/11 – The Future of Fire & Rescue Control Services – Consultation Response

CFO Bonney reported that the Local Authority Controlled Company had now been formally wound up, legalities completed, and the project closed.

#### 17/11 (1) – East Sussex Annual Pride Parade

CFO Prichard reported that last year's annual Pride Brighton & Hove parade had been very successful, with a high profile of CFOs and Chairs from the Region, and he would send out an early notification for this year's event in the hope that even more could attend<sup>2</sup>. Councillor Rowlands asked whether there would be a conference held the day before, which had been very successful in 2010, and CFO Prichard would take this up with the CFOA Equalities Group, although he stressed that sponsorship would be needed.

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<sup>1</sup> This is not a formal requirement, but it was felt to be unreasonable to expect members of the public to travel outside of the Region for a public meeting

<sup>2</sup> The PRIDE event is scheduled to take place over the weekend of 1<sup>st</sup> and 2<sup>nd</sup> September 2012

### 17/11 (2) – LGA Fire Management Committee

Councillor Rowlands informed the meeting that he had spoken to John Raynsford, Chief Executive of the LGA, about Members' concerns regarding the Chairman to the LGA Fire Management Committee being appointed, rather than elected. Councillor Rowlands pointed out that the current Chairman was due to be replaced in May 2012, with the appointment being made by Sir Merrick Cockell, and the Fire Service Management Committee would then be appointed by the new Chairman. Although he had not achieved all he had hoped, Councillor Rowlands felt that he had got a long way forward with his endeavours. Councillor Dudley agreed that this should be taken further, with CFAs being given their due recognition.

### **9/12 CORRESPONDENCE (Item 9)**

The only correspondence received was the consultation on the National Framework for Fire & Rescue Services (see minute no 12/12 below).

### **10/12 HUMAN BEHAVIOUR IN FIRE (Item 10)**

CE Ann Millington introduced Owain Thompson (Community Safety Researcher) and David Wales (Investigation and Research Manager) who gave a presentation on the research being undertaken by Kent FRS into how people behave when faced with a fire in their home. Owain and David had won the FIRE Magazine/Gore Research Excellence Award and were keen to roll out their findings across the Region and, eventually, nationally in order to persuade others to join in the research and thereby expand the database of findings. They are offering the survey for others to use but stressed that this should be used as offered and not tailored to local needs as they were keen to maintain the validity of the tool.

CE Ann Millington informed members that it was hoped that the research would provide valuable information which would enable fire authorities to gain a better understanding of how people behave when faced with a fire in the home, and would enable community safety initiatives to be developed to address this behaviour, change perceptions and ultimately reduce risks.

Councillor Rowlands asked whether this work could be taken to the general public and schools and CE Millington replied that this would eventually be part of the potential community safety actions but we needed to ensure the research was carried out first. They would be contacting Dave Curry, the CFOA lead on protection and prevention to ensure he is aware of the work. Mr Wales thanked East Sussex for their input from their Black Museum

CFO Jones suggested that this work be presented to the Annual Research Event at the Fire Service College in November, and asked whether the high percentage of intoxicated victims had been taken into account in the research. Mr Thompson explained that they still had a lot to learn but the high response rate showed how well-trusted FRSs are. Information on the Burns Unit database at East Grinstead would reveal mitigating circumstances and they were still working hard to be able to align with this information.

CFO Bonney was very interested in how this research challenged the long-established advice to 'Get Out, Stay Out, and Call the Fire Brigade' which appeared to be peripheral to survivability but would be difficult to change now. CFO Prichard agreed with this and hoped the research results would help tailor how human behaviour is dealt with.

Mr Wales said that decisions would be underpinned by increased knowledge and that the Fire Safety Engineering Group at Greenwich University was very keen to work with them on this research and had £400k funding available.

Councillor Heathcoat asked whether there was any evidence regarding age and whether the elderly reacted differently to younger people, but Mr Wales said that there was not yet a big enough sample to interrogate; they also avoided asking for the cause of fire.

Councillor Dudley thanked Owain Thompson and David Wales for their presentation and recommended taking the project forward as a whole. CE Millington proposed writing to each Chief Fire Officer and Chair and, if they were interested in getting involved, Messrs Thompson and Wales could visit their respective Fire Authorities to deliver their presentation. To clarify, CE Millington recommended triangulation, with the project becoming a SEFIP project before going forward to national platforms.

