

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

RESOURCES COMMITTEE

Wednesday, 21 March 2018 in Main Conference Room, Service Headquarters, Fulwood commencing at 10.00 am.

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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 - 14)

4. FINANCIAL MONITORING (Pages 15 - 24)

5. FAIR FUNDING REVIEW (Pages 25 - 26)

6. PENSION BOARD - FIREFIGHTER'S PENSION SCHEMES - UPDATE

Report to follow.

7. EQUALITY, DIVERSITY AND INCLUSION POLICY (Pages 27 - 38)

8. GENDER PAY GAP

Report to follow.

9. RECRUITMENT UPDATE

Oral report

10. OHSAS 18001 HEALTH & SAFETY AND ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEMS ASSESSMENT AUDIT REPORTS (Pages 39 - 70)

11. DATE AND TIME OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 21 May 2018 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for 26 September 2018 and 28 November 2018,
and

proposed for 27 March 2019

12. 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.

13. 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

14. ICT STRATEGY (Pages 71 - 98)

15. HIGH VALUE PROCUREMENT PROJECTS (Pages 99 - 104)

16. 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

RESOURCES COMMITTEE

Wednesday, 29 November 2017, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

F De Molfetta (Chairman)
L Beavers
D Coleman
N Hennessy (Vice-Chair)
F Jackson
T Martin
D O'Toole
G Wilkins
T Williams

Officers

C Kenny, Chief Fire Officer (LFRS)
K Mattinson, Director of Corporate Services (LFRS)
B Warren, Director of People and Development (LFRS)
J Bowden, Head of Finance (LFRS)
S Collinson, Head of Media and Communications (LFRS)
J Keighley, Member Services Assistant (LFRS)

In attendance

J Hargreaves

29/17 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor David Stansfield.

30/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

31/17 MINUTES OF THE PREVIOUS MEETING

It was noted that the separate meeting referred to on page 16 had not taken place due to additional information not being available sooner; however, this would be further considered under part 2 of this agenda.

RESOLVED: - The Chairman agreed that the minutes of the last meeting held on 27 September 2017 be confirmed as a correct record and signed by the Chairman.

32/17 FINANCIAL MONITORING 2017/18

The report set out the current budget position in respect of the 2017/18 revenue and capital budgets and performance against savings targets.

Revenue Budget

The overall position as at the end of September showed an under spend of £0.3m. Trends were being monitored to ensure that they were reflected in future years budgets as well as being reported to the Resources Committee. In terms of the year end forecast, it was still early in the year however, the latest forecast showed an overall underspend of approximately £0.8m.

Included within this were the following key areas which had previously been reported to Resources Committee:-

- £300k underspend due to shortfall in wholetime recruitment;
- £100k underspend due to delay in the implementation of revised RDS pay;
- £150k underspend within support staff pay due to apprentice posts budget not being utilised in year – this could be transferred into an earmarked reserve to pump prime future years apprenticeship posts subject to Resources Committee approval in May which was part of the revenue outturn reporting.

The Committee was provided with detailed information regarding the position within individual departments, with major variances relating to non-pay spends and variances on the pay budget being shown below:-

Area	Overspend / (Under spend) to 30 Sept	Forecast Outturn at 31 March	Reason
	£'000	£'000	
Service Delivery	(16)	(43)	The current and forecast outturn position reflected underspends on smoke detectors and income generated in relation to Drone courses run by LFRS. This was partly offset by overspends on new recruits uniforms/PPE, training mannequins for stations, and furniture. The forecast also included £200k for the partial swap out of various items of PPE, gloves, boots and helmets, with the balance of costs, £300k, being met in 18/19.
Fleet Services	62	23	The current position related to anticipated overspends on Breathing Apparatus and Hydrant repairs, less underspends on tyres and hose replacements/repairs. The outturn position also reflected anticipated income from the sale of vehicles before the year end.

Human Resources	37	(65)	The current overspend represented unbudgeted costs in relation to carrying out the wholetime recruitment exercise. The outturn position included the remainder of the budget allocation for Organisational Development (currently £82k). Spends committed against this funding were an additional fixed term HR adviser, the leadership conferences and the management development programme.
Property	120	99	The overspend position related to premises repairs and maintenance, which was expected to continue for the remainder of the year.
Non DFM	61	169	The overspend related to funding of the posts created during the year in order to address new initiatives, such as the creation of a team to undertake preparatory work in advance of the new inspection regime, and the creation of additional posts to meet the workload demands arising from the roll out of National Operational Guidance and Learning. It was noted that the outturn position ignored year-end adjustments in respect of the final insurance position on the Aggregate Stop Loss and claims history, which would only be determined as part of the year end process. All but 4 of the Public Work Loan Board (PWLB) outstanding loans were repaid on 3 October, the resultant penalty of £635k would be met from earmarked reserves.
Wholetime Pay	(308)	(513)	The year to date position reflected: <ul style="list-style-type: none"> the number of wholetime recruits taking part in the June course was lower than budgeted, 32 compared with a budgeted 36; in addition vacancies to date were higher than forecast due to the early leaver profile; pension costs were lower than forecast as the number of personnel who were no longer on the FF pension schemes stood at 25, in addition staff continued to transfer from the 92 scheme to the 2015 scheme resulting in a reduction in employer pension contributions;

			<ul style="list-style-type: none"> the annual pay award had not yet been agreed, which would have been effective from 1 July, this resulted in an underspend of approximately £72k at the end of September; With the balance of the underspend relating to the timing of costs of ad hoc payments such as public holidays. <p>The outturn reflected all of the above, plus the shortfall in wholetime recruitment for the January recruits course (17 as opposed to a budgeted figure of 24). The majority of the forecast underspend was attributable to the shortfall in wholetime recruit numbers. As reported previously the budget was set based on populating 2 recruits courses with 60 recruits in total whereas the actual number of recruits would total 49. It was also worth noting that the forecast outturn included an assumed 1% pay-award, given the Union and Employers Side had been unable to reach an agreement at the present time.</p>
Control Staff	(22)	(44)	The underspend related to a communications officer post, which was temporarily filled by a wholetime member of staff, whilst the substantive post holder was seconded to work for the Home Office on the national ESMCP project.
RDS Pay	(62)	(112)	The forecast underspend on RDS pay arose as implementation of the revised pay scheme was delayed until June, pending its approval by the Fire Brigades Union regional council.
Associate Trainers	55	142	The annual training plan was used to match planned training activity to staff available at the training centre. Where this was not possible, associate trainers were brought in to cover the shortfall. The reintroduction of wholetime courses this year would lead to an increased use of these, hence the forecast overspend.
Support staff (less agency staff)	(113)	(282)	The underspend to date related to vacant posts across various departments, which were in excess of the vacancy factor built into the budget. The majority of these vacancies had now been filled, although ICT and Knowledge Management remained problem areas.

			<p>Note agency staff costs to date of £74k replaced vacant support staff roles, compared to support staff costs to date of £3,036k (i.e. agency staff were 2% of support staff).</p> <p>As highlighted previously the budget included a sum of £180k to allow for the recruitment of apprentices in the second half of the year. This recruitment had been delayed whilst an appropriate mechanism was identified, meaning that approx. £150k of the funding would not be utilised in the current year. The previous report proposed that any underspend on this budget should be carried forward as an earmarked reserve to meet on-going costs in future years, hence as part of the year end process the eventual underspend would be transferred to earmarked reserves, subject to Resources Committee approval in May as part of the revenue outturn reporting.</p>
Apprentice Levy	(11)	(25)	<p>The apprentice levy was payable at 0.5% of each months payroll costs, the budget for this was set at anticipated establishment levels, hence the underspend against this budget reflected the various pay budget underspends reported above.</p>

As the grey book pay award had not yet been agreed, the current forecast outturn underspend of £0.8m was calculated based on a 1% pay award. It was worth noting that each 1% pay award in excess of this equated to an additional cost of approx. £250k.

In addition, the purchase of the Water Tower described in the capital budget section was approved by the Planning Committee in November which would utilise £0.4m of the underspend.

In response to a question raised by CC O'Toole, the Director of Corporate Services confirmed that the Planning Committee had approved the purchase of 2 Water Towers, one to be purchased in the current year and, due to lead times; the second was included in the 2018/19 capital programme.

The Head of Fleet and Engineering reported to Members that the Water Tower would be built to order. In addition, the Chief Fire Officer confirmed the Water Tower had created a lot of attention nationally and was currently up for an invention award.

The Director of Corporate Services confirmed at the last Resources Committee meeting that any underspend would be carried forwards into general reserves, unless there was a specific requirement to transfer into earmarked reserves or capital funding reserves. He also confirmed that any proposed transfers into

reserves would be considered as part of the outturn position that would be reported to the Resources Committee in June 2018.

Capital Budget

The Capital Programme for 2017/18 stood at £13.533m. A review of the programme had been undertaken to identify progress against the schemes as set out below.

However it was noted as it had only been two months since the last report there was not a significant change from the previous reported position:-

Pumping Appliances	<p>The budget allowed for the purchase of 6 pumping appliances for the 2017/18 programme, for which the order was placed in February 2017. We currently anticipated that these appliances would be delivered in early 2018. In addition, the budget allowed for the final stage payments in relation to the 5 pumping appliances carried from the 2016/17 programme, which were delivered during June and August. Spend to date related to completion of the 2016/17 appliances, and the first stage payment of the 2017/18 appliances.</p> <p>As such we anticipated all of this budget being utilised by year end.</p>
Other vehicles	<p>This budget allowed for the replacement of various operational support vehicles, the most significant of which were one of the Command Support Units and two Driver Training Vehicles. Requirements for these were currently being finalised with a view to undertaking a procurement exercise. However given requirements were still being finalised and taking account of anticipated lead times the final costs associated with the purchase of these would slip over into 2018/19.</p> <p>A Water Tower vehicle was currently on trial as a new fire-fighting concept. This lease expired before the end of the financial year and options were being considered around the longer term capabilities of such a vehicle within our fleet. These options were presented to Planning Committee who agreed to purchase 2 AT-Stinger appliances which would replace the standard existing Fire Appliances at Blackburn and Skelmersdale. We would need to fund the capital cost by an additional contribution of £0.4m from the revenue budget (thus reducing the forecast underspend).</p>
Operational Equipment/Future Firefighting	<p>This budget allowed for the replacement of Thermal Imaging Cameras (TICs), for which the tender process was underway.</p> <p>The budget allowed for the balance of the Future Fire Fighting equipment budget, the majority of which related to the purchase of the technical rescue jackets, following the regional procurement exercise, which would be delivered during the first quarter of the new financial year.</p> <p>The replacement of Breathing Apparatus Radios would slip into 2018/19, as options were being reviewed including the potential to undertake a regional procurement process.</p>

<p>Building Modifications</p>	<p>Completion of the new joint Fire and Ambulance facility at Lancaster had slipped into the first quarter of 2018/19, due to delays in the demolition of the existing station on the discovery of asbestos.</p> <p>In terms of the redevelopment of Preston Fire and Ambulance Station we completed the purchase of the additional land, as agreed by the Committee, in June. NWAS had now confirmed their intention to use the site as an ambulance station, therefore we were in the process of appointing consultants to take the project forward to detailed design and ultimately construction. This delay meant that no building works would take place in the current financial year; hence the majority of capital budget would slip into the next financial year.</p> <p>The budget also allowed for the outstanding sums due in respect of the replacement water main at STC and the completion of the Multi Compartment Fire Fighting prop, both of which had now been completed.</p> <p>The replacement Fleet workshop had been on hold pending further discussion with Police relating to a joint facility. However as requirements did not align, and the location deemed unsuitable for a vehicle maintenance facility, we would now progress this scheme, working up a detailed design prior to undertaking a tendering exercise. Whilst some costs may be incurred in the current year, the majority of this would slip into 2018/19.</p> <p>The final element of this capital budget related to investment in training assets at both STC and service delivery locations to maximise the efficiency and consistency of staff training, and in particular RDS staff. The exact requirements remained subject to review, however given the timeframes in finalising requirements, designing and tendering schemes it was highly unlikely that any significant costs would be incurred in the current year, and a further update on progress would be presented to the Committee once requirements had been finalised.</p>
<p>IT systems</p>	<p>The majority of the capital budget related to the national Emergency Services Mobile Communications Project (ESMCP), to replace the Airwave wide area radio system and the replacement of the station end mobilising system. The ESMCP project budget, £1.0m, was offset by anticipated grant, however the timing of both expenditure and grant was dependent upon progress against the national project. We were due to receive an update in November however it appeared increasingly unlikely that we would incur significant costs in the current year.</p> <p>Given the delay on the ESMCP project the replacement station end project had also been delayed, however we were currently reviewing options to enhance resilience and ensure that any solution was compatible with the eventual ESMCP solution. As such we may incur some expenditure on this, but it was unlikely to be the full budgeted amount,</p>

	<p>£400k.</p> <p>The budget also allowed for the replacement of the Service's wide area network (WAN) providing an enhanced network and improving speed of use across the Service. The delivery of this was currently scheduled for the last quarter of the current financial year, when our existing contract expired.</p> <p>The balance of the budget related to the replacement of various systems, in line with the ICT asset management plan. Whilst procurement work was on-going to facilitate the replacement of some of these systems in the current year, we were still reviewing the need to replace others. Hence further updates on progress would confirm which replacements were being actioned in the current year and anticipated spend profiles.</p>
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Appendix 2 set out the capital programme and the expenditure position against this, as reflected above. The costs to date would be met by both capital grant and revenue contributions.

