

# Public Document Pack

## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

Monday, 20 March 2017 in Main Conference Room, Service Headquarters, Fulwood commencing at 10.00 am.

IF YOU HAVE ANY QUERIES REGARDING THE AGENDA PAPERS OR REQUIRE ANY FURTHER INFORMATION PLEASE INITIALLY CONTACT DIANE BROOKS ON TELEPHONE NUMBER PRESTON (01772) 866720 AND SHE WILL BE PLEASED TO ASSIST.

### AGENDA

#### PART 1 (open to press and public)

#### Chairman's Announcement – Openness of Local Government Bodies Regulations 2014

Any persons present at the meeting may photograph, film or record the proceedings, during the public part of the agenda. Any member of the press and public who objects to being photographed, filmed or recorded should let it be known to the Chairman who will then instruct that those persons are not photographed, filmed or recorded.

1. APOLOGIES FOR ABSENCE

2. DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

Members are asked to consider any pecuniary and non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.

3. MINUTES OF PREVIOUS MEETING (Pages 1 - 6)

4. ANNUAL SERVICE PLAN 2017/18 (Pages 7 - 10)

5. UPDATE ON EMERGENCY FIRST RESPONDING PILOT PROJECT (Pages 11 - 12)

6. RDS PLANNING

(Oral report)

7. EMERGENCY COVER REVIEW (Pages 13 - 16)

8. URGENT BUSINESS

An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency. Wherever possible, the Clerk should be given advance warning of any Member's intention to raise a matter under this heading.

9. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on Monday 17 July 2017 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

A further meeting is scheduled for 27 November 2017.

10. EXCLUSION OF PRESS AND PUBLIC

The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, they consider that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act 1972, indicated under the heading to the item.

## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

Monday, 30 January 2017, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### MINUTES

#### PRESENT:

#### Councillors

M Parkinson (Chairman)  
A Barnes  
K Brown  
M Khan  
A Matthews  
D O'Toole  
J Shedwick  
R Shewan

#### Officers

J Johnston, Deputy Chief Fire Officer (LFRS)  
D Russel, Assistant Chief Fire Officer (LFRS)  
B Norman, Head of Service Delivery, Service Delivery Department (LFRS)  
S Morgan, Group Manager, Corporate Programme & Intelligence (LFRS)  
D Brooks, Principal Member Services Officer (LFRS)  
J Harney, Member Services Assistant (LFRS)

#### 14/16 APOLOGIES FOR ABSENCE

Apologies for absence were received from: County Councillor M Green and Councillor F Jackson.

#### 15/16 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 16/16 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 21 November 2016 to be confirmed as a correct record and signed by the Chairman.

#### 17/16 IRMP - 2017 TO 2022 - CONSULTATION OUTCOMES

The Deputy Chief Fire Officer introduced Area Manager Norman who presented the draft IRMP document in detail.

At the Combined Fire Authority meeting on 21 November 2016, Members endorsed the publication of the draft Integrated Risk Management Plan (IRMP) 2017-22 for consultation over a six-week period from 28 November 2016 to 8 January 2017.

During this time a consultation exercise was undertaken with staff, partners and service users, full details of which were contained in the body of the report. In addition, the report detailed the consultation process requirements and any resulting amendments that had been included in the proposed final version of the IRMP.

## **INFORMATION AND BACKGROUND**

Integrated Risk Management Planning (IRMP) brought with it a consultation requirement. The Fire and Rescue National Framework for England highlighted the government's expectations that each Fire and Rescue Authority's IRMP must 'reflect effective consultation throughout its development and at all review stages with the community, its workforce, representative bodies and partners.

The guiding principle in deciding the extent of consultation was that any person or organisation that might have a legitimate interest in the proposals under consideration, or who might be affected by those proposals, should have the opportunity to express their views. Government also recommended that the scale and scope of the consultation should be proportionate to the nature and extent of any changes whilst consultation from a public perspective was typically dependent on changes to Service provision and possible perceived changes to public safety.

Taking into consideration these principles the approach in using countywide forums for in-depth public consultation, which had been undertaken with previous IRMP documents, had not been adopted. Nor was there a detailed staff consultation approach in the form of working groups / presentations this was because this IRMP was not linked to an Emergency Cover Review and there were no specific items as such for consultation.