**RESOLVED** – That the research being undertaken be noted and a further report be brought to the next meeting.

#### **11/12 SEFIP BUSINESS PLAN 2012/15 (Item 11)**

Members considered a draft of the new business plan which took into account the closer alignment between SEFIP and CFOA activities in the Region, reflected the draft National Framework where appropriate and projects commissioned as part of the last plan, as well and activities being undertaken by CFOA SE.

Richard Stanford-Beale drew Members' attention to the fact that there was no mention of Regional Management Boards in the draft National Framework, so the SE RMB had become the less formal SEFIP Board. Councillor Heathcoat was pleased that the Chief Fire Officers were taking an active role on the Board, and joining up the work of SEFIP and CFOA.

CFO Prichard asked that the first bullet-point on page 9 – 'we will jointly procure fire engines using the common specification which has been agreed by all nine authorities;' – have 'wherever possible,' added at the beginning.

CFO Bonney asked whether the work of the 13/16 Group on cross border arrangements was included in the draft plan, and was reassured that this was included on page 8, under 'Our Plans for 2012/15 – Improving interoperability and operational efficiency'.

**RESOLVED** – That, subject to the comments above, and some final re-wording, the draft business plan 2012/15 be approved.

**12/12 CONSULTATION ON THE NATIONAL FRAMEWORK FOR FIRE & RESCUE SERVICES (Item 12)**

James Finch informed Members that consultation on the National Framework had closed on 19<sup>th</sup> March 2012 and it had, therefore, been necessary for the Chairman to send a response on behalf of the Board as urgent action.

CFO Bonney felt that there was a lack of clarity around national arrangements for resilience and the partnership between CFOA and the LGA and he was keen to ensure that the government meets existing and emerging threats.

Mr Finch again referred to the absence of any mention of Regional Management Boards in the draft Framework. He would bring a report to the next meeting, to include proposed Terms of Reference for this Board, and the dissolution of the Regional Management Board.

**RESOLVED** – That the following be noted:

- 1) the consultation response, which was agreed as urgent action with the Chairman; and
- 2) the requirement to operate a Regional Management Board has been formally removed from the National Framework.

**13/12 DATE OF NEXT MEETING (Item 13)**

11 July 2012, if required – to be confirmed by James Finch  
3 October 2012, at a venue to be arranged.

**14/12 EXCLUSION OF PRESS AND PUBLIC (Item 14)**

There were no items in relation to which the SEFIP Board resolved that the press and public should be excluded from the meeting.

**15/12 OTHER BUSINESS FOR INFORMATION**

There was none.

It was noted that two members of the public were present:

Danni Armstrong, Regional Secretary FBU South East  
Ricky Matthews, Regional Secretary FBU Southern Region

The meeting closed at 12:25 hours.

.....Chairman





Cllr Barry Abraham  
Isle of Wight Fire Authority  
Kite Hill Farm  
Wooton Bridge  
Ryde  
Isle of Wight PO33 4LE

**c/o Kent Fire &  
Rescue Service**  
FREEPOST NAT9369  
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**T:** 01622 692121

**Contact**  
James Finch

**Date**  
6 October 2012

**Direct Line**  
01622 692121  
x8453

**Email**  
James.finch@kent.fire-uk.org

Dear Barry

## **South East Fire Improvement Board**

I was very sorry to hear that you will no longer be representing the Isle of Wight Fire Authority on the SEFIP Board. I would like to thank you for your active involvement in SEFIP since 2005. Much has changed over those seven years and the Board has been very successful in responding to new challenges and ensuring the continuing success of the nine fire services in the South East. Without the sort of commitment from Members which you have shown much of that success would not have been possible.

I wish you every success for the future.

Yours sincerely,

**Cllr Colin Dudley,**  
**Chairman SEFIP Board**

On behalf of the Members of SEFIP Board and the Chief Fire Officers/Executives in the South East

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# Agenda Item 8

Item Number: 8

By: James Finch  
To: SEFIP Board – 3 October 2012  
Subject: NATIONAL FRAMEWORK  
Classification: Unrestricted

## **FOR DECISION**

### **SUMMARY**

The government published the new Fire & Rescue National Framework for England in July 2012. The Framework has changed very little since the draft version was published for consultation and, as expected, removes the requirement for Regional Management Boards.

