

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 19 March 2018 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 THE PREVIOUS MEETING (Pages 1 - 6)

4. ANNUAL SERVICE PLAN 2018/19 (Pages 7 - 18)

5. BLUE LIGHT COLLABORATION UPDATE (Pages 19 - 70)

6. HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) - UPDATE (Pages 71 - 74)

7. BUSINESS CONTINUITY PLAN TEST (Pages 75 - 76)

8. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 16 July 2018 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for 26 November 2018 and
 proposed for 18 March 2019

9. 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.

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.

PART 2

11. URGENT BUSINESS (PART 2)

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.

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 27 November 2017, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

M Parkinson (Chairman)
I Brown
D Coleman
F De Molfetta (for M Khan)
J Eaton
F Jackson (Vice-Chair)
T Martin
D O'Toole
J Shedwick
M Tomlinson (for N Hennessy)

Officers

J Johnston, Deputy Chief Fire Officer (LFRS)
D Russel, Assistant Chief Fire Officer (LFRS)
B Norman, Head of Service Development (LFRS)
J Hargreaves, Head of Fleet & Engineering Services (LFRS)
D Brooks, Principal Member Services Officer (LFRS)

9/17 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor M Khan and County Councillor N Hennessy.

10/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

11/17 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 17 July 2017 be confirmed as a correct record and signed by the Chairman.

12/17 EMERGENCY COVER REVIEW 2017 - CONSULTATION OUTCOMES

Members received a presentation from Area Manager Ben Norman on the Emergency Cover Review Process 2017 which had been summarised in the report as now presented.

At the Combined Fire Authority (CFA) meeting on 17 July 2017 Members endorsed the publication of the Emergency Cover Review (ECR) proposals for a 12-week consultation period on the basis of: i) A no change ECR for 2017-20 with regards to LFRS's 58 Fire Appliances and the associated crewing arrangements; ii) The principle that Lancashire Fire and Rescue Service extend its collaborative response arrangements; and iii) Pre-alerting as a policy position, including the commissioning of further work to identify the potential benefits of a Dynamic Cover Tool.

Government recommended that the scope of the consultation should be proportionate to the nature and extent of any changes proposed, whilst the public would be naturally most interested in those aspects that impinged directly on the service provided to them and any perceived impact upon their safety. Consideration was given to the Authority's Public Consultation Strategy to ensure that the consultation exercise for this Emergency Cover Review was duly conducted in accordance with the agreed approach.

Due to the nature of the proposals outlined the approach of undertaking in-depth public consultation such as county-wide forums had not been adopted. Nor was there a detailed staff consultation in the form of working groups / presentations. This was because whilst there were recommendations to support changes to mobilising and working practices, this ECR in the main supported a no change proposal in terms of our fire appliances, special appliances and associated crewing arrangements.

The Consultation Process

Emergency Cover Review 2017 – Timetable	
Draft ECR proposals approved and proposed consultation process endorsed.	CFA Planning Committee 17th July 2017
Consultation with the community, staff and other interested parties.	19th July 2017 – 10th October 2017
Consultation report and final recommendations to Planning Committee.	CFA Planning Committee 27th November 2017
ECR Proposals presented for final approval.	Full CFA meeting 18th December 2017
Feedback on final outcomes	January 2018

Consultation commenced on 19th July 2017 and ran for a twelve week period.

Opinion on the proposals within the ECR was sought from a wide range of stakeholders digitally, with proposals cascaded through our website, social media and via email and letters.

The following were consulted:

THE FOLLOWING GROUPS WERE INFORMED AND INVITED TO PARTICIPATE IN THE CONSULTATION	
All LFRS Staff	Office of the PCC
All County Councillors	National Fire Chiefs Council
All Unitary/District Councillors	Lancashire Resilience Forum
CEO's of all District & Unitary Authorities	MP's and North West MEP's
CEO of Lancashire County Council	Parish Councils
Combined Fire Authority Members	Representative Bodies
Chief Fire Officers (NW Region)	North West Fire Control
Lancashire Constabulary	NW Ambulance Service
Other Miscellaneous	

During the consultation period on behalf of the CFA, the views of stakeholders were sought with the opportunity provided to consider the ECR proposals and to express an opinion on the changes. The majority of communication was done via email with a hyperlink provided to facilitate ease of access to the document and to reduce publication and postal costs. Links to the document were placed on the Service's external website and further communication was undertaken via letter with consultation going out to appropriate parties when no email address was available. Hard copies of the document were available upon request however, no requests were received.

Consultation with LFRS Staff

All LFRS staff were invited to comment on the ECR through internal communication channels. Consultation with staff was undertaken via a link to the ECR document which was available on the intranet and via the weekly emailed Routine Bulletin with guidance provided to state the consultation period and the process to use for the submission of feedback, views or observations. 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

Public consultation was undertaken via the website and through our social media platforms Facebook and Twitter. Due to the nature of the proposals this was deemed to be appropriate in relation to the scale and complexity of the topic. Nevertheless the Service remains cognisant that the public are a valued stakeholder and any future proposals that are considered to require in-depth consultation would be actively communicated via the most appropriate channels, so that views and opinions could be obtained and considered.

Formal Responses

A total of 12 responses were received from the following:

- 3 from Fire & Rescue Services;
- 9 from elected representatives and/or other organisations.

One response was received on the closing date of the official consultation period. This was considered to warrant an extension so that further clarity surrounding the proposals could be provided and an extension of one week was afforded.

Summary of Responses

Members considered the report and responses. Given the scale and scope of the consultation Members were disappointed to receive a limited number of responses.

It was noted that the majority of responses only required a customary acknowledgement as they contained standard comments without question. Many respondents welcomed the proposals with full support provided alongside gratitude of the work undertaken by the Service and its staff. Responses from neighbouring Fire and Rescue Service's included support in the sharing of information to adopt the pre-alerting policy, agreement in the sensibility of the proposals and interest in the outcomes of the work undertaken to identify the potential benefits of a Dynamic Cover Tool. The Deputy Chief Fire Officer confirmed that if approved, the pre-alerting policy would be used in areas where it was appropriate.

Many responses from local and parish councils highlighted their full commitment to support community safety and welcomed such proposals to improve the responsiveness and effectiveness of Lancashire Fire and Rescue Service, particularly when considering the challenging financial conditions experienced across the public sector.

Agreement was given that the adoption of a pre-alerting policy within LFRS would assist in making effective use of limited resources, whilst having a positive impact on response times to emergency incidents.

The exploration of further collaboration opportunities with other emergency services was deemed to be a sensible development with potential benefits to both emergency service organisations and the general public.

RESOLVED: -

1. To endorse the consultation process surrounding the ECR proposals as adequate in scale and scope; and
2. Refer items to the full Combined Fire Authority meeting scheduled for 18 December 2017 for final approval.

The Deputy Chief Fire Officer updated Members on the results of an evaluation of a new Fire Appliance which incorporated a Water Tower function. It was noted that the vehicle had been supported (between LFRS and Rosenbauer) throughout its design and operation.

The vehicle, known as the AT-Stinger had been on trial for 33 weeks and had operated as one of Blackburn Fire Station's appliances. The appliance acted as a standard frontline fire appliance but had the additional capability of providing a water tower function. Other features included a piercing branch and a far larger pumping capability. The increased capacity and remote operation had provided significant advancements in operational capability and improved firefighter safety. The trial had been well received by operational staff who had both utilised the appliance and contributed to its evaluation and development. Currently the aerial capability was delivered by 4 Aerial Ladder Appliances (ALPs) alternatively crewed according to demand. The AT-Stinger appliance would complement this capability whilst having the added advantage of being permanently crewed.

Given the lease on the existing water tower ran out this year it was proposed to purchase within the current financial year from capital. The cost of purchasing the existing leased vehicle was £0.4m which could be met from either an additional in-year revenue contribution to the capital programme or from capital reserves. Individual appliance costs were noted as: ALP £0.6m, WT £0.5m, Standard Fire Appliance £0.2m. The net additional capital expenditure (subject to the preferred option) was approximately £0.8m. This could be borne through existing capital budgets alongside appropriate adjustments to the Fleet Assessment Management Plan.

Two options were discussed with regard to the number of appliances and their disposition: -

1. Purchase 2 AT-Stinger appliances and replace the standard existing fire appliances at Blackburn and Skelmersdale (as part of the fleet asset management plan). This option provided an enhanced aerial capability of 2 Water Towers and 4 ALPs;
2. Purchase 3 AT-Stinger appliances and replace the standard existing fire appliances at Blackburn, Skelmersdale and Nelson (as part of the fleet asset management plan and acknowledging the ability to extend the life of the 2004 ALP. This option provided an enhanced aerial capability of 3 Water Towers and 4 ALPs.

It was proposed and unanimously

RESOLVED: - That option 1 to: Purchase 2 AT-Stinger appliances and replace the standard existing Fire Appliances at Blackburn and Skelmersdale (as part of the fleet asset management plan) providing an enhanced aerial capability of 2 Water Towers and 4 ALPs be approved; including that the option to purchase a further AT-Stinger Appliance be reviewed after 12 months.

14/17 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Monday 19 March 2018, at 1000 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 16 July 2018 and agreed for 26 November 2018.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 19 March 2018

ANNUAL SERVICE PLAN 2018/19 (Appendix 1 refers)

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.

The year ahead promises further transformation in the way we work where it allows us to improve services for our communities, reduce risk to vulnerable people and provide more value for money. The skills, resilience and dedication of our staff enable the Service to lead the way forward, rather than waiting to be pulled along by the Government's reform agenda.

Our financial position remains stable and secure, with reserves in place to offset the majority of financial challenges that lay ahead. We have an excellent track record on efficiency savings and will continue to look for ways to be more efficient to allow us to keep re-investing in service improvements.

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

Recommendation:

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

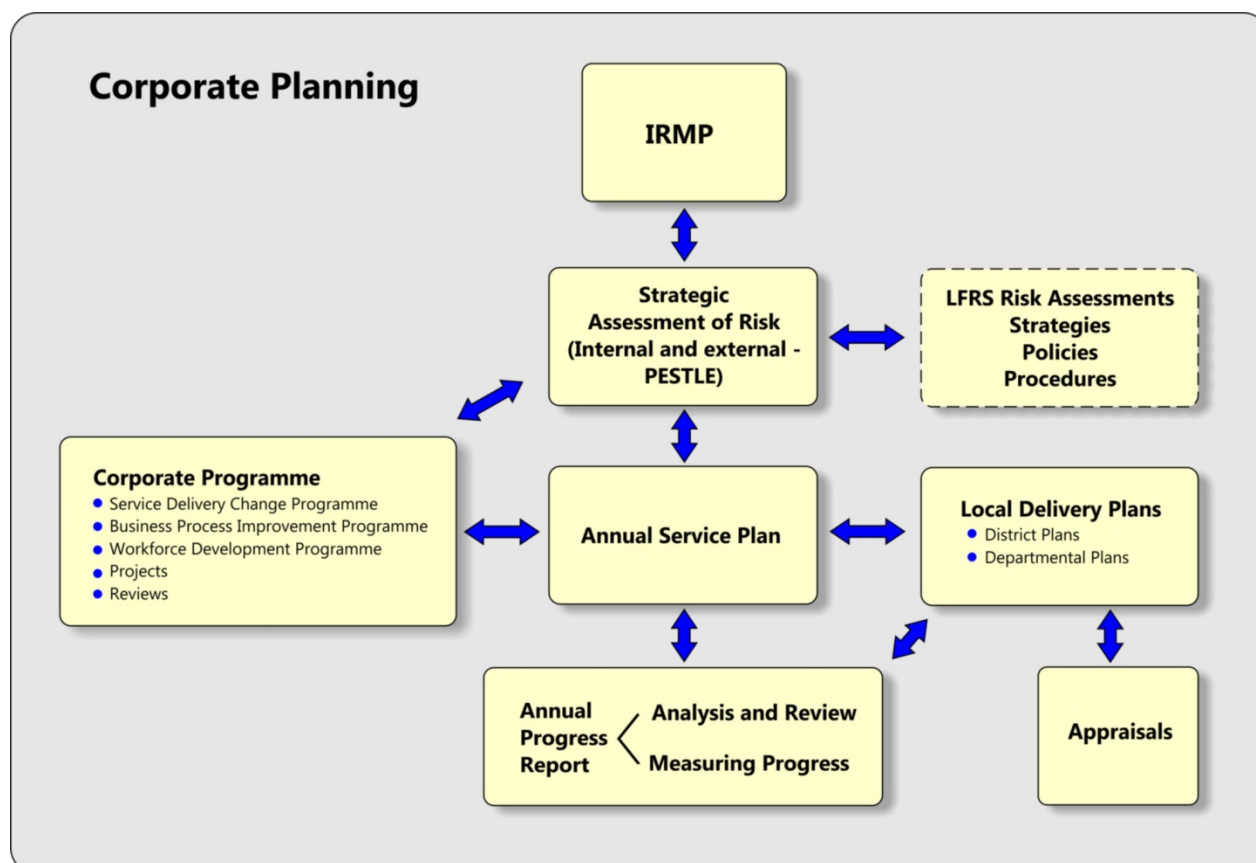
Background

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 4 corporate priorities that are detailed in the Integrated Risk Management Plan (IRMP).

