

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 26 November 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 PREVIOUS MEETING (Pages 1 - 6)

4. PREVENTION STRATEGY (Pages 7 - 14)

5. HER MAJESTY'S INSPECTORATE OF CONSTABULARY, FIRE AND RESCUE SERVICES (HMICFRS) UPDATE (Pages 15 - 18)

6. COLLABORATION (Pages 19 - 22)

7. CONSULTATION STRATEGY (Pages 23 - 30)

8. BUSINESS CONTINUITY PLAN TEST (Pages 31 - 32)

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. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 18 March 2019 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for 15 July 2019
 proposed for 25 November 2019

11. 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

12. 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, 19 March 2018, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

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

Officers

C Kenny, Chief Fire Officer (LFRS)
J Johnston, Deputy Chief Fire Officer (LFRS)
D Russel, Assistant Chief Fire Officer (LFRS)
B Norman, Head of Service Development (LFRS)
M Nolan, Clerk and Monitoring Officer to the Authority
D Brooks, Principal Member Services Officer (LFRS)

15/17 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor D Coleman.

16/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

17/17 MINUTES OF THE PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 27 November 2017 be confirmed as a correct record and signed by the Chairman.

18/17 ANNUAL SERVICE PLAN 2018/19

The Deputy Chief Fire Officer presented a report on the Service's Annual Service Plan for 2018/19. This year's Annual Service Plan continued to provide Lancashire Fire & Rescue Service (LFRS) with the platform to highlight the priority activities that the Service intended to deliver over the upcoming year.

The year ahead promised further transformation in the way LFRS worked to improve services for our communities, reduce risk to vulnerable people and provided more value for money. The skills, resilience and dedication of staff enabled the LFRS to lead the way forward, rather than waiting to be pulled along by the Government's reform agenda.

The financial position remained stable and secure with reserves in place to offset the majority of financial challenges that lay ahead. LFRS had an excellent track record of efficiency savings and would continue to look for ways to be more efficient to allow for the reinvestment in service improvements.

The Annual Service Plan was a core part of the planning framework which set out the activities intended for delivery during the next 12 months. It was built around the Service's four corporate priorities as detailed in the Integrated Risk Management Plan which were: -

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.

The Annual Service Plan sat at the heart of the framework and informed activity that would be led across the Service as well as locally within district plans. Activities that were planned for delivery also informed staff performance appraisal so that all staff understood the plans and were involved in helping to deliver key activities.

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

The Government's Fire Reform programme was much clearer and involved:

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

As a result, the action plan this year involved activities to improve in these areas. Activities to be contained within the plan were considered by Members.

It was noted that a draft of the Annual Service Plan was near completion and would be published and circulated to all staff in April.

RESOLVED: - That the Planning Committee noted and endorsed the report.

The Deputy Chief Fire Officer presented the report. Lancashire Fire and Rescue Service (LFRS) had a long and detailed evidence base of working in collaboration with partners, both within the sector and wider public services. Examples of such work extended to joint procurement with other Fire and Rescue Services; 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 had been placed upon LFRS through the introduction of the Policing and Crime Act 2017 whereby it had been mandated to work cohesively with other Blue Light organisations in order to deliver the most effective and efficient services.

To ensure that such collaborations could be commissioned, delivered and evaluated in the most robust manner an operational Collaboration Executive Board (CEB) had been established with the Deputy Chief Fire Officer and Deputy Chief Constable undertaking the Programme Board role of Sponsor. The CEB would review all recommendations put forward, agree business cases to be put forward to each organisations change programme to agree funding and operating models.

A Blue Light Collaboration Programme Board (BLCPB) would be jointly chaired by Chief Superintendent Chris Bithell and Area Manager Ben Norman. The BLCPB would track the progress of the projects put forward, consider any new areas of collaboration to be put before the CEB 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 realised would be reported back to the BLCPB once the implementation was complete. The BLCPB would ensure that the projects developed within the collaboration were in line with both organisations strategic objectives and had a clear link to delivering these.

Members considered the operational statement of intent and commended the level of work that had been done by staff to draft the initial blueprint documents in order to evaluate business as usual and project level work streams for development into business case documents and subsequent approval. The opportunities outlined were recommendations from departmental leads who had extensive knowledge of their business area and were aware of the current demands faced. It was proposed to use a simple quadrant analysis to initially categorise the opportunities as either i) High Effort / Low Benefit; ii) High Effort / High Benefit; iii) Low Effort / Low Benefit; and iv) Low Effort / High Benefit.

CC Hennessy expressed concern that the governance arrangements did not include at least the presence of Members given the amount of work produced by staff. The Deputy Chief Fire Officer advised that the collaboration work had been informally progressing for a couple of years without any formal framework however it was accepted that the operational environment had now changed. Opportunities had been identified for Shared Support Services, Response, Training and Engagement and Prevention. The assessment of these opportunities would be done at the next Programme Board which would form the basis of the Programme Plan. Each project would develop a business case and implementation and benefits realisation plans. Once that work had been done a more detailed breakdown could be undertaken to accurately categorise each proposal. The options would be worked through and

brought back to this committee and then taken to the full Authority for formal approval.

In relation to the proposal in the report to formulate a task and finish group to enable broader engagement and scrutiny, the Authority Chairman, CC De Molfetta suggested this consist of 6 Labour and 4 Conservative Members drawn from the Authority membership. He advised that an email had been sent to the Chief Fire Officer on 12 March 2018 from the Police and Crime Commissioner (PCC), Clive Grunshaw's office which stated his intention to put together an options report which included a business plan to take over the responsibilities of the Authority. CC De Molfetta proposed that the remit of the task and finish group also consider the Authority's response to that intention. He advised that he had responded to the email (on 14 March 2018) on behalf of the Authority stating support for collaboration but not a takeover of the governance arrangements. A response to his email had not yet been received.