Delivery against savings targets

The current position on savings targets identified during the budget setting process was reported. The performance to date was ahead of target due to a combination of the underspend on salaries for the first six months, plus savings in respect of procurement activities during the same period. It was anticipated that we would meet our efficiency target for the financial year.

RESOLVED: - That the Committee:-

- (i) Noted the financial position; and
- (ii) Approved the capital purchase of the water tower vehicles.

33/17 TREASURY MANAGEMENT MID-YEAR REVIEW 2017/18

The report set out the Authority's borrowing and lending activities during 2017/18, which were in line with decisions taken in accordance with the Treasury Management Strategy and were based on anticipated spending and interest rates prevailing at the time.

In accordance with the updated CIPFA Treasury Management Code of Practice (2011) and to strengthen Members' oversight of the Authority's treasury management activities, the Resources Committee received regular updates on treasury management issues including a mid-year report and a final outturn report. Reports on treasury activity were discussed on a quarterly basis with Lancashire County Council Treasury Management Team and the Authority's Director of Corporate Services and the content of these reports was used as a basis for this report to the Committee.

Economic Overview

The key economic messages in the period were the increasing inflation, falling unemployment but reductions in the real wages. The Consumer Price Inflation (CPI) index rose in August to 2.9%, its highest since June 2013. This increase was largely

due to the fall in the value of sterling following the June 2016 referendum which had led to higher import prices. The new inflation measure CPIH, which included owner occupiers' housing costs, was at 2.7%.

The Bank of England made no change to monetary policy at its meetings in the first half of the financial year. The vote to keep Bank Rate at 0.25% narrowed to 5-3 in June highlighting that some MPC members were more concerned about rising inflation than the risks to growth. Although at September's meeting the Committee voted 7-2 in favour of keeping Bank Rate unchanged, the MPC changed their rhetoric, implying a rise in Bank Rate in "the coming months". Subsequently at the MPC meeting of the 2nd November the base rate was increased to 0.5%.

In the face of a struggling economy and Brexit-related uncertainty, Arlingclose expected the Bank of England to take only a very measured approach to any monetary policy tightening, any increase would be gradual and limited as the interest rate backdrop would have to provide substantial support to the UK economy through the Brexit transition.

Interest Rate Environment

Short term interest rates continued at the very low levels with the Bank of England maintaining the base rate to 0.25% throughout the first half of the financial year. However as noted above the base rate was increased to 0.5% in November.

Outlook for Interest Rates

Treasury Consultants Arlingclose Ltd forecast for interest rates issued in November took into account the increase in November. They stated that "The MPC had increased Bank Rate, largely to meet expectations they themselves created. Future expectations for higher short term interest rates were subdued. On-going decisions remained data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions. Our central case for Bank Rate was 0.5% over the medium term. The risks to the forecast were broadly balanced on both sides".

Borrowing

There had been no new borrowing undertaken in the first six months of the year. This was in line with the continuation of the policy of using cash balances to fund capital expenditure which had resulted in no new borrowing being undertaken since 2007.

All the Fire Authority's existing borrowing was from the Public Works Loan Board. The long term debt outstanding at the beginning of the year was £5.514m which had remained unchanged up to 30th September.

However, the viability of repaying the PWLB loans was reviewed on a regular basis. As a result a report was submitted to the Resources Committee on 27 September which provided information on the impact of repaying the loans. As a result the Committee agreed to pay off all loans that matured in the next 10 years. Subsequently on 5 October loans of £3.184m were repaid which incurred a premium charge of £0.636m. Therefore the outstanding PWLB balance was reduced to £2.330m. Of this £0.330m was due to mature in December 2017 and was not repaid as PWLB do not normally accept repayments for loans with less than one year to maturity. Therefore the estimated balance at the end of the financial year was £2m.

Investments

Both the CIPFA Code and the CLG Guidance required the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money was to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving low investment returns and having the value of reserves eroded by inflation.

The Authority principally invested in a call account provided by Lancashire County Council which paid the base rate. Each working day the balance on the Authority's Current Account was invested in this to ensure that the interest received on surplus balances was maximised. During the period all new investments were placed with the County Council via this arrangement. At 30th September there was a balance of £41.081m with the average balance invested in LCC for the period was £33.951m.

In addition the Authority still had a long term investment that had been placed with UK local authority as outlined below. Another £5m investment matured in July and had been repaid.

Start Date	End Date	Principal	Rate	Annual Interest	Interest 2016/17
30/6/14	28/6/19	£5,000,000	2.4%	£120,000	£120,000

Therefore the total investment held at 30 September was £46.081m. As a result of the repayment of loans mentioned earlier the total level of investments reduced to £43.2m at 31st October 2017.

The overall rate of interest earned during this period was 0.61% which compared favourably with the benchmark 7 day index which averaged 0.24% over the same period. In order to increase the rate earned on current balances, the Authority would need to place fixed investments for a longer period of time. This would involve fixing investment for at least 6 months. This position was kept under constant review and suitable opportunities would be taken.

All investments were made in accordance with the current Treasury Management Strategy and the CIPFA treasury management code of practice.

Prudential Indicators

In order to control and monitor the Authority's treasury management functions, a number of prudential indicators were determined against which performance may be measured. The indicators for 2017/18 were approved by the Authority on 20th February 2017. An update on performance to date was provided to the meeting.

With the repayment of the PWLB loans the current maturity structure of the debt was:

Under 12 months	14.2%
Over 10 years	85.8%

Although these were within the current Prudential Indicators once the maturing loan was repaid in December then 100% of the debt would be over 10 years. Therefore it

was recommended that approval was given to increase the Prudential Indicator for the upper limit for debt in excess of 10 years to 100%.

Regulatory Updates

An update was provided on two relevant areas, namely moves towards the implementation of MiFID II and CIPFA consulting on changes to the Prudential and Treasury Management Codes.

CC O'Toole asked for an updated report on the debt restructuring to be presented at the next CFA December meeting.

RESOLVED: -That the Committee

- (i) Noted and endorsed the report and;
- (ii) Approved an amended Prudential Indicator to allow 100% debt to mature over 10 years.

34/17 FLEET ASSET MANAGEMENT PLAN

The Director of Corporate Services presented to Members the Fleet Asset Management Plan (FAMP). This was the fourth Fleet Asset Management Plan which continued to build on a structured approach to the management of operational vehicles, equipment, breathing apparatus and hydrant assets.

Running a modern Fleet was a safety critical operation that must ensure employee and public safety. This was achieved through best practice in vehicle inspection, maintenance, operation and procurement. LFRS also ensured compliance to Department of Transport and Driver & Vehicle Standards Agency (DVSA) regulations on construction, use and roadworthiness.

Key projects in the 2018/21 FAMP were:

- Body worn CCTV;
- Battery RTC Tools;
- Ladder policy and specification;
- Replace Command Support Units;
- Breathing Apparatus and Telemetry Equipment.

Running alongside the FAMP, Fleet and Engineering Services department also held an improvement plan, which focused on four key performance areas:

- Customer – building stronger working relations and meeting requirements;
- Financial – achieve efficiency savings and maintain a healthy replacement plan;
- Systems – continued development of asset management systems;
- Development / Growth – invest in staff training and development.

The above, in conjunction with the FAMP, ensured that the Fleet and Engineering Services continued to provide the best possible support to Service Delivery.

CC O'Toole thanked the Head of Fleet & Engineering for the excellent report which he found very informative.

In response to a question raised by CC O'Toole, the Head of Fleet & Engineering confirmed that the Authority used various frameworks such as the Police framework for purchase of the Service's support vehicles.

In response to a question raised by Councillor Williams, the Director of Corporate Services confirmed the life expectancy of an appliance and that the Authority had an agreed disposal policy for appliances at the end of their life.

RESOLVED: - That the Committee noted the report and endorsed the Fleet Asset Management Plan.

35/17 DATE AND TIME OF NEXT MEETING

The next meeting of the Committee would be held on Wednesday 21 March 2018 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 21 May 2018 and 26 September 2018 and agreed for 28 November 2018.

36/17 EXCLUSION OF PRESS AND PUBLIC

RESOLVED: - that the press and members of the public 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.

37/17 HIGH VALUE PROCUREMENT PROJECTS

(Paragraph 3)

Members considered a report that provided an update on all contracts for one-off purchases valued in excess of £50,000 and high value procurement projects in excess of £100,000 including: new contract awards, progress of ongoing projects and details of new projects with an anticipated value exceeding £100,000.

RESOLVED: That the Committee noted the report.

38/17 APPRENTICE STRATEGY

(Paragraphs 2 and 3)

The Director of People & Development provided Members with an update on the development of the Apprentice Strategy and of the current initiatives being undertaken. He explained the proposals had not been fully developed yet, due to uncertainty in the Government arrangements.

RESOLVED: That the Committee:-

- (i) Noted the report; and
- (ii) Endorsed the actions being developed.

39/17 CAR ALLOWANCE - TAX IMPLICATIONS UPDATE REPORT

(Paragraphs 2 and 3)

The Chief Fire Officer was not present for this item.

An updated report was provided by the Director of People and Development. County Councillor Tony Martin proposed to accept the financial implications as detailed in the report up to the cut over date of 1 January 2018 which was seconded by County Councillor Lorraine Beavers.

A vote took place at the request of County Councillor O'Toole and Councillor Williams. On being put to the vote 6 were in favour of accepting the financial implications and 3 against therefore it was

RESOLVED:- That the financial implications be met by the Authority up to 1 January 2018.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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LANCASHIRE COMBINED FIRE AUTHORITY RESOURCES COMMITTEE

Meeting to be held on 21 March 2018

FINANCIAL MONITORING 2017/18 (Appendices 1 and 2 refer)

Contact for further information:

Keith Mattinson - Director of Corporate Services – Telephone Number 01772 866804

Executive Summary

The report sets out the current budget position in respect of the 2017/18 revenue and capital budgets and performance against savings targets.

Recommendation

Resources Committee are requested to note the financial position.

Information

Revenue Budget

The overall position as at the end of January shows a breakeven position. In terms of the year end forecast the latest forecast shows an overall overspend of approx. £0.1m. Members will recall at the last meeting we presented a forecast position of £0.8m underspend. The current forecast takes account of the following significant changes:-

- £0.4m purchase of the Water Tower vehicle following Planning Committee approval, as reported at last Resources Committee;
- £0.2m transfer the unspent Apprenticeship posts budget into an earmarked reserve to pump prime future years apprenticeship posts subject to Resources Committee approval in May as part of the revenue outturn reporting;
- £0.1m two ill health fire fighter retirements ;
- £0.2m in relation to Retained Duty System (RDS) which has seen a 3% growth in hours of cover/number of staff since the start of the financial year.

