

# Public Document Pack

## LANCASHIRE COMBINED FIRE AUTHORITY

Monday, 23 April 2018 in Washington Hall - Service Training Centre, Euxton commencing at 10.00 am.

Car parking is available on the Main Drill Ground.

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

Rooms have been made available for Political Group meetings from 0900am onwards, and tea/coffee will be available in the Canteen from 0845am.

Labour Group – Pendle Room

Conservative Group – Lancaster House 3

## 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. CHAIRMAN'S WELCOME AND INTRODUCTION

Standing item.

#### 2. APOLOGIES FOR ABSENCE

#### 3. 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.

#### 4. MINUTES OF PREVIOUS MEETING (Pages 1 - 28)

#### 5. MINUTES OF MEETING THURSDAY, 15 MARCH 2018 OF PERFORMANCE COMMITTEE (Pages 29 - 42)

#### 6. MINUTES OF MEETING MONDAY, 19 MARCH 2018 OF PLANNING COMMITTEE (Pages 43 - 48)

7. MINUTES OF MEETING WEDNESDAY, 21 MARCH 2018 OF RESOURCES COMMITTEE (Pages 49 - 64)
8. MINUTES OF MEETING THURSDAY, 22 MARCH 2018 OF AUDIT COMMITTEE (Pages 65 - 70)
9. MINUTES OF MEETING WEDNESDAY, 28 MARCH 2018 OF RESOURCES COMMITTEE (Pages 71 - 74)
10. REVISED COMMITTEE TERMS OF REFERENCE (Pages 75 - 88)
11. THE KERSLAKE REPORT AND OPERATIONAL LEARNING (Pages 89 - 96)
12. COLLABORATION WITH POLICE (Pages 97 - 100)
13. ANNUAL SERVICE PLAN (Pages 101 - 122)
14. FIREFIGHTERS' CHARITY (Pages 123 - 126)
15. MEMBER CHAMPION ACTIVITY - QUARTERLY REPORT (Pages 127 - 128)
16. FIRE PROTECTION REPORTS (Pages 129 - 132)
17. COMMUNITY FIRE SAFETY REPORTS (Pages 133 - 160)
18. MEMBER COMPLAINTS (STANDING ITEM)

Oral report.

19. DATE OF NEXT MEETING

The next meeting of the Authority will be held on Monday 18 June 2018 at 1000 hours at Washington Hall Training Centre, Euxton.

20. 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.

21. EXCLUSION OF PRESS AND PUBLIC

The Authority 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.

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# Agenda Item 4

## LANCASHIRE COMBINED FIRE AUTHORITY

Monday, 19 February 2018 at 10.00 am in Washington Hall, Service Training Centre, Euxton

### MINUTES

#### PRESENT:

F De Molfetta (Chairman)

#### Councillors

L Beavers	M Khan
P Britcliffe	Z Khan
I Brown	T Martin
S Clarke	D O'Toole
D Coleman	E Oades
J Eaton	M Parkinson (Vice-Chair)
N Hennessy	M Perks
S Holgate	J Shedwick
D Howarth	D Smith
F Jackson	M Tomlinson
A Kay	T Williams

#### 60/17 APOLOGIES FOR ABSENCE

Apologies were received from CC Wilkins and CC Stansfield.

#### 61/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 62/17 UK EMERGENCY MEDICAL TEAM DEPLOYMENT TO BANGLADESH - 17 DECEMBER 2017 TO 3 FEBRUARY 2018

ACFO Russel introduced Graham Mossop, Watch Manager at Lancaster Fire Station. In April 2017 a paper was brought to the CFA that informed Members about the work of the UK International Search and Rescue Team (UK ISAR) and the introduction of a new logistics role that supported the UK Emergency Medical Team (UK EMT). The UK EMT enabled deployment of a field hospital anywhere in the world and the role of UK ISAR was to support that deployment.

ACFO Russel advised that WM Mossop had been part of the ISAR team for 14 years with the last 2 years spent training hard to be part of the EMT. The Service was very proud of the hard work and dedication WM Mossop had shown.

WM Mossop took the opportunity to thank the Combined Fire Authority and the Service Executive Board for their support. He explained that UK ISAR was a co-operative of Fire and Rescue Services formed over 25 years ago responding to humanitarian disasters and emergencies and providing capacity building across the world.

The UK EMT was a collaboration between: the Department for International Development (DFID), NHS / Public Health England, UK Med, Handicap International and UK ISAR.

On 17 December 2017 a team was mobilised to Bangladesh to carry out a Medical Needs Assessment, which resulted in the mobilisation of the UKEMT on 24 December 2017.

WM Mossop explained that the mobilisation was to support the rise in Diphtheria cases in the refugee Rohingya community and due to in country medics being diverted to treat patients. The World Health Organisation had requested assistance to further assist UNICEF with a vaccination campaign aimed at vaccinating children between the ages of 6 weeks – 15 years old.

Difficulties included: Travel distances to reach patients as these could be as long as 2 hours each way; procurement of items in the bazaars; waste management; water sanitation and hygiene (WaSH).