CC O'Toole confirmed that he had been made aware of the email from the PCC and he was also alarmed. He agreed with the Chairman's view and the proposal to extend the remit of the task and finish group. It was agreed therefore that Party leaders would provide membership details to the Clerk and the first meeting of the group be arranged for as soon as possible.

The Chief Fire Officer confirmed that the Policing and Crime Act 2017 placed a duty on the Service to collaborate in the interests of efficiency and effectiveness. Collaboration was something that was already happening where working together provided the best outcomes for the public ie: breaking and entry, drones and missing persons.

He advised that some of the Authority's long-term plans, such as the potential relocation of Service Headquarters might require reconsideration as a consequence of the PCC producing an options report. Following discussion with the Chairman he had prepared a draft message to all staff which was now considered and the following agreed: -

"Lancashire Combined Fire and Rescue Authority remains committed to delivering the best possible service to our communities, with the resources we have available. We continue to work productively and effectively with a range of stakeholders. We also acknowledge the new statutory duty to collaborate with other emergency services, while recognising many initiatives were already in place or in development irrespective of this mandate.

Last week we had notification from the Police and Crime Commissioner (PCC) Clive Grunshaw. He welcomed the progress we had made to date saying 'these arrangements clearly help both parties discharge their statutory duty to keep collaborative opportunities under review and to collaborate with each other where it is in the interests of either efficiency or effectiveness'.

He went on to say he was commissioning some work 'which will produce an Options Report for further discussion with you and other stakeholders. I see the Options Report as being complementary to the work you are already undertaking through your collaborative arrangements as described already. The Options Report will review a range of options to further police and fire collaboration in Lancashire, including the status quo, representation on the

Fire and Rescue Authority, the governance model (having a Police Fire Crime Commissioner) and finally the single employer model. Through this report, I am also keen to develop a further understanding of the scale and impact of collaborative efficiencies and how these can be best harnessed for the people of Lancashire’.

The Authority remains confident that current governance arrangements present the best way to deliver a fire and rescue service for our communities. We will provide the information required for the work proposed by the PCC, which we believe will evidence that we are already effectively progressing collaborative opportunities within existing structures.

Following the Planning Committee meeting this morning (19/3/18) this position was unanimously endorsed. The Authority reaffirms its commitment to collaboration but remains strongly of the view that current governance arrangements best serve LFRS and the communities of Lancashire.

We will keep you updated on any developments.”

RESOLVED: - That:

- i) The content of the report be noted;
- ii) A Task and Finish Group be formed consisting of 6 Labour and 4 Conservative Members, with membership drawn from the Full Authority to broaden the engagement and scrutiny of collaboration arrangements and to consider the Authority’s response to the PCC adopting a governance model.

20/17 HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) - UPDATE

The Deputy Chief Fire Officer provided an update to Members on the progress that the Service was making towards the forthcoming inspection by Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). Members noted the Audit Assurance Team responsibilities and key dates and a summary of progress was presented against a number of work streams.

The Deputy Chief Fire Officer advised that the 3 pilot inspections began that day. Lancashire was in the first tranche of inspections and had now received confirmation that the date of inspection would be the second week in July 2018. The inspection visit would last for 4 or 5 days to undertake reality testing with outcomes published after each inspection rather than wait until all the inspections had been completed.

It was noted that it was not a remit of the HMICFRS to inspect the role or interaction of Members because they did not have the remit to inspect the PCC however Members should be kept informed and engaged. The intention therefore was to bring all items including action plans to this Committee through regular update reports.

RESOLVED: - That the report be noted.

21/17 BUSINESS CONTINUITY PLAN TEST

The Deputy Chief Fire Officer introduced Area Manager Norman to present the report that provided reassurance to Members of the Service’s business continuity

arrangements.

Lancashire Fire and Rescue Services (LFRS) had a duty under the Civil Contingencies Act 2004 to create and subsequently test business continuity plans. LFRS policy was approved at principal officer level with heads of department responsible for business continuity. Plans must be: reviewed every year, tested every year and audited every 2 years. Business continuity policy was aligned to Business Continuity Institute good practice guidelines. Business continuity plans were: i) aligned to critical activities; ii) easy to understand and read; iii) aligned to best practice and detailed actions to be taken to protect the Service.

In December 2017 LFRS enacted a pandemic flu simulated exercise in order to test the strategic business continuity plan and the tactical business continuity plan for staff absence. The exercise demonstrated that the policy and plans were aligned to good practice guidelines and learning from the event was facilitated through a debrief session to capture areas for improvement, areas of best practice, recommendations and lessons learned. Therefore the exercise increased the understanding of business continuity and improved resilience.

In response to a question from the Committee Chairman, CC Parkinson the Assistant Chief Fire Officer advised that the Service was called to an incident on 7 March 2018 at Blackpool Tower. Four crews were mobilised and the Officer in Charge requested another 2 appliances. The fire involved a flat roof within the complex where the fire investigation indicated that workmen had been using bitumen and waterproof felt.

From an operational perspective the fire was not particularly challenging; it was the location of the incident that attracted a significant amount of interest and there had been a lot of misinformation on social media.