### **RECOMMENDATION**

Members are requested to:

1. Note that the requirement to operate a Regional Management Board has been formally removed from the National Framework;
2. Agree to wind-up the formal South East Regional Management Board but continue to hold less formal SEFIP Board meetings as often as necessary;
3. Agree that future meetings will be held in the most convenient location, even if this is outside of the South East; and
4. Agree that these meetings will continue to be held in public and the minutes published on the SEFIP website to maintain transparency.

LEAD/CONTACT OFFICER: Richard Stanford-Beale  
TELEPHONE NUMBER: 01622 698454  
EMAIL: richard.stanford-beale@kent.fire-uk.org  
BACKGROUND PAPERS: None

## COMMENTS

1. Members will recall that the draft National Framework was published in the spring and SEFIP agreed a response to the consultation. It is somewhat disappointing to note that the final version of the Framework varies very little from the draft document and few, if any, of the comments made have been addressed.
2. The Framework is less prescriptive in the ways that FRAs should work in partnership with others and, as expected, there is no mention of Regional Management Boards or regional structures at all. This is seen as tacit approval from the Government that RMBs can effectively be disbanded in their current form, and replaced with whatever vehicle for collaboration makes most sense locally.
3. In the South East, there is a strong desire for Chairs/Portfolio Holders of each Authority to continue to meet as the South East Fire Improvement Partnership Board, supported by a meeting of the South East Chief Fire Officers/Chief Executives group on a regular basis. However, these meetings can now become much more informal in nature and meet as often as required in order to carry out the business needed. This also allows all meetings to be held in the most convenient location even if this is outside of the region. However, it is recommended that the meetings remain in public and the minutes are published on the SEFIP website in order to maintain transparency.
4. The National Framework includes a number of areas where Fire & Rescue Authorities are required to work collaboratively to improve intraoperability, national resilience and efficiency. These were included within the draft document and have already been reflected in the current SEFIP business plan. Further guidance is expected from government on some of these requirements, but the fact that the South East has a well established board, and delivery structures sitting underneath it, puts it in a good position.
5. Members will also want to note that the Framework has an open-ended lifespan, indicating that the Government does not plan to refresh it every three years as has previously been the case.

## IMPACT ASSESSMENT

6. The National Framework contains a large section on national resilience issues and any gap that exists between the Government's expectations and what is currently being delivered locally by FRAs. The Framework, however, remains unclear about the funding mechanism for closing any gaps which are identified.

## CONCLUSION

7. Members are requested to:

7.1 Note that the requirement to operate a Regional Management Board has been formally removed from the National Framework;

7.2 Agree to wind-up the formal South East Regional Management Board but continue to hold less formal SEFIP Board meetings as often as necessary;

7.3 Agree that future meetings will be held in the most convenient location, even if this is outside of the South East; and

7.4 Agree that these meetings will continue to be held in public and the minutes published on the SEFIP website to maintain transparency.

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By: Ann Millington  
To: SEFIP Board – 3 October 2012  
Subject: RESEARCH INTO HUMAN BEHAVIOUR IN ACCIDENTAL DWELLING FIRES  
Classification: Unrestricted

## **FOR INFORMATION**

### **SUMMARY**

Kent Fire & Rescue Service is undertaking research into how people behave when faced with a fire in their home. This work, which will be incorporated into the South East CFOA Prevention workstream this year, is already generating benefits and will have an enormous impact on the Fire & Rescue Service by helping to inform future operations, call handling and community safety work. The SEFIP Board received an update on this project in April, following which SE CFOs agreed that their Services would participate in the research to enable a wider data set to be used. Kent will continue to lead on this research as part of the SE Prevention workstream.