In addition the Authority's consultation strategy had been in place since the new IRMP arrangements were introduced in 2003. The strategy, which was reviewed on an annual basis, is in place to ensure consultation activities met statutory requirements; incorporated good practice and provided the public and stakeholders with timely opportunity to influence development of LFRS documents. The consultation exercise for the draft IRMP 2017-22 was duly conducted in accordance with this strategy.

## **THE CONSULTATION PROCESS**

The timetable of activity is shown below: -

<b>DRAFT INTEGRATED RISK MANAGEMENT PLAN (IRMP) 2017-22 TIMETABLE</b>	
Draft publication approved and proposed consultation process endorsed.	CFA meeting 21 November 2016
Consultation with the community, staff and other interested parties.	28 November 2016 – 8 January 2017
Consultation report and final recommendations to Planning Committee.	CFA Planning Committee 30 January 2017
Publication presented for final approval and publication	Full CFA meeting 20 February 2017
Feedback on outcomes.	March 2017

Consultation commenced on 28 November 2016 and ran for a six-week period ending on 8 January 2017. Opinion on the content and format of the draft IRMP 2017-22 was sought from a wide range of stakeholders. The following were consulted: -

<b>THE FOLLOWING GROUPS WERE INFORMED AND INVITED TO PARTICIPATE IN THE CONSULTATION</b>	
All LFRS Staff	Office of the PCC
All County Councillors	NHS Trusts / Commissioning Groups
All Unitary/District Councillors	Lancashire Resilience Forum
CEO's of all district & unitary authorities	MP's and North West MEP's
CEO of Lancashire CC	Parish Councils
Combined Fire Authority Members	Representative Bodes
Chief Fire Officers (NW Region)	North West Fire Control
Fire and Resilience Directorate	North West Ambulance Service
Lancashire Constabulary	Other Miscellaneous

On behalf of the CFA in excess of 2000 stakeholders were contacted explaining the draft IRMP 2017-22 and how to access it electronically. All recipients were invited to comment on the content. The majority of communication was done via email with a hyperlink provided to facilitate ease of access to the document. Links to the document were placed on the Service's Intranet site and the Service's external web site ([www.lancsfirerescue.org.uk](http://www.lancsfirerescue.org.uk)) and participation in the consultation was encouraged through the Services' social media platforms, Facebook and Twitter. Further communication was undertaken via letter with communication going out to appropriate parties when no email address was available. Hard copies of the document were also provided upon request (with only one request received).

### **STAFF CONSULTATION**

Publication of the draft IRMP 2017-22 was brought to the attention of all LFRS staff

through various channels. All users email; this provided a link to the document and guidance stating the consultation period and the processes to use for the submission of feedback, views or observations. Further invitations were issued via the routine Bulletin each week during the consultation period and through the Service's internal intranet site. Staff representative bodies were advised of the consultation exercise via email and were provided with a link to the document and the process to use for the submission of feedback, views or observations.

## **PUBLIC CONSULTATION**

The draft IRMP, LFRS's primary enabling document, was under-pinned by various other strategic Service publications and does not contain any detailed proposals for change. This draft IRMP enabled the Service to remain in a progressive position as documents such as the Annual Service Plan and Strategic Assessment of Risk would be hyperlinked from the document, with annually amended and updated versions made available in a real-time manner. The public remain a valued stakeholder and any proposals that require future consultation during the lifespan of the IRMP i.e. the Emergency Cover Review, would be developed in line with policy, so views could be actively sought and considered.

### **Formal Responses**

A total of 11 responses were received from the following:

- 5 from LFRS Staff;
- 2 from the Fire Brigades Union (FBU);
- 4 from members of the public, elected representatives and/or other organisations.

A further two responses were received after the official consultation period had closed. To ensure the broadest possible range of opinion was captured, these responses had been included as part of this outcome report. Members considered all responses.

## **SUMMARY OF RESPONSES**

The majority of responses required only a standard acknowledgement as they contained general comments and no specific questions were asked. Many respondents queried the length and timing of the consultation and expressed concern due to constraints with the Christmas and New Year holiday period falling during the consultation period. Nevertheless, no extensions were sought, as it was recognised that no specific proposals that would require a comprehensive evaluation were included in the document. Many respondents felt that the draft IRMP 2017-22 provided a clear summary and overview of the organisation and were supportive of ambitions detailed with the document. The Chief Constable of Lancashire Constabulary highlighted that the document complemented his organisation's mission and communicated their commitment to future partnership opportunities. Some of those who responded made suggestions to improve or add to the content and where appropriate these had been encompassed with the document.