A decision was taken in conjunction with the tower management to hold 6 people in the viewing gallery until the environment was safe. There were no injuries to staff or members of the public and the Tower and other buildings were back open for business later that day.

RESOLVED:- That the report be noted and endorsed.

22/17 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Monday, 16 July 2018 at 1000 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 26 November 2018 and agreed for 18 March 2019.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 26 November 2018

PREVENTION STRATEGY (Appendix 1 refers)

Contact for further information:

Justin Johnston, Deputy Chief Fire Officer, Tel No. 01772 866801

Executive Summary

Lancashire Fire and Rescue Service (LFRS) seek to prevent fires and other emergencies such as road traffic collisions, flooding, wildfire and search and rescue activities, from happening in the first place as we believe this is the best way to make Lancashire safer. We focus our efforts on helping people start safe, live safe, age safe and use our roads safely; targeting our resources at those most vulnerable.

Lancashire Fire and Rescue Service recognise that we can contribute to the wider community safety agenda and further work towards Making Lancashire Safer by engaging with local communities and partner organisations to raise awareness about fire risk. The Prevention Strategy (see Appendix 1) captures our prevention offer under the four themes of start safe, live safe, age safe and roads safe; and is a one stop shop for our prevention offer.

The prevention strategy supports our Integrated Risk Management Plan.

Recommendation

The Planning Committee is asked to approve the Prevention Strategy.

Information

Lancashire Fire and Rescue Service (LFRS) seek to prevent fires and other emergencies such as road traffic collisions, flooding, wildfire and search and rescue activities, from happening in the first place as we believe this is the best way to make Lancashire safer. We focus our efforts on helping people start safe, live safe, age safe and use our roads safely; targeting our resources at those most vulnerable.

Lancashire Fire and Rescue Service recognise that we can contribute to the wider community safety agenda and further work towards Making Lancashire Safer by engaging with local communities and partner organisations to raise awareness about fire risk. The Prevention Strategy (see Appendix 1) captures our prevention offer under the four themes of start safe, live safe, age safe and roads safe; and is a one stop shop for our prevention offer.

The prevention strategy supports our Integrated Risk Management Plan.

Business Risk

Without a prevention strategy our partners would not be aware of our prevention offer and how to signpost and support delivery of these safety packages.

Environmental Impact

NA

Equality & Diversity Implications

NA

HR Implications

NA

Financial Implications

NA

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

Paper	Date	Contact
Reason for inclusion in Part 2, if appropriate:		



Prevention Strategy

2018

**Start
Safe**

**Live
Safe**

**Age
Safe**

**Road
Safe**

Prevention Strategy 2018

Our commitment to Community Safety

Lancashire Fire and Rescue Service (LFRS) seek to prevent fires and other emergencies such as road traffic collisions, flooding, wildfire and search and rescue activities, from happening in the first place as we believe this is the best way to make Lancashire safer. We focus our efforts on helping people start safe, live safe, age safe and use our roads safely; targeting our resources at those most vulnerable.

Risk in Lancashire is anything but uniform in nature, and the time and effort spent in evaluating where and how this risk materialises is absolutely crucial. By carrying out this analysis we are able to target our prevention activities and focus on aiming our work on the groups, individuals and causes which are seen as high risk in terms of vulnerability to fire. Bringing about positive change in people's behaviours within their own homes is central to improving their safety and our main method of delivery is the Home Fire Safety Check Service incorporating the Safe and Well Visit.

The professionalism of our staff and the quality of our prevention activities are regularly evaluated and monitored to ensure that we continue to explore new ways of working to provide an even better service which also helps to bring about behavioural changes which prevent fires from occurring in the first place.

How will we achieve our goals?

By using an intelligence-led approach we are able to target our resources to identify those who are at the greatest risk of injury or death from fire or road. To achieve this we work closely with partners and key stakeholders and use data to analyse the risk and vulnerability. We analyse information on incidents, near misses and serious fires and develop prevention activities to raise awareness about how these risks can be reduced.

We also provide representation on a number of strategic boards and groups to share information and intelligence, develop networks and provide a mechanism to highlight areas of concerns and messages about fire risk. This includes the Safeguarding Boards, Health and Wellbeing Boards, Multi Agency Safeguarding Hub (MASH) and the Regional North West Groups and National Fire Chiefs Council (NFCC) Groups.

How we structure our prevention activities

Our approach in delivering prevention services focuses on ensuring constant improvement and to achieve this the Service has four dedicated thematic groups which each review current practice and results and identify new areas of work for improvement which are then shared within the Service and with all staff.

These groups are:-

Start Safe

We focus our efforts and resources towards educating, supporting and protecting children and young people so that they are able to start their lives safely and grow up to be safe adults and good citizens. This includes design and delivery of multi-layered education and

development activities and the running of our Cadet and Princes Trust programmes which are developed specifically for young people

Live Safe

We focus our efforts and resources towards assisting the people who live and work in our communities to minimise the risk of fire and other related accidents occurring. Work within the group includes the development of a Lancashire Fire and Rescue Service Volunteering offer to encourage people to support the Service and become ambassadors to raise awareness about fire risk, our work and services we provide. This group also quality assure our Safe and Well visits to ensure we continue to provide a professional, appropriate, value for money service.

Age Safe

We focus our efforts and resources towards ensuring that our prevention work is delivered in the most effective way to support the individual needs of our older communities. This includes promoting dementia awareness and supporting resources to assist people living with dementia; ensuring we use the most appropriate communication methods when engaging with older people; educating our staff to be able to identify more complex needs of older people and the ability to signpost these to appropriate partner organisation who can provide continued and specific support to meet these needs.