### **CONCLUSION**

Members are requested to:

1. Note the approach to research being undertaken; and
2. Note the opportunity to jointly fund future research through the Knowledge Transfer Partnership

LEAD/CONTACT OFFICER: David Wales - Investigation & Research Manager  
TELEPHONE NUMBER: 01622 62121 ext 6029  
EMAIL: david.wales@kent.fire-uk.org  
BACKGROUND PAPERS: None

## COMMENTS

### Background

1. Kent Fire & Rescue Service is undertaking innovative research into how people behave when faced with a fire in their home. The approach being taken and the initial findings were shared with the SEFIP Board in April. SE CFOs agreed that their Services would participate in the research to enable a wider data set to be used. The results of the research are being shared with other Services through the South East Community Safety (Prevention) CFOA Group and will help to inform strategy and delivery across all main areas of the Service.
2. Although the research is in its early stages, the validity of the approach has been demonstrated, and the results so far are already giving some important indications of and insights into people's behaviour and motivations. The initial findings are already informing and assisting service delivery in Kent and being shared with the Prevention Group.
3. The database which will be developed for the South East will provide a previously unavailable level of knowledge and insight into people's actions and motivations during all stages of their experience of a dwelling fire. The survey has been run in Kent for 18 months, and has identified some valuable issues that the Service was previously unaware of.
4. One planned outcome is for a piece of software that would sit over the top of the database. This will assist FRSs in understanding and reducing deaths and injuries, both in volume and severity. This will be achieved by using the information to target resources and messaging much more effectively, and design services products and advice based upon victims' experiences and expectations.
5. This research has the potential to establish a new direction and approach distinct from, but building on, prevention work to date. As such, this may help Fire & Rescue Services to maintain existing or seek additional funding by demonstrating that further reductions in deaths and injuries are achievable.
6. An opportunity exists to use Knowledge Transfer Partnership (KTP) funding to undertake the research. KTPs are run by the UK government and provide a means for universities to work with organisations to transfer knowledge and facilitate the needs of the organisation.
7. The potential to enter into such a partnership with the University of Greenwich has already been explored and it is clear they have the expertise and resources available to undertake the research. The Fire Safety Engineering Group at the university is a world leading team headed by Professor Ed Galea. The university is prepared to accept the reduced overheads for winning a KTP grant.



8. To cover the work outlined above, a three year KTP is being pursued. Under this scheme, the funding from Fire & Rescue Services would be £26,850 per year for 3 years, a total of £80,550 over the three years. In addition the KTP would pay £51,926 per year, a total of £155,778 over three years. This approach was endorsed by the South East Chief Fire Officers and Chief Executives at their meeting on 17 September 2012 where the project was formally commissioned.
9. Further opportunities for research funding from the government and Europe will continue to be explored.

### **Next steps**

10. It is proposed to hold a workshop with partners, to which representatives from the nine Fire & Rescue Services in the South East will be invited. The University of Greenwich will be asked to host an information and planning session to explain the work so far and discuss the project going forward.
11. The next step is to develop the survey and analysis tools. This will include the University of Greenwich undertaking an academic review of the work undertaken so far by Kent and developing an electronic version of the survey, as well as a new searchable database to hold survey results. This stage will also include the development of a detailed project plan for the KTP and identify key stages where research findings can be fed back to partners.
12. The next stage of the research is to implement the survey across the South East with progress reports provided to the South East prevention group. There is also the potential to offer the opportunity to CFOA to roll out the survey to other Fire & Rescue Services.

### **IMPACT ASSESSMENT**

13. The cost of the research to the Fire & Rescue Service is estimated to be £26,850 per annum. If this is shared across the South East this would equate to £2,983 per Service per year. This offers excellent value for money as directly funding the University of Greenwich to undertake this work outside of the KTP scheme would cost in excess of three times this amount. The research will, hopefully, be funded through a Knowledge Transfer Partnership between KFRS and the University of Greenwich's Fire Safety Engineering Group. The project, therefore, offers a great opportunity to improve the sector's service provision and delivery, effective resource allocation and succession planning.

## **RECOMMENDATION**

14. Members are requested to:
  - 14.1 Note the approach to research being undertaken; and
  - 14.2 Note the opportunity to jointly fund future research through the Knowledge Transfer Partnership

By: DCFO Sean Ruth  
To: SEFIP Board – 3 October 2012  
Subject: COLLABORATIVE PARTNERSHIP UPDATE  
WAYS OF WORKING PROJECT  
Classification: Open

## **FOR INFORMATION**

### **Activities that have occurred since last report**

#### **1. Summary**

- 1.1 This paper reports progress of the Collaborative Partnership to develop common Ways of Working.