Minor changes were requested to strengthen the link to climate change and the environment so the IRMP 2017-22 and the Safety, Health and Environment Policy were integrated. These changes would evidence the Service's ongoing commitment to adapt to and mitigate the changing climate and minimise the impact on the environment. The Climate Change and Environment Strategy was agreed by Members in 2009 to ensure that Climate Change and Environmental responsibilities were fully embedded across the Service and integrated at all levels. The improvement objectives outlined in the strategy had been completed and Climate Change and Environmental considerations were now embedded into Service planning, policies and procedures. It was proposed that the Climate Change and Environment Strategy were embedded within the IRMP.

The Community Safety Strategy was agreed by Members in 2014, this formed an integral part of the IRMP 2013-17. The draft IRMP 2017-22 fully integrated the Community Safety Strategy and embedded its message. The need to have a separate strategy document would be negated once the IRMP 2017-22 was in place.

A response was received expressing concerns that fracking was not prevalent within the document. This industry and any potential associated risks would be thoroughly monitored and reviewed by LFRS by our Response and Emergency Planning team and Site Specific risk information would be collated as required. All of the Service's risks were documented and assessed with the Strategic Assessment of Risk document which was updated on an annual basis to evidence risk requirements and going forward this would include risks identified surrounding fracking. The Service would also continue to work closely with our multi agency partners through Lancashire Resilience Forum (LRF) and create a coordinated multi agency response plan for strategic risks as identified. This would ensure that detailed risk plans were developed through appropriate channels in line with any potential risks that fracking may present. We would write to those who raised concerns to give a full response to the specific area of concern and provide an overview of how LFRS would manage any emergent strategic risk in line with our existing arrangements.

### **Representative Bodies**

The FBU's response welcomed the opportunity to comment on the draft IRMP. The main points raised were: -

- Supportive of the format and presentation of the draft IRMP.
- Felt it was premature to state, "Delivery of integrated public services would see us continue to build on our co-responding partnerships".
- Highlighted that nationally the FBU remains opposed to Police and Crime Commissioners taking on responsibility for the delivery of Fire and Rescue Service's.
- Welcome the commitment to transform workforce diversity.
- Supportive of the four themes of helping people to start safe, live safe, age safe and be safe on our roads.
- Welcome the commitment to "identify key lessons through effective debriefing to ensure future operational response continues to evolve".
- Reserve comment for the separate consultation currently taking place on the capital and revenue budgets.

All submissions were reproduced in full, but as the originators and their respective contact details were clearly evident, circulation in this format was restricted to Authority and LFRS Executive Board members only. A redacted version was included in electronic format with the agenda paper on the LFRS website.

## **NEXT STEPS**

Subject to Planning Committee approval, a final version of the IRMP 2017-22 would be presented to the full CFA at its meeting on the 20 February 2017 for Member approval. With CFA approval the IRMP would be published in early April 2017 and communicated to all consultees via letter or email. An electronic version for access/download would be available on LFRS website along with more detailed information. To ensure currency of content, the IRMP 2017-22 would be subject to an annual review/refresh to ensure that all links within the document were up to date and relevant.

In response to a question raised by CC D O'Toole, it was agreed that future consultation responses would be displayed with the query before the answer to make it easier to read.

In response to Member concern that of the thousands of people who were contacted for their comments there were only eleven respondents, the Deputy Chief Fire Officer confirmed that the Authority's Consultation Strategy enabled consultation to be proportionate to the nature and extent of any proposal being considered. This consultation was over a 6 week period and in a much more electronic format. In addition, this consultation did not involve using externally facilitated user groups.

RESOLVED: - That the Planning Committee: -

1. Endorse the consultation process surrounding the draft Integrated Risk Management Plan (IRMP) 2017-22 as adequate in scale and scope.
2. Agree the Climate Change and Environment Strategy and Community Safety Strategy are embedded within the IRMP 2017-22.
3. Refer final recommendations to the full Combined Fire Authority meeting of the 20th February 2017 for approval to publish.