The year to date and forecast outturn positions within individual departments are set out in Appendix 1, with major variances relating to non-pay spends and variances on the pay budget being shown separately in the table below: -

Area	Overspend / (Under spend) to 30 Jan	Forecast Outturn at 31 March	Reason
	£'000	£'000	
Service Delivery	27	2	<p>The current and forecast outturn position reflects underspends on smoke detectors and income generated in relation to drone courses run by LFRS. This is largely offset by overspends on new recruits uniforms/PPE, training mannequins for stations, and furniture.</p> <p>The budget also included £200k for the partial swap out of various items of PPE (gloves, boots and helmets) with the balance of costs being met in 18/19. This amount is unlikely to be incurred incurred during the current financial year, due to delays in expected delivery dates, and therefore this amount will need to be carried forwards into 18/19 as part of the year end process.</p>
Human Resources	(79)	(95)	<p>Both the current and forecast positions represent the unspent remainder of the budget allocation for Organisational Development (currently £106k) less overspends in relation to carrying out the wholetime recruitment exercise. Spends committed against the Organisational Development budget are an additional fixed term HR adviser, the leadership conferences and the management development programme.</p>
Property	131	127	<p>The overspend position relates to premises repairs and maintenance, which is expected to continue for the remainder of the year.</p>
Non DFM	438	551	<p>The overspend largely relates to funding of the purchase of the water tower, as agreed at the last Resources Committee meeting. It should be noted that the outturn position ignores year-end adjustments in respect of the final insurance position on the Aggregate Stop Loss and claims history, which will only be determined as part of the year end process.</p>
Wholetime Pay	(279)	(368)	<p>The year to date position reflects:</p> <ul style="list-style-type: none"> the number of whole time recruits who took part in the June course was lower than budgeted, 32 compared with a budgeted 36

			<ul style="list-style-type: none"> • in addition vacancies to date are higher than forecast due to the early leaver profile pension costs are lower than forecast as the number of personnel who are no longer on the FF pension schemes stands at 25, in addition staff continue to transfer from the 92 scheme to the 2015 scheme resulting in a reduction in employer pension contributions • the balance of the underspend relating to the timing of costs of ad hoc payments such as public holidays <p>However it must be noted that the position to date only includes the interim pay award of 1% backdated to July, which is in line with the approved budget. Should the final pay award not be agreed by 31 March, we will review this as part of the year end outturn position reported to Resources Committee, where we will consider setting aside a further sum of money to fund any eventual agreement. (It is worth noting that each additional 1% pay award will increase the current year costs by £0.25m.)</p> <p>The outturn reflects all of the above, plus the shortfall in W/T recruitment on the recruits course began in January (15 as opposed to a budgeted figure of 24).</p>
Control Staff	(37)	(44)	The underspend relates to a communications officer post, which is temporarily filled by a wholtime member of staff, whilst the substantive post holder is seconded to work for the Home Office on the national ESMCP project.
RDS Pay	79	100	The forecast overspend on RDS pay arises following several successful recruitment campaigns, which have resulted in an overall increase of 3% in hours of cover/number of RDS staff since the beginning of the year.
Associate Trainers	116	153	The annual training plan is used to match planned training activity to staff available at the training centre. Where this is not possible, associate trainers are brought in to cover the shortfall. The reintroduction of wholtime courses this year has lead to an increased use of these, hence the forecast overspend.

Support staff (inc agency staff)	(262)	(196)	<p>The underspend to date relates to vacant posts across various departments, which are in excess of the vacancy factor built into the budget. The majority of these vacancies have now been filled, although ICT and Knowledge Management remain problem areas.</p> <p>Note agency staff costs to date of £108k are replacing vacant support staff roles, this still only accounts for 2% of total support staff costs).</p> <p>As highlighted above the budget included a sum of £180k to allow for the recruitment of apprentices in the second half of the year. This recruitment has been delayed whilst an appropriate mechanism is identified, meaning that approx. £150k of the funding will not be utilised in the current year. The previous report proposed that any underspend on this budget should be carried forward as an earmarked reserve to meet on-going costs in future years, hence as part of the year end process the eventual underspend will be transferred to earmarked reserves, subject to Resources Committee approval in May as part of the revenue outturn reporting.</p>
Apprentice Levy	(18)	(23)	<p>The apprentice levy is payable at 0.5% of each months payroll costs, the budget for this was set at anticipated establishment levels, hence the underspend against this budget reflects the various pay budget underspends reported above.</p>

The final proposed transfers into reserves will be considered as part of the outturn position that will be reported to the Resources Committee in May 2018.

Capital Budget

The Capital Programme for 2017/18 stood at £13.533m, but was amended to include both the inclusion of the Water Tower purchase and the removal of the Training Assets budget following the November Resources Committee and the December Fire Authority meetings. As such the revised capital programme now stands at £12.688m. A review of the programme has been undertaken to identify progress against the schemes as set out below: -

	Committed spend to Jan 17 £m	Forecast Slippage Into 1718 £m	
Pumping Appliances	1.728	-	The budget allowed for the purchase of 6 pumping appliances for the 2017/18 programme, for which the order was placed in February 2017. We currently anticipate that these appliances will be delivered during March. In addition, the budget allows for the final stage payments in relation to the 5 pumping appliances carried from the 2016/17 programme, which were delivered during June and August.
Other vehicles	0.692	(0.598)	Committed spend related to the purchase of the Water Tower vehicle and various operational support vehicles during the year. In addition, this budget also allowed for the replacement of one of the Command Support Units and two Driver Training Vehicles. Requirements for these have not yet been finalised therefore as previously reported will slip over into 2018/19, along with the budget for any operational support vehicles not received during 2017/18.
Operational Equipment/Future Firefighting	0.020	(1.092)	Committed spend relates to the purchase of fog spikes within the future firefighting budget. This budget also allowed for the replacement of Thermal Imaging Cameras (TICs), for which was subject to a regional procurement exercise. The contract has recently been awarded, and an order placed, however the TICs have not yet been received, hence the budget will slip into 2018/19. In addition, the budget allowed for the balance of the Future Fire Fighting equipment budget, the majority of which relates to the purchase of the technical rescue jackets, following the regional procurement exercise, which will be delivered during the first quarter of the new financial year as previously reported.

			The replacement of Breathing Apparatus Radios will slip into 2018/19, as options are being reviewed including the potential to undertake a regional procurement process.
Building Modifications	1.563	(4.262)	<p>Committed spend to date relates to completion of the replacement water main and the completion of the Multi Compartment Fire Fighting prop at STC, purchase of the land adjacent to Preston Fire Station in preparation for redevelopment, and sums paid to date in respect of the redevelopment of the Lancaster Fire & Ambulance facility, which is expected to complete during the first quarter of 2018/19.</p> <p>The slippage figure relates to:</p> <ul style="list-style-type: none"> • the redevelopment of Preston Fire and Ambulance Station where we are in the process of appointing consultants to take the project forward to detailed design and ultimately construction. The delay getting a commitment means that no building works will take place in the current financial year; hence the majority of capital budget will slip into the next financial year. • The replacement Fleet workshop is currently in the detailed design stage prior to undertaking a tendering exercise, hence will slip into 2018/19.
IT systems	-	(1.980)	The majority of the capital budget relates to the national Emergency Services Mobile Communications Project (ESMCP), to replace the Airwave wide area radio system and the replacement of the station end mobilising system. The ESMCP project budget, £1.0m, is offset by anticipated grant, however the timing of both expenditure and grant is dependent upon progress against the national project. We will not incur any costs in the current year. We are still awaiting an updated project timeframe from the National project team.

			<p>Given the delay on the ESMCP project, the replacement station end project has also been delayed, however we are currently reviewing options to enhance resilience and ensure that any solution is compatible with the eventual ESMCP solution.</p> <p>The budget also allowed for the replacement of the Services wide area network (WAN) providing an enhanced network and improving speed of use across the Service. The delivery of this is currently scheduled for the first half of the next financial year.</p> <p>The balance of the budget relates to the replacement of various systems, in line with the ICT asset management plan. We are still reviewing these systems in terms of requirements, having experienced capacity issues within various departments. Hence it is clear that none of these will be committed within the current financial year.</p>
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Appendix 2 sets out the capital programme and the expenditure position against this, as reflected above. The costs to date will be met by capital grant, revenue contributions and reserves.

Delivery against savings targets

The following table sets out the savings targets identified during the budget setting process, hence removed from the 2017/18 budget, and performance to date against this target: -

	Annual Target	Target at end of Jan	Savings at end of Jan
	£m	£m	£m
Staffing, including Emergency Cover Review outcomes, LGPS scheme deficit removal plus management of vacancies	0.777	0.727	1.129
Reduction in service delivery non pay budgets including the smoke detector budgets	0.222	0.184	0.239
Reduction in Property repairs and maintenance and utilities budgets	0.215	0.179	0.051

Reduction in Fleet repairs and maintenance and fuel budgets (although these budgets are underspent, they are offset by overspends on other budget headings as reported above)	0.066	0.055	0.061
Reduction in insurance Aggregate Stop Loss	0.050	0.042	0.042
Reduction in capital financing charges	0.040	0.033	0.033
Procurement savings (these are savings on contract renewals, such as waste collection and stationery contracts)	-	-	0.097
Balance – cash limiting previously underspent non pay budgets	0.180	0.150	0.150
Total	1.550	1.372	1.802

The performance to date is ahead of target, a combination of the underspend on salaries for the year to date, plus savings in respect of procurement activities during the same period. We have already exceeded savings target for the financial year.

Financial Implications

As outlined in the report

Business Risk Implications

None

Environmental Impact

None

Equality and Diversity Implications

None

Human Resource Implications

None

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact
None		
Reason for inclusion in Part II, if appropriate:		

APPENDIX 1

BUDGET MONITORING STATEMENT JAN 2018	Total Budget	Budgeted Spend to Jan 2018	Actual Spend to Jan 2018	Variance O/Spend (U/Spend)	Variance Pay	Variance Non-Pay	Forecast outturn
	£000	£000	£000	£000	£000	£000	£000
Service Delivery							
Service Delivery	30,843	25,520	25,347	(173)	(199)	27	2
Training & Operational Review	3,457	2,846	2,964	117	58	59	17
Control	1,148	1,148	1,148	(0)	-	(0)	(0)
Prince's Trust Volunteers Scheme	-	130	77	(53)	-	(53)	(10)
Special Projects	12	10	4	(6)	1	(7)	(8)
Strategy & Planning							
Fleet & Technical Services	2,301	1,988	1,982	(6)	(4)	(2)	(21)
Information Technology	2,379	1,995	1,908	(88)	(104)	16	33
Service Development	3,786	3,162	3,171	9	(8)	17	4
People & Development							
Human Resources	658	545	452	(93)	(14)	(79)	(95)
Occupational Health Unit	199	162	149	(13)	13	(26)	(32)
Corporate Communications	294	244	182	(62)	(28)	(34)	(41)
Safety Health & Environment	202	169	163	(6)	1	(8)	(9)
Corporate Services							
Executive Board	978	817	831	14	14	(1)	(4)
Central Admin Office	750	613	638	25	27	(2)	(2)
Finance	142	118	122	4	(1)	5	6
Procurement	790	653	614	(38)	(9)	(30)	(40)
Property	1,271	1,152	1,253	101	(31)	131	127
External Funding	-	(5)	(2)	3	4	(1)	(2)
Pay							(378)
TOTAL DFM EXPENDITURE	49,210	41,267	41,002	(265)	(277)	13	(454)
Non DFM Expenditure							
Pensions Expenditure	1,172	1,079	1,058	(22)	-	(22)	(37)
Other Non-DFM Expenditure	3,551	1,266	1,581	314	(123)	438	551
NON-DFM EXPENDITURE	4,723	2,346	2,638	292	(123)	416	514
TOTAL BUDGET	53,933	43,613	43,640	28	(401)	429	61

APPENDIX 2

CAPITAL BUDGET 2017/18	Revised Programme	Resources Nov/ CFA Dec	Revised Programme	Projected to Date	Actual Expenditure	Variance to Date	Year End Forecast	Slippage	Estimated final Cost	Over/ (Under) Spend
Vehicles										
Pumping Appliance	1.728	-	1.728	1.728	1.728	(0.000)	1.728	-	1.728	(0.000)
Other Vehicles	0.901	0.405	1.306	1.160	0.692	(0.468)	0.680	(0.598)	1.278	(0.028)
	2.629	0.405	3.034	2.888	2.420	(0.468)	2.407	(0.598)	3.006	(0.029)
Operational Equipment										
Operational Equipment	1.112	-	1.112	0.927	0.020	(0.906)	0.020	(1.092)	1.112	-
	1.112	-	1.112	0.927	0.020	(0.906)	0.020	(1.092)	1.112	-
Buildings Modifications										
STC Redevelopment	0.793	-	0.793	0.661	0.224	(0.437)	0.250	(0.543)	0.793	-
Lancaster Replacement	2.119	-	2.119	1.766	1.188	(0.578)	1.900	(0.219)	2.119	-
Other works	4.900	(1.250)	3.650	3.067	0.151	(2.916)	0.151	(3.500)	3.651	0.001
	7.812	(1.250)	6.562	5.493	1.563	(3.931)	2.301	(4.262)	6.563	0.001
ICT										
IT Systems	1.980	-	1.980	1.650	-	(1.650)	-	(1.980)	1.980	-
	1.980	-	1.980	1.650	-	(1.650)	-	(1.980)	1.980	-
Total Capital Requirement	13.533	(0.845)	12.688	10.958	4.003	(6.955)	4.728	(7.932)	12.660	(0.028)
Funding										
Capital Grant	1.505	-	1.505	0.505	0.505	-	0.505	(1.000)	1.505	-
Revenue Contributions	2.000	0.405	2.405	1.651	2.052	0.401	2.405	-	2.405	-
Earmarked Reserves	0.249	-	0.249	0.328	0.224	(0.103)	0.249	-	0.249	-
General reserves	2.600	-	2.600	8.474	1.221	(7.253)	1.569	(1.031)	2.600	-
Capital Reserves	7.179	(1.250)	5.929	-	-	-	-	(5.901)	5.901	(0.028)
Total Capital Funding	13.533	(0.845)	12.688	10.958	4.003	(6.955)	4.728	(7.932)	12.660	(0.028)

LANCASHIRE COMBINED FIRE AUTHORITY RESOURCES COMMITTEE

Meeting to be held on 21 March 2018

FAIR FUNDING REVIEW: A REVIEW OF RELATIVE NEEDS AND RESOURCES

Contact for further information:

Keith Mattinson - Director of Corporate Services – Telephone Number 01772 866804

Executive Summary

The report sets out the response submitted to the consultation paper on a review of Government Funding for Local Authorities.