#### **2. Background**

- 2.1 In January 2010, the SE Regional Management Board approved work to develop common approaches to improve safety, efficiency and effectiveness between the nine FRSs.
- 2.2 Since then, a further five FRSs have joined what is now called the Collaborative Partnership and others have shown an interest in joining. Work has progressed reasonably well, albeit proving more complex than originally thought, and plans are now well advanced to put the products of this collaborative effort onto a sustainable footing.

#### **3. Progress Report**

##### **CLG Interoperability Grant Bid**

- 3.1 On 20 July 2012 we were officially notified that the Collaborative Partnership had been awarded £1m grant funding, of which £160k is ring-fenced to support work to align our work with similar work being undertaken in the NW (Merseyside) to possibly create a national best-practice model.

LEAD/CONTACT OFFICER – Sean Ruth  
TELEPHONE NUMBER - 01243 752482 / 07540641795  
EMAIL: sean.ruth@westsussex.gov.uk

- 3.2 The bid provides sufficient funds in the remainder of this and the next financial year to support the forming of a full-time project team of seconded officers dedicated to developing SOPs, training materials and web-based training packages. The grant will also support the foundation of the administrative hub, based in Surrey, which will bring much needed capacity to help manage the project and create the document management and maintenance systems.
- 3.3 The work is divided into two programmes a) development of products, and b) development of maintenance arrangements.
- 3.4 To gain the maximum advantage from having dedicated grant funded staff, it is imperative that all seconded staff see themselves as a single 'core project team' and to that end will be expected to work at the same location (St David's, Reigate) for at least two days a week. Basic accommodation can be provided at Reigate to allow staff from further afield to apply. The aim is to have the 'core project team' in place by the end of 2012.

#### **Collaborative Partnership Relationship with National Guidance**

- 3.5 Further discussions have been held with various key players to consider how this work should dovetail into the arrangements to develop national guidance, a prerequisite of the Interoperability Grant Funding. £160k of the grant funding is ring-fenced to support further work to align our work with that of others, to potentially create a national best practice model.
- 3.6 SE CFOs have been briefed on these arrangements by John Mills, Chair of the National Operations Guidance Board (NOGB), on behalf of CFOA, whose membership includes CLG, LGA, FBU, LFB, CFOA, etc. Our view is that they should concentrate on refreshing the Sector's body of reference information, i.e. the underpinning knowledge that was previously available through the Manuals of Firemanship.
- 3.7 We are about to start the process of aligning our work with that of others (particularly the NW) and, whilst not wanting to prejudge the outcome of that exercise, it would appear that our views on using incident types as the proposed national document structure are something that the National Operational Guidance Board would support.

### **Interest from other FRSs**

- 3.8 We are receiving lots of requests from other FRSs to have immediate access to the national incident type list (which we continue to develop) and to our work that hangs from it. The East of England has expressed an interest in 'joining' the Collaborative Partnership and might form an additional practitioner hub to provide additional capacity to undertake OPAP work.
- 3.9 We have also had requests from West, South and North Yorkshire, Humberside, Derbyshire, Northumberland and Tyne & Wear for access to our work and we've spoken to Cornwall about their possible involvement. In addition, we currently provide access to view our work via our web site to Lancashire, Lincolnshire, Leicestershire and West Yorkshire. The Coordinator has also had detailed discussions with London's policy team who seem generally and genuinely supportive of our approach.
- 3.10 The SE has always been open to sharing the work, believing that the more FRSs that adopt the same incident list and the operational guidance and training associated with it, the easier it will be to create a national model; and if we don't give access or share work, others may start to develop variations, particularly those that are working on joint mobilising control solutions.
- 3.11 However, there is a concern that if FRSs just take advantage of our work (as a short-cut and then adapt to build back in unnecessary localisms), without committing to working with us towards a national model, then a real opportunity to build resilience, improve safety and drive out efficiencies might be lost. This is most likely when those making the request to access the work don't fully understand our rationale, safeguards or wider benefits, but getting the right level of managers to engage is often problematic; clarity over the relationship with the national arrangements would greatly assist.
- 3.12 We should also be mindful that we haven't yet formed the initial administrative hub and so our capacity to service a wider 'client base' is limited and, if the Collaborative Partnership is to grow, we will need clear terms of engagement to be agreed. To address these concerns, a partnership agreement and a set of business rules and expectations are being developed that would support what is trying to be achieved nationally, recognising that the long-term maintenance costs incurred by individual participating FRSs is reduced by achieving wider buy-in.