Road Safety

Road safety affects everyone in Lancashire and is not just about the mechanics of roads, vehicles and street design, but as much about attitudes, perceptions and the way that we value and share our roads. 'Towards Zero Lancashire' is the Lancashire Partnership for Road Safety joint response approach to road safety and Lancashire Fire and Rescue Service is a member of this and various other Road Safety Partnerships to support and deliver activities to achieve these outcomes.


Our Prevention Offer

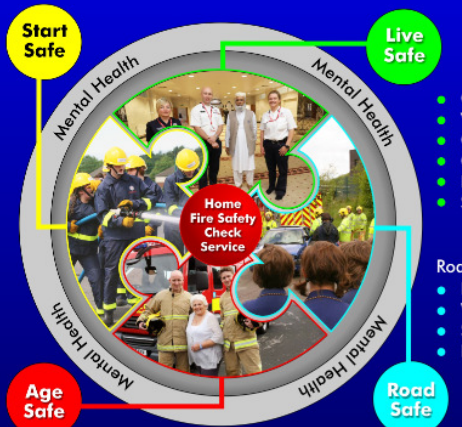
Lancashire Fire and Rescue Service recognise that we can contribute to the wider community safety agenda and further work towards Making Lancashire Safer by engaging with local communities and partner organisations to raise awareness about fire risk. The flyer below captures some of these prevention activities under the four themes.

Prevention

Prevention is better than cure whatever the issue

We seek to prevent fires and other emergencies from happening in the first place as we believe this is the best way to make Lancashire Safer. We focus our efforts on helping people start safe, live safe, age safe and use the roads safely, targeting our resources at those most vulnerable.





- Cadets
- Education Programmes
- Early Years Foundation Boxes

- Support to people living with dementia - Guardian Angel devices
- Dementia Friends
- Seasonal Campaigns
- Links to Older People's Group

- Quality Assurance
- Volunteering
- Community Engagement
- Community Events
- Fire Setting Interventions
- Safeguarding

- Road Safety awareness programmes
- Road Sense
- Wasted Lives
- Safe Drive Stay Alive
- Biker Down

making Lancashire safer
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Safe and Well Visits

Our Safe and Well visit provides a more targeted, risk based approach to fire safety advice and applies an holistic approach to household risk. At the point of contact with LFRS, either by telephone, our website or via our partner organisations we collect information which is analysed to provide a score against set risk criteria questions. This enables us to offer a Safe and Well visit to anyone who scores 22 or above.

Within the Fire Service we identify high risk people as, “a person who is or may be in need of community care services by reason of mental or other disability, age or illness; and is or may be unable to take care of themselves, or unable to protect themselves from the risk of fire and its consequences”. Advice is still provided to low risk scoring households in the form of our literature and resources and is aimed specifically at the areas identified in the questionnaire for the HFSC Service.

Our HFSC Service ensures a consistent offer and service across the whole of Lancashire with the additional functionality to be able to make an automated referral, whilst actually completing the visit, to a partner organisation to request additional support and services if required. We continue to deliver fire prevention safety advice but also include the identification of additional risk factors and vulnerabilities that may have an adverse impact on an individual’s health and well-being. This enables us to provide brief interventions and referrals as part of our offer. The seven determinants of the Safe and Well Visit are:-

- Falls prevention
- Social isolation
- Dementia
- Diabetes
- Healthy Homes/Winter pressures
- Home Security
- Mental Health

This data is captured in a quarterly report which enables us to analyse the data, identify improvements, put forward suggestions/recommendations and also learn from our lessons and recognise our successes. This also provides us with the intelligence to be able to shape our services to ensure they continue to meet the changing needs of our communities.

How will we measure success?

Our prevention activities are reported via Key Performance Indicators and reports to the Combined Fire Authority (CFA). This information is also captured in the individual District Profiles which are then utilised to identify trends, gaps and to forward plan activities to address these. By evaluating our prevention activities we can measure the difference we have made in the local community to reducing fires and raising awareness about fire risks.

Our quarterly HFSC Report uses quantitative and qualitative data to confirm the true value of our service including the quality of referrals being made to us, the professionalism of our staff whilst carrying out visits, the effectiveness of the referrals we make to partners and the overall experience for the person who has received the visit. We also evaluate our Road Safety and educational packages with teachers, students and LFRS staff providing the sessions.

All data and information collated is compliant with General Data Protection Regulations (GDPR).

Who are We?

The Prevention Support Team are based at the Service Headquarters in Preston and our role is to shape and develop new strategic prevention activities and ensure these are implemented across the whole Service. Each of the 4 Prevention Support Officers have responsibility to support the work of the theme groups and we also lead on a number of themes including Safeguarding, Community Mental Health and Dementia. We also work closely with the Community Safety Teams in each area to strengthen the link on community safety across all areas of Lancashire.

Each of our 6 geographical Areas across Lancashire are led by a Community Safety Team Leader and a team of Community Safety Advisors who carry out partnership engagement, complete Safe and Well visits and support all the prevention activities for the Service.

All our Community Safety and operational staff have been provided with Safe and Well training and carry out visits as part of their role.



If you would like any further information please visit www.lancsfirerescue.org.uk or telephone 0800 169 1125

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LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 26 November 2018

HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) INSPECTION OF LANCASHIRE FIRE AND RESCUE SERVICE

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

Executive Summary:

In 2017 Her Majesty's Inspectorate of Constabulary's (HMIC) remit for inspecting all Police Forces in England was extended by the Home Secretary to also include independently inspecting all 45 Fire and Rescue Services in England. They would become HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services) and the 45 English Fire Services would all be inspected over a two year period.