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.

We now have a much clearer picture of what the Government's Fire Reform programme involves:

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

In 2017, Lancashire Fire and Rescue Service maintained a secure financial position

and stable environment which enabled us to keep investing in people, training and equipment. As a result, our action plan this year involves activities to further improve in these areas.

A draft of the final text is attached at Appendix 1 and will be developed in readiness for publishing by April. The below table sets out the list of activities that will be contained within the plan.

Preventing fire and other emergencies from happening, protecting people and property when they happen and responding quickly and competently

- Evaluate tools to strengthen our response
- Strengthen our operational assurance
- Integrate water towers into our fleet
- Replace incident command units
- Emergency Services Network (ESN)
- Optimise availability of front-line services

Valuing our people so they can focus on making Lancashire safer

- Develop a strong organisational culture where our values are understood
- Encourage and listen to employee voice
- Develop our leaders
- Promote equality, diversity and inclusion within the Service
- Expand apprenticeship opportunities
- Build a strong and resilient workforce

Delivering value for money in how we use our resources

- Invest in training and equipment
- Collaboration with Lancashire Constabulary
- Property collaborations and co-location
- 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 further 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:		

Annual Service Plan

The year ahead

In 2017, Lancashire Fire and Rescue Service maintained a secure financial position and stable environment which enabled us to keep investing in people, training and equipment.

Our emergency cover review confirmed that we are able to respond safely and effectively and that no changes to staffing or fire engines are required. This leaves us in a strong position not only to face future challenges but to lead improvements and innovation in our sector.

The year ahead promises further transformation in the way we work where it allows us to improve services for our communities, reduce risk to vulnerable people and provide more value for money. The skills, resilience and dedication of our staff enable the Service to lead the way forward, rather than waiting to be pulled along by the Government's reform agenda.

Our financial position remains stable and secure, with reserves in place to offset the majority of financial challenges that lay ahead. We have an excellent track record on efficiency savings and will continue to look for ways to be more efficient to allow us to keep re-investing in service improvements.

Reinvesting in people, training and equipment

We remain steadfast in ensuring that our people have the best equipment, training and development opportunities available and this year will be no exception. We have a range of investment planned that will improve operational and training experiences alongside advancements in our leadership programme and provision of new technical rescue jackets, helmets and gloves.

Staying operationally effective and efficient

Staying at the forefront of operational excellence remains a priority, particularly in an increasingly complex and demanding environment. Our continued investment in training and equipment supports this alongside a commitment to collectively drive forward improvements and raise standards in performance.

Organisational culture based on values

The Fire and Rescue Service continues to evolve in line with the changing landscape of risk and demand in our communities. This is a challenging future but our workforce is expertly trained with adaptable skills. The future role of the firefighter could see us delivering more services that focus on prevention and intervention, in ways that make best use of our skills, equipment and experience. With clear values and strong leadership at the heart of the Service, we will be well positioned to face these challenges.

Building stronger collaborations

We have a strong history of working with others to make a real difference by improving services for local communities. In the year ahead we will seek new opportunities to collaborate in ways we haven't before whilst keeping in focus our purpose to make Lancashire safer.

We are a strongly performing and forward-thinking Service. We have some of the best firefighting equipment and training facilities in the country, our targeted prevention and protection activity continues to reduce the number of people and properties harmed by fire and other emergencies, and we have introduced new ways of working with partners that are making a real difference to people's lives.

All our priorities in the year ahead aim to improve services for the people of Lancashire, particularly the most high risk and vulnerable members of our communities.

Chris Kenny

Chief Fire Officer

Preventing fire and other emergencies from happening, protecting people and property when they happen and responding quickly and competently

We believe that the best way to make Lancashire safer is to prevent fires and other emergencies from happening in the first place. We will continue to focus our efforts on helping people start safe, live safe, age safe and be safe on our roads, targeting our resources at those most vulnerable.

We will also continue to support local businesses to help them reduce fire risk and comply with legislation, and will lead effective enforcement activity where businesses fail to commit to safety.

We integrate how we prevent and protect people across life's stages with ensuring that when an emergency happens we respond quickly and competently.

Evaluate tools to strengthen our response

Last year's Emergency Cover Review endorsed proposals to adopt a pre-alert policy and evaluate a dynamic cover tool to determine the potential to strengthen our collaborative response arrangements.

We will:

- Trial a pre-alerting system to measure the impact on performance levels of early mobilisation messages.
- Evaluate use of a dynamic cover tool on pump attendance times through geographical resource allocation.

Strengthen our operational assurance

To make sure that the Service operates as safely and effectively as it can, we will continue to build strong planning, preparedness, response and learning processes. We will audit our work to attest to how well we perform and assure strong foundations for the Service's aim, priorities and values.

We will:

- Prepare for inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, a new programme established under the Government's fire service reform agenda to assess effectiveness, efficiency and leadership.
- Review National Operational Guidance and make amendments (where necessary) to Standard Operating Procedures and associated training activity, which will be aligned to new national training specifications.
- Develop an assurance monitoring system app that collates information and intelligence from multiple sources, as well as linking to national learning.

Integrate water towers into our fleet

Following evaluation last year, the water tower appliance (stinger) was found to significantly enhance firefighter safety and firefighting capability. It also minimises damage and associated costs to businesses and homes, and will be adopted into our fleet.

We will:

- Adopt the water tower trialled at Blackburn and purchase a second vehicle that will be stationed at Skelmersdale.

Replace incident command units

Our incident command units are critical to how we manage complex or large scale incidents. We are reviewing what we will need in the future with a view to replacing them with leading-edge resources that are compatible with other agencies.

We will:

- Produce a specification for improved capability and technologically enhanced command support units, and explore potential for shared use and investment with partners.

Emergency Services Network (ESN)

This is a national project to replace the communications network used by the police, fire and rescue, and ambulance services in the UK. The new ESN will provide voice communication and broadband data services.

We will:

- Continue to support national and regional development of the ESN to prepare us for local delivery once the project is ready to commence.

Optimise availability of front-line services

The Service operates a number of wholetime and retained shift systems to provide efficient cover that meets the risk and demand in Lancashire. Reviewing how we manage staffing levels across the shift systems will help us maintain availability of our front-line services more effectively, particularly during periods of high demand and absence.

We will:

- Review rota management systems to ensure optimum staffing levels are maintained.

Valuing our people so they can focus on making Lancashire safer

Develop a strong organisational culture where our values are understood

We have established STRIVE values to guide the professional behaviours we expect of all our staff. Collectively we all STRIVE to achieve our purpose of making Lancashire safer by making sure what we do is guided by strong principles of service, trust, respect, integrity, value and empowerment. Effective performance management is essential to help staff link their own roles and behaviours to the aim, priorities and values of the Service.

We will:

- Continue to consult with staff and line managers on the most effective way to undertake the appraisal conversation.
- Performance manage the completion of appraisals ensuring that all members of staff have the opportunity to receive and give feedback.
- Develop a range of tools to improve the appraisal conversation.

Encourage and listen to employee voice

We want our people to be central to the advancement of LFRS and recognise the positive influence on both our employees' wellbeing and organisational success when people at all levels can contribute their views, expertise and ideas.

We will:

- Survey staff for their views on what it's like to work for the Service, leadership and management, training and development, recognition and communication in order to inform future activity in these areas.
- Create a new intranet incorporating social networking to connect staff across the Service. It will provide a central location for the vast majority of our information and provide a forum for expression of views and knowledge sharing.

Develop our leaders

We recognise that effective leaders with the right behaviours and competencies are crucial to the success of the Service. Good performers, effective decision makers and leaders who can deliver change quickly and successfully demands excellent leadership qualities. Our three areas of focus continue to be creating a shared understanding of what leadership means within LFRS, developing leadership and displaying leadership.

We will:

- Deliver a leadership development day which will launch our Annual Service Plan to set out our direction in terms of a positive, ambitious and realistic future and focus on dealing with change, developing resilience and increasing staff engagement.
- Deliver leadership development to all crew managers on how to create a climate for challenge and high performance, including having difficult conversations with staff in a positive and developmental way, by using influence and feedback.

Promote equality, diversity and inclusion within the Service

To ensure we serve our communities as well as we possibly can, we will recruit, develop and retain a workforce that is inclusive and reflects Lancashire's diverse communities.

We will:

- Ensure that opportunities to work at LFRS are promoted to all our diverse communities.
- Consult communities to shape our work in this area through our equality, diversity and inclusion steering groups.

Expand apprenticeship opportunities

We welcome apprentices in the Service and have already recruited in areas including IT, finance, human resources, service development and fleet and engineering. With the establishment of new apprenticeship frameworks we want to expand the number we offer to include operational firefighting, business safety and community fire safety.

We will:

Increase the number and range of apprenticeships available in the Service subject to the availability of new national standards.

Build a strong and resilient workforce

The physical and mental health and wellbeing of our staff is at the forefront of our efforts to ensure that our workforce is equipped to deal with the changing demands of the Service. Our firefighters have the highest standards of fitness aided by facilities and physical training instructors at stations and annual testing. We will continue to support staff in both their physical fitness and mental wellbeing through our health and wellbeing framework.

We will:

- Embed a trauma risk management system (TRiM) that will replace critical incident debriefing and be delivered by trained practitioners from across the Service.
- Review research on the effects of contaminants at fires on firefighters' health.

Delivering value for money in how we use our resources

Invest in training and equipment

We are steadfast in ensuring that our people have the best equipment and training available. This year will see upgraded facilities along with advanced technology to provide better training experiences.

We will:

- Continue to scope the development of area-based training hubs across the county.
- Extend the workshop and garages at Service Training Centre (STC).
- Replace Midgley House facilities at STC.
- Introduce new XVR virtual reality training software to enhance simulation-based operational training at STC.
- Develop wider ranging incident command software.

- Review duty rig with a view to providing alternative clothing and boots that are more suited to operational activity that isn't fire-related, such as road traffic collisions and missing person searches.

Collaboration with Lancashire Constabulary

Following a long history of successful partnership working with Lancashire Constabulary and a legal duty to do so, we now have a formal agreement in place to explore closer operational collaboration while maintaining separate entities.

We will:

- Explore new ways to collaborate where we can make a real difference by improving services for local communities, decreasing risk to vulnerable people and demand on services, and providing better value for money.

Property collaborations and co-location

We have worked with Lancashire Police and North West Ambulance Service (NWAS) for many years to share accommodation and identify opportunities for the joint development of property in order to co-locate staff and resources.

