



Department for  
Communities and  
Local Government

# Protocol on government intervention action on fire and rescue authorities in England

Consultation

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# Ministerial foreword

The consultation on the (revised) *protocol on Government intervention action for fire and rescue authorities in England* recognises that the best way to deal with an authority that is performing poorly is take full advantage of the experience, professionalism, and expertise that already exists in the sector; to work with the relevant fire and rescue authorities, and their political and professional leadership, and make full use of the wide range of support processes that are in place.

The protocol sets out the Government's expectations for the fire and rescue sector, indicates what circumstances could lead to intervention being considered, and what might happen in the event of statutory intervention. The Government would only use its intervention powers as a last resort.

I look forward to receiving comments to this consultation and to working with fire and rescue authorities and other organisations to help make our communities even more informed and safer.

A handwritten signature in black ink, appearing to read 'Brandon Lewis', written in a cursive style.

**Brandon Lewis MP**  
**Minister for the Fire and Rescue Service**

# Consultation questions

Consultees are invited to respond to the following questions:

## **Question 1**

**Does the draft protocol clearly set out what is expected of the Government and fire and rescue authorities in their respective roles in the event of intervention by the Secretary of State?**

## **Question 2**

**Is there anything you would change?**

## **Question 3**

**Is there anything not included in the protocol that should be added?**

Responses are required by **15 November 2012** and should be sent to:

**[fsed6@communities.gsi.gov.uk](mailto:fsed6@communities.gsi.gov.uk)**

## Introduction

1. It is a requirement under section 23 of the *Fire and Rescue Services Act 2004* (the 2004 Act) that an intervention protocol be prepared, and for the Secretary of State<sup>1</sup> to have a regard to it, in the exercise of his powers of intervention. Under section 22 of the 2004 Act, the Secretary of State has broad powers to secure that fire and rescue authorities are acting in accordance with the *Fire and Rescue National Framework for England* (the Framework). Intervention is by order, and subject to the negative Parliamentary procedure.
2. Such an order can only be made if the Secretary of State considers it would promote public safety; the economy, efficiency and effectiveness of the relevant authority; or economy, efficiency and effectiveness in connection with the matters in relation to which fire and rescue authorities have functions.
3. To date there has been no formal intervention into the operations of a fire and rescue authority by the Secretary of State under section 22 of the 2004 Act. Use of this power is seen as a last resort; the expectation is that the political and professional leadership will put in place processes to ensure that sector-led support is provided to any fire and rescue authority that needs it. For example, through peer-led improvement measures.
4. This *intervention protocol* sets out the arrangements between the Secretary of State, the Local Government Association, and fire and rescue authorities should formal intervention be considered necessary – for example, where the Secretary of State considers that a fire and rescue authority is failing, or is likely to fail, to act in accordance with the Framework which requires immediate government action to address<sup>2</sup>. This protocol applies to all fire and rescue authorities in England.
5. This *intervention protocol* recognises the vital role of the Local Government Association in maintaining an overview of performance in the sector so that preventative improvement support can be provided and the need for intervention alleviated. This echoes arrangements in place for the wider local government sector.
6. The principal aim of any intervention action is the swift and satisfactory resumption of normal service. In practice, this means that the fire and rescue is providing services which adequately meet the needs of the community it serves and is acting in accordance with the Framework.

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<sup>1</sup> Secretary of State for Communities and Local Government

<sup>2</sup> Section 22 of the Fire and Rescue Services Act 2004

## **Terms in use**

7. In this protocol the term 'intervention' is used to refer to action by the Secretary of State in exercise of his powers under section 22 of the 2004 Act. Although the Secretary of State also has other powers of intervention (for example, under section 15 of the *Local Government Act 1999*) this intervention protocol does not apply to them.

## **Role of Local Government Association in supporting authorities at risk**

8. The Local Government Association will, as part of their challenge and intelligence role, work collaboratively with fire and rescue authorities, other sector-owned bodies, inspection bodies and government departments to identify at an early stage where serious risks to performance are developing and where there is a risk of the authority failing to act in accordance with the Framework. The Local Government Association will work with them to mitigate the escalation of those risks which could have a negative impact on the reputation of the sector, or could lead to serious service failure.
9. Information sharing arrangements are in place between the Local Government Association, government departments, and any other bodies to ensure that the Local Government Association has the best possible intelligence to focus support.
10. If there are specific concerns in respect of a fire and rescue authority's performance or evidence that indicates that a fire and rescue authority is at risk of failing its statutory duty, the Local Government Association will work with the authority to help them address the issues and improve.
11. This systematic approach to identifying authorities that could benefit from preventative support to achieve improvement, based on data and informal conversations with the sector, is set out in *Sector led Improvement in Local Government*, published in June 2012.