The inspection programme is designed to promote improvement, identify all aspects of the excellent work undertaken by fire and rescue services and helps to demonstrate to the public what level of 'value for money' service their Fire and Rescue Service is delivering.

The inspection is focused primarily on three core areas; efficiency, effectiveness and people. Each area will be graded as Outstanding, Good, Requires Improvement or Inadequate.

Lancashire Fire and Rescue Service (LFRS) was allocated in the first tranche of 15 Fire and Rescue Services to be inspected and was consequently inspected week commencing 9th -13th July 2018.

Recommendation

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

Background

During spring 2018, three Fire and Rescue Services were chosen by the HMICFRS as Pilot Fire Services to help shape the new Fire Service inspection programme (West Yorkshire, Suffolk and Staffordshire Fire and Rescue Service).

The lead HMICFRS Inspector for the Northern Region is Her Majesty's Inspector Matt Parr, who has vast experience in inspecting Police Forces and the Royal Navy. The HMICFRS Service Liaison Lead (SLL) appointed to lead the inspection team in Lancashire is David Dryburgh, an experienced Fire Officer from North Yorkshire Fire and Rescue Service. His inspection team was made up of between ten and twelve inspectors who had a range of skills and expertise from across the Fire, Police and Civil Service sector.

The inspection programme will span approximately a two year period and be phased into three tranches. Each tranche of inspections will contain 15 Fire and Rescue Services. Lancashire Fire and Rescue Service were placed in the first tranche and were consequently inspected in July 2018.

In order for the HMICFRS to fully understand LFRS, our planning strategy and our journey to get here, the inspection consisted of a number pre-inspection visits by our SLL. He visited a number of stations and key strategic meetings to help gain an insight and understanding into our planning, performance and delivery of our Integrated Risk Management Plan (IRMP).

We were also required to undertake a self-assessment and provide a number of data set returns based on questions around efficiency, effectiveness and people. The pre-inspection work was designed to identify key lines of enquiry that the HMICFRS would investigate further during our inspection week.

The Executive Board led by our Chief Fire Officer and accompanied by the Combined Fire Authority (CFA) Chair were required to present a strategic briefing to HMI Matt Parr and his Inspection team two weeks prior to the inspection week to outline our strategic vision and future planning. This provided the HMICFRS with an opportunity to question the Executive Board on our self-assessment submission and identify further key lines of enquiry to be investigated during our inspection week.

The first tranche of inspections have now been completed and the Fire and Rescue Services involved have received their initial preliminary reports. We have reviewed our report for accuracy and any observations identified have been fed back to the HMICFRS inspection team. The final reports are due to be published publicly in early December 2018.

The second tranche of inspections will commence in November 2018, continuing into early New Year, where they will then be moderated and their results published prior to tranche three inspections commencing in the spring of 2019.

Lancashire Fire and Rescue Service has built a professional relationship with our SLL throughout the inspection process and we are continuing to engage with him on a regular basis post-inspection, to help maintain that relationship and support ongoing service improvements.

An internal and external communications strategy to support the release of the report in December is being designed and this will continue to help embed the HMICFRS inspection programme into business as usual working for the Lancashire Fire and Rescue Service and further enhance our strong community engagement.

A further briefing of the report is scheduled for the December CFA meeting.

Business Risk

The outcomes of the HMICFRS report and future reports could potentially have a positive or negative impact on a Fire and Rescue Services reputation based upon the findings.

Any Fire and Rescue Services that performs poorly during their HMICFRS inspections could face further inspections.

Sustainability or Environmental Impact

None.

Equality and Diversity Implications

The employment / organisational make-up of staff from under-represented group's forms part of the HMICFRS report. The Service's recruitment and selection processes and how it aims to ensure its workforce is representative of its communities has been analysed and HMICFRS findings will be reported.

HR Implications

None.

Financial Implications

Outcomes of HMICFRS inspections could potentially mean Fire and Rescue Services need to adapt or undertake new workstreams to react to any areas of improvement identified during their inspections. This potentially, could require Fire and Rescue Service to assess its financial planning strategy and the allocation of departmental budgets to meet this requirement.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact
Reason for inclusion in Part II, if appropriate:		

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LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 26 November 2018

BLUE LIGHT COLLABORATION

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

Executive Summary:

Following the introduction of the Policing and Crime Act 2017 Lancashire Fire and Rescue Service (LFRS) and Lancashire Constabulary have formalised the ongoing Blue Light Collaboration work in order to deliver the most effective and efficient services.

This report details the work delivered to build upon the initial work which focussed upon the drafting of an operational statement of intent and initial blueprint documents. There are 4 projects that have concluded, delivering benefits with minimal resources allocated. Further projects remain ongoing at an informal level whereby resources and timescales are low impact.

There are a small number of significant projects that are being developed in readiness for scoping reports to be presented to the Collaboration Executive Board early in 2019. These projects have leads appointed at Head of Department level and this work is being supported by the recent appointment of a shared resource in the format of a Programme Administrator.

Significant projects will be reported to the Authority for decision via this committee.

Recommendation:

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

Background:

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

The next phase of the scoping 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 and drafted their initial thoughts in a very short blueprint type document. These 32 work areas were measured against the scale of proposed benefit realisation and scale of resources. This was delivered utilising the overleaf matrix.

<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>

The Deputy Chiefs of Lancashire Constabulary and Lancashire Fire and Rescue jointly chair the Collaboration Executive Board and continue to meet quarterly to review progress of the formal projects.