We will:

- Complete building of Lancaster's new combined fire and ambulance station.
- Continue scoping a new fire station at Preston potentially in partnership with NWAS.

Information management strategy

Work to modernise how we collect, store and use information will take large strides forward this year through our information management strategy.

We will:

- Improve records management by sorting and reducing paper and digital files, and creating a central, accessible document store using the SharePoint platform.
- Implement a new integrated planning and performance (IPP) system that will extract data from a number of locations to provide information about an incident in one place.
- Review processes that involve collecting personal information from members of the public and partners, to ensure that we protect personal and sensitive data, and record and process it in line with General Data Protection Regulations.

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LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 19 March 2018

Blue Light Collaboration (Appendices 1 and 2 refer)

Contact for further information: Justin Johnston, Deputy Chief Fire Officer
Telephone: 01772 866801

Executive Summary

Lancashire Fire and Rescue Service (LFRS) have a long and detailed evidence base of working in collaboration with partners, both within the sector and wider public services. Examples of such work extend to joint procurement with other FRS'; vehicle servicing, audit and finance arrangements with Lancashire County Council and site sharing at a number of locations with North West Ambulance Service.

Increased scrutiny has been placed upon LFRS through the introduction of the Policing and Crime Act 2017 whereby it is a mandate to work cohesively with other Blue Light organisations in order to deliver the most effective and efficient services.

To ensure that such collaborations can be commissioned, delivered and evaluated in the most robust manner an operational collaboration board has been established with the Deputy Chief Fire Officer and Deputy Chief Constable undertaking the Programme Board role of Sponsor.

Initial work has focussed upon the drafting of an operational statement of intent and initial blueprint documents in order to evaluate business as usual and project level work streams for development into business case documents and subsequent approvals. Both documents can be found within the appendices of this report.

Decision Required

The Planning Committee is asked to note the contents of the report. Additionally given the scale and scope of the collaborative opportunities and the forthcoming HMICFRS inspection, Members may wish to formulate a 'task and finish' group to enable broader engagement and scrutiny.

Background

Initial Steps

In December 2017 an initial meeting was held and operational leads from both LFRS and Lancashire Constabulary had scope type discussions in order to establish understanding and effective working relationships that would support any collaborative opportunities to be delivered.

The next phase of the scope work was to host a joint training conference held at LFRS' training centre and hosted by the National Fire Chief Council (NFCC) and

National Police Chief Council (NPCC) accredited training provider, Shared Services Architects.

Following the one day training event operational leads met based upon work areas and themes. They drafted their initial thoughts in a very short blueprint type document; these can be found in appendix 1.

Proposal – Sequencing and Categorisation:

The opportunities below and further outlined within the appendices of this document are recommendations from the departmental leads that have extensive knowledge of their business area and are aware of the demands they are currently facing. It is proposed to use a simple quadrant analysis at first to categorise the opportunities in the below manner. The intention is to prevent too many complex projects being undertaken at once and to allow for a realistic programme of work to begin without overcommitting resources or setting unrealistic expectations and timescales:

<p>“High Effort/Low Benefit” Project to be (potentially) parked - until these areas are ready to develop – to be presented back to the board when the areas are in a position to demonstrate more clearly the benefits outweigh the effort.</p>	<p>“High Effort/High Benefit” Projects to be taken forward – these will require additional resources from each side to develop further – timescales and terms of reference will be developed bespoke to the project. <u>Only 1 or 2 of these should be undertaken at any one time as they are major projects.</u></p>
<p>“Low Effort/Low Benefit” Business as usual – Departments working together to develop shared learning and joint understanding of each organisations working practice, with a view to developing opportunities to present to the board on an ongoing basis.</p>	<p>“Low Effort/High Benefit” These may be categorised as either ‘Quick Wins’ which should be prioritised and commenced asap, and also as; Expansion to current initiatives - These are currently taking place but have a scope to expand. Both may require funding, resources and organisational buy in.</p>
<p>SHARED SUPPORT SERVICES (17 Opportunities)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment & Selection <input type="checkbox"/> First Aid provision <input type="checkbox"/> Health & Safety <input type="checkbox"/> HR Support Services <input type="checkbox"/> Occupational Health Services <input type="checkbox"/> Wellbeing <input type="checkbox"/> Co-location of Public Order Training Site <input type="checkbox"/> LFRS Relocation of Service HQ <input type="checkbox"/> Joint Procurement <input type="checkbox"/> Accounting & Reporting Processes and link to LCC <input type="checkbox"/> Joint Working on GDPR Compliance <input type="checkbox"/> Shared Data, Risk and Analytical Reporting 	

- Rota & Resource Management Opportunities
- Fuel Business Continuity Plan
- Vehicle Maintenance for LFRS "Flexi Duty Officer" Cars
- Shared Asset Management
- Shared R & D

RESPONSE (6 Opportunities)

- Real Time Demand Management
- PCSO cover for Retained Duty System
- Missing Person Response: Phase 2
- Joint Command Unit Working
- Second 'Event' Drone
- Duty Officer Communication

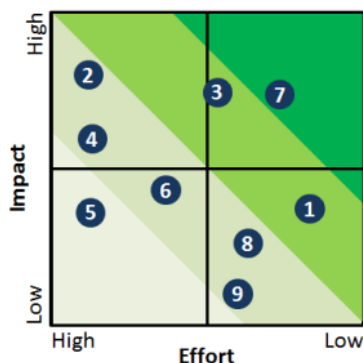
TRAINING (5 Opportunities)

- Driver Training
- Evaluation and quality assurance of training
- Leadership Development
- UKAS Accreditation of fire/crime scene
- Shared Learning Opportunities

ENGAGEMENT AND PREVENTION (4 Opportunities)

- Joint Communications Activity
- Integrated Youth Volunteering Offer
- Police Smartphone HFSC Referrals
- Engagement & Visibility in 'Place' (PCSO/Community Safety Advisors)

The assessment of these opportunities will be done at the next Programme Board. This will form the basis of the Programme Plan. Each project will develop a Business Case and a template is in development with Lancashire Constabulary and Lancashire Fire and Rescue. Implementation and benefits realisation plans will also be developed. Once this work has taken place a more detailed breakdown could be undertaken to more accurately 'scatter' the proposals – acknowledging that each may not fit comfortably in a single box but that there will be a more equal spread;



Proposal – Governance

The Deputy Chief of Lancashire Constabulary and Lancashire Fire and Rescue jointly chair the Collaboration Executive Board. The frequency of this board will be quarterly. This will be reviewed along the lifespan of the programme. This board will review all recommendations put forward, agree business cases to be put forward to each organisations change programme to agree funding and operating models.

A Collaboration Programme Board will be jointly chaired by Chief Superintendent Chris Bithell and Area Manager Ben Norman. This board will track the progress of the projects put forward, consider any new areas of collaboration to be put before the Collaboration Executive Board for assessment and agreement to the commitment of resources, identify and manage risks and interdependencies and share any operational changes which could change the direction of any projects within the collaboration. Benefits realisation will be reported back to this board once the implementation is complete. This board will ensure that the projects developed within this collaboration are in line with both organisations Strategic Objectives and have a clear link to delivering these. The frequency of this board will be monthly however this will be reviewed during the lifespan of the programme.

Resourcing of the Programme Teams

Resourcing of the programme teams need to be agreed. We are in the process of recruiting a Project Support Officer who will work across both organisations to assist with the programme delivery. As the programme evolves, this arrangement will need to be reviewed.

Business Risk

Due to the change of legislation and expectations of the forthcoming HMICFRS inspectorate arrangements LFRS is required to provide greater clarity on the evidence captured as a part of ongoing and future collaboration opportunities.

Sustainability or Environmental Impact

None identified at this scope phase

Equality and Diversity Implications

None identified at this scope phase

HR Implications

None identified at this scope phase

Financial Implications

Any interim costs such as staff training and programme management will be met from existing budgets on an equal share basis

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:		

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Blue Light Collaboration Project

Lancashire Constabulary and Lancashire Fire & Rescue Service
Combined 'Initial Opportunity' Proposals

Chief Superintendent Chris Bithell and Area Manager Ben Norman

February 2018

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1. Recruitment and Selection – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Recruitment and Selection			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this we must be able to recruit our officers effectively and competently.</p>			
Anticipated Benefits:	<p>Reduction in costs.</p> <p>Sharing of HR expertise.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Efficiency Savings?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	Shared HR recruitment and selection function.			
What are the key Dependencies:	Correct workforce plans in each organisation.			
What are the key Risks:	Capacity within each organisation.			
Which Partners are likely participants:	LFRS X	LanCon X	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<p>Identification of need.</p> <p>Scoping of costs.</p> <p>Planning of provision.</p>			

Reputation and/or Identity Impact:	
Authors / Project Leads:	Victor Robinson Head of People Services

2. Driver Training – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Driver Training			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this we must be able to train our officers effectively and competently.</p>			
Anticipated Benefits:	<p>Increased provision and capacity.</p> <p>Reduction in cost.</p> <p>Sharing of 'expertise'.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Efficiency Savings?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	Joint provision of driver training where there is overlap in service provision.			
What are the key Dependencies:	<p>Workforce capabilities.</p> <p>Organisational training plans.</p> <p>Existing collaboration agreement with Cumbria Constabulary.</p>			
What are the key Risks:	Capacity within each organisation.			
Which Partners are likely participants:	LFRS X	LanCon X	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<p>Identification of training demand and requirements.</p> <p>Scoping of future provision.</p> <p>Identification of costs.</p>			
Reputation and/or				

Identity Impact:	
Authors / Project Leads:	Victor Robinson Head of People Services

3. Evaluation and quality assurance of training – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Evaluation and quality assurance of training			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this we must be able to train our officers effectively and competently.</p>			
Anticipated Benefits:	<p>Reduction in costs.</p> <p>Sharing of HR expertise.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Efficiency Savings?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	<p>Shared quality assurance and evaluation services.</p> <p>Reduction in training overhead costs.</p>			
What are the key Dependencies:	<p>College of Policing learning requirement.</p> <p>Existing collaboration agreement with Cumbria Constabulary.</p>			
What are the key Risks:				
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<p>Scoping of current provision.</p> <p>Identification of costs and potential future costs.</p> <p>Examination of existing arrangements.</p>			
Reputation and/or Identity Impact:				

Authors / Project Leads:	Victor Robinson Head of People Services
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4. First Aid provision – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	First Aid provision			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this we must be able to train our officers effectively and competently.</p>			
Anticipated Benefits:	<p>Reduction in costs.</p> <p>Sharing of expertise.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Efficiency Savings?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	<p>Joint collaboration provision or first aid training.</p> <p>Reduction in costs.</p>			
What are the key Dependencies:	<p>Existing first aid provision contract.</p> <p>Capacity within each organisation.</p>			
What are the key Risks:	<p>Clinical government requirement.</p> <p>LanCon collaboration L & D agreement with Cumbria Constabulary.</p>			
Which Partners are likely participants:	LFRS X	LanCon X	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<p>Scoping of current provision.</p> <p>Identification of further needs.</p> <p>Identification of existing arrangement.</p>			
Reputation and/or Identity Impact:				
Authors / Project	Victor Robinson			

Leads:	Head of People Services
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5. Health and Safety – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Health and Safety			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this we must provide a safe working environment for our staff.</p>			
Anticipated Benefits:	<p>Greater expertise within Health and Safety.</p> <p>Reduction in costs.</p> <p>Sharing of best practice.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Efficiency Savings?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	Potential sharing of Health and Safety expertise.			
What are the key Dependencies:	Organisational Health and Safety strategies.			
What are the key Risks:				
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<p>Scoping of Health and Safety provision within both organisations.</p> <p>Identification of future need.</p>			
Reputation and/or Identity Impact:				
Authors / Project Leads:	<p>Victor Robinson</p> <p>Head of People Services</p>			