### 18/16 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Monday, 20 March 2017 at 10:00 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 17 July 2017 and 27 November 2017.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood



## LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 20<sup>th</sup> March 2017

### ANNUAL SERVICE PLAN 2017/18

Contact for further information: Deputy Chief Fire Officer Justin Johnston

Telephone: 01772 866801

#### Executive Summary:

This year's Annual Service Plan continues to provide LFRS with the platform to highlight the priority activities that the Service intends to deliver over the upcoming year. To maintain the strong position the Service has upheld over recent years, this year's plan focuses on addressing capability and collaboration, workforce development and operational effectiveness.

A draft of the final format is near completion and will be published in April.

#### Decision Required:

The Planning Committee is asked to note and endorse the report.

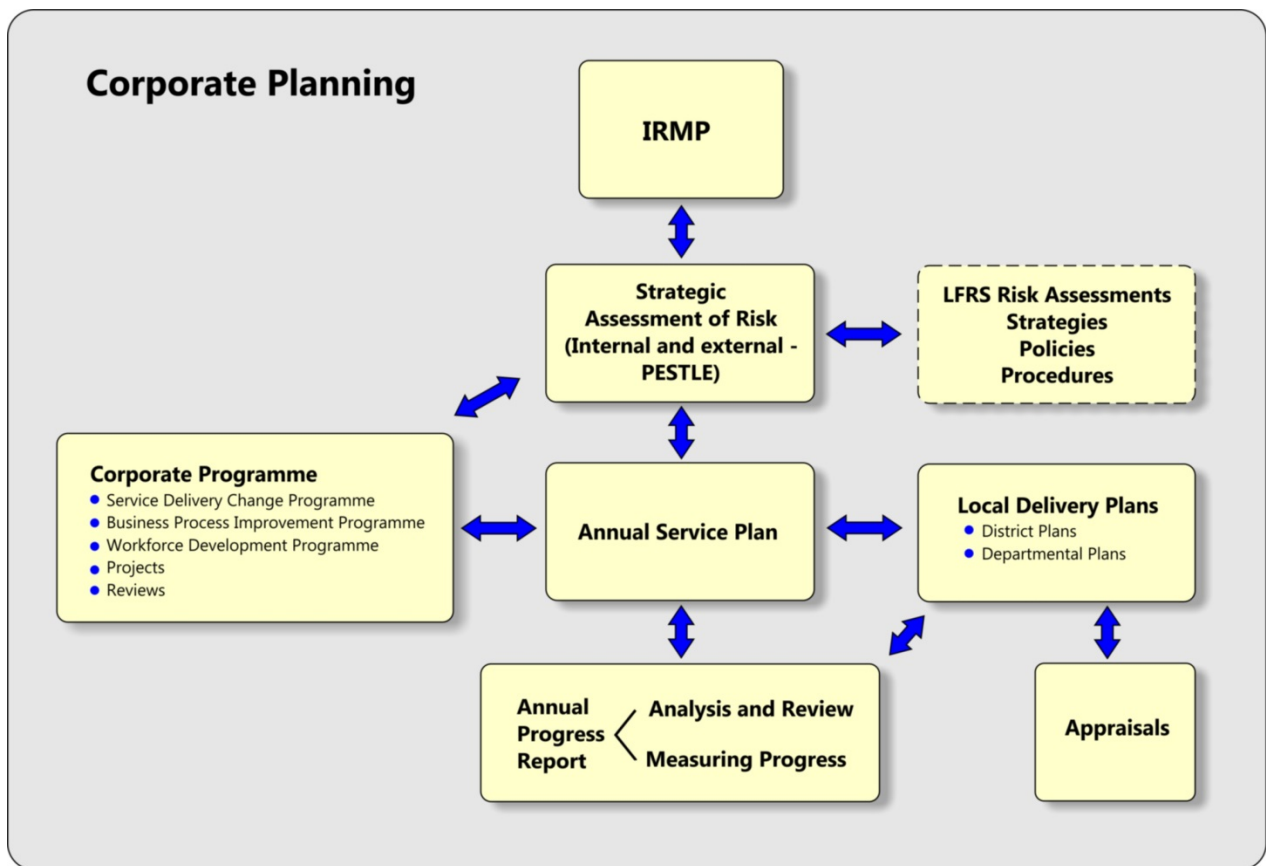
#### Background

The Annual Service Plan is a core part of our planning framework which sets out the activities we intend to deliver during the next 12 months and is built around the Service's four corporate priorities that are detailed in the Integrated Risk Management Plan.