Recommendation

The Committee are asked to note the response submitted.

Information

As reported to the Authority in February the Government is currently consulting on a “Fair Funding Review”. The Authority agreed to delegate responsibility for agreeing a response to the Treasurer, in consultation with the Chairman and Chief Fire Officer.

As such the following response was agreed and submitted in line with the consultation deadline of 12 March 2018.

General Comments

We support the principles that the Government has set for the review, namely that the revised system should be:-

- Simple
- Transparent
- Contemporary
- Sustainable
- Robust
- Stable

Fire Specific Comments

Whilst not part of this consultation we would reiterate our position that the Fire and Rescue Service should not be part of the Business Rates Retention Scheme as we have very little, if any, influence on local economic growth.

We also feel that the system needs to recognise an Authority’s ability to raise council tax locally, reflecting that current council tax levels and taxbases differ widely between individual authorities. Furthermore we still believe that the council tax referendum principles need reviewing in respect of Fire and Rescue Services as the cost of holding a referendum is completely disproportionate to any benefit received. This is particularly relevant given that the same principles are not applied to Parish councils which in many cases have a higher precept than the Fire Service.

Whilst regression analysis is useful in comparing the outcome of any review with historic spending trends, we do not feel that historic spend is a good indicator of need, hence we do not support the view that the final formula must produce the most accurate reflection of historic spending patterns. We believe the final formula must provide a better reflection of the need to spend, as opposed to the historic level of spend.

Fire and rescue services formula

We concur that the cost of providing the fire service is a combination of many factors, and is driven by risk as opposed to demand. As such we believe any formula needs to focus on fewer key drivers of risk, of which the two largest are population and deprivation. Whilst other factors do influence risk/costs we believe these are far less important and if required should have a lower weighting in the formula.

We believe that whilst a greater number of factors may provide a marginally more accurate reflection of the cost of providing services the complexity that this adds to the formula does not justify their inclusion, and hence would support a radical rethink to remove some of the adjustments listed, such as Property and Societal Risk.

Financial Implications

None

Human Resource Implications

None

Equality and Diversity Implications

None

Environmental Impact

None

Business Risk Implications

Clearly the outcome of the consultation will have an impact on our level of funding received in future years, and as such it is a major risk to the Authority. However, until the outcome of the consultation is known it is impossible to be more specific.

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

Paper	Date	Contact
Fair funding review: a review of relative needs and resources	December 2017	Keith Mattinson
Reason for inclusion in Part II, if appropriate:		

LANCASHIRE COMBINED FIRE AUTHORITY

RESOURCES COMMITTEE

Meeting to be held on 21 March 2018

EQUALITY, DIVERSITY AND INCLUSION POLICY (Appendix 1 refers)

Contact for further information:

Bob Warren – Director of People & Development – telephone 01772 866804

Executive Summary

Further to the approval of the Equality, Diversity and Inclusion Policy in 2017, it was agreed that Members would review the policy in 2018.

Decision Required

The Committee is asked to note and endorse the Service policy, which is subject to a next review in 2021.

Information

The Equality Act 2010 states that everyone has the right to be treated fairly and equally. The Act has two main purposes, it brings together and simplifies all of the existing discrimination law and strengthens the law to further support progress on equality. In the exercise of its functions (including any functions carried out by external supplier/organisation) LFRS must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

These are often called the three main aims of the general duty and are detailed in the Equality Act 2010 Section 149. The Equality Duty is supported by two main specific duties which require public bodies to:

- Publish equality information at least annually.
- Set and publish equality objectives at least every four years.

As a public body LFRS is required to publish equality information which demonstrates our compliance with the Equality Duty it does this via the Equality Diversity and Inclusion Annual Report.

LFRS has already agreed the following equality objectives:

Our Communities:

- Support local business's to reduce the risk of fire and remain compliant within fire safety legislation
- Reduce the number and impact of fire and other emergencies to our diverse communities across Lancashire.
- Develop and deliver a Prevention Service targeting our most vulnerable communities

Our workforce:

- Promote equality in our workforce policies and workforce practices
- Develop our staff to ensure they can respond competently meeting the different needs of our diverse communities

The EDI Policy identifies individual responsibilities and defines LFRS' commitments in terms of the following:

- Equality: Fairness, respect and giving people an equal and fair chance of opportunity to fulfill their potential.
- Diversity: Recognising, valuing and taking account of people's difference, backgrounds, knowledge, skills and experiences. In the context of this policy it also means encouraging and using difference to create a productive workforce, celebrate difference and recognising the contribution that every individual can make.
- Inclusion: Positively striving to meet the needs of different people and taking deliberate action to create an environment where everyone feels respected and able to achieve their full potential.

The Service should also be cognisant of Unconscious Bias. Psychologists refer to unconscious bias as simply being our natural people preferences, biologically we are hard-wired to prefer people who look like us, sound like us and share our interests; this preference can bypass our normal, rational and logical thinking.

During 2017/2018, all employees have been required to undertake refresher equality, diversity and inclusion training incorporating unconscious bias via the completion of an online training module and all members of staff who are involved in the recruitment and selection of staff have also attended additional training in relation to how to avoid unconscious bias within the recruitment and selection process.

Financial Implications

N/A

Business Risk Implications

In serving all the people of Lancashire it is imperative that we are seen as a fair and welcoming organisation and this delineation of responsibilities assists in this task. Failure in this area could present serious difficulties for the CFA.

Environmental Impact

N/A

Equality and Diversity Implications

The policy fits alongside the initiatives the service is adopting to ensure we are a diverse and equal organisation and provides guidance to our employees

Human Resource Implications

Gives greater clarity to Employees on expectations of the service

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact
None		
Reason for inclusion in Part II, if appropriate:		

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**Equality, Diversity and Inclusion
Policy**

1. LFRS Mission and Values

Lancashire Fire and Rescue Service (LFRS) is committed to its purpose of “making Lancashire Safer” and its priorities to support this intention are:

- Preventing and protecting people and property from fire
- Responding quickly and competently to emergencies
- Engaging with our staff and delivering value for money in how we use our resources.

LFRS values define how we 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
- Empowerment

The Service’s annual priorities are detailed in our Annual Service Plan and in our Integrated Risk Management Plan. This Equality, Diversity and Inclusion Annual Report flows from the overarching strategic plans of LFRS and links LFRS approach to equality, diversity and inclusion into the operational business process. Our approach is explained through the Equality, Diversity and Inclusion Policy.

2. Scope

The Equality, Diversity and Inclusion Policy provides an approach in relation to the delivery of our services and the recruitment, selection and promotion of our staff.

The Policy applies to all those who come into contact with and work for the LFRS including staff, elected members, applicants for employment and other individuals who are affected by LFRS activity.

3. Policy Objectives

- Aim to eliminate discrimination, harassment and victimisation by ensuring that equality, diversity and inclusion principles are embedded into all provision, services and procedures.
- Advance equality of opportunity between people that share protected characteristics by removing or minimising disadvantages, making reasonable adjustments, responding to individual needs.
- Foster good relations between people who share protected characteristics by consolidating effective partnerships with key stakeholders.
- Ensure that all suppliers/contractors working on behalf of the LFRS follow the LFRS Equality, Diversity and Inclusion Policy principles.

- Publishes data annually so that others can judge LFRS effectiveness in meeting statutory duties.
- Developing and publishing measurable equality objectives.

4. Role and Responsibilities

4.1 CFA Members

Responsible for ensuring that equality, diversity and inclusion is incorporated into the strategic plans for LFRS through a commitment and to ensuring that due regard to equality, diversity and inclusion is given in relation to the development of strategic plans and decision making. A Member Champion for Equality, Diversity and Inclusion has been identified and their role is to promote, support and drive improvement with regard to Equality, Diversity and Inclusion through all activities of the Fire Authority, both for service delivery and employment.

4.2 Chief Fire officer and Executive Board

Be role models in embedding and forward driving the Equality, Diversity and Inclusion agenda within the Service and supporting improvement.

4.3 Assistant Chief Fire Officer

Responsible for ensuring that operational service delivery meets LFRS statutory responsibilities in relation to the accessibility and delivery of operational services.

4.4 Director of Personnel and Organisational Development

Brief the Member Champion in relation to Equality, Diversity and Inclusion

Oversee the consultation arrangements with regard to employment practices and procedures.

4.5 Head of Human Resources

Develop the Equality, Diversity and Inclusion Policy in accordance with legislative requirements.

Develop the Equality, Diversity and Inclusion Annual report in consultation with Service Delivery.

Receive and investigate Harassment and Bullying complaints.

Support line managers in the development of Equality Impact Assessments.

4.6 Head of Training and Organisational Review

Ensure the development or commissioning of training in relation to equality, diversity and inclusion for all members of staff and Members of the Fire Authority.

4.7 Head of Corporate Communications

To ensure that information disseminated is accessible and meets the needs of the diverse communities of Lancashire, Blackpool and Blackburn with Darwen.

4.8 Managers

Responsible for creating a positive, inclusive culture that challenges discriminatory attitudes and behaviours amongst colleagues.

Be aware of the legislation and LFRS general duties in relation to the Equality Act 2010.

Ensuring that members of staff access appropriate Equality, Diversity and Inclusion Training.

4.9 Staff

To not use discriminatory language or behaviour.

To challenge discriminatory language and behaviour as not appropriate where it is observed amongst peers.

Promote a positive and inclusive culture within the workplace, creating a positive work environment.

Recognise the impact of personal behaviour on others

5. Equality and Diversity and LFRS

5.1 Equality

LFRS recognises that equality is not about treating everyone the same but about fairness, respect and giving people an equal and fair chance of opportunity to fulfill their potential.

5.2 Diversity

Diversity within LFRS, is about recognising, valuing and taking account of people's difference, backgrounds, knowledge, skills and experiences. In the context of this policy it also means encouraging and using difference to create a productive workforce, celebrate difference and recognising the contribution that every individual can make.

5.3 Inclusion

Inclusion is about positively striving to meet the needs of different people and taking deliberate action to create an environment where everyone feels respected and able to achieve their full potential.

5.4 Unconscious Bias

Psychologists refer to unconscious bias as simply being our natural people preferences. Biologically we are hard-wired to prefer people who look like us, sound like us and share our interests. This preference can bypass our normal, rational and logical thinking.

6. Protected Characteristics (or protected groups)

LFRS aims to ensure that no one receives less favourable treatment for reasons relating to all recognised protected characteristics covered by the Equality Act 2010.

- Age.
- Disability.

- Gender reassignment.
- Marriage and civil partnership (in respect of eliminating unlawful discrimination).
- Pregnancy and maternity.
- Race – this includes ethnic or national origins, colour or nationality.
- Religion or belief – this includes lack of belief.
- Sex (gender).
- Sexual orientation.

7. Monitoring

Monitoring the equality, diversity and inclusion of the workforce enables LFRS to identify how employment policies are working and to identify areas where these may appear to be working disproportionately on certain groups of staff. Employment monitoring data is collected and reported annually in relation to all protected groups apart from gender reassignment due to the sensitive confidential nature of this data.

The LFRS Operational Emergency Cover Review includes an assessment of relevant data which allows LFRS to assess risk and focus its resources in those areas of highest need. This review includes analysis of data which covers a range of factor including data relating to Super Output area and demographic profile of the population per protected characteristic.

8. Types of Unlawful Discrimination

8.1 Direct Discrimination

Discrimination occurs where a person is treated less favourably than someone else in comparable circumstances, the treatment is for a reason relating to a person's protected characteristic, the treatment cannot be justified.

8.2 Indirect Discrimination

This can occur when a condition, rule, policy or even a practice that applies to everyone particularly disadvantages people who share a protected characteristic. Indirect discrimination can be justified if it can be demonstrated fully that the organisation acted reasonably in managing the business need, i.e. that it is "a proportionate means of achieving a legitimate aim.

8.3 Discrimination by Association

This is direct discrimination against someone because they associate with another person who possesses a protected characteristic. For example, a carer of a disabled child.

8.4 Discrimination by Perception

This is discrimination against someone because the other person thinks or perceives that they possess a particular protected characteristic. This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actual possess that characteristic.

8.5 Discrimination Arising from Disability

Discrimination arising from disability occurs when a disabled person is treated unfavourably because of something connected to their disability and such treatment cannot be justified.