On the 2nd October staff from both LFRS and Lancashire Constabulary attended the North of England Innovation Blue Light summit whereby DCFO Johnston was invited to speak as a part of the strategic lead panel. The day provided an opportunity for colleagues to network with leads from across the blue light sector and to engage in discussion covering best practice to date, which captured the work of LFRS including:

- NFCC Lead Authority for FRS Drone Training;
- Gaining Entry outcomes – Speed of response and reduced cost/ impact of damage to homes;
- Lead FRS for the emerging ISO 17020 Fire Scene Investigation standards.

To ensure that the strategic intent is fully understood and supported DCFO Johnston visited the Lancashire Constabulary control centre at Hutton to witness the scale and scope of their demand management processes first hand. This also provided an opportunity to witness the work of the duty Force Incident Manager. To understand the impact of the demand, the experiential visit was then extended to Preston Operating Centre whereby the DCFO joined response officers in their duties witnessing a Friday evening and night-time economy shift.

The Joint Programme Managers continue to develop the 32 work areas and have identified LFRS and Lancashire Constabulary project managers. The projects that require significant resource and/or time have been appointed at Head of Department level. These would be classified as High Effort/High Benefit in the above matrix.

Support for the collaboration work has been enhanced through the appointment of a joint Programme Administrator on an initial 12 month contract with responsibility to operate within both LFRS and Lancashire Constabulary each week. Following their recent

induction, priority work areas include programme communications and the development of scope reports for the priority work areas which include:

- Evaluate the potential for Co-location of Public Order Training Site at Washington Hall site;
- Real Time Demand Management including Missing Person Response (Phase 2);
- Engagement & Visibility in 'Place' including work to facilitate Police Smartphone Home Fire Safety Check Referrals;
- Occupational Health Services;
- UKAS Accreditation of fire/crime scene.

Progress continues with business as usual resources completing work in the following areas that were considered Low Effort/High Benefit or Low Effort/Low Benefit in order to realise the opportunities of simple collaborations:

- Integrated Youth Volunteering Offer;
- Second 'Event' Drone;
- Duty Officer Communication;
- Joint Working on GDPR Compliance.

Business as usual resources have work ongoing in the following areas described as Low Effort/High Benefit or Low Effort/Low Benefits:

- Joint Command Unit Working (JESIP principles);
- Wellbeing, specifically the OSCAR KILO programme as approved by both NPCC and NFCC;
- Shared Data, Risk and Analytical Reporting;
- Fuel Business Continuity Plan;
- Vehicle Maintenance for LFRS "Flexi Duty Officer" Cars.

This results in a number of work areas that were initially identified at the training event that are classified as, future areas for further consideration as resources permit:

- Recruitment & Selection;
- First Aid provision;
- Health & Safety;
- HR Support Services;
- LFRS Relocation of Service HQ;
- Joint Procurement;
- Accounting & Reporting Processes and link to LCC;
- Rota & Resource Management Opportunities;
- Shared Asset Management;
- Shared R & D;
- Driver Training;
- Evaluation and quality assurance of training;
- Leadership Development;
- Shared Learning Opportunities;
- Joint Communications Activity.

Business Risk

Due to the change of legislation and expectations of the 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

Recruitment completed of a joint Programme Administrator for an initial period of 12 months. Lancashire Constabulary is the employer and LFRS will fund 50% of the post during 2018/19.

Financial Implications

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
Reason for inclusion in Part II, if appropriate:		

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 26 November 2018

LANCASHIRE COMBINED FIRE AUTHORITY CONSULTATION STRATEGY - ANNUAL REVIEW (Appendix 1 refers)

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

Executive Summary

The Authority has a consultation strategy which provides a framework through which it can seek public opinion on major change issues.

Each year the Planning Committee reviews the strategy (attached as appendix 1) to assure continued compliance with guidance or legislation and to incorporate learning from any public consultation exercises undertaken.

This year's review concludes that the strategy continues to be legally compliant and in line with good practice.

Recommendation

The Planning Committee is asked to note and endorse the consultation strategy.

Information

Lancashire Combined Fire Authority's consultation strategy has been in place since the new Integrated Risk Management Planning arrangements were introduced in 2003. It is considered on an annual basis.

A comprehensive review undertaken in 2014 resulted in a streamlined approach which ensures consultation is proportionate to the issue being addressed; with a dedicated plan for each exercise, rather than a prescriptive format for every consultation. Any requests to the Authority to consult with the public are made throughout the year as-and-when priorities identified in the Annual Service Plan reach the point where this is required. A review in 2016 amended the strategy to make clearer links between the equality impact assessment process and consultation.

A review of the strategy in 2018 reflects the General Data Protection Regulation which came into effect in May 2018, in relation to transparency obligations and the re-use of public sector information. The Service's recently established employee voice groups, which form part of its equality, diversity and inclusion work, have been added as a consultation method. They provide opportunities to consult with diverse groups within the Service and also links to external groups. The remainder of the strategy continues to reflect industry good practice and guidance and is compliant with legal duties.

Business Risk

The consultation strategy provides the necessary framework to help the Authority ensure that it has comprehensive consultation arrangements in place to make sure that the public has opportunity to provide opinions and views on proposals or changes that have the potential to significantly alter services provided.

Environmental Impact

None

Equality and Diversity Implications

The consultation strategy helps the Authority fulfil its statutory duties to make sure those that have legally defined protected characteristics are not discriminated against.