1. **Preventing** fire and other emergencies from happening and **Protecting** people and property when fires happen
2. **Responding** to fire and other emergencies quickly and competently
3. **Valuing** our people so they can focus on making Lancashire safer
4. **Delivering** value for money in how we use our resources

#### Role in the planning framework

The Annual Service Plan sits at the heart of our framework and informs activity that will be led across the Service as well as locally within district plans. Activities that we plan to deliver also inform our staff performance appraisal so that all staff understand our plans and are involved in helping to deliver our key activities. The following diagram, taken from our IRMP, demonstrates this process.



As in previous years, detailed under each corporate priority is a series of priority activities. This year's plan also provides a brief description of each item to give further clarity and context. This ensures that all staff and the public are informed of the changes and activities the Service aims to progress and how these items fit within our priorities. This provides the opportunity for the Service to ensure that we continue to provide transparency and visibility of our plans in a clear concise format. The governance arrangements for delivery of the Annual Service Plan will continue to be monitored through the Service's Corporate Programme Board.

### Focus of activity

Last year's focus on consolidation gave us time and space to reflect and embed the changes that we had made to bring about service improvements and success. However, as was reported at the Lancashire Combined Fire Authority meeting, we now have a much clearer picture of what the Government's Fire Reform programme involves:

- Efficiency and collaboration;
- Transparency and accountability;
- Workforce reform.

As a result, our action plan this year involves activities to improve in these areas.

A draft of the final format is near completion and will be published in April. The following table sets out the list of activities that will be contained within the plan.

### **Preventing fires and other emergencies from happening and Protecting people and property when they happen**

- Actively Participate in Health and Wellbeing Boards
- Implement Safe and Well Visits Across the Service
- Deliver a Multi-agency Hub at Chorley
- Deliver Action Plans for Start Safe, Live Safe, Age Safe and Road Safe

### **Responding to fire and other emergencies quickly and competently**

- Roll out of Emergency First Responding
- Emergency Cover Review
- Emergency Services Mobile Communications Project
- Evaluation of the Water Tower
- Incident Command Units
- Multi Compartment Firefighting Training Unit
- Strengthen and Assure Ourselves of our Operational Preparedness, Response and Learning
- Strengthening and Improving our RDS System
- Deliver PORIS

### **Valuing our people so they can focus on making Lancashire safer**

- Further embed equality, diversity and inclusion in all aspects of our Service
- Implement revised staff induction
- Implement revised performance management appraisals with a view to embedding our organisational values
- Build a strong and resilient workforce
- Implement a leadership conference
- Develop leadership capability to support our organisational culture and develop leaders now and for the future
- Review images, symbols and recognition of staff
- Deliver an apprentice strategy
- Review day crewing at day crewing stations

### **Delivering value for money in how we use our resources**

- Invest in creating local training facilities
- Property collaborations and co-location
- Building a fleet and transport workshop
- Strategic alliance with the Lancashire Constabulary
- ISO standards renewal
- Information management strategy

### **Business Risk**

The Annual Service Plan forms an integral part of the Service's corporate planning process. It sets and communicates a clear strategic direction of travel for the next 12 months. The provision of such a document ensures that proper business planning takes place.

### **Sustainability or Environmental Impact**

None.

**Equality and Diversity Implications**

The Annual Service Plan will be available in alternative formats on request. This year’s plan contains the specific action of further embedding equality, diversity and inclusion.

**HR Implications**

None.

**Financial Implications**

The Annual Service Plan will be made available on line. However, hard copies will also be made available to staff as part of our efforts to improve staff engagement and develop leadership capability.