6. HR Support Services – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	HR support services			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this we must have in place effective HR support services.</p>			
Anticipated Benefits:	<p>Reduction in costs.</p> <p>Greater resilience.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Efficiency Savings?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	<p>Shared HR support service.</p> <p>Reduction in overall cost.</p> <p>Increased resilience.</p>			
What are the key Dependencies:	<p>Existing workforce plans.</p> <p>Terms and conditions of employment.</p>			
What are the key Risks:	<p>Capacity within each organisation.</p> <p>Police Educational Qualification Framework.</p>			
Which Partners are likely participants:	LFRS X	LanCon X	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<p>Scoping of need and costs.</p> <p>Identification of options.</p>			
Reputation and/or Identity Impact:				
Authors / Project Leads:	<p>Victor Robinson</p> <p>Head of People Services</p>			

7. Leadership Development – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Leadership development			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this the leadership and development of our staff is critical.</p>			
Anticipated Benefits:	<p>Increased capacity within leadership development provision.</p> <p>Reduction in costs.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Efficiency Savings?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	<p>Joint leadership provision in areas.</p> <p>Collaboration leadership provision aimed at public services.</p> <p>Reduction in costs.</p>			
What are the key Dependencies:	Organisational leadership strategies.			
What are the key Risks:	Capacity within each organisation.			
Which Partners are likely participants:	LFRS X	LanCon X	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<p>Scoping of current and future provision.</p> <p>Identification of learning styles with organisation.</p> <p>Workforce capability.</p>			
Reputation and/or Identity Impact:				
Authors / Project Leads:	<p>Victor Robinson</p> <p>Head of People Services</p>			

8. Occupational Health Services – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Occupational Health Services			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this purpose we must ensure that we maintain a healthy and fit workplace.</p>			
Anticipated Benefits:	<p>Reduction in costs.</p> <p>Greater shared best practice.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS x LanCon x</p>	<p>Efficiency Savings?</p> <p>LFRS ☒ LanCon ☒</p>	<p>Resilience/Shared Resources?</p> <p>LFRS ☒ LanCon ☒</p>	<p>Service Improvement?</p> <p>LFRS ☒ LanCon ☒</p>
What will be the outcomes / impact:	Potential sharing of OCU resources including specialist provision and facilities.			
What are the key Dependencies:	Lancashire review of OH services.			
What are the key Risks:	Lack of capital investment.			
Which Partners are likely participants:	LFRS X	LanCon X	NWAS ☐	LCC/Other ☐
Key Activities:	<p>Joint scoping of future need.</p> <p>Identification and sharing of OHU strategies.</p>			
Reputation and/or Identity Impact:				
Authors / Project Leads:	<p>Victor Robinson Head of People Services</p>			

9. Co-location of Public Order Training site – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Co-location of Public Order Training site			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this purpose we must be able to train our officers effectively and competently.</p>			
Anticipated Benefits:	<p>Reduction in training overheads.</p> <p>Increased joint working.</p> <p>Improved capacity.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS LanCon</p>	<p>Efficiency Savings?</p> <p>LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	<p>Co-location of Public Order Training site at Washington Hall.</p> <p>Reduction in training overheads.</p> <p>Increased training capacity.</p>			
What are the key Dependencies:	<p>Public Order training requirement.</p> <p>Estate plans for both organisations.</p>			
What are the key Risks:				
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<p>Identification of estates need.</p> <p>Capital spend.</p>			
Reputation and/or Identity Impact:				
Authors / Project Leads:	<p>Victor Robinson Head of People Services</p>			

10. Wellbeing – Victor Robinson

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Wellbeing			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose. Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To support this the implementation and maintenance of effective wellbeing strategies is key.</p>			
Anticipated Benefits:	<p>Sharing of best practice.</p> <p>Cost savings through the joint development of wellbeing scheme.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS X LanCon X</p>	<p>Efficiency Savings?</p> <p>LFRS ☒ LanCon ☒</p>	<p>Resilience/Shared Resources?</p> <p>LFRS ☒ LanCon ☒</p>	<p>Service Improvement?</p> <p>LFRS ☒ LanCon ☒</p>
What will be the outcomes / impact:	<p>Improved staff wellbeing.</p> <p>Implementation of best practice.</p> <p>Financial savings through joint service provision.</p>			
What are the key Dependencies:	Occupational health strategies.			
What are the key Risks:	Capacity within each organisation.			
Which Partners are likely participants:	LFRS X	LanCon X	NWAS ☐	LCC/Other ☐
Key Activities:	<p>Identification and sharing of wellbeing strategies.</p> <p>Scoping of wellbeing initiatives.</p> <p>Identification of resources requirement.</p>			
Reputation and/or Identity Impact:				
Authors / Project Leads:	<p>Victor Robinson Head of People Services</p>			

11. Real Time Demand Management – Peter Lawson

Step 1: Initial Opportunity Document

<p>Title of Collaboration Area:</p>	<p>Real Time Demand Management</p> <p>On average, Lancashire Constabulary receives around 3000 calls for service per day. Around 80% of this is not directly crime related, such as public safety incidents which relate to the physical or mental wellbeing of vulnerable members of the public.</p> <p>Two specific incident classes are:</p> <ol style="list-style-type: none"> 1. Concern for Safety; 2. Trapped / Ill / Injured <p>These two incident types account for around 130 reports every day and include a wide variety of circumstances such as:</p> <ul style="list-style-type: none"> • Self-threatening to or actually self-harming (drugs / weapons / jump from height etc.) • Disturbance on the line • Overdose (drugs) • Intoxicated (alcohol) • People not replying to contact (e.g. not been seen or heard from for several days / behaviour out of character) • People having sustained accidental injury or medical episodes (examples include having fallen from wheelchair, stroke, heart attack, unresponsive in the street). The stretch experienced by NWAS means police receive many reports of this type and will normally arrive at scene well before an ambulance has even been allocated or dispatched. <p>While some of these incidents would be expected to require a police response because of the presence of weapons or controlled drugs, many have no criminal element to them at all and do not need the warranted powers and particular skill set of police officers. They do require a first response that is capable of assessing the actual physical or mental state of a person, rendering first aid, and making basic local checks such as enquiring with neighbours or bystanders.</p> <p>There may be opportunities to transfer appropriate demand of this type in real time from Lancon to LFRS in order for the latter to be the first, and in many cases, only response.</p>
<p>Which Strategic Objectives are aligned to this:</p>	<p>This project would assist with the LFRS aim, which is ‘Making Lancashire Safer’.</p> <p>Similarly this project would align to the Constabulary ambition of “keeping people safe” and embodies the “Early Action” principles, and meets the Key Objectives of “Ensure prevention, partnership working and problem solving”</p>
<p>Anticipated Benefits:</p>	<p>Speedier attendance at non-crime public safety incidents with at times a more appropriate resource with the right skills (e.g. Emergency first aid) resulting in improved service to the public in Lancashire.</p>

Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	A more resilient and efficient public sector service offer.			
What are the key Dependencies:	It will be necessary to determine a way to pass incidents in real time to LFRS for deployment.			
What are the key Risks:	Change in working practices for first line staff.			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> • Analysis of police incidents to determine those that are an appropriate type for a collaborated response. • Design pathways to select and transfer appropriate incidents to LFRS. 			
Reputation and/or Identity Impact:	Potential to impact positively on both.			
Authors / Project Leads:	Peter Lawson (Head of Contact and Responding, LanCon).			

12. Accounting and reporting processes – Alan Brown & Joanna Bowden

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Comparison of accounting and reporting processes and links to LCC. <ul style="list-style-type: none"> • Financial Accounts • Management Accounts • Statement of Accounts 			
Which Strategic Objectives are aligned to this:	Value for money			
Anticipated Benefits:	To identify new opportunities that offer VFM for both Organisations			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	Potential improvements in working practices available to either organisation, could lead to reduced time being spent by staff on these activities/ offer VFM for both Organisations Shared experience, a greater 'impact' on LCC for developments/improvements			
What are the key Dependencies:	General benefits in opening discussions are shared experience and lessons learnt, not reinventing the wheel and the potential of not doing anything. Finance resources to allow analysis of data and sharing of ideas.			
What are the key Risks:	Potential to spend the time exploring options to find there's no impact			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input checked="" type="checkbox"/>
Key Activities:	Discussions between LanCon and LFRS Finance representatives Exploration of current departmental remits, and what is outsourced to LCC Decision around whether to pursue any alternative service provision models			
Reputation and/or Identity Impact:	Not directly, however value for money reporting by the external auditors as part of the year-end audit could be impacted			
Authors / Project Leads:	Joanna Bowden – Head of Finance, LFRS Alan Brown – Head of Finance and Procurement, Lancon			

13. Procurement – Jackie Collett & Kim Larter

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Procurement			
Which Strategic Objectives are aligned to this:	Value for money principles			
Anticipated Benefits:	Not known at this stage – joint working and collaboration on procurement of common goods and services. Aggregation of requirements and standardisation of specification may lead to reduced pricing and increased service levels from suppliers/partners.			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	The outcome/impact could be: <ul style="list-style-type: none"> • Sharing of expertise • Increase in collaborative contracts • Increased buying power • Supplier engagement 			
What are the key Dependencies:	Procurement resources to allow analysis of contract data from all organisations that are involved and subsequent business leads for expertise e.g. Fleet Managers for fleet contracting opportunities			
What are the key Risks:	No risks as this relates to scoping work to identify collaborative contract opportunities			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input checked="" type="checkbox"/>	LCC/Other <input checked="" type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> • Sharing of contracts registers/databases • Identification of common contracts for goods and services • Sharing of spend data • Sharing of expertise and specifications 			
Reputation and/or Identity Impact:	This is business as usual activities for public sector organisations that already have existing relationships for collaborative contracting opportunities			

Authors / Project Leads:	Jackie Collett, Procurement & Contracts Manager - Lancon Kim Later, Deputy Head of Procurement - LFRS
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14. Joint Communications Activity – Paula Duxbury-Lowe & Stephanie Collinson
Step 1: Initial Opportunity Document

Title of Collaboration Area:	Joint communications activity			
Which Strategic Objectives are aligned to this:	Effective communications will contribute to LFRS's aim to make Lancashire safer and its priority to prevent fires and other emergencies from happening. Joint messaging will reach more people than each organisation can reach alone. LanCon xx			
Anticipated Benefits:	<p>LFRS and Lancashire Constabulary already collaborate well in reactive circumstances where a joint response is required. Applying this principle to proactive communications and aligning communications with joint operational activity will allow both organisations to reach larger/more targeted audiences and provide consistent messaging that may lead to behaviour change.</p> <p>It will also allow communications teams at both organisations to share knowledge on audience insight and evaluation findings where shared objectives apply, and tap into each other's creative and other skills.</p>			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input type="checkbox"/>
What will be the outcomes / impact:	<p>Outcomes will vary depending on purpose of communications but could include:</p> <ul style="list-style-type: none"> • Behaviour/attitude change (reduce risk of fires/crime) • Advocacy/cooperation from members of the community/media/stakeholders • Increase in public engagement via digital and other channels • Increase in calls to action (e.g. take up/registrations/calls/subscribers) • Enhanced organisational reputation 			
What are the key Dependencies:	Joint communications activity is reliant on both teams being aware in advance of joint operations (for example bonfire night and MAIAT work) which requires a concerted effort by those involved operationally to involve communications teams from the outset.			