HR Implications

None

Financial Implications

None

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

Paper	Date	Contact
Reason for inclusion in Part II, if appropriate:		



Lancashire Combined Fire Authority Public Consultation Strategy

1. Background

The Lancashire Combined Fire Authority's Consultation Strategy has been in place since the new Integrated Risk Management Planning arrangements were introduced in 2003. It was thoroughly reviewed and updated in 2007 and 2014. In addition, the review in 2016 amended the strategy to make clearer links between the equality impact assessment process and consultation.

The strategy is reviewed annually by the Planning Committee to ensure that it continues to meet statutory requirements; incorporates good practice and provides the public and stakeholders with timely opportunity to influence development of their fire and rescue service.

2. Scope

This strategy sets out the Authority's arrangements for public consultation which are delivered on its behalf by Lancashire Fire and Rescue Service. The Authority acknowledges the significant contribution of fire and rescue service staff in terms of service delivery and encourages the active participation of employees in consultation exercises. Arrangements to consult staff are not included in this strategy as they feature within internal documentation.

3. Definitions

Engagement is an ongoing process of establishing and maintaining links with stakeholders. In itself it is not consultation, although consultation uses these links to reach people or individuals to take part in a specific consultation. It is a term given to a range of techniques that give stakeholders opportunities to influence how organisations work and the services that are delivered.

Consultation is one of these techniques and is a process through which the views of relevant stakeholders are sought about a particular issue, proposal or options over a defined period of time, to which due consideration is given by the Authority in reaching a decision.

Other engagement techniques include:

Informing – telling people what is going on, what decisions have been made and what action will be taken but views are not actively sought.

Involving – asking people for views to help shape the development or implementation of options, plans and activity on an ongoing basis or at the start of a policy development.

Collaborating – involving people in working together to develop solutions or proposals.

Negotiating – discussion with people to seek a jointly owned outcome where differences are addressed.

Empowering – giving people the power to control decisions and services within available resources in a specific area.

A public consultation led by the Authority may also involve some of these techniques as part of the consultation plan. Particularly, it will seek to involve people throughout work undertaken to develop options for change and will inform them about actions that will be taken which will not be subject of a consultation exercise.

4. Public Consultation Approach

Lancashire Fire and Rescue Service will undertake public consultation on a range of issues on behalf of the Combined Fire Authority to ensure that the views of communities, partners, individuals who have characteristics that are protected in the Equality Act and stakeholders are used to inform decision making.

4.1 Subjects of public consultation

The extent of the consultation will be proportionate to the nature and extent of any proposals being considered. It may include consultation on:

- the draft Integrated Risk Management Plan;
- annual action plans;
- budget and council tax;
- proposals which may have a major effect on the services we provide to the public.

In some cases a formal consultation exercise may not be necessary. For example:

- where it is necessary to implement a legal judgement or Government instruction;
- where stakeholders have influenced proposals by early involvement in the consideration of options and planning of proposals;
- where minor adjustments are being advocated;
- where issues can be resolved without formal consultation;
- where the Authority has already reached consensus and consultation results are unlikely to influence a decision;
- where there are no genuine options except for that which is proposed;
- where the Authority has already taken a decision through its usual democratic process.

In these instances the Authority will communicate information to stakeholders to inform them and raise awareness of the changes that have been made or the decisions that have been taken.

4.2 Planning public consultation

The Annual Service Plan, published in April, outlines the planned priorities to be delivered in the year that might require public consultation. These consultations may not take place immediately following publication of the plan but at the time that is most relevant to the planned priority. At this point the Authority's Planning Committee will be provided with details about the issue and options being considered and permission to consult with the public sought.

Due to the pace of change, issues may arise during the year that requires public consultation but which has not been considered within the Annual Service Plan. In these cases, permission to consult with the public will be sought from the Authority Planning Committee Chairman and Chairman of the Authority as urgent business if the meeting schedule does not permit discussion at a meeting.

Lancashire Fire and Rescue Service will maintain a calendar to ensure that consultation exercises do not clash and to avoid public consultation overload or fatigue.

5. Timings

Public consultation timeframes will vary in proportion to the scale of the issue/proposals, with a minimum of four weeks and a maximum of twelve weeks.

In setting timings consideration will be given to:

- the scale of the issue or proposals;
- the size of the audience we need to consult with;
- the need to work with voluntary groups who require time to extend the consultation through their memberships;
- the time of year and any impact on the availability of target groups;
- the urgency with which a decision needs to be taken;
- allowing a realistic time to enable the formulation of a considered response.

All information provided about the consultation will provide details of the deadline for responses.

6. Targeting public consultation

Before undertaking any consultation exercise, the Authority will undertake an Equality Impact Assessment of the impact of any proposals on groups likely to be particularly affected. A plan will be prepared which sets out which stakeholders with legitimate interest in the proposals it will attempt to consult with in order to give them opportunity to express their views.

Where appropriate, this will include:

- the general public in Lancashire – particularly those that are likely to be directly affected by the proposal or issue;
- community organisations, including specific community groups, particularly those

- that represent the interests of people with legally protected characteristics;
- public representatives, such as Members of Parliament and local councillors;
- businesses or business organisations;
- local authorities, public agencies and other emergency services;
- third sector organisations including voluntary groups and charities
- relevant government departments.

7. Information about a public consultation

The focus of consultation will be on meaningful engagement, through relevant methods, with staff, the public, stakeholders and any other requesting body or individual, during which the following information will be provided on the Service website:

- details of the issue and/or proposal;
- why the issue has arisen and/or what is being proposed;
- how the proposals are likely to impact on the provision of service;
- background statistics and assessments and
- the anticipated timescales for decision/implementation.