Discrimination arising from disability is different from direct discrimination, discrimination arising from disability will occur if the following three conditions are met:

- A disabled person is treated unfavourably, that is putting them at a disadvantage even if this was not your intention.
- This treatment is because of something connected with the disabled person's disability (which could be the result, effect or outcome of that disability) such as an inability to walk unaided or disability-related behaviour.
- The treatment cannot be justified by showing that it is proportionate of achieving a legitimate aim.

8.6 Harassment

Harassment has a single definition in the Equality Act 2010 to cover the relevant protected characteristics. Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual."

8.7 Victimisation

Can occur when an employee is being treated badly because they have made or supported a complaint, or raised a grievance under the Equality Act, or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

8.8 Bullying

Bullying is persistent behaviour, directed against an individual or group, which is offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient¹. It can include deliberate exclusion from a conversation or activity.

9. Accessibility

The Corporate Communications Department ensures that communication is accessible and responds to the diverse needs of the community in terms of format and distribution of publications. LFRS provides information in printed form and via the LFRS website. The website aims to conform to web accessibility guidelines to ensure that the website is accessible to users with a range of disabilities, including those with visual impairments.

10. Complaints

LFRS actively promotes equality and diversity and has developed robust policies for tackling bullying and discriminatory behaviour. LFRS takes complaints seriously and has a comprehensive complaints procedure for dealing with complaints from customers and stakeholders, plus harassment and bullying procedure which details how complaints on harassment and bullying can be dealt with. LFRS also has a grievance procedure which employees can use to make a complaint.

¹ ACAS Bullying and harassment at Work October 2010

11. Training

As an employer, LFRS has a proactive approach to training and development in order to meet the needs of staff and the communities we serve. It is critical that staff have the skills and knowledge to help eliminate unlawful discrimination, promote equality of opportunity and value diversity.

The LFRS organisational development plan is one element of LFRS delivery mechanism to fulfil its equality commitments. The plan identifies the various training and development activities delivered to ensure that the workforce has, as a whole, an understanding of the concepts and principles of equality, diversity and inclusion as well as our duties and responsibilities and the methods to put these principles into practice.

Training and Development includes:

- All staff as part of their induction are required to go through equality and diversity training
- All staff involved in recruitment and selection are required to go through recruitment and selection training including an element on equality and diversity in recruitment.
- Individual members of staff have an annual appraisal where their specific training needs are identified in relation to equality and diversity.

12. Review

The progress in relation to this policy is monitored annually via the Equality, Diversity and Inclusion Annual Report which is reported to the Fire Authority and the Executive Board and the Workforce Programme Board.

Responsible Author	Head of Human Resources	Version	Final
Department	Human Resources	Date	12.03.2018
Review	12.3.2021		

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LANCASHIRE COMBINED FIRE AUTHORITY RESOURCES COMMITTEE

Meeting to be held on 21 March 2018

OHSAS 18001 HEALTH & SAFETY AND ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEMS ASSESSMENT AUDIT REPORTS

(Appendices 1 and 2 refer)

Contact for further information: Bob Warren, Director of People and Development.
Tel. 01772 866804

Executive Summary

In 2011 Lancashire Fire and Rescue Service (LFRS) was successful in certification to ISO 14001 the International Standard for Environmental Management Systems and OHSAS 18001 the Health and Safety Management System standard. Each year surveillance audits are carried out to ensure that the standards continue to be adhered to and to ensure continuous improvements are made. Every three years LFRS has to apply for re-certification to maintain the standards.

On 13 February 2018 both standards were recommended for continued certification following a re-certification audit. To achieve and maintain these standards at the same time clearly demonstrates that robust systems are in place for both Health and Safety and the Environment.

Recommendation

The Resources Committee is requested to note the report.

Background

OHSAS 18001 and ISO 14001 are international best practice standards for how organisations manage Health & Safety and the Environment. The specifications give requirements for an occupational health and safety / environmental management system, to enable an organisation to control its risks and improve performance.

Commencing 6 February 2018 LFRS was audited for six days to continue certification to the above standards. The British Assessment Bureau (BAB) was invited to carry out a re-certification audit in LFRS against the two standards following the initial certification achieved in 2011 and re-certification in 2014. The scope for both standards was '**The Provision of Fire, Rescue and Supporting Services across Lancashire**'. This included all operational activity with visits to four fire stations operating different duty systems and Service Training Centre together with a number of supporting departments including Safety, Health and Environment, Corporate Communications, Fleet and Engineering Services and Property.

Continued certification has been granted for both OHSAS 18001 and ISO 14001, attached are the two audit reports. One opportunity for improvement has been received for each standard "An improvement is planned for LFRS documentation management using the "Sharepoint" system; it was observed that the SHE documents were version controlled but in other areas some documents did not include full version control".

As part of the audit process, the auditors identified a number of positive aspects, including:

- The smooth transition from the old ISO 14001:2004 to the new ISO 14001:2015 standard.
- The systems are embedded into how we work.
- Leadership and commitment was displayed in all areas visited/sampled.
- Extremely knowledgeable and committed staff who were interviewed.
- The systems are continually being improved and are not flat lining.
- The internal audit plan is thorough and comprehensive.

As part of the audit, a number of additional areas for improvement were identified and it is intended that all these are developed into an 'improvement action plan' and taken forward through the Service's Health, Safety and Environment Advisory Group.

Business Risk

To be successful in certification to the International standards for health & safety and the environment, which can only be achieved through independent audits, clearly confirms that robust health & safety and environmental systems are in place thus reducing the risk to LFRS and the potential for prosecution.

Environmental Impact

The environmental impact throughout LFRS has reduced significantly with the introduction of the environmental management system. The audit report clearly demonstrates that LFRS environmental impact is reduced to its lowest level with clear identification of positive impact through community safety and operational environmental protection activity.

Equality and Diversity Implications

None identified.

Financial Implications

Costs included in SHE departmental budget.

Human Resource Implications

None identified.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact
OHSAS 18001 Health & Safety and ISO 14001 Environmental Management Systems Assessment Audit Reports	13-02-12 28-11-14 27-11-15 30-11-16	Bob Warren, Director of People and Development
Reason for inclusion in Part II, if appropriate:		

AUDIT SUMMARY REPORT

for

Lancashire Fire & Rescue Service





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Audit Type:	Stage Two Audit
Organisation:	Lancashire Fire & Rescue Service
Address:	Garstang Road , Fulwood , Preston , Lancashire , PR2 3LH
Standard:	OHSAS 18001:2007
Client Representative(s):	Mr Martin Fish, Miss Bekki Ford, Mr Chris Kenny, Mrs Julie Lamb, Mr Bob Warren
Total number of employees:	1242
Applicable employees:	53
Site(s) audited:	As Above
Additional Site(s) audited:	Byrom Street, Blackburn, BB2 2LE Union Street, Darwen, BB3 0DA Garstang Road, Fulwood, Preston, PR2 3LH Queen Street, Great Harwood, BB6 7AL Manchester Road, Haslingden, BB4 6NL Westway, Euxton, Chorley, PR7 6DH
Date of Audit:	06 February 2018
Lead Auditor:	Stephen Tattersall
This report is confidential and distribution is limited to the audit team, client representative and the British Assessment Bureau (BAB) office.	

1. Audit Objectives

Stage 2 Audit

- to confirm that the management system conforms with all of the requirements of OHSAS 18001:2007;
- to confirm the Scope statement; represents the organisation's certified activities on the Certificate of Registration;
- to review the organisation's compliance with relevant H&S legislation, regulations and standards;
- to confirm that the organisation has effectively implemented the H&S;
- to confirm that the H&S is capable of achieving the organisation's policies and objectives;
- to review links between the internal audits, management reviews and continuous improvement;
- as applicable, identification of areas for potential improvement of the management system.

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2. Scope(s) of certification

The provision of fire, rescue and supporting services across Lancashire

3. Current audit findings and conclusions

The BAB Audit Team conducted a process-based audit, focussing on significant aspects, risks and objectives as required by OHSAS 18001:2007.

The audit methods used were interviews, observation of activities and review of documentation and records.

The structure of the audit was in accordance with the audit plan and audit planning process.

The Audit Team has concluded that Lancashire Fire & Rescue Service has established and maintained their management system in line with the requirements of OHSAS 18001:2007 and that they have demonstrated the ability of the System to systematically achieve agreed requirements for products or services within the Scope of the organisation's policy and objectives.

Number of nonconformities identified	0	Major	0	Minor
Number of opportunities for improvement identified	1			

Based on the results of this audit and the system's demonstrated state of development and maturity, initial management system certification is recommended. This recommendation will be independently verified by the British Assessment Bureau Head Office.

4. Recommendation Justification

The Health and Safety management system has been comprehensively documented within the integrated Environmental and Health and Safety Management System and is communicated to all staff via the intranet. Supporting service orders, policies, procedures, work instructions and SHE documents are also in place on the system. The headline documents are their Environmental service order section 2 V7 dated 24-01-2018 and the Health and Safety service order section 2 V5 dated 22-11-2017. Management reviews are held on an annual basis and cover all required OHSAS 18001:2007 inputs. Risk assessments and service orders have been completed for all relevant activities. Internal audits have been planned and carried out of their Health and Safety management system and operational activities. Accidents, incidents and near misses are reported and recorded.

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5. Audit Findings (General)

5.1 - Confirmation of Scope

The scope of certification has been determined as "The provision of fire, rescue and supporting services across Lancashire". The above scope accurately describes their business activities at this time.

5.2 - Opening Meeting

The opening meeting was attended by Julie Lamb (Head of SHE), Martin Fish (Health and Safety Advisor), Bekki Ford (SHE Advisor), Bob Warren (Director of People and Development) and Chris Kenny (Chief Fire Officer), there were no health and safety issues to report and no fire drills were planned. The audit plan, process and timing were explained. NC's raised during the previous audit were reviewed and had been fully addressed.

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5.3 - Overview of the Organization

Lancashire Fire and Rescue Service (LFRS) employs 1237 staff from forty-one locations 39 fire stations, plus a Headquarters site in Preston and a Training Centre in Chorley which also includes an Urban Search and Rescue facility. Lancashire Combined Fire Authority delivers a fire and rescue service to the whole of Lancashire, raising awareness about fire safety through visiting homes and schools, enforcing fire safety laws; being available 24 hours a day, 365 days a year to respond to emergencies.

The context of the organisation has been fully defined and included within the integrated Environmental and Health and Safety Management System and is communicated to all staff via the intranet. Supporting service orders, policies, procedures, work instructions and environmental documents are also in place on the system. The headline documents are their Environmental service order section 2 V7 dated 24-01-2018 and the Health and Safety service order section 2 V5 dated 22-11-2017.

The following sites were visited and relevant operations and records were seen as follows:

Blackburn

- Operate a 2-2-4 shift system with 4 watches of 13 staff each
- Twice/day checks of equipment are carried out using a 2C47 Duty Sheet, this was evidenced for 08-02-2018
- Handover sheets record any issues, evidence was seen for no gas monitors on run L71P2 dated 31-01-2018
- SHE Policy Statement in place on the notice board
- Carbon management plan for Blackburn
- Site tour included areas for administration, coms room, watch room, kitchen/dining area
- PPE daily checks
- Site specific risk plans i.e. Blackburn Hospital
- Evacuation Plan for Blackburn
- PAT testing carried out January 2018
- Fire extinguishers serviced February 2017
- COSHH viewed on Radar system for Disinfectant Cleaner (RD3) MSDS dated 05-01-2010
- Analytical risk assessment viewed for V10 polymers Blackburn dated 13-11-2017
- Residual and waste bins in place
- KPI monthly report, evidenced for Accidental Dwelling Fires (Cooking related issues are highest at the moment)

Chorley

- Delivering training and development and refresher training for new recruits
- Site tour included training areas for incident command, pumping, ladder work, Gym, firehouse, road traffic accident, backdraft, galleries 1 Wylfa Prop height and confined space, 2 Fire training prop, 3 Multi compartment firefighting prop
- PDR Pro and Learn Pro presentation, evidence was seen for James Butcher's planned training for road traffic collisions and trauma
- SHE Policy Statement in place on the notice board
- Accident, incident and near miss reporting, evidenced for incident dated 11-01-2018 for a twisted knee due to running with a hose
- Demonstration seen in Gallery 3 for Paraffin burning training, the DSEAR risk assessment (HSA21) and training centre risk assessment and work instruction were seen dated 15-09-2017

Darwen

- Operate a 13 firefighter whole time watch on a flexible duty system and 12 retained firefighters
- Twice/day checks of equipment are carried out using a 2C47 Duty Sheet, this was evidenced for 11-02-2018
- The Garton system is used for resource availability
- SHE Policy Statement in place on the notice board
- Carbon management plan for Darwen

- Operational Debrief viewed for Liverpool Ecco Arena dated 01-01-2018
- Incident report viewed for 28 Perry Street (Cooker Incident) dated 11-02-2018
- PPE daily checks
- BA tests viewed in logbook dated 12-02-2018
- PAT testing carried out February 2017
- Business continuity plan for Darwen dated 18-03-2016
- Working at height kit viewed (FSVT17001)
- Ladder viewed (FLDA14043)
- Water rescue equipment viewed in kit bag