	Additionally, both teams will need to look at each other's plan of activity for the year and identify themes/campaigns that we can potentially collaborate on.			
What are the key Risks:	No risk, as collaboration would only occur where we share the same objectives and it is merely an extension of the work both teams are already doing independently.			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input checked="" type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> • Share plans for the forthcoming year and identify potential for collaboration. • Identify joint operations requiring communications support (MAIAT, bonfire night etc.). • Review use of In The Know to identify better ways of working. • (Communications activity will vary depending on nature of work.) 			
Reputation and/or Identity Impact:	This work has the potential to positively impact on the reputation of both organisations.			
Authors / Project Leads:	Stephanie Collinson (Head of Media and Communications at LFRS) and Paula Duxbury-Lowe (Engagement & Digital Services Manager at Lan Con)			

15. Integrated Youth Volunteering Offer – Ian Sewart

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Integrated Youth Volunteering Offer			
Which Strategic Objectives are aligned to this:	<p>LanCon Strategic Purpose; Our purpose is to keep people safe and feeling safe and when needed, we can be trusted to consistently deliver a competent and compassionate policing service 24/7</p> <p>To supply a joint service for promoting, recruiting and deploying Youth Volunteers thought-out Lancashire.</p>			
Anticipated Benefits:	<ul style="list-style-type: none"> To integrate Police and Fire Youth volunteering Offers. Shared staff costs, greater efficiency and effectiveness in how it is delivered, potential to provide greater capacity with the same resource. To seek to create a truly Public Services Youth Volunteering Offer. Wider public service ownership, increased sustainability and shared costs, broader appeal to young people and greater potential efficiencies. 			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	<p>Outcomes will vary depending on the desired opportunity: Lancashire Volunteers Partnership already provides volunteering support to both organisations therefore processes and ICT will not change. There will be no data protection issues as both organisations are covered in the LVP data sharing agreement.</p> <ul style="list-style-type: none"> Understanding of current structures and how these could be reorganised to provide a joint service. Possible rebrand and change in current uniform may be required. Option 2 would seek to raise funds from other public services who benefit from the provision 			
What are the key Dependencies:	<p>This would require buy in from both organisations. This would require both organisations working closely together with HR, Legal Services and Estates.</p>			

What are the key Risks:	Risks to be considered are predominately around culture and HR processes. Changes to delivery could impact on the number of volunteers.			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input checked="" type="checkbox"/>
Key Activities:	Issue report developed for consideration of the Board			
Reputation and/or Identity Impact:	This work has the potential to positively impact on the reputation of both organisations.			
Authors / Project Leads:	Ian Sewart			

16. Engagement & Visibility in 'Place' (PCSO/Community Safety Advisor Role) – Matt Horn

Step 1: Initial Opportunity Document

Title of Collaboration Area:	Engagement and visibility in 'Place' – PCSO/ Community Safety Advisor Role			
Which Strategic Objectives are aligned to this:	Keeping people safe and feeling safe			
Anticipated Benefits:	<ul style="list-style-type: none"> • Wider pool of resource availability • Greater association of emergency services, leading to an increased association with a feeling of safety and protection for the public • Mutual organisational benefit through shared sense of place ownership • Mutual eyes and ears, focused on vulnerability, not individual organisational priorities 			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	<ul style="list-style-type: none"> • Increased sense of emergency services visibility • Shared and consistent messaging • Some elements of prevention, intervening or signposting early in cases of vulnerability • Increased opportunities to offer step down to Lancashire Volunteer Partnership 			

What are the key Dependencies:	<ul style="list-style-type: none"> • Workforce development and willingness • Increased understanding of vulnerability indicators • Increased understanding of each organisation’s priorities at a tactical operation level – • i.e. amongst the different staff working the given place • Mutual respect and understanding of complementary nature of the roles • Call handling element – although this is not necessarily envisaged as a response service, more a pro-active opportunity to increasingly broaden the scope and understanding of each other’s staff • ‘Command’ protocols; who tasks whom with what? 			
What are the key Risks:	<ul style="list-style-type: none"> • Lack of clarity about roles and responsibilities • Sense of ‘interference’ with core roles – political or union view • Shrinking resource leading to temptation to deploy beyond remit • “We tried this (ECSO) and got rid of them” • Failure to agree consistent messaging 			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input checked="" type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> • Negotiations with staff associations • Best Practice considerations • ECSO project – why did that fold? • Scope existing roles and function – what have we each got where, doing what? • Understand the impact of the Local Policing review • Understand current job descriptions • Agree joint aim of increased engagement and visibility – in place • Consider pilot area 			
Reputation and/or Identity Impact:	<p>Appropriately managed and marketed, the public should see an enhanced level of visibility amongst those ‘Emergency Service Personnel’ whose job it is to keep people safe – leading to increased sense of safety, and potentially a sense that the services are being efficient and effective, offering value for money, especially as we see precept rises.</p> <p>Equally, it must be clear that LFRS are about prevention and rescue, not about enforcement</p>			
Authors / Project Leads:	Matt Horn			

17. Police Smartphone HFSC Referrals – Phil Jones

<p>Title of Collaboration Area:</p>	<p>Police Smart Phones being able to directly refer to LFRS for Home Fire Safety Checks</p>
<p>Which Strategic Objectives are aligned to this:</p>	<p>This relatively simple project would certainly assist with the LFRS aim, which is 'Making Lancashire Safer'. In relation to LFRS priorities, this project would achieve:</p> <p>"Preventing fires and other emergencies from happening" and "Delivering value for money".</p> <p>Similarly this project would align to the Constabulary ambition of "keeping people safe" and embodies the "Early Action" principles, and meets the Key Objectives of "Ensure prevention, partnership working and problem solving"</p>
<p>Anticipated Benefits:</p>	<p>LFRS held data indicated that referrals for Home Fire Safety Checks/ Safe and Well Checks from the Police was very low. Most of those that did come into LFRS as a referral were via the MASH. A potential solution to this is the ability for police staff to utilise their smart phone to make a referral. Many Neighbourhood/Early Action teams have had the LFRS input for the referral system available via the LFRS website, with the only way of them currently being able to complete this, being via a PC back at their base, or written notes passed to LFRS staff.</p> <p>Allowing a link/app to the LFRS online referral portal on the 2000 front line smart phones, with partner access to LFRS online portal, would give the ability for all officers to refer vulnerable members of the community, within minutes from their current location. This was given the green light by the smart phone project officer, who at the time was Insp Dave Hannon. However the police network would not allow the web portal to run properly. The website is accessible but the referral form is not allowed onto the police smart phones. If a solution can be found it will benefit LFRS by an increase in referrals for vulnerable members of the community, along with reducing the paperwork and time burden for police staff, as they would be able to complete the quick referral form and leave the rest to LFRS.</p>

Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	The outcomes of the successful implementation of this project would be: <ul style="list-style-type: none"> • Reduction in Police Staff administration, increasing capacity. • Efficiently and effectively identifying vulnerable members of the community, who may not come into contact with LFRS until it is too late. • More accuracy with LFRS's targeting of high risk members of the community, due to increased partner intelligence. • LFRS intervention via the Safe and Well process may reduce future police resources at the property, along with the wider public sector, such as social services, ambulance, GP's etc. 			
What are the key Dependencies:	This project was first visited early in 2016, with the stumbling block being the access of the referral part of the website having the permissions for the police network. This requires communication and a concerted effort by the ICT teams within both organisations to put time aside to make this work.			
What are the key Risks:	No risks, as this is business as usual for both organisations, the benefit is all staff have access to the online referral portal via their smart phone, whilst at the address of the person.			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	Summarise the key stages required to achieve the end result. This should summarise the work to be done but not be a detailed plan. <ul style="list-style-type: none"> • Access permissions for the LFRS website and referral form • Web link or app uploaded to all smart phones • LFRS share the short training presentation onto the LanCon Sherlock intranet page and offer training via area teams to their respective BCU's (already taking place within neighbourhood and EA teams) • Method of removing the need for police staff to put in a partner access password (this holds minimal risk, as the worst somebody could do, is make a referral without permission, but anybody in the world can do this now if they access the website) • End user testing • Comms strategy to advertise the new service available on their smart phones and how this will reduce their time filling in paperwork for the same referral. 			

Reputation and/or Identity Impact:	<p>Primarily this is business as usual, just making an existing referral process more efficient..</p> <p>There may be some identity impact where joint visits are undertaken by both police and fire staff in the case of some MASH referrals where risk is identified – but this is not a direct result of this project.</p>
Authors / Project Leads:	GM Phil Jones (LFRS)

18. PCSO Cover for Retained Duty System – Phil Jones

Title of Collaboration Area:	New PCSO applicants, being encouraged to consider Retained Duty System Firefighter cover			
Which Strategic Objectives are aligned to this:	<p>LanCon: Neighbourhood Policing, Protecting People, Value for Money</p> <p>LFRS: Making Lancashire Safer, Delivering Value for Money</p>			
Anticipated Benefits:	<p>Within LFRS there are certain Retained Duty Fire Stations, where it is difficult to provide availability during the day (9-5). On initial research with CI Ian Mills, it was established that some of these areas have PCSO staff working within the 5 minute turnout radius. The benefits would be:</p> <ul style="list-style-type: none"> • Enhance fire appliance crewing strengths • Improve collaboration between both organisations, including local working relationships • Allow the PCSO the opportunity to remotely work from this local fire station, allowing for more effective working • Allow the PCSO to expand their skill sets, enhancing their contribution to both LanCon and LFRS in areas such as, First Aid, risk assessments, physical fitness, fire safety, vulnerable people in relation to fire etc. • Allows the PCSO to earn additional salary and provide cover from their home location, should they live near to another retained fire station. • Potentially could be developed into a joint funded Community Safety Officer, as both organisations have similar vulnerable people as their most at risk groups. 			
Collaborative Ambition:	Increased Staff Wellbeing?	Efficiency Savings?	Resilience/Shared Resources?	Service Improvement?

	LFRS <input checked="" type="checkbox"/>	LFRS <input type="checkbox"/>	LFRS <input checked="" type="checkbox"/>	LFRS <input checked="" type="checkbox"/>
	LanCon <input checked="" type="checkbox"/>	LanCon <input type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	<ul style="list-style-type: none"> • Potential for increased fire appliance availability • Increased joint situational awareness of vulnerability in the location. • More efficient use of shift, as the local fire station could potentially be used for remote working, reducing journeys. • PCSO would not be relied upon to maintain the crewing, as their police work may render them unavailable. 			
What are the key Dependencies:	<ul style="list-style-type: none"> • PCSO recruits may not be able to attain the fitness standards required. • May be issues with trade unions. • Some Fire Stations may not be within 5 minutes of a selected retained duty fire station. • Would need to be a small pilot consisting of several members of the staff willing to go through the process. 			
What are the key Risks:	<ul style="list-style-type: none"> • Lack of availability to give fire cover due to demand from policing work • Trade Unions opposing the pilot • Training implications will be covered financially by LFRS, including the payment of wages, but there would be a PCSO missing from their rota for the duration of the particular training course. 			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input checked="" type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> • Discussion paper previously agreed for further scoping by ACO Dave Russel and ACC Mark Bates. A decision should be made as to whether both organisations see a benefit in starting up the scoping work. • Meetings with union officials to discuss the proposal would give a good indication of any objections. • Consideration as to whether a future community safety officer may incorporate Emergency Medical Response and carry a defibrillator etc. This was previously the case with early ESCSO's, but the landscape of early action and working with vulnerable people has made this a priority in both organisations, so a modern version may be considered. 			
Reputation and/or Identity Impact:	<ul style="list-style-type: none"> • As the PCSO wouldn't be relied upon as a crew member to make the appliance available, the risk of them not turning in for a call, where a life may be lost is eliminated. • The media may focus on this, but they are already live in several areas of the country with little attention. 			