However, it is recognised that while this information is a useful reference, it is not in itself enough to secure consultee response. For all but the shortest written document, a concise summary will be provided for each consultation detailing the issue and options and setting out opportunities to contribute. This should be written or produced graphically using simple and engaging language in an accessible format. Information will be localised to ensure that people understand how plans may affect their local area. Assistance in providing information in alternative formats will be offered.

Information will be distributed using methods that are most appropriate to target relevant stakeholders, internally and externally. The Service's communications strategy sets out communication channels that should be considered including a range of options. For example, consultation about the Integrated Risk Management Plan could be communicated using news stories in the media, digital channels including the Service's social media platforms and website, and public engagement events.

8. Consultation methodology

No single activity or mix of activity through which to consult will be right every time. Our approach is to create a dedicated consultation plan to address the specific issues with a mix of activities designed to seek the views of the identified stakeholders. This may involve a mix of:

- public scrutiny panel;
- questionnaire;
- engagement events;
- deliberative forum;
- focus groups;
- consultation through the Service's employee voice groups

- feedback given at open public meetings;
- attendance at local authority meetings or scrutiny committees;
- debate and feedback given through social media;
- written submissions;
- telephone survey.

Where it is feasible, participation in the consultation and responses received will be acknowledged and an audit trail kept of responses. Explanations, where requested and appropriate, will be given to respondents who ask why individual proposals have been rejected.

9. Data Use and Subjects and Transparency Obligations

The Combined Fire Authority is under a duty to and will be compliant with the provisions of the Data Protection Act 1998, the Freedom of Information Act 2000 and the General Data Protection Regulation following the implementation of European directive, specifically Article 4 General Data Protection Regulation 2016/679, as well as the Re-use of Public Sector Information Regulations 2015, which came in to force on 18 July 2015, subject to relevant exceptions.

The Combined Authority will ensure that all relevant information provided by data controllers to data subjects and all communications with data subjects will be concise, transparent, intelligible and easily accessible, in clear plain language. This applies to but is not limited to situations when the Combined Authority collates special categories of personal data where more stringent compliance burdens are placed on organisations which process personal data relating to matters such as:

- racial or ethnic origin.
- Political opinions.
- Religious and philosophical beliefs.
- Trade union membership.
- Genetic data.
- Biometric data for uniquely identifying a natural person.
- Data concerning health.
- Sexual orientation.

10. The decision making process

At the end of the consultation period the Authority, or a relevant committee of the Authority, will determine whether the consultation exercise was sufficient in scale and scope.

A report on the consultation exercise will be presented to the Authority, or a relevant committee of the Authority which will include a summary of statistical results and feedback and views offered. This will include an updated Equality Impact Assessment.

Consultation rarely concludes in a single opinion and elected members will make their own judgements about the weight to be given to different views alongside other factors such as

financial cost, environmental impact and professional experience and advice. However, all consultation responses will be available to the Authority, or a relevant committee of the Authority, before associated democratic decisions are taken.

11. Feedback and evaluation

Decisions made about proposals that have been the subject of public consultation will be conveyed via the Service's communications channels, including news release to the media when this is considered necessary or proportionate. More detailed feedback will be made available to consultation participants directly or through the Service's website, depending on the extent of their involvement with the consultation.

Consultation exercises will be evaluated to assess the effectiveness of the particular processes adopted.

Reviewed August 2018

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 26 November 2018

BUSINESS CONTINUITY PLAN TEST

Contact for further information: Justin Johnston, Deputy Chief Fire Officer
Tel No. 01772 866801

Executive Summary

Lancashire Fire and Rescue Service (LFRS) is required to have effective Business Continuity (BC) Arrangements in place in order to comply with the Civil Contingencies Act 2004 and National Framework.

In June-August 2018 LFRS attended a wildfire on Winter Hill that led to the activation of the LFRS Business Continuity Plan (BCP). The scale and severity of operational activity during this period delivered a far more thorough test of BCP plans than can be simulated through exercise.

Decision Required

The Planning Committee is asked to note and endorse the use of Winter Hill as the annual Business Continuity test.

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.

In order to comply with LFRS BC Policy, an annual test should be held. LFRS tend to focus this test in an area that has not been evaluated in recent years. The test would span both strategic and tactical level BCP documentation.

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

Winter Hill provided a rising tide event that was preceded by several other wildfires and mutual aid requests from other services. This provided some scene setting for managers and the scope to predict that a larger event would occur. Several key decisions were taken prior to and during Winter Hill which will inform our future BC arrangements.

The protracted use of large numbers of resources (due to incident attendance not only at Winter Hill but across the county) tested personnel, equipment and appliance degradation on an unprecedented scale.

Whilst the incident demonstrated that the BCP policy and plans are aligned to good practice guidelines as set out by the Business Continuity Institute (the independent body for good Business Continuity practice worldwide) there were a number of lessons to be learned.

In addition to a range of incident specific debriefs, LFRS business continuity was examined through a debrief session hosted by GM Murrell whereby areas of improvement, areas of best practice, recommendations and lessons learnt were captured in a key decisions log. A subsequent action plan has been created and resolution will be managed through the Senior Management Team.

Business Risk

The Business Continuity Institute Best Practice Guidelines support the use of testing which minimises day to day impact on the organisation. Good Business Continuity reduces 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

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Paper	Date	Contact
Reason for inclusion in Part II, if appropriate:		