**Local Government (Access to Information) Act 1985  
List of Background Papers**

Paper	Date	Contact Justin Johnston Tel. 01772 866801
Reason for inclusion in Part II, if appropriate:		

## **LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE**

Meeting to be held on 20 March 2017

### **UPDATE ON EMERGENCY FIRST RESPONDING PILOT PROJECT**

Contact for further information: Deputy Chief Fire Officer Justin Johnston

Telephone: 01772 866801

#### **Executive Summary**

Lancashire Fire & Rescue Service (LFRS) has recently expanded its pilot of Emergency First Responding (EFR) with North West Ambulance Service (NWAS). This paper has been brought to the Planning Committee of the CFA to inform Members of the expansion and highlight the significant contribution made towards our purpose of 'Making Lancashire Safer' by engaging in such a partnership and to keep them apprised as to the challenges faced in securing EFR across LFRS as we await national considerations by the National Joint Council (NJC).

#### **Recommendation**

The Planning Committee is asked to note and endorse the report.

#### **Background**

The Emergency First Responding (EFR) pilot has been in place from Aug 2015 initially involving two stations S51 Ormskirk and N12 Morecambe.

Reponses for the initial phase were to Red 1 & Red 2 call sets which included a wide range of medical emergencies, eg strokes, asthmatic attacks, breathing difficulties, anaphylactic shock, cardiac arrests, fitting, etc. In these early stages the two stations involved responded to over 1000 alerts.

As a result of NWAS representative body concerns, call sets that LFRS respond to were restricted to Red 1 Cardiac arrests only. This significantly reduced the amount of alerts that crews were being called to which now averages at just 1.5 calls per week. The most common station area affected is N12 Morecambe. There have been notable lifesaving interventions achieved in this time at both stations.

Following the successful outcomes of the early stages of the pilot and with agreement from Fire Brigades Union (FBU), further stations were included from December 2016.

On completion of required DBS checks and EFR training, the following 5 stations went 'live' restricted to Red 1 cardiac arrest calls only;

- P94 Nelson – Dec 2016
- E70 Hyndburn -Dec 2016
- E71 Blackburn – Dec 2016
- E72 Great Harwood – Jan 2017
- E76 Darwen – Jan 2017

Since their inclusion in the pilot the additional stations have attended approximately 11 alerts. The reason for the low call volume is as yet unclear. NWS and North West Fire Control are trialling a mobilising process that currently relies on a phone call from one to the other. This process is proving less effective than at first considered and a resolution is being pursued.

A model for a phased rollout by area will allow introduction of 7 further stations by June 2017, and continuing by area until January 2018 when all stations would be involved.

This further rollout is currently awaiting the outcome of the recall to conference of the FBU on 21<sup>st</sup> March 2017, where they will examine the report released by the NJC in January which detailed its findings on the national pilot.

### **Business Risk**

There are no significant business risks identified with the recommendation to expand the pilot however there are reputational risks in terms of public expectations if we do not ultimately deliver on an improved service that the public of Lancashire have become accustomed to expect.

### **Sustainability or Environmental Impact**

These impacts are captured more fully in the review document however these relate to the full adoption of the schemes as oppose to the continuation of the pilot.

### **Equality and Diversity Implications**

A full equalities impact assessment has been conducted and all matters addressed.

### **HR Implications**

Expansion of the pilot will require more staff to go through the vetting process which may highlight other employment matters for the service to consider.

### **Financial Implications**

Currently LFRS do not recover costs within the pilot however an intention to do so if fully adopted is acknowledged by both parties and costs have been identified. In addition the report produced on behalf of NJC recognises an approximate average £10 community return for every £1 invested in FRS EFR activity.

### **Local Government (Access to Information) Act 1985 List of Background Papers**

Paper	Date	Contact Justin Johnston Tel. 01772 866801
Reason for inclusion in Part II, if appropriate:		

## **LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE**

Meeting to be held on 20 March 2017

### **EMERGENCY COVER REVIEW**

Contact for further information: Deputy Chief Fire Officer Justin Johnston

Telephone: 01772 866801

#### **Executive Summary**

Lancashire Fire and Rescue Service (LFRS) is required to review emergency response arrangements periodically to ensure that provision remains effective and consummate with our dynamic risk profile. This process is a robust assessment of historic data and emergent risk and is delivered in the format of an Emergency Cover Review (ECR).

The Combined Fire Authority (CFA) endorsed the findings and recommendations of the previous ECR in 2013 and a number of changes have been made over the past 3 years.