	<ul style="list-style-type: none"> This would enhance relationships, joint working under JESIP and shared situational awareness of vulnerable people and ASB.
Authors / Project Leads:	Author: GM Phil Jones

19. Joint working on GDPR Compliance – Phil Jones

Title of Collaboration Area:	GDPR Compliance			
Which Strategic Objectives are aligned to this:	Value for money Emergency Service Collaboration			
Anticipated Benefits:	Although LanCon are advanced in their preparation for GDPR, there will always be best practice, software and training methods which would be useful across both organisations. The formation of the collaboration board will give both organisations the opportunity to create a network on the subject and expand their working relationship as time goes on.			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	This is nothing more than the creation of a network between the organisations DPO's, business information and knowledge management departments. In the early stages it may be introductions from staff at either side, visiting their peers, view their practices and establish what systems they are using. This may take the form of bi-monthly meetings, or even potential skill shares at times of demand, once the relationships have matured.			
What are the key	The only blocker to this is for the staff at both organisations, committing to			

Dependencies:	the collaboration and taking the time out of their busy diaries to meet.			
What are the key Risks:	At this stage there are no perceived risks, as it is purely sharing best practices at this stage.			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input checked="" type="checkbox"/>	LCC/Other <input checked="" type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> • Initial introductory meeting with relevant managers and practitioners. • Visiting both organisations • Diary bi-monthly meetings • Develop relationship, which may lead to close working, or potentially staff share/secondments if deemed in the interest of both organisations. 			
Reputation and/or Identity Impact:	No reputational impacts at this stage			
Authors / Project Leads:	Phil Jones			

20. Shared Data, Risk and Analytical Reporting – Phil Jones

Title of Collaboration Area:	Shared Data, Risk and Analytical Reporting
Which Strategic Objectives are aligned to this:	<p>LFRS: Preventing Fires and other Emergencies Value for Money</p> <p>LanCon: Neighbourhood Policing Protecting People Value for Money Aligned to the Police and Crime Plan priorities of prevention, vulnerability and early action.</p>
Anticipated Benefits:	<p>The sharing of data, risk and analytical reporting would prevent the SILO working effect and provide both organisations with greater shared situational awareness.</p> <p>Examples of where benefits could be realised:</p>

	<ul style="list-style-type: none"> • Sharing frequent caller data, allowing for S&W referrals to be created for those at risk and vulnerable. • Overlaying deliberate fire data, with police arson, ASB reporting, would produce more accurate intelligence for use by both organisations. • Leads from both organisations could shadow each other, allowing them to see the others software, take back best practice and possibly recommend where they could work better together on future analysis reports. • Sharing of detailed risk analysis and mapping undertaken by both organisations. For example, the 'Strategic Assessment of Risk' and 'Integrated Risk Management Plan' produced by LFRS overlap with elements of the LanCon 'Force Management Statements' and there are efficiencies to be made in the sharing of risk management information, mapping tools and data analysis for a clearer understanding of County risk. • Efficiency savings could be made, if software, specialist staff, could be shared when the need arises across both organisations. This is not recommending sharing staff i.e. reducing, it is to enhance current staff or software from the other organisation when the need arises, which would prevent duplication of costs for the same software, which may be seldom used. 			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	<ul style="list-style-type: none"> • Better communication between staff across both organisations. • Sharing of vulnerable person data • More accurate incident analysis, as maps can be overlaid with both organisations data. • Consideration could be given for joint analysis reports in the future • Sharing of skills and software on a need basis, allowing money to be saved on licenses • Better and more accurate understanding of risk data for the county 			
What are the key Dependencies:	<ul style="list-style-type: none"> • Both organisations are required to agree to share data, some of which may be sensitive • Secure means of sharing which must be cognisant of GDPR (information sharing agreement) • Data made available in a format that is useful to the other organisation. 			

What are the key Risks:	<ul style="list-style-type: none"> Increased risk of a data breach 			
Which Partners are likely participants:	LFRS ☒	LanCon ☒	NWAS ☒	LCC/Other ☒
Key Activities:	<ul style="list-style-type: none"> Initially it would be important for the relevant analysts to get together and view the processes of each organisation. Secure a ISA between both organisations Establish a secure method to share the 2 way data Carry out a review of each organisations systems, key differences and which may be utilised by the other organisation. Within this review they could start to plan how any duplication of software and licenses could be reduced. Relevant departmental heads to discuss how staff may be utilised more fluidly, depending on particular projects or demands. 			
Reputation and/or Identity Impact:	<ul style="list-style-type: none"> This collaboration would be reflected positively with HMICFRS Like any other new data share, there is an added risk of a data breach, however this doesn't have to mean an additional likelihood, as the sharing agreement and method should prevent their being any more likelihood of a breach. 			
Authors / Project Leads:	Author: Phil Jones LFRS Project Leads: Phil Jones and Ian Dawson			

21. Missing Person Response “Phase 2” – Tim Murrell & Julian Platt

Title of Collaboration Area:	Extending LFRS Missing Persons Activities in line with the interim MOU. This entails an LFRS appliance response to homes where people have reported missing individuals. Crews will be expected to perform a ‘with consent’ search and collection of information on behalf of Lancashire Constabulary.			
Which Strategic Objectives are aligned to this:	Making Lancashire Safer Delivering Value for Money in How We Use Our Resources			
Anticipated Benefits:	<ul style="list-style-type: none"> • The use of LFRS appliances will improve the initial response time to requests for assistance from members of the public • Improved response times reducing the search area required to locate a missing person. • Increased effectiveness of local search through use of LFRS search techniques inside buildings and use of equipment such as thermal imaging and ladders. • Reduced time in resolving missing persons incidents • Reduced staff impact on Lancashire Constabulary • Improvements in collaborative working 			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	Increase in speed/number of missing persons being found Increased public safety & satisfaction			
What are the key Dependencies:	Data Protection & information sharing Adequate Training for LFRS operational staff Access to suitable & secure ICT systems			
What are the key Risks:	<ul style="list-style-type: none"> • Competence of LFRS staff in gathering information, recognising hazards and searching • Data Protection and privacy issues • Miscommunication of information • Failure of ICT • High volume of workload creating gaps in LFRS operational cover 			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>

Key Activities:	<ul style="list-style-type: none"> • Creation of ICT solution for information transfer • Training of LFRS & LC Staff • Creation of Standard Operating Procedures/amendment to MOU • Changes to information sharing agreement • Deployment of crews to initial calls for assistance
Reputation/ Identity Impact:	Reputational risk through data protection/privacy issues
Project Leads:	Tim Murrell (LFRS) Julian Platt (LC)

22. Joint Command Unit Working – Tim Murrell & Julian Platt

Title of Collaboration Area:	Renewing LFRS Command Unit Assets in favour of 2 “Joint Command Units” This entails Joint Command Units crewed & operated by LFRS staff attending large incidents in either agency capacity.			
Which Strategic Objectives are aligned to this:	Making Lancashire Safer Delivering Value for Money in How We Use Our Resources			
Anticipated Benefits:	<ul style="list-style-type: none"> • Joint command units will allow for greater embedding of JESIP principles • Availability of on scene asset for Multi Agency Use • Improvement in joint situational awareness, decision making, communication, understanding of risk and records. • Reduced overall costs of providing individual agency assets • Improvements in collaborative working • Improvements in on-scene welfare arrangements 			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Efficiency Savings? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	<ul style="list-style-type: none"> • Improvement in Incident Command arrangements • Increased safety of responders • Increased efficiency of response arrangements 			
What are the key Dependencies:	<ul style="list-style-type: none"> • Data Protection & information sharing • Adequate training for LFRS & LC staff • Suitable & secure ICT systems / integration of partner information systems • Funding 			
What are the key Risks:	<ul style="list-style-type: none"> • Competence of LFRS staff in supporting police led incidents • Data Protection and privacy issues 			

	<ul style="list-style-type: none"> • Miscommunication of information • Failure of ICT • Higher volume of workload creating gaps in LFRS command unit cover 			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> • Design/Creation of Joint Incident Command Units • Creation of ICT solution for information transfer • Creation of Standard Operating Procedures / MOU • Training of LFRS & LC Staff • Changes to information sharing agreement • Deployment of crews to incidents in support of multi-agency or single agency incidents 			
Reputation/ Identity Impact:	Reputational risk through data protection/privacy issues			
Authors / Project Leads:	Tim Murrell (LFRS) and Julian Platt (LC)			

23. Second 'Event' Drone – Tim Murrell & Julian Platt

Title of Collaboration Area:	Establishing second 'event' drone team consisting of Lancashire Constabulary Officers who will be made available for pre-planned events/operations.
Which Strategic Objectives are aligned to this:	Making Lancashire Safer Delivering Value for Money in How We Use Our Resources
Anticipated Benefits:	<p>The use of a second drone in pre-planned operations releases the need for the primary (immediate response) drone to remain at protracted operations. If LFRS officers pilot the drone, a police officer would be required to remain with the drone pilot in order to interpret the live video feed and to communicate on police channels.</p> <p>The 2nd drone acquired by LFRS is used for resilience/training only and operational use would see improvement in value for money</p> <p>Collaborative approach to drone use is beneficial, with sharing resources & expertise.</p> <p>The use of a drone allows for aerial imagery during specific high risk events, thus assisting in any gaps in cover when National Police Air Service are not available.</p>

Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	<ul style="list-style-type: none"> • Ability to support multi-agency operations at high risk events such as football matches, VIP visits or demonstrations • Greater availability of the primary (response) drone • Greater use of the drone transmission solution (go-box) • Increased situational awareness of responders during events • Increased evidence gathering during events 			
What are the key Dependencies:	<ul style="list-style-type: none"> • Availability of Police Officers for both events and training • Availability of 2nd Drone • Adequate Training • Transfer of LFRS permissions and insurance 			
What are the key Risks:	<ul style="list-style-type: none"> • Competence of pilots / inadequate pilot hours being maintained due to other commitments • Incorrect use of drone & imagery - data protection and privacy issues 			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> • Identification of LC Pilots (complete) • Initial training (complete) • Pilots gaining day & night time hours under instruction from LFRS (in progress) • Standard Operating Procedures/amendment to MOU (in development) 			
Reputation and/or Identity Impact:	Reputational risk through data protection/privacy issues (incorrect use of drone and/or imagery)			
Authors / Project Leads:	Tim Murrell (LFRS) and Julian Platt (LC)			

24. LFRS Relocation of Service HQ – Ben Norman / Chris Bithell

Title of Collaboration Area:	LFRS Relocation of Service Headquarters (business case refresh): Hutton site viability.
Which Strategic Objectives are aligned to this:	<p>Lancashire Constabulary:</p> <ul style="list-style-type: none"> • Collaboration integration of public services in Lancashire. • Closer Partnership working. <p>LFRS:</p> <ul style="list-style-type: none"> • Delivering value for money in how we use our resources.

	<ul style="list-style-type: none"> Preventing fires and other emergencies from happening through partnerships working. 			
Anticipated Benefits:	<ol style="list-style-type: none"> Potential to create financial savings through the ability to shape shared office space to meet bespoke team needs such as executive meetings/ office space or ICT workshops. Removal of duplication in shared service areas such as security, reception, ground maintenance and refreshment areas. Increased efficiencies through the co-location of teams that have mutual work streams such as Early Action, volunteer management, safeguarding or organisational leadership. Decrease in travel time and costs for officers and staff that meet at Hutton/ Fulwood in an offsite manner. 			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	<ul style="list-style-type: none"> Closer working at all levels of the organisation(s) due to accessibility. Potential financial savings through reduced shared services costs. Reduction in travel time between sites leading to greater effectiveness. 			
What are the key Dependencies:	<ul style="list-style-type: none"> Lancashire Constabulary identifying the availability of site space for the building and associated requirements such as car parking. Benefits of site sharing to be quantified and proven to exceed alternative site options. Police and Crime Commissioner and Combined Fire Authority (CFA) approval required. Planning permission to increase the buildings and site user's capacity on the Hutton site. 			
What are the key Risks:	<ul style="list-style-type: none"> Lack of planning permission Lack of sign off by either or both governance Difficulty in identifying shared service cost percentages 			
Which Partners are likely participants:	LFRS <input type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> Evaluation of shared function or shared site appetite. Identification of function and scale requirements (LFRS). Identification and costs associated with land and support function (Lancashire Constabulary). Consultation with LA planning to ascertain feasibility Attain early support from governance (PCC/CFA) 			
Reputation and/or Identity Impact:	Partners and the people of Lancashire would see a closer working and more cohesive LFRS/ Lancashire Constabulary.			