Haslingden

- Operate 1 fire appliance with 12 staff, some dual contract others are retained
- SHE Policy Statement in place on the notice board
- Carbon management plan for Haslingden
- Site tour included areas for administration, kitchen, training room and engine house
- PPE cupboard, dirty suits are cleaned as required and are scanned in the system
- Helmet water rescue/working at height viewed (FDHP15091)
- Ladders viewed (FLBJ15007)
- Analytical risk assessment viewed for RTC at Sheephouse Farm dated 05-02-2018
- Site fire risk assessment viewed dated 11-05-2015
- PAT testing carried out October 2017
- Spillage kit (P75) in place
- Residual and waste bins in place
- Business continuity plan viewed for Haslingden dated 26-08-2017

Great Harwood

- Operate 1 fire appliance and have 1 reserve appliance with 3 staff on a dual contract and 8 retained firefighters
- SHE Policy Statement in place on the notice board
- Site tour included areas for administration, training, coms room, engine house, kitchen
- Incident mobilisation message viewed for RTC at Mitton Road, Clitheroe
- PPE, dirty suits are cleaned as required and are scanned in the system
- Fire risk assessment viewed for Great Harwood dated 19-11-2017
- PAT testing carried out April 2017
- Residual and waste bins in place
- Business continuity plan viewed for Great Harwood dated 28-08-2017
- HSE law poster in place
- Building Safety and Environmental information file in place
- Weekly equipment test schedule viewed
- Learn Pro training course modules attendance
- PDR Pro training plan in place for all staff
- SHE summary report and SHE objectives and targets for 2017

5.4 - Objectives, Targets and programmes

The Health and Safety and Environmental Objectives are documented within a SHE Objectives and Targets Plan (2017-2018), the objectives are reviewed and agreed by Top management on an annual basis, a health and safety objective was seen as follows:

- Accidents, incidents and near misses - These are recorded on a SHE REP form and statistics are compiled for each site by HQ and are reviewed quarterly via the HSEAG meeting - The report for Q1/Q2 2017 was seen which included the following:
- Major RIDDORS - 0
- RIDDORS and lost time (over 7 days) - 7
- Duty days lost - 79
- Minor accidents/incidents - 27
- Near misses - 32
- Attacks on staff - 11

5.5 - Management Review

Management review meetings are held on an annual basis. The last review was held on 19-06-2017 and included all the required OHSAS 18001:2007 inputs. The report is completed and submitted to the HSEAG meeting for review, the last

HSEAG meeting was evidenced dated 18-01-2018 and 12 attendees were present.

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5.6 - Communication and Responsibilities

Leadership and commitment has been defined within their Health and Safety management system and roles and responsibilities have been detailed for all of the Top Management Team, an example was seen for The Director of Strategy and Planning (DOSP). The Top Management Team provides evidence and commitment to the development and implementation of the management system and continually improving its effectiveness by:-

- Communicating to the organisation the importance of meeting community and applicable statutory and regulatory requirements
- Establishing the SHE Policy statement
- Ensuring health and safety objectives are established for appropriate elements of the management system
- Conducting management reviews
- Ensuring the availability of resources

Within the process based audit, communications were evidenced both internally and externally. An interview took place with the Communications Department to ascertain if communication channels were successful and cited the Company Intranet, weekly bulletins, station visits and the staff survey as key communication tools, the weekly routine bulletin was seen dated 31-01-2018 and included leadership and development, risk assessments, service order changes, environmental protection service order. The intranet includes service orders, what you need to know, departments, performance, SHE policy and the annual review meeting.

External communications include incidents, safety advice via social media, radio, campaigns etc. An example was seen for "Cook Safe" 2018.

An organisation chart is in place on the system and is up to date, roles and responsibilities have been defined for all management and staff roles within job descriptions, the description was evidenced for "The Head of Safety, Health and Environment" which included duties and responsibilities.

The resources include Lancashire Combined Fire Authority, Chief Fire Officer, Exec Board, Director of People and Development, Service Management Team, Head of SHE, Strategic Group, HSE Advisory Group, SHE Dept, Protection, Prevention and Response Task Group, LFRS Managers, LFRS Employees and Employee Representatives.

Roles and responsibilities are detailed within section 2 of the Environmental and Health and Safety service orders.

Training and development is carried out and is managed via the PDR Pro and Learn Pro systems, the PDR Pro system was seen and included training on 9 Core Skills such as BA and TAC Vent, Command and Control, Pumps, Ladders and Hazmat, the training is planned on a 12 month calendar. M. Pendlebury's training was seen for the Command Unit which was completed 04-02-2018.

The Learn Pro system (e-learning) was seen which included Environmental Protection which was completed for Blackburn site dated 02-02-2018.

Planned training was seen for Darwen Firefighter James Butcher b0860 (Competent) E76 Day Crew + for Road Traffic Collision and Trauma.

Course feedback forms are completed and were seen for the Gas Cooling training, excellent scores were evidenced.

Formal annual appraisals are in place to record staff performance, Jayne Hutchinson's appraisal was seen dated 15-01-2018.

One to ones are carried out for staff on a regular basis, Jayne Hutchinson's one to one was evidenced dated 17-01-2018.

An employee handbook dated December 2017 is given to all staff.

Notice boards are included in all sites, documents seen included the SHE policy statement, HSE law poster, SHE objectives and targets and business continuity plan.

5.7 - Risk Assessments

Risk assessments are included in the RADAR system which can be accessed by all staff, risks are split up into areas of COSHH, operational, equipment, premises, fire, training, fire appliances and vehicles, non-operational roles and tasks, An

operational risk assessment was seen as follows:

- Firearms Incidents - The risk assessment included the tasks, nature of hazards, who is at risk, existing controls, scoring, any additional control measures and links to relevant service orders - Controls are detailed in the service orders and were seen for Firearms Incidents (OPS 630) V2 dated 09-10-2015.

Also evidenced was an Analytical Risk Assessment for an organisation V10 Polymers in Blackburn dated 13-11-2017.

COSHH assessments and MSDS are in place for all substances, these are included on the RADAR system. The COSHH assessment for Anti Freeze (C19) HSA6 was seen dated 11-11-2016 and the MSDS was seen dated 29-09-2016.

5.8 - Internal Audits

There is a procedure in place for carrying out internal audits.

Audits of their Health and Safety Management System and operational activities are planned and carried out. A report was seen as follows:

- 07-09-2017 - PPE Contamination and Guidance to Staff - A contamination action plan is to be taken to the HSEAG meeting for agreement and allocation of actions to be monitored through to completion - Action plan presented at HGEAG meeting. Closed 07-09-2017.

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5.9 - Legal Compliance

Legislation applicable to LFRS is fully known and their Head of SHE Julie Lamb is responsible for ensuring that any changes are brought to the HSEAG meetings attention to determine the impact to the organisation. LFRS subscribe to New Ground (ELUS) and Barbour and review via their systems any changes to legislation.

Applicable legislation has been documented within a Legal Register which is reviewed on an annual basis, details include a general summary, requirements, enforcement body, LFRS compliance status and referenced documents. Acts were viewed as follows:

- Water Industry Act 1991 as amended by Water Industry Act 1999 - Compliance was marked as Green.
- Environmental Protection Act 1990 Part 11A - Compliance was marked as Green.

Insurances are in place for employers, product and public liability expire 31-03-2018.

PAT testing was carried out in June 2017.

Fire Engine Maintenance is carried out under a service level agreement with Lancashire County Council, evidence was seen for vehicle PK63 FUF at the Clitheroe site dated 18-01-20118.

The Tranman system was seen for LOLER inspections, Appliance for vehicle PN04 VAX was inspected by Angloco certificate B14797 dated 04-12-2017.

A Harness inspection was seen (FSIN 17012) dated 15-12-2017. A PUWER inspection was seen for a Duo Pump (FHDH09004) dated 19-05-2017. Both items of equipment were verified during the visit to the Blackburn site.

Fire extinguishers were serviced in November 2017.

COSHH assessments are in place on the Radar system and were evidenced for Anti Freeze (C19) HSA6 dated 11-11-2016, the MSDS was seen dated 29-09-2016.

A Health Safety Law poster is displayed and all FBU safety representatives are listed on the system.

5.10 - Use of the Certification Mark

Not applicable for this audit.

5.11 - Closing Meeting

The closing meeting was held, present was Julie Lamb (Head of SHE), Martin Fish (Health and Safety Advisor), Bekki Ford (SHE Advisor) and Chris Kenny (Chief Fire Officer). The results of the assessment were presented and accepted as an accurate representation of the audit.

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6. Non-Conformities

Type	Clause	Summary
No Non-Conformances Found		

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7. Review of All Previous Audit Results

Major 4.4.2

Finding: The organisation shall ensure that any persons under its control performing tasks that can impact on OHSAS is/are competent on the basis of appropriate education, training or experience and shall retain associated records. Evidence: There were no records made available for the stage 1 remote audit, these will be verified as part of the process based stage 2 audit - Evidenced all records during the stage 2 audit (Closed).

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8. Trend Analysis

The Health and Safety management system has been comprehensively documented within the integrated Environmental and Health and Safety Management System and is communicated to all staff via the intranet. Supporting service orders, policies, procedures, work instructions and SHE documents are also in place on the system. The headline documents are their Environmental service order section 2 V7 dated 24-01-2018 and the Health and Safety service order section 2 V5 dated 22-11-2017. Management reviews are held on an annual basis and cover all required OHSAS 18001:2007 inputs. Risk assessments and service orders have been completed for all relevant activities. Internal audits have been planned and carried out of their Health and Safety management system and operational activities. Accidents, incidents and near misses are reported and recorded.

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9. Opportunities for Improvement

Details

OFI-1 An improvement is planned for LFRS documentation management using the "SharePoint" system, it was observed that the SHE documents were version controlled but in other areas some documents did not include full version control.

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10. Certification Cycle Assessment Plan (from 2018 to 2021)

Business function/Process	Stage Two Audit	1st Surveillance Audit	2nd Surveillance Audit	Recertification Audit
Policy and Objectives	✓	P	P	P
Document and records management	✓	P	P	P
Management review	✓	P	P	P
Legal and other requirements	✓	P	P	P
Internal Audits, Corrective/Preventative Action	✓	P	P	P
Targets/Programmes	✓	P	P	P
Aspects and Impacts	✓	P	P	P
Measurement, analysis and improvement	✓	P	P	P
Previous audit findings	✓	P	P	P
Client Site Visit	tbc	tbc	tbc	tbc

P = Planned

✓ = Done

✗ = Excluded

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11. Plan for next Assessment

Time	Assessment Activity
09.00	Arrive on site
	Opening Meeting
	Tour of Premises
	Overview of Organisation.
	Review - Health & Safety Policy. Review non-conformities, observations / recommendations from previous audit.
	Objectives, Targets and programmes
12.30	Lunch
	Management Review Process
	Communication and Responsibilities
	Risk Assessments
	Internal Audits - schedule and reports
	Legal Compliance
	Use of Quality Mark (where applicable)
16.00	Auditor collating information and preparing for closing meeting.
16.30	Closing Meeting: audit conclusions, recommendation, methodology used, next steps, client questions.

12. Assessment Notes

- a. The assessment was based on sampling and therefore non-conformities may exist which have not been identified.
- b. If you wish to distribute copies of this report external to your organisation then all pages must be included.
- c. The British Assessment Bureau, its staff and agents shall keep all information relating to your organisation confidential and secure and shall not disclose any such information to any third party except that in the public domain or required by law or relevant accreditation bodies. The British Assessment Bureau staff agents and accreditation bodies have signed individual confidentiality undertakings and will only receive confidential information on a 'need to know' basis.
- d. This report and related documents have been prepared for and only for the British Assessment Bureau client and for no other purpose. As such the British Assessment Bureau does not accept or assume any responsibility (legal or otherwise) or accept any liability for or in connection with any other purpose for which the Report may be used or to any other person to whom the Report is shown or in to whose hands it may come and no other persons shall be entitled to rely on the Report.