It is recommended that LFRS reviews the current response arrangements and delivers an ECR during 2017 with the below key ambitions:

1. Carry out and consult on an Emergency Cover Review to ensure appropriate future provision of our resources and crewing arrangements.
2. Ensure we provide an effective response to fire and other emergencies at all times.
3. Ensure our crewing arrangements are fit for purpose to meet the risk levels of the community.

#### **Recommendation**

The Planning Committee is asked to note and endorse the report.

#### **Background**

The Integrated Risk Management Plan (IRMP) for 2017–22 has recently been approved by the Combined Fire Authority and within this plan are a series of organisational commitments associated with LFRS' capabilities including the emergency response provision.

LFRS seek to deliver high standards of operational response and in doing so we prepare and plan for emergencies so that when an emergency happens and we have to respond, we do it quickly, with the right fire appliances, the right specialist vehicles and the right crewing arrangements to deal with the incident effectively and safely.

The community of Lancashire changes dynamically through commercial and residential growth and retraction, new road and other infrastructure provision and these along with many other factors may create a differing emergency response requirement from LFRS. To ensure that response arrangements remain appropriate

and effective the Combined Fire Authority periodically commissions an Emergency Cover Review in order to validate current provision and to identify any appropriate proposals for change in response provision.

It is recommended that LFRS partakes in an ECR process in 2017 and that within the methodology three key elements will be focussed upon:

- i. **Demand** (Performance Data, Risk in Lancashire & Response Targets)
- ii. **Process** (Pre-Determined Attendance's, Time Engaged, Appliance Availability & Special Appliances)
- iii. **Resources** (Location, Configuration, Crewing Status & Mobilising Criteria.)

In order to validate the current response arrangements and to test predictive impacts LFRS plans to utilise the services of an external specialist organisation. This will enable the use of predictive modelling software in determining and subsequently validating the potential impact of any changes to the number, location and crewing of fire appliances across the county. This will also offer an opportunity to review the impacts of the previous 2013-17 ECR.

It is recommended that the scope of the ECR includes:

- A) Validating the deliverables / outcomes / actual performance from within the previous ECR as we operate within a business as usual period beyond the implementation.
- B) Developing a subsequent Baseline Model for 2017 inclusive of the above.
- C) Determining the theoretical potential impact of a series of changes to the number, location, response capabilities and crewing of fire appliances across the county. More specifically but not exclusively:
  - i. Realising a wider Emergency First Responding capability.
  - ii. Determining a revised response to Automatic Fire Alarms.
  - iii. Developing a Pre-Alerting policy.
  - iv. Responding to emergent risk.
  - v. Acknowledging a strategic commitment in Strengthening and Improving RDS.

\*A review of the organisation's Strategic Assessment of Risk for Lancashire will be completed within the life cycle of determining ECR proposals.

The ECR is proposed to be scheduled in a phased approach to enable the conclusion of the work stream during 2017; the key timeframes are detailed below:

- April 2017 - Review of the data and evidence generated through our historic emergency response evidence.
- May / June 2017 – Evaluate potential impacts of any proposed changes using predictive software.
- June / July 2017 - Create documentation and reports that define recommendations and present to CFA meetings.



- July – October 2017 – A period of consultation and review of feedback leading to possible changes to the reports and recommendations.
- November/ December 2017 - Final approval of the ECR sought from the Combined Fire Authority.

The timeframes offered align to the planned CFA meetings which will offer the required scrutiny and approval. Should the ECR conclude with changes to the response provision for LFRS these would be scheduled for implementation in 2018/19 or later.

### **Business Risk**

Production of the ECR is a business critical planning function. LFRS must demonstrate a timely review of response arrangements in line with National Framework guidance issued by central government.

### **Sustainability or Environmental Impact**

Inevitably there will be a requirement for a printed version of the ECR documentation (on request) however the approach taken will be 'digital by default' and therefore the environmental impact will be minimal with no sustainability issues identified.

### **Equality and Diversity Implications**

An initial Equality Impact Assessment will be created as a part of the Emergency Cover Review process to ensure that both static response arrangements and any proposed changes do not impact negatively upon Lancashire's diverse community or LFRS' workforce.

### **HR Implications**

None

### **Financial Implications**

None identified at this scope phase.

### **Local Government (Access to Information) Act 1985 List of Background Papers**

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