Authors / Project Leads:	AM Ben Norman / Ch. Sup Chris Bithell
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25. Rota & Resource Management Opportunities – Dave Clegg

Title of Collaboration Area:	Exploration of Rota/Resource management opportunities			
Which Strategic Objectives are aligned to this:	This project would certainly align itself to 'delivering value for money'			
Anticipated Benefits:	<p>Provision of resilience within both the LANCON Force Resourcing Unit and LFRS Rota Management team. Best practice to be shared and also exploration of the best possible use of IT solutions to efficient resourcing.</p> <p>Also the exploration of an IT solution that would provide details of the duty Senior Officers in both organisations that can be accessed by both LANCON and LFRS.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Efficiency Savings?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	<p>A successful project would produce the following:</p> <ul style="list-style-type: none"> • A level of resilience built into both Rota Management/Force Resource unit teams • Sharing best practice in efficient and effective resource management • Possible improved IT solutions with best use of smartphone technology • Access to duty officer information for both organisations 			
What are the key Dependencies:	Managers of both resources will have to ensure that any barriers are removed through liaison and recognition of each other's best practice			
What are the key Risks:	No risks envisaged, this project is to explore best practice rather than look to share resources which due to the scales involved is not appropriate			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>

Key Activities:	Meetings arranged in the forthcoming weeks at both LANCON and LFRS HQs to explore opportunities.
Reputation and/or Identity Impact:	No impact to identity of reputation this is purely to explore any opportunities to providing emergency resilience and identifying practice that would be beneficial to both parties
Authors / Project Leads:	David Clegg, Head of Administration Services

26. Duty Officer Communication – Tim Murrell & Julian Platt

Title of Collaboration Area:	Communicating the ‘on duty’ officers on a daily basis to key LFRS & LC staff members			
Which Strategic Objectives are aligned to this:	Making Lancashire Safer			
Anticipated Benefits:	By knowing which officers are on duty in each service it is anticipated that both day to day and emergency situation communications will be more effective and lead to better informed decision making.			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Resilience/Shared Resources? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	Improved speed of communications during incidents Improved speed and accuracy of decision making			
What are the key Dependencies:	Data protection & information sharing protocols Availability of Administrative capacity Access to suitable & secure ICT systems with current officer rotas			
What are the key Risks:	Lack of availability of current rota information for officers Data protection and privacy issues Failure of ICT Increase in administrative workloads & weekend arrangements ‘Live’ changes not being communicated e.g. sickness or urgent leave Staff changes leading to inaccurate information Incompatibility of officer shifts/hours			
Which Partners are likely	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>

participants:				
Key Activities:	<p>'Matching' of officer roles e.g. creation of Duty Area Manager for LFRS</p> <p>Creation of solutions for information transfer between organisations.</p> <p>Daily administration and passing of information</p>			
Reputation and/or Identity Impact:	No impact			
Authors / Project Leads:	Tim Murrell (LFRS) Julian Platt (LC)			

27. Fuel Business Continuity Plan – John Hargreaves

Title of Collaboration Area:	Fuel Business Continuity Plan			
Which Strategic Objectives are aligned to this:	<p>LFRS must ensure sufficient fuel is available for emergency vehicles to respond to fire and other emergencies quickly and competently in order to protect people and property when incidents happen.</p> <p>Similarly this will align to the Constabulary ambition to respond quickly and competently to keep people safe.</p>			
Anticipated Benefits:	<p>LFRS awarded a tender to replace fuel dispensing equipment and storage tanks at five strategic sites within the County to retain in-house facilities to strengthen business continuity plans. Sharing these facilities with the Police BCP fuel stock arrangements would benefit both services. Each site would have sufficient capacity to support essential activities that can be maintained for extended periods using bulk stock supplies secured through the Police BCP.</p> <p>LFRS new fuel management system has the ability to record usage of individual vehicles or fleet departments and has automated invoicing capability to independent accounts.</p>			
Collaborative Ambition:	<p>Increased Staff Wellbeing?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Efficiency Savings?</p> <p>LFRS <input type="checkbox"/></p> <p>LanCon <input type="checkbox"/></p>	<p>Resilience/Shared Resources?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>	<p>Service Improvement?</p> <p>LFRS <input checked="" type="checkbox"/></p> <p>LanCon <input checked="" type="checkbox"/></p>
What will be the outcomes / impact:	A secured fuel supply to essential emergency services that enable an effective and efficient response to the community to make Lancashire safer.			
What are the key Dependencies:	A willingness to consolidate BCP for both services and agree a system of recording fuel deliveries, usage and invoicing partners who access this facility.			

What are the key Risks:	Fuel BCP is activated due to either, industrial action or genuine shortage of fuel from key suppliers for matters outside of the services control, i.e. Oil producers, fuel manufacturers or refineries fuel stockists. Government intervention may be required.			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input checked="" type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	<p>Establish a Project team to review current BCP arrangements and commission the following work;</p> <ul style="list-style-type: none"> • Produce a MOU between partners • Draft a new BCP to consolidate fuel source, supplier, logistics, storage and dispensing • Agree fuel stock management for delivery, dispensing, invoicing and associated environmental responsibilities. 			
Reputation and/or Identity Impact:	Services not being able to deliver and effective emergency response service will potentially result in failure to protect the community and damage reputation.			
Authors / Project Leads:	Head of Fleet and Engineering – John Hargreaves (LFRS)			

28. Vehicle Maintenance for LFRS ‘Flexi Duty Officer’ – John Hargreaves

Title of Collaboration Area:	Vehicle Maintenance for LFRS Flexi Duty Officer cars.
Which Strategic Objectives are aligned to this:	Responding to fire and other emergencies quickly and competently. Delivering value for money in how we use our resources.
Anticipated Benefits:	<p>LFRS are introducing different transport options for flexi duty officers who respond to emergency incidents. One option is the provision of a service vehicle. For Officers who have taken this option, LFRS will procure approximately 17 4x4 vehicles, which are more suitable for the role and utilise the Constabulary vehicle workshop at Hutton to provide a full maintenance package over the three year life.</p> <p>The Constabulary workshop and Technicians are trained to full dealership status, for the vehicle brands being considered. The Technicians are skilled to carry out all levels of maintenance including warranty work and four wheel alignment checks, which is deemed an essential check/adjustment for operational response vehicle. LFRS will also consider extending this arrangement to other light vehicles within the fleet used for emergency</p>

	response. The Constabulary workshop will benefit from additional income to cover overhead costs.			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	In comparison to using vehicle dealerships, LFRS will receive a more responsive service from the Constabulary workshop in terms of minimising vehicle downtime. Adopting the Constabulary maintenance regime for response vehicles will enhance safety.			
What are the key Dependencies:	This arrangement will be subject to a robust service level agreement being established and a competitive hourly rate being agreed.			
What are the key Risks:	Compliance to service level agreement and managing competing priorities. LFRS will have support vehicles in place to reduce risk of vehicle unavailability.			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	Establish a project team (Heads of Fleet Management) to draft a service level agreement. To detail maintenance levels, frequency and material costs. Determine acceptable levels of vehicle downtime for all aspect of maintenance.			
Reputation and/or Identity Impact:	Both services will achieve an effective collaboration agreement by complying with the Service Level Agreement and demonstrate value for money by effectively using resources employed.			
Authors / Project Leads:	Head of Fleet and Engineering – John Hargreaves (LFRS)			

29. Shared Asset Management – Ian Riding & Claire Livesey

Title of Collaboration Area:	Shared Asset Management
Which Strategic Objectives are aligned to this:	Sharing assets aligns mainly to delivering value for money, and how we use our resources efficiently and effectively.

Anticipated Benefits:	<ul style="list-style-type: none"> - Reduce cost - More rewarding and improved Environment - Joined up working between services – SMARTER WORKING - Improvement of operational performance - Expansion of role through diversification - Service provision kept local. - Improved utilisation of Assets - Right Resource – Right Place – Right Time 			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Efficiency Savings? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	<ul style="list-style-type: none"> - Reduction in Estate running costs through collaboration - Extend collaboration to other agencies - Broader knowledge base – Local Risk - Possible income generation from sale of asset 			
What are the key Dependencies:	<ul style="list-style-type: none"> - High level buy-in - Timeframes - Communication 			
What are the key Risks:	<ul style="list-style-type: none"> - Manage Expectations - Affordability - Competing demands - Multiple Agencies delaying decision making. 			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input checked="" type="checkbox"/>	LCC/Other <input checked="" type="checkbox"/>
Key Activities:	<ul style="list-style-type: none"> - Identify Assets and Service activity for Collaboration - Determine low risk/easy win opportunities - Align Timeframes - Timetable regular meetings - Set delivery dates - Review outcomes 			
Reputation and/or Identity Impact:	Positive impact to public on collaboration, Services to monitor true collaboration to avoid possibility of Identity/takeover inference.			
Authors / Project Leads:	Ian Riding (LFRS) and Claire Livesey (LANCON)			

30. Shared Learning Opportunities – Simon Fryer & Victor Robinson

Title of Collaboration Area:	Shared Learning Opportunities			
Which Strategic Objectives are aligned to this:	Developing People			
Anticipated Benefits:	Access to a wider range of learning opportunities for staff with a particular focus on Leadership and shared understanding.			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Resilience/Shared Resources? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	Potential broader understanding and knowledge base of staff in all organisations involved. Access to a wider range of developmental opportunities. Greater understanding of partner organisation's inner workings, command and control, etc.			
What are the key Dependencies:	Capacity from both a training course places and time away from the workplace perspective.			
What are the key Risks:	There exists the potential for organisation specific elements to be either irrelevant or watered down.			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input checked="" type="checkbox"/>	LCC/Other <input checked="" type="checkbox"/>
Key Activities:	Share existing suite of course details and cross map to roles within partner organisations.			
Reputation and/or Identity Impact:	This initiative should not have an impact on reputational issues.			
Authors / Project Leads:	Simon Fryer & Victor Robinson			

31. Shared Research & Development (PPE, Equipment, Vehicle Assets) – John Hargreaves

Title of Collaboration Area:	Shared Research and Development (PPE, Equipment, Vehicle assets)			
Which Strategic Objectives are aligned to this:	Protecting people and property when fires (incidents) happen. Valuing our people so they can focus on making Lancashire safer. Delivering value for money in how we use our resources.			
Anticipated Benefits:	<p>LFRS and the Constabulary are often working together by jointly responding to incidents; therefore both services share similar risks. Research and Development is key to improving performance and safety of operational staff engaged in challenging situations. Combining the resource employed on R & D matters, when appropriate, will lead to a better equipped, better skilled and a more competent workforce.</p> <p>Whilst recognising the difference in each services legal obligation and responsibility, there are many activities that cross over. Removing duplication of time invested in R&D matters leads to efficiency savings and a more uniformed approach to address risks within the community to protect people and improve safety.</p> <p>Equally important is the economies of scale that can be achieved through joint purchasing of assets that are best suited to the activity and or operation incident in terms of quality and whole life performance.</p>			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Efficiency Savings? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	Both services will achieved more effective use of resource employed on R&D matters by removing duplication on some products. Introducing alternative assets or new technology, potentially from different industries, will improve safety and performance. Introducing new products will lead to continuous improvement in the development of working practices and technics.			
What are the key Dependencies:	A commitment to invest time and work together on R&D matters, share information and knowledge and experience. Be prepared to finance small investments to evaluate new concepts.			
What are the key Risks:	Lack of reinvestment into to front line services could lead to inefficiencies, poor delivery of service and damage to reputation.			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input checked="" type="checkbox"/>	LCC/Other <input type="checkbox"/>
Key Activities:	To develop a project team and scope out planned reinvest. Identify products suitable for both services to achieve standardisation and benefits from economies of scale. Consider opportunities to combine activity and			

	investment and share ownership assets.
Reputation and/or Identity Impact:	Joint working on investment opportunities will demonstrate value for money for the community and improve service delivery which enhances reputation.
Authors / Project Leads:	Head of Fleet and Engineering – John Hargreaves (LFRS)