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13. Audit Findings (Technical)

The Occupational Health & Safety Policy was clearly defined	✓
Risk Assessments had been conducted	✓
Resources, roles and responsibilities had been allocated	✓
Communication and participation methods were all in place	✓
Objectives and targets had been established	✓
Legal Requirements had been identified and the organisation demonstrated full compliance to them	✓
Performance measurement and monitoring systems were in place	✓
The Significance of the Legal Requirements had been established	✓
A system for conducting internal audits was in place	✓;
Certification claims are accurate and in accordance with certification Terms & Conditions	✓
The client has a copy of the current version of the audit standard	✓



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Audit Type:	Stage Two Audit
Organisation:	Lancashire Fire & Rescue Service
Address:	Garstang Road , Fulwood , Preston , Lancashire , PR2 3LH
Standard(s):	ISO 14001:2015
Client Representative(s):	Mr Martin Fish, Miss Bekki Ford, Mr Chris Kenny, Mrs Julie Lamb, Mr Bob Warren
Total number of employees:	1242
Applicable employees:	53
Site(s) audited:	As Above
Additional Site(s) audited:	Byrom Street, Blackburn, BB2 2LE Union Street, Darwen, BB3 0DA Garstang Road, Fulwood, Preston, PR2 3LH Queen Street, Great Harwood, BB6 7AL Manchester Road, Haslingden, BB4 6NL Westway, Euxton, Chorley, PR7 6DH
Date of Audit:	06 February 2018
Lead Auditor:	Stephen Tattersall
This report is confidential and distribution is limited to the audit team, client representative and the British Assessment Bureau (BAB) office.	

Section A: Audit Objectives

Stage 2 Audit

- to confirm that the management system conforms with all of the requirements of ISO 14001:2015;
- to confirm the Scope statement; represents the organisation's certified activities on the Certificate of Registration;
- to confirm that the organisation has effectively implemented ISO 14001:2015;
- to confirm that the Management System is capable of achieving the organisation's policies and objectives;
- to review links between the internal audits, management reviews and continuous improvement

Section B: Scope(s) of certification

The provision of fire, rescue and supporting services across Lancashire

Section C: Current audit findings and conclusions

The BAB Audit Team conducted a process-based audit, focussing on significant aspects, risks and objectives as required by ISO 14001:2015.

The audit methods used were interviews, observation of activities and review of documentation and records.

The structure of the audit was in accordance with the audit plan and audit planning process.

Number of nonconformities identified	0	Major	0	Minor
Number of opportunities for improvement identified	1			

Based on the results of this audit and the system's demonstrated state of development and maturity, initial management system certification is recommended. This recommendation will be independently verified by the British Assessment Bureau Head Office.

Section D: Opening Meeting and Close out of previous findings

The opening meeting was attended by Julie Lamb (Head of SHE), Martin Fish (Health and Safety Advisor), Bekki Ford (SHE Advisor), Bob Warren (Director of People and Development) and Chris Kenny (Chief Fire Officer). There were no Health Safety issues advised that affected the audit process and the certification process and timing was explained. NC's raised during the stage 1 audit were reviewed and all had been addressed. For clarification on the findings, please refer to the previous assessment report.

Note - This is a transition audit to ISO 14001:2015.

Section E: Audit Findings

Clause 4: Context of the Organisation

Lancashire Fire and Rescue Service (LFRS) employs 1237 staff from forty-one locations 39 fire stations, plus a Headquarters site in Preston and a Training Centre in Chorley which also includes an Urban Search and Rescue facility. Lancashire Combined Fire Authority delivers a fire and rescue service to the whole of Lancashire, raising awareness about fire safety through visiting homes and schools, enforcing fire safety laws; being available 24 hours a day, 365 days a year to respond to emergencies.

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- Operate a 2-2-4 shift system with 4 watches of 13 staff each
- Twice/day checks of equipment are carried out using a 2C47 Duty Sheet, this was evidenced for 08-02-2018
- Handover sheets record any issues, evidence was seen for no gas monitors on run L71P2 dated 31-01-2018
- SHE Policy Statement in place on the notice board
- Carbon management plan for Blackburn
- Site tour included areas for administration, coms room, watch room, kitchen/dining area
- PPE daily checks
- Site specific risk plans i.e. Blackburn Hospital
- Evacuation Plan for Blackburn
- PAT testing carried out January 2018
- Fire extinguishers serviced February 2017
- COSHH viewed on Radar system for Disinfectant Cleaner (RD3) MSDS dated 05-01-2010
- Analytical risk assessment viewed for V10 polymers Blackburn dated 13-11-2017
- Residual and waste bins in place
- KPI monthly report, evidenced for Accidental Dwelling Fires (Cooking related issues are highest at the moment)

Chorley

- Delivering training and development and refresher training for new recruits
- Site tour included training areas for incident command, pumping, ladder work, Gym, firehouse, road traffic accident, backdraft, galleries 1 Wylfa Prop height and confined space, 2 Fire training prop, 3 Multi compartment firefighting prop
- PDR Pro and Learn Pro presentation, evidence was seen for James Butcher's planned training for road traffic collisions and trauma.
- SHE Policy Statement in place on the notice board
- Accident, incident and near miss reporting, evidenced for incident dated 11-01-2018 for a twisted knee due to running with a hose
- Demonstration seen in Gallery 3 for Paraffin burning training, the DSEAR risk assessment (HSA21) and training centre risk assessment and work instruction were seen dated 15-09-2017

Darwen

- Operate a 13 firefighter whole time watch on a flexible duty system and 12 retained firefighters
- Twice/day checks of equipment are carried out using a 2C47 Duty Sheet, this was evidenced for 11-02-2018
- The Garton system is used for resource availability
- SHE Policy Statement in place on the notice board
- Carbon management plan for Darwen
- Operational Debrief viewed for Liverpool Ecco Arena dated 01-01-2018
- Incident report viewed for 28 Perry Street (Cooker Incident) dated 11-02-2018
- PPE daily checks
- BA tests viewed in logbook dated 12-02-2018.
- PAT testing carried out February 2017
- Business continuity plan for Darwen dated 18-03-2016
- Working at height kit viewed (FSVT17001)

- Ladder viewed (FLDA14043)
- Water rescue equipment viewed in kit bag

Haslingden

- Operate 1 fire appliance, retained stand alone system with 12 staff, some dual contract others are retained
- SHE Policy Statement in place on the notice board
- Carbon management plan for Haslingden
- Site tour included areas for administration, kitchen, training room and engine house
- PPE cupboard, dirty suits are cleaned as required and are scanned in the system
- Helmet water rescue/working at height viewed (FDHP15091)
- Ladders viewed (FLBJ15007)
- Analytical risk assessment viewed for RTC at Sheepphouse Farm dated 05-02-2018
- Site fire risk assessment viewed dated 11-05-2015
- PAT testing carried out October 2017
- Spillage kit (P75) in place
- Residual and waste bins in place
- Business continuity plan viewed for Haslingden dated 26-08-2017

Great Harwood

- Operate 1 fire appliance and have 1 reserve appliance with 3 staff on a dual contract and 8 retained firefighters
- SHE Policy Statement in place on the notice board
- Site tour included areas for administration, training, coms room, engine house, kitchen
- Incident mobilisation message viewed for RTC at Mitton Road, Clitheroe
- PPE, dirty suits are cleaned as required and are scanned in the system
- Fire risk assessment viewed for Great Harwood dated 19-11-2017
- PAT testing carried out April 2017
- Residual and waste bins in place
- Business continuity plan viewed for Great Harwood dated 28-08-2017
- HSE law poster in place
- Building Safety and Environmental information file in place
- Weekly equipment test schedule viewed
- Learn Pro training course modules attendance
- PDR Pro training plan in place for all staff
- SHE summary report and SHE objectives and targets for 2017

The scope of the management system has been defined as "The provision of fire, rescue and supporting services across Lancashire" and accurately describes the business activities at this time.

Interested parties and their needs and expectations have been defined in their Environmental Service Order Section 2 V7. The following interested party and their needs and expectations was viewed as follows:

- Regulators and Statutory Agencies - They expect demonstration of legal compliance - Evidence was seen in the legal registers of Environmental Legislation V11 reviewed January 2018 and Health and Safety V6 reviewed in June 2017. An example was reviewed as follows:
 - Clean Air Act 1993 - Compliance includes burning at training events is continuously monitored, outlined in STC work instructions and risk assessments, an exemption was confirmed via email from EHO Chorley BC dated 27-01-2005.

A process based environmental management system is in place which is described in the service order section 2 organisational arrangements V7 dated 24-01-2018 and includes the policy, organisational arrangements for management of the EMS, emergency preparedness and response, energy fuel and water management, travel management, waste management, interceptors, climate change, F-Gases in refrigeration, air-con and fire protection systems and safe storage and handling of hazardous substances.

Annual service plans are created and projects are defined, evidence was seen for a project called the "Stinger" which is a new concept fire engine, it incorporates a hydraulic operated boom with a spike to penetrate buildings and allow for water spraying. There is a Stinger in service in Blackburn at the moment and a plan to purchase 2 more in the near future.

Clause 5: Leadership

Leadership and commitment has been defined within their EMS and roles and responsibilities have been detailed for all of the Top Management Team, an example was seen for The Department of Strategy and Planning (DOSP). The Top Management Team

provides evidence and commitment to the development and implementation of the management system and continually improving its effectiveness by:-

- Communicating to the organisation the importance of meeting community and applicable statutory and regulatory requirements.
- Establishing the Environmental Policy.
- Ensuring objectives are established for appropriate elements of the management system.
- Conducting management reviews.
- Ensuring the availability of resources.

Within the process based audit, communications were evidenced both internally and externally. An interview took place with the Communications Department to ascertain if communication channels were successful and cited the Company Intranet, weekly bulletins, station visits and the staff survey as key communication tools, the weekly routine bulletin was seen dated 31-01-2018 and included leadership and development, risk assessments, service order changes, environmental protection service order. The intranet includes service orders, what you need to know, departments, performance, SHE policy and the annual review meeting.

External communications include incidents, safety advice via social media, radio, campaigns etc. An example was seen for "Cook Safe" 2018.

The environmental objectives and targets were evidenced which are measurable and are further explored in clause 6 of this report.

Continuous improvement was demonstrated during the audit through staff and community communication, internal audits, aspects and impacts, risks assessments, management reviews and ensuring the staff have the necessary training and equipment to effectively carry out their work.

It was also noted that due to extensive data gathering, performance reviews and lessons learned several improvements were being made, examples included document management and the Tranman system.

A combined Environmental and Health and Safety (SHE) policy statement has been created, the policy has been signed and dated by the Chief Fire Officer and the Chair of the Fire Authority (December 2017) and communicated to staff and external interested parties. It was noted that the policy was displayed on the notice boards of all sites visited.

An organisation chart is in place on the system and is up to date, roles and responsibilities have been defined for all management and staff roles within job descriptions, the description was evidenced for "The Head of Safety, Health and Environment" which included duties and responsibilities.

The resources include Lancashire Combined Fire Authority, Chief Fire Officer, Exec Board, Director of People and Development, Service Management Team, Head of SHE, Strategic Group, HSE Advisory Group, SHE Dept, Protection, Prevention and Response Task Group, LFRS Managers, LFRS Employees and Employee Representatives.

Roles and responsibilities are detailed within section 2 of the Environmental and Health and Safety service orders, an example was seen for the Director of Strategy and Planning (DOSP).

Clause 6: Planning

The risk assessment methodology is described in the integrated management system and risks and opportunities have been documented in a risk management plan and strategic risk assessments are documented, generic risk assessments are included on the "Radar" system which can be accessed by all staff, these are split up by type. An Operational Risk was evidenced on Radar as follows:

- Firearms Incidents - The risk assessment included the tasks, nature of hazards, who is at risk, existing controls, scoring, any additional control measures and links to relevant service orders - Controls are detailed in the service orders and were seen for Firearms Incidents (OPS 630) V2 dated 09-10-2015.

Also evidenced was an Analytical Risk Assessment for an organisation V10 Polymers in Blackburn dated 13-11-2017.

An Environmental Analytical Risk Assessment (EARA) was seen for an incident (1711005389) dated 13-11-2017.

An aspects and impacts procedure is in place within the Environmental Service Order Section 2 and includes both positive and negative impacts on the environment. An Aspects/Impacts register is in place on the system which was evidenced detailing the aspects and their impacts, the relevant legal compliance requirements were also seen. The register has been split up into areas/topics which include pollution, air legislation, water legislation, waste legislation, land legislation, planning and wildlife legislation, hazards and safety legislation, nuisance legislation, standards, energy and climate change and other requirements. An aspect was seen for:

- Use of Water and Discharge to Land and Water Courses (22 Green) - Water used for firefighting and training - Controls include Re-use and retention of contaminated water encouraged, automated hydrant to tank filling valves, new wildfire

equipment including fogging systems, wildfire blowers, ALP water supply reduction, HMEPO's mitigating the displacement of water run off and the new Stinger fire engine.

Legislation is linked from the aspects and impacts register and was evidenced for the above as follows:

- Water Industry Act 1991 as amended by Water Industry Act 1999 - Compliance was marked as Green.
- Environmental Protection Act 1990 Part 11A - Compliance was marked as Green.

The Environmental and Health and Safety Objectives are documented within a SHE Objectives and Targets Plan (2017-2018), the objectives are reviewed and agreed by Top management on an annual basis, an environmental objective was seen as follows:

- Carbon Management Plan - Target is to reduce emissions from electric, gas and fuel used by 40% by 2020 - Evidence was seen via the Carbon Management Plan V7 dated September 2017 which shows a 24% reduction equating to 1041 tonnes of CO2 and carbon emissions within the service at 3311 tonnes of CO2.