### **CFO Stakeholder Group – Collaborative Partnership Future Governance**

- 3.13 Given that the Interoperability Grant was awarded to 13 local FRAs, there is a need to agree more suitable governance arrangements that don't swamp the normal SE CFOs' agenda and provide transparency for all participating FRSs. These issues are being considered in detail by a smaller CFO Stakeholder Group.

### **LGA Mobilising Seminar – West Midlands FRS Training Academy 31<sup>st</sup> July 2012**

- 3.14 We gave a presentation at the LGA sponsored mobilising seminar held in the West Midlands in late July. The seminar was reasonably well attended and our presentation has generated interest in our work from a number of FRSs (see above). CFOA has seconded two officers to offer peer support to the various mobilising projects in England and the Coordinator has already met them to consider how they might support our work and take advantage of our collaborative effort.

### **Overarching Implementation Plan**

- 3.15 The Stakeholder Group asked for a list of ten completed SOPs that would offer the most benefit for wide-scale implementation. The list was agreed in principle at the last SE CFOs' meeting and will enable CFOs to 'chase progress' in their respective FRSs.
- 3.16 SE Operational Response and Resilience Group (SE ORRG) have agreed to 'own' this overarching implementation plan, accepting that it may need to be flexible given more important SOPs coming off the production line, and that each FRS will have their own priorities.
- 3.17 The production, maintenance and monitoring of an overarching implementation plan will be made much easier once the core project team is in place, providing much needed capacity to better project manage the entire enterprise.

### **Key activities that are planned**

- 3.18 A suitable selection process will be conducted during October/November to create the new core project team and administrative hub. The plan would be to have the admin hub established and the secondees in place by the end of 2012, with a clear plan to complete the development phase and have sustainable maintenance arrangements in place by March 2014.

**Issues or areas of concern**

- 3.19 The need to achieve clarity over the relationship between this project and the national guidance arrangements is important if we are to fulfil the obligations that accompanied the grant funding. If a satisfactory relationship with the national guidance arrangements is not achieved, CFOs will want to consider how the project is to be taken forward.

**For Decision:**

1. Approve the proposals to form the core project team and administrative hub.
2. Advise on suitable future Governance arrangements

**APPENDICES:** None

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By: Richard Stanford-Beale – SEFIP  
To: SEFIP Board – 3 October 2012  
Subject: PROGRESS AGAINST PLAN  
Classification: Open

## **FOR INFORMATION**

### **SUMMARY**

This report sets out the progress made against each of the work areas in the SEFIP Business Plan 2012/15. There are three key issues in this report to which Members' attention is drawn:

- i. The successful award of grant funding for the Ways of Working project;
- ii. The plans to create an administrative hub for the Ways of Working project; and
- iii. The joint procurement of fire engines using a common specification.

### **CONCLUSION**

Members are requested to:

- i. Note the progress made against the SEFIP Business Plan 2012/15

## **COMMENTS**

### **Background**

1. The current SEFIP Business Plan was agreed by the Board in April 2012. This report sets out the progress made against each of the work areas in the Business Plan.

### **PROGRAMME UPDATE**

2. Members will recall that the Fire & Rescue Authorities [FRAs] in the South East benefited greatly from funding from the Regional Improvement and Efficiency Partnership [RIEP]. However, this funding stream has now ended, and it was agreed that SEFIP should exit from the RIEP, which would allow FRAs in the South East to access any framework contracts it was creating without any risk of conflict of interests developing, nor any accusations of double voting due to the way that Members are nominated to Combined Fire Authorities by Constituent Authorities. In light of this, a final payment of unspent RIEP grant has been made to the RIEP, and our relationship with them has, therefore, formally ended from a partnership point of view.
3. However, on a business point of view, there are some useful framework agreements available to FRAs through the RIEP. For example, Kent & Medway Fire & Rescue Authority sourced its contractors for its new station build programme through the RIEP's framework agreement, which was a much simpler procurement process.