32. Fire Crime Scene Investigation Accreditation – Mick Duffell & Gary Brooks

Title of Collaboration Area:	UKAS accreditation of bodies carrying out scene of crime examination.			
Which Strategic Objectives are aligned to this:	It is a statutory responsibility for both the Police and Fire Service to investigate scene of crime and cause of fire.			
Anticipated Benefits:	<ul style="list-style-type: none"> Achieving accreditation will ensure both Police and Fire Service work within National guidelines and protocols. This will mitigate any risk of compromising crime scenes. Working and training together will strengthen partnership by sharing knowledge and learning outcomes. 			
Collaborative Ambition:	Increased Staff Wellbeing? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Efficiency Savings? LFRS <input type="checkbox"/> LanCon <input type="checkbox"/>	Resilience/Shared Resources? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>	Service Improvement? LFRS <input checked="" type="checkbox"/> LanCon <input checked="" type="checkbox"/>
What will be the outcomes / impact:	<ul style="list-style-type: none"> Confidence that both agencies are working within National standards. Better understanding of each other's priorities at the scene of crime Sharing knowledge 			
What are the key Dependencies:	There should be no barriers to achieving joint accreditation			
What are the key Risks:	No risks			
Which Partners are likely participants:	LFRS <input checked="" type="checkbox"/>	LanCon <input checked="" type="checkbox"/>	NWAS <input type="checkbox"/>	LCC/Other <input type="checkbox"/>

Key Activities:	<ul style="list-style-type: none"> • Initial meeting with Police (Gary Brooks late February) to agree what both parties need to do to achieve accreditation. • Work in collaboration to achieve accreditation
Reputation and/or Identity Impact:	Improve professional reputation by meeting National Standards
Authors / Project Leads:	SM Michael Duffell (LFRS)



Lancashire Constabulary and Lancashire Fire and Rescue Service

Statement of Intent: Enhanced Collaboration

The Police Force and Fire and Rescue Service are under a formal duty to collaborate to improve efficiency, effectiveness and deliver improved outcomes.

We both provide vital services and share the aim of protecting the public. We both face the continuing pressures presented by austerity, the subsequent need to spend less but achieve more and, crucially, to manage down demand on our services. The next few years may well see us needing to find further savings, but still to provide high quality services to the public, as they have a right to expect.

Unlike some areas of the country, we share coterminous boundaries, meaning that both the geographical area we cover and the communities we protect are the same. In addition, we are operating as part of an already excellent partnership working within local authority areas. So the prevailing conditions are strong for ever-closer working.

Working in partnership – and more formal collaboration – can bring great benefits:

- Better outcomes for the citizens who use our services;
- Increased resilience.
- Identified efficiencies

The common themes in our plans emerge through such priorities as prevention, vulnerability and early action in the Police and Crime Plan and the 5 priorities of Preventing, Protecting, Responding, Valuing and Delivering within the LFRS Risk Management Plan.

Therefore, we intend to enhance our collaboration in order to help us to meet the challenges of the future.

The public recognise the brand and role of Lancashire Constabulary and the brand and role of Lancashire Fire and Rescue Service.

What we deliver as two blue light services is unique to each agency and is clear but what might be less clear is the huge opportunity we have to work collaboratively across a wider range of vulnerabilities

We will consider the potential for collaborative activity in all our areas of spend, paying particular attention to the following aims:

- (1) **IMPROVED OUTCOMES** – The collaboration maintains or improves the service we provide to local people and local communities.
- (2) **REDUCED DEMAND** – The collaboration should contribute towards our longer term strategic objective of decreasing risk in communities and reducing demand on services.
- (3) **BETTER VALUE FOR MONEY** – The collaboration produces quantifiable efficiencies, either on implementation or in the longer term.

Collaborative partnerships will be explored in all areas of responsibilities of the Constabulary and Fire and Rescue Service, where there is potential for the above aims to be achieved.

A work programme will be drawn up and agreed to identify priority areas for collaboration. Areas to explore will include, but are not limited to:

- Sharing of knowledge and information
- Service delivery – including:
 - Prevention
 - Response
 - Demand management
 - Demand reduction
- Estate and asset integration
- Resilience and shared opportunities in support functions
- Training and development
- Threat, harm and risk assessment
- Public engagement and accountability
- Financial opportunities e.g. joint bids, shared contracts and procurement.

Lancashire Constabulary and Lancashire Fire and Rescue Service acknowledge that there may be times when the two organisations make different levels of savings in order to gain the overall advantages of collaboration. However, overall a level of equity in where the benefits accrue is anticipated.

Governance arrangements will be established which provide a mechanism to drive forward efficient decision making and implementation, whilst ensuring all parties are properly represented.

Nothing in this agreement precludes the parties from collaborating with other agencies.

Signatories

Lancashire Deputy Chief Fire Officer

Lancashire Assistant Chief Constable

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 19 March 2018

HER MAJESTY'S INSPECTORATE OF CONSTABULARY, FIRE AND RESCUE SERVICES (HMICFRS) – PROGRESS TOWARDS INSPECTION – UPDATE BRIEFING

Contact for further information:

Deputy Chief Fire Officer Justin Johnston – Tel. 01772 866801

Executive Summary

This report deals with the following:

An update on HMICFRS work streams:

1. HMICFRS staff briefings taking place across Lancashire Fire and Rescue Service
2. Self-assessment drafts written and will be considered at the Executive Board 16th March 2018
3. 12th March 2018 meeting between the Deputy Chief Justin Johnston, Area Manager Tony Crook and David Dryburgh (the HMICFRS Service Liaison Lead) took place. Organisational structure, Day Crewing Plus and future HMICFRS engagement visits were discussed
4. Reality testing will commence by the Audit Assurance Team in April / May to prepare LFRS for the inspection
5. The inspection week is still unknown at this time (Summer 2018)

Recommendation

The Planning Committee is asked to note the report. Further updates will be reported into the Planning Committee.

Information

A summary of the Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) progress towards inspection

LFRS position regarding its preparation for the inspectorate

An Audit Assurance Team (AAT) led by the Area Manager Tony Crook has been established. The team is enhanced by Station Managers Ian Armistead and Julian Williams and Watch Manager Alex Shaw. The AAT are based at Service Headquarters.

The team is responsible for the Service response to the new Home Office inspection regime, to be completed by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

The team will support HMICFRS in:

- the audit and assessment of performance against the inspection criteria;
- overseeing the coordination, analysis and presentation of information to HMICFRS, Service Management Team and the Combined Fire Authority;
- acting as a key point of contact for LFRS with the Inspectorate throughout the entire inspection process, for example producing data and information as required by the Inspectorate, facilitating Inspectorate requests during inspections and contributing to the accurate outcomes for LFRS;
- Preparing for inspection is a named project within LFRS;
- LFRS chair a North West HMICFRS group which aims to share best practice and consider any lessons learnt from the West Yorkshire FRS pilot.

The team ensure that all LFRS staff are kept informed of the HMICFRS inspection process.

Key dates:

- 10 October 2017 – CFO attended HMICFRS seminar in London
- 15 January 2018 – CFO hosted the initial visit of the HMICFRS liaison lead officer, meeting the Executive, AM Crook and the AAT
- 31 January 2018 - London HMICFRS Conference attended by the AAT;
- 19 February 2018 - proposed fire and rescue services inspection programme and framework 2018/19 consultation return by LFRS;
- March 2018 onwards - meetings with LFRS Service Liaison Lead (Dave Dryburgh);
- March 2018 onwards - drafting LFRS self-assessment;
- April/May 2018 - gap analysis and action plan;
- LFRS Inspection week summer 2018 (month TBC by HMICFRS);
- Inspection outcome/ HMICFRS report. TBC

Summary

An update on HMICFRS work streams:

1. HMICFRS staff briefings taking place across LFRS
2. Self-assessment drafts written and will be considered at the Executive Board 16th March 2018
3. 12th March 2018 meeting between the Deputy Chief Justin Johnston, Area Manager Crook and David Dryburgh (the HMICFRS Service Liaison Lead) took place. Organisational structure, Day Crewing Plus and future HMICFRS engagement visits were discussed
4. Reality testing will commence by the Audit Assurance Team in April / May to prepare LFRS for the inspection

5. The inspection week still unknown at this time (Summer 2018) with the best estimate being the first two weeks of July.

Recommendation

The Planning Committee is asked to note the report. Further updates will be reported into the Planning Committee.

Business Risk

High – Members need to be aware of the judgement score that can be given and how this could impact on LFRS reputation. Inadequate planning, resources and commitment could potentially result in LFRS not being able to provide adequate evidence to HMICFRS. This would leave the Service exposed to criticism both internally and externally. As highlighted in 2 above LFRS is preparing itself for the inspection.

Environmental Impact

None

Equality and Diversity Implications

Equality, diversity and inclusion together with culture and people will be a focus during the inspection. This area will be closely monitored.

HR Implications

HR and workforce planning will be a focus of the inspection process and the finding will be closely monitored.

Financial Implications

Minimal – Officers time.

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LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 19 March 2018

BUSINESS CONTINUITY PLAN TEST

Contact for further information: Justin Johnston, Deputy Chief Fire Officer
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Executive Summary

Lancashire Fire and Rescue Service (LFRS) are required to create and subsequently test Business Continuity Plans (BCP) as a part of The Civil Contingencies Act 2004.

In December 2017 LFRS enacted a 'Pandemic Flu' simulated exercise in order to test the Strategic BCP plan and also the Tactical BCP plan for staff absence.

The requirement to provide scrutiny to BCP plans and testing arrangements on a bi-annual basis is scheduled for the Summer of 2018 and a subsequent report will be presented to Members at a later date.

Decision Required

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

Background

The Civil Contingencies Act 2004 based requirements placed upon all Category 1 responders includes the duty to:

- Maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur, the person or body is able to continue to perform his or its functions;
- Consider whether a risk assessment makes it necessary or expedient for the person or body to add to or modify emergency plans.

As in previous years the scenario was planned to test areas of thematic BCP focus that have not been evaluated in recent years. This spanned both strategic and tactical level BCP documentation.

Planning for the annual BCP test event was shaped and subsequently delivered by a small cohort with the Response and Emergency Planning team to ensure that it was a real time test for managers and key personnel who role played on the day.

Scene setting information was sent out to participants over a three week period before the exercise date of the 7 December 2017 in order to create a realistic scenario that impacted LFRS through an increased number of simulated staff absences.

The exercise intensified throughout the session in order to simulate a significant and protracted level of staff absence to test both welfare and appliance degradation factors.

The scenario test demonstrated that the BCP policy and plans are aligned to good practice guidelines as set out by the Business Continuity Institute (who is an independent body of knowledge for good Business Continuity practice worldwide).

Learning from the event was facilitated through a debrief session hosted by an independent Chair whereby areas of improvement, areas of best practice, recommendations and lessons learnt were all captured. The subsequent action plan has been created and resolution of such will be managed through the Senior Management Team (SMT) meeting.

Business Risk

The BCP test as carried out in 2017 meets the best practice and legislative guidance which support the reduction of business risk through staff training, policy testing and subsequent implementation of learning.

Sustainability or Environmental Impact

None

Equality and Diversity Implications

None

HR Implications

None

Financial Implications

None

**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:		