Clause 7: Support

An organisation chart is in place on the system and is up to date, roles and responsibilities have been defined for all management and staff roles within job descriptions, the description was evidenced for "The Head of Safety, Health and Environment" which included duties and responsibilities.

Lancashire Combined Fire Authority, Chief Fire Officer, Exec Board, Director of People and Development, Service Management Team, Head of SHE, Strategic Group, HSE Advisory Group, SHE Dept, Protection, Prevention and Response Task Group, LFRS Managers, LFRS Employees and Employee Representatives.

All employees have had their responsibilities communicated to them and are responsible for complying with all processes, policies and procedures set out within the EMS.

The Recruitment Process is well managed and this was demonstrated against the recruitment of Christopher McKay, a contract of employment was in place and was dated 22-12-2017.

An induction was also seen for a new member of staff, Christian Lopex dated 04-10-2017.

Competency and development is managed through the PDRPro and LearnPro systems and includes 9 core skills to complete over 6 months, James Butcher's competency was seen (b0860) Fire Fighter Competent @ E76 - Darwen Day Crew +.

New firefighters complete 2 weeks initial training then complete a development programme which includes a series of modules.

Training and development is carried out and is managed via the PDR Pro and Learn Pro systems, the PDR Pro system was seen and included training on 9 Core Skills such as BA and TAC Vent, Command and Control, Pumps, Ladders and Hazmat, the training is planned on a 12 month calendar. M. Pendlebury's training was seen for the Command Unit which was completed 04-02-2018.

The Learn Pro system (e-learning) was seen which included Environmental Protection which was completed for Blackburn site dated 02-02-2018.

Planned training was seen for Darwen Firefighter James Butcher b0860 (Competent) E76 Day Crew + for Road Traffic Collision and Trauma.

Course feedback forms are completed and were seen for the Gas Cooling training, excellent scores were evidenced.

Formal annual appraisals are in place to record staff performance, Jayne Hutchinson's appraisal was seen dated 15-01-2018.


One to ones are carried out for staff on a regular basis, Jayne Hutchinson's one to one was evidenced dated 17-01-2018.

An employee handbook dated December 2017 is given to all staff.

Document control is in place and is under review for further improvements, it is planned to use Sharepoint going forward with all documents stored centrally.

The Heads of Departments are responsible for their own documents, the service orders include a review index which include the document number, title, responsibility and review date. the service orders viewed included the version number, date of issue and review date and a history of changes. Documents viewed included:

- Environmental Service Order Section 2 V7
- Health and Safety Service Order Section 2 V5
- Environmental Legal Register V11
- Health and Safety Legal Register V6
- Service Order for Firearms Incidents V2
- Carbon Management Plan V7

OFI  OFI (- 14001) An improvement is planned for LFRS documentation management using the "SharePoint" system, it was observed that the SHE documents were version controlled but in other areas some

documents did not include full version control.

Clause 8: Operation

Environmental Procedures are entrenched in the organisation's activities and these include Aspects and Impacts and Emergency Preparedness and Response as well as ensuring that products purchased are reviewed to ensure the most environmentally friendly option is purchased wherever possible, this is done using whole life cycle costs and life analysis. The lifecycle perspective is defined in a procurement cycle process flow diagram. Sustainable procurement includes deliverables, analysis of costs, disposal analysis, packaging and recycling.

Supplier orders are raised on the Oracle system, an order was seen for supplier Office Furniture On-line PO 311029035/0 dated 26-01-2018 and the delivery note was seen (4363463) dated 30-01-2018.

Monitoring and measurement is carried out of their 12 actions, examples viewed are as follows:

- Carbon Management Plan - 24% reduction in carbon emissions achieved
- Training delivery - SHE initial and refresher training now completed on LearnPro
- Monthly meter readings for gas, electric and water continue to be collated together with fuel data providing a full picture of carbon emissions for all of LFRS premises
- Waste management - Bins are in place across the service for residual and recycled materials - Overall reduction in waste from April to March 2015-16 to April to March 2016-17 is 13%

Emergency preparedness and response has been documented and includes a Business Continuity Plan detailed within service order OPS 690. The plan details the process for emergency situations and includes the impact, continuity plans, individual actions, severe weather, mobilising, loss of facility, loss of software, loss of supplier and loss of staff member.

It was noted that the plan had been tested dated 07-12-2017 and the last fire evacuation was carried out 11-01-2018.

Clause 9: Performance Evaluation

Calibration of equipment is carried out where appropriate and was evidenced for a Flowmeter (02-474-05) calibrated 13-10-2017.

PAT testing has been carried out and was dated June 2017.

Fire Engine Maintenance is carried out under a service level agreement with Lancashire County Council, evidence was seen for vehicle PK63 FUF at the Clitheroe site dated 18-01-2018.

The Tranman system was seen for LOLER inspections, Appliance for vehicle PN04 VAX was inspected by Angloco certificate B14797 dated 04-12-2017.

A Harness inspection was seen (FSIN 17012) dated 15-12-2017. A PUWER inspection was seen for a Duo Pump (FHDH09004) dated 19-05-2017. Both items of equipment were verified during the visit to the Blackburn site.

Fire extinguishers were serviced in November 2017.

Monitoring and measurement of the Environmental and Health and Safety Objectives are documented within a SHE Objectives and Targets Plan (2017-2018), the objectives are reviewed and agreed by Top management on an annual basis, an environmental objective was seen as follows:

- Carbon Management Plan - Target is to reduce emissions from electric, gas and fuel used by 40% by 2020 - Evidence was seen via the Carbon Management Plan V7 dated September 2017 which shows a 24% reduction equating to 1041 tonnes of CO2 and carbon emissions within the service at 3311 tonnes of CO2.

Internal audits are planned and carried out of their EMS. Internal Audits that were carried out were evidenced and included:

- 10-05-2017 - Aspects and Impacts and Register of Environmental Legislation Review 2017 – A comprehensive audit was carried out which detailed all changes and updates to legislation and to the aspects and impacts register - The register of Environmental Legislation and the Aspects and Impacts register were both updated and were re-issued on the intranet, staff were notified via the bulletin. Closed 24-05-2017.

Management Reviews are carried out on an annual basis, minutes of the last meeting were seen dated January 2018 and 6 attendees were present (Heads of Departments), the report covered all the requirements of the standard including all the required inputs. Outputs had clearly been discussed. Actions are raised as appropriate within the HSEAG meeting minutes and include owners and target dates.

Clause 10: Improvement

Non-conformances and corrective actions are managed via the SHE Department Non-conformance report, it was noted that from April 2017 to date there have been 6 issues raised in total, an issue was seen as follows:

- 01-09-2017 - The SUEZ waste collector informed us that the Rawtenstall Bin had contaminated waste (black bin liners) - The station manager was notified and a summary was included on the latest bulletin and was added to the Q3 performance summary - Closed 11-01-2018.

Internal audits and management reviews are in place to manage improvement as well as non-conformance reporting.

Section F: Legal Compliance

Legislation applicable to LFRS is fully known and their Head of SHE Julie Lamb is responsible for ensuring that any changes are brought to the HSEAG meetings attention to determine the impact to the organisation. LFRS subscribe to New Ground (ELUS) and Barbour and review via their systems any changes to legislation.

Applicable legislation has been documented within a Legal Register which is reviewed on an annual basis, details include a general summary, requirements, enforcement body, LFRS compliance status and referenced documents. Acts were viewed as follows:

- Water Industry Act 1991 as amended by Water Industry Act 1999 - Compliance was marked as Green.

- Environmental Protection Act 1990 Part 11A - Compliance was marked as Green.

Insurances are in place for employers, product and public liability expire 31-03-2018.

PAT testing was carried out in June 2017.

Fire Engine Maintenance is carried out under a service level agreement with Lancashire County Council, evidence was seen for vehicle PK63 FUF at the Clitheroe site dated 18-01-2018.

The Tranman system was seen for LOLER inspections, Appliance for vehicle PN04 VAX was inspected by Angloco certificate B14797 dated 04-12-2017.

A Harness inspection was seen (FSIN 17012) dated 15-12-2017. A PUWER inspection was seen for a Duo Pump (FHDH09004) dated 19-05-2017. Both items of equipment were verified during the visit to the Blackburn site.

Fire extinguishers were serviced in November 2017.

COSHH assessments are in place on the Radar system and were evidenced for Anti Freeze (C19) HSA6 dated 11-11-2016, the MSDS was seen dated 29-09-2016.

A Health Safety Law poster is displayed and all FBU safety representatives are listed on the system.

No current enforcement actions were notified.

Section G: Use of the Certification Mark

Not applicable for this audit.

Section H: Closing Meeting

The closing meeting was attended by Julie Lamb (Head of SHE), Martin Fish (Health and Safety Advisor), Bekki Ford (SHE Advisor) and Chris Kenny (Chief Fire Officer). The results of the assessment were presented and accepted as an accurate representation of the audit.

Section I: Non-Conformities and Opportunities for Improvement

Type	Clause	Summary
No Non-Conformances Found		
OFI-1	● OFI	(14001) An improvement is planned for LFRS documentation management using the "SharePoint" system, it was observed that the SHE documents were version controlled but in other areas some documents did not include full version control.

- = Major Non-Conformity
- = Minor Non-Conformity
- = Opportunity for Improvement

Section J: Certification Cycle Assessment Plan (from 2018 to 2021)

Business function/Process	Stage Two Audit	1st Surveillance Audit	2nd Surveillance Audit	Recertification Audit
Context of the organisation	✓	P	P	P
Leadership	✓	P	P	P
Planning	✓	P	P	P
Support	✓	P	P	P
Operation	✓	P	P	P
Performance Evaluation	✓	P	P	P
Improvement	✓	P	P	P
Client Site Visit	tbc	tbc	tbc	tbc

P = Planned, ✓ = Done, ✗ = Excluded

Section K: Plan for next Assessment

Time	Assessment Activity
09.00	Arrive on site
	Opening Meeting
	Overview of Company
	Review:- Context of the Organisation
	Review non-conformities, observations, recommendations from previous audit.
	Leadership
	Planning for the management systems including risk
	Support
	Operation
	Performance Evaluation
	Improvement
	Performance Evaluation
	Customer Communication
	Internal Audits
	Legal Compliance
	Use of Certification Mark (where applicable)
	Auditor collating information and preparing for closing meeting.
	Closing Meeting

Section L: Assessment Notes

- a. The assessment was based on sampling and therefore non-conformities may exist which have not been identified.
- b. If you wish to distribute copies of this report external to your organisation then all pages must be included.
- c. The British Assessment Bureau, its staff and agents shall keep all information relating to your organisation confidential and secure and shall not disclose any such information to any third party except that in the public domain or required by law or relevant accreditation bodies. The British Assessment Bureau staff agents and accreditation bodies have signed individual confidentiality undertakings and will only receive confidential information on a 'need to know' basis.
- d. This report and related documents have been prepared for and only for the British Assessment Bureau client and for no other purpose. As such the British Assessment Bureau does not accept or assume any responsibility (legal or otherwise) or accept any liability for or in connection with any other purpose for which the Report may be used or to any other person to whom the Report is shown or in to whose hands it may come and no other persons shall be entitled to rely on the Report.
- e. The management system documentation included the necessary policies, procedures, process descriptions etc, required by the standard.

Section M: Audit Findings (Technical)

The Management System documentation included:

Documented information to the extent necessary to fully meet the Context of the Organisation	✓
Documented information to the extent necessary to fulfil the specific management policy(ies)	✓
Documented information required by this International Standard and as being necessary for the effectiveness of the management system	✓
Documented information of external origin determined by the organization to be necessary for the planning and operation of the management system	✓

The Management System documented records included:

Documented information to the extent necessary to fulfil the specifics within the management system – Clause 6 (e.g. risk & opportunities, aspects & impacts including life cycle etc)	✓
Documented information as evidence of fitness for purpose of monitoring and measurement resources which includes calibration or verification where no such standards exist -	✓
Documented information as evidence of competence	✓
Documented information to the extent necessary to comply with the requirements	✓
Documented information as evidence of the results of monitoring and measurement activities	✓
Documented information as evidence of the nature of the nonconformities and any subsequent actions taken	✓
Documented information as evidence of the results of any corrective action	✓
The internal audit programme has been fully implemented and demonstrates effectiveness as a tool for maintaining and improving the management system	✓
The management review process demonstrated capability to ensure the continuing suitability, adequacy and effectiveness of the management system	✓
The client has a copy of the current version of the audit standard	✓

PIN: 214642	Date: 06/02/2018	Organisation: Lancashire Fire & Rescue Service
CONFIDENTIAL	Document: Audit Summary Report	Version 27

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