## **Circumstances leading to statutory intervention**

12. No intervention would be considered unless there was clear evidence that an authority was failing to act in accordance with the Framework; and that the failure was so serious as to require government intervention. Such evidence may emerge from an audit, or from other reports of financial accounts or performance data, or from Ombudsman or other investigations, or judicial findings.

13. If, following a sustained and determined attempt to resolve problems through sector led improvement, an issue cannot be resolved, or if a fire and rescue authority is unwilling or unable to engage with sector-led improvement measures, the Secretary of State can commission a corporate governance investigation, under section 10 of the *Local Government Act 1999*, to ensure a robust evidence base.
14. If there are concerns regarding operational performance, ministers may ask the Chief Fire and Rescue Adviser, as an appointed Her Majesty's Inspector<sup>3</sup>, to lead an investigation. Ministers may also seek assurance from the Chief Fire and Rescue Adviser (or other advisers) in respect of specific issues that they may identify.
15. The Secretary of State has a wide range of powers with regard to, for example, requesting information regarding a fire and rescue authority's functions<sup>4</sup>; or conferring on a fire and rescue authority functions relating to emergencies<sup>5</sup>.

## **What happens upon statutory intervention?**

16. In the event that statutory intervention is considered necessary, the Secretary of State will consult both the authority concerned and the Local Government Association, and any other body or authority which he considers necessary in the specific circumstances of the case, before exercising his powers of intervention under section 22.
17. In addition, in the event of a statutory intervention, the Secretary of State will formally notify both the authority concerned (and the Local Government Association) of the proposed order and the reasons for it. The relevant fire and rescue authority will be given the opportunity to make representations about the proposed order and to make the necessary improvements.<sup>6</sup>
18. The form or extent of any formal intervention will be a matter for determination on a case by case basis, taking into account the views of the Local Government Association, and the relevant fire and rescue authority, as much will depend on the nature and the seriousness of the failure under consideration.
19. Every effort will be made to reach agreement between the Department, the Local Government Association and the relevant fire and rescue authority as to what action should be taken.

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3 Section 28 of the 2004 Act: determines the arrangements for appointing inspectors of the Fire and Rescue Service.

4 Section 26 of the 2004 Act

5 Section 9 of the 2004 Act

6 Section 22(4) of the 2004 Act specifies that before making an order under subsection (2), the Secretary of State must give the authority an opportunity to make representations about the order proposed



20. Following such deliberations, the Secretary of State may ask the relevant fire and rescue authority to draw up a recovery plan and they may be encouraged to seek help in the development of their plan. The recovery plan will need to consider alternative ways by which services might be improved and delivered.
21. The Secretary of State has wider order-making powers to ensure that fire and rescue authorities act in accordance with the Framework. The Secretary of State will have regard to this protocol, or any agreed memorandum of understanding, in making any such orders. For example, the Secretary of State may require the fire and rescue authority to:
- prepare or amend a recovery plan
  - ensure that particular functions are carried out to achieve specified objectives or priorities
  - take consultancy advice
  - appoint interim management
  - enforce appropriate levels of delegation
  - secure a function from a specified provider or put the function out to tender
  - appoint a nominee to exercise certain specified functions on behalf of the authority
  - any other action that will secure the necessary improvements
22. The fire and rescue authority will normally be supported to make the necessary improvements itself. However, in exceptional cases of serious corporate or service failure, when there is a serious risk of harm or financial loss, paragraphs 23-24 will apply.

## **Exceptional or urgent cases**

23. In urgent or exceptional cases, where there is a persistence of failure, or where the severity or the risk of harm or financial loss show that urgent action is necessary, and a fire and rescue authority has failed to take adequate action to address it, the Secretary of State retains the discretion to reduce or condense the procedures outlined.
24. When exercising the powers in this way, the Secretary of State will notify the authority and the Local Government Association as soon as practicable of the intervention, the reasons for it, and the reasons for curtailing the procedures.

## **Publicity and media strategy**

25. It will be decided, on a case by case basis, whether a publicity or media strategy is required. If so, it will be shared with the fire and rescue authority concerned and the Local Government Association, as necessary.