### **PROGRESS AGAINST THE BUSINESS PLAN 2012/15**

#### **Improving interoperability and operational efficiency**

4. The Ways of Working Collaborative Partnership, which currently includes thirteen Fire Authorities, has been awarded £1m grant funding from the government. £160k of this is ring-fenced to support alignment, with similar work being undertaken in the North West (Merseyside) to possibly create a national best-practice model. A number of Fire Authorities across the country have shown interest in this workstream, especially the national incident types which underpin the Standard Operating Procedures (SOPs).
5. The grant provides sufficient funds in the remainder of this and the next financial year to support the forming of a full-time project team of seconded officers dedicated to developing SOPs and training packages. The grant will also support the foundation of an administrative hub based in Surrey, which will bring much needed capacity to help manage the project and create the document management and maintenance systems.

6. The inclusion of FRAs outside of the South East and the awarding of the grant has heightened the need for effective governance. A stakeholder group has already been set up with representative CFOs from the South East, to provide guidance to the project. This group is currently considering what governance arrangements need to be put in place, including the representation of Fire Authorities outside of the South East.
7. The CFOA National Operations Guidance Board is considering how the SOPs developed in the South East are taken into account as the national operational guidance is refreshed by London Fire Brigade.
8. All FRAs in the South East are in the process of reviewing or changing their approach to emergency call handling and mobilisation. Work has commenced to share specifications and processes to ensure that any new systems support greater compatibility and interoperability. A seminar was held in May 2012, which identified seven current mobilising projects and identified areas where achieving common approaches was essential. Following an LGA sponsored seminar in July 2012 to explore these issues, a meeting has been arranged with the two CFOA National Resilience secondees to explore any opportunities for support in this area. It is proposed to include a post dedicated to coordinating mobilising issues within the Core Ways of Working project team, possibly funded by mobilising grant allocations.
9. The standard template used for cross border mutual support arrangements (Section 13 and 16 agreements) has been refreshed to ensure that it adequately describes liabilities and protects Fire Authorities. A number of Fire Authorities in the South East have now signed new agreements and the template is being considered for adoption as the national model.
10. Fire Authorities across the South East coordinated resilience arrangements during the Olympics. The concept of operations proved to be effective with all Services reporting successful operations throughout the games period. De-briefs are now being held at local resilience forum level and feedback is being provided by individual Services to the national Olympic Committee. The South East Operational Response and Resilience Group (SEORRG) has agreed to conduct a workshop in the Autumn to ensure lessons learnt can improve individual and collective contingency and event planning.
11. Business continuity (BC) arrangements have been tested through a programme of peer reviews. The reviews compared business continuity arrangements against BS 25999 and the South East Framework Document. Overall, the FRAs in the South East are well advanced with BC planning. Further audits in the future will be considered to ensure arrangements continue to improve in line with the requirements identified in the National Framework.

## EFFICIENCY AND EFFECTIVENESS

### Procurement

12. The project to jointly procure fire engines using a common specification where it is practical and efficient to do so is progressing well. A mini-competition was carried out using the Fire Service Consortium in May and contracts were placed in July 2012. Although on this occasion only 4 vehicles were purchased (Kent and West Sussex) it is estimated this has achieved a saving of £18-20K per vehicle. The exercise was considered to be a good pilot and lessons have been learnt for future contracts. Opportunities for jointly procuring fire engines in the future will continue to be explored.
13. A workshop was held in June 2012 to investigate the potential use of light response vehicles. Devon & Somerset FRS provided information about their recent project which has introduced light response vehicles. DSFRS took a needs-lead approach to the project which resulted in the introduction of a tiered operational response. The day identified that a number of SE FRAs were either intending to review or have reviewed incident response approaches, with a number interested in light response vehicles. Further research will be undertaken, including the sharing of research, and any opportunities for shared procurement of future vehicles will be explored.
14. The current contract for workwear is due to expire in September 2013. The contract has proved very successful with 25 Fire Authorities using the contract. This has resulted in a £10k volume rebate which will easily cover the legal costs for procurement of the next contract. The European tender process will commence in October 2012. West Midlands FRS is likely to join the South East consortium for this procurement which will increase the quantity by approximately 2,000 firefighters and should achieve further discounts.
15. In March 2012, SEFIP provided training on EU Procurement. The course provided an update on EU procurement legislation, identifying how the latest changes will affect local authorities. It also looked at latest case histories, new potential areas for challenge and changes in procurement law in the pipe line. The course was well attended by all nine SE FRAs, with participants from a range of disciplines, including procurement, transport, ICT and Fire Officers.
16. The Regional Procurement Manager is supporting Hampshire in the joint procurement of a new fire control solution with Dorset, Wilts and Devon & Somerset. He is also in contact with project managers of the Thames Valley and East/West Sussex projects and will provide procurement guidance as required.

## **Shared Services**

17. West Sussex and East Sussex Fire Authorities continue to take every opportunity to share services where this brings efficiencies. Elsewhere, the focus has been on control and mobilisation, covered in detail above.

## **Equality and Diversity**

18. All of the Fire Authorities in the South East are at a minimum of Level 3 of the Equality Standard or its equivalent under the new framework. As reported verbally at the last meeting, East Sussex has achieved Excellence. A sub group under Human Resources & Diversity Group continues to share best practice across the region. The primary focus has been supporting the development of the equality impact assessments for the Ways of Working project.

## **DEVELOPMENT AND IMPROVEMENT**

### **Communication and shared learning**

19. Kent Fire & Rescue Service is undertaking innovative research into how people behave when faced with a fire in their home. The approach being taken and the initial findings were shared with the SEFIP Board in April. SE CFOs agreed that their Services would participate in the research to enable a wider data set to be used. The results of the research are being shared with other Services through the South East Community Safety (Prevention) CFOA group and will help to inform strategy and delivery across all mains areas of the Service.
20. Although the research is in its early stages, the validity of the approach has been demonstrated, and the results so far are already giving some important indications of, and insights into, people's behaviour and motivations. The initial findings are already informing and assisting service delivery in Kent and being shared with the Prevention Group.
21. The third incident command seminar is due to be held on 5 November 2012. A briefing note advertising the event is attached at **Appendix 1** for Members' information.

### **Other projects**

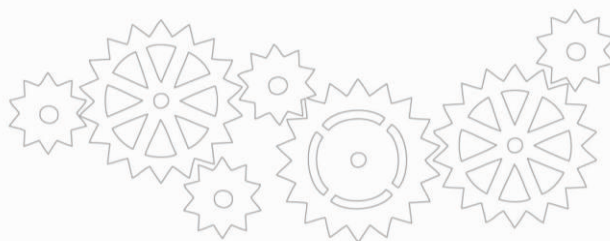
22. SEFIP has provided new video conferencing functionality to all Services. This has been provided at very minimal cost and will prove more efficient than maintaining the previous hardware. The system has already proved very useful, with a number of meetings being undertaken remotely, saving both time and travel costs.

## **IMPACT ASSESSMENT**

23. There is no longer any requirement to report to government on savings generated through collaborative working. However, a running list of savings will be maintained and reported to the April meeting of the Board. The intention will remain to maintain a return on investment ratio of at least 1:5.

## **CONCLUSION**

24. Members are asked to note the report.



**Event: Incident Command Level 3 & 4 Seminar**

**Date: 6 November 2012 1000-1600**

**Venue: London Fire Brigade, 169 Union Street, London SE1 0LL**

<b>Draft agenda</b>	
<b>0930 - 1000</b>	Registration and refreshments
<b>1000 - 1015</b>	Introduction – Paul Flaherty, Kent Fire & Rescue Service
<b>1015 - 1100</b>	Olympic Planning Lessons learnt & legacy for UK FRSs – Steve Hamm, London Fire Brigade
<b>1100 - 1120</b>	Break
<b>1120 - 1220</b>	Bob Ratcliffe and Mick Johns, Hampshire FRS – Shirley Towers presentation <ul style="list-style-type: none"> <li>• The incident</li> <li>• The Service’s immediate response to the incident</li> <li>• Preparations for the Coroner’s inquest</li> <li>• The inquest</li> </ul>
<b>1220 – 1315</b>	Lunch
<b>1315 - 1415</b>	Graeme Smith - Atherstone on Stour <ul style="list-style-type: none"> <li>• The trial of the incident commanders</li> <li>• National implications</li> </ul>
<b>1415 - 1500</b>	European Firefight project – Darren Dovey, Northamptonshire Fire & Rescue Service
<b>1500 - 1520</b>	Break
<b>1520 - 1600</b>	Roy Wilsher - presentation on 'Multi Agency Interoperability' from a CFOA perspective
<b>1600</b>	Conclusion and close

**For more information and to book your place, please contact:**

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