WM Mossop assessed: the infrastructure and the treatment centres and highlighted both good and bad practices in relation to WaSH; he liaised with infection control practitioners, generated standard operating procedures and promoted WaSH in line with international operating standards. A simple 4 bin system was introduced to segregate at the point of use, clinical waste, non-clinical waste, sharps and glass. Chlorination of water was addressed with a simpler system using aquatabs being adopted in the health / diphtheria antitoxin (DAT) centres.

Fire Safety training was given to the Rohingya security guards at all the centres in relation to raising the alarm, evacuation procedures and the use of fire extinguishers.

Training of local clinicians took place which was designed to enable them to continue DAT and associated medical treatments.

The positive outcomes were that; the UK EMT triaged over 3,000 refugees with over 500 being treated for diphtheria; 5,100 refugees across all areas were treated with DAT; antibiotics were provided for mumps and tonsillitis; the UK government donated approximately £2m towards the cost of the massive vaccination programme and over £59m in total to the crisis; clinical skills of local medical staff were improved and the infrastructure and procedures in relation to WaSH were improved across all sites.

A total of 350,000 children had been vaccinated in the district in addition to 130,000 local Bangladesh children who lived in close proximity.

On behalf of the Authority, the Chairman thanked WM Mossop for his interesting presentation.

## 63/17 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the CFA held on 18 December 2017 be confirmed and signed by the Chairman.

64/17 MINUTES OF MEETING WEDNESDAY 24, JANUARY 2018 OF NORTH WEST FIRE FORUM

RESOLVED: - That the Minutes of the North West Fire & Rescue Forum held 24 January 2018 be noted.

65/17 MINUTES OF MEETING THURSDAY, 25 JANUARY 2018 OF AUDIT COMMITTEE

RESOLVED: - That the Minutes of the Audit Committee held 25 January 2018 be noted.

66/17 LOCAL GOVERNMENT ASSOCIATION (LGA) FIRE VISION 2024

The Deputy Chief Fire Officer presented the report for information. Members noted that each year at its annual conference, the Local Government Association (LGA) released a conference document which focussed on the current and future challenges of the Fire and Rescue Sector from the LGA Fire perspective. For the current year the document was entitled 'What will 21<sup>st</sup> Century fire and rescue services look like in 2024?' The document set out its Mission, vision and the rationale for change as well as presenting some ambitions and actions.

RESOLVED: - That the report be noted.

67/17 NATIONAL FRAMEWORK CONSULTATION

The Deputy Chief Fire Officer presented the report for information. The Fire and Rescue Services Act 2004 required the Secretary of State to prepare a National Framework for fire and rescue authorities and to keep it under review.

The National Framework was last published in 2012 and the Minister for Policing and the Fire Service, the Rt Hon Nick Hurd MP was consulting on changes cited as needed to embed the fire reform programme and provisions in the Policing and Crime Act 2017. The Home Office 'Fire and Rescue National Framework for England' consultation document was noted. Consultation began on 27 December 2017 and closed on 14 February 2018. Given the timescale, the Chairman had considered a response to the consultation on behalf of the Authority and a copy was noted.

RESOLVED: - That the report be noted.

68/17 HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) - PROGRESS TOWARDS INSPECTION - BRIEFING

The Deputy Chief Fire Officer presented the report for information. The Policing and Crime Act 2017 set out that Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) would inspect and report on the efficiency and effectiveness of fire and rescue authorities in England. In July 2017, HMICFRS extended its remit to include inspections of England's Fire and Rescue Services. This would assess and report on the efficiency, effectiveness and people of the 45 Fire and Rescue Services (FRS) in England: -

- Effectiveness: how effective is the FRS at keeping people safe and secure from fire and other risks?
- Efficiency: how efficient is the FRS at keeping people safe and secure from fire and other risks?
- People: how well does the FRS look after its people?

The HMICFRS' inspection programme for Fire and Rescue Authorities in England was subject to the approval of the Home Secretary and the consultation to HMICFRS' inspection methodology closed on 19 February 2018, as now considered by Members. It was noted that HMICFRS could also undertake further inspections at any time. The HMICFRS' inspection would be developed with the fire and rescue service and would be designed to promote improvement and to identify all aspects of the excellent work undertaken. Zoe Billingham was the Lead Inspector for the Fire Service Inspectorate programme, with Matt Parr the Inspector for the Northern Region and David Dryburgh the Service Liaison Lead for Lancashire Fire and Rescue Service (LFRS). Members noted there would be 3 tranches of inspection, with LFRS being inspected in the first tranche during summer 2018.

An Audit Assurance Team led by Area Manager Tony Crook had been established. The team was based at Service Headquarters and included Station Managers Ian Armistead and Julian Williams and Watch Manager Alex Shaw. The team was responsible for the Service response to the inspection and would support HMICFRS in: the audit and assessment of performance against the Inspection Criteria; overseeing the coordination, analysis and presentation of information to HMICFRS, Service Management Team and the Combined Fire Authority; acting as a key point of contact for LFRS with the inspectorate throughout the entire inspection process and keeping staff informed and updated.

It was noted that LFRS chaired a North West HMICFRS group which aimed to share best practice and consider any lessons learnt from the West Yorkshire FRS pilot.

It was also noted that the inspection was not aimed at the Governance of Fire and Rescue Services but at tactical delivery, therefore Member involvement would be minimal however, Members would be kept fully informed.

RESOLVED: - That the report be noted.

#### 69/17 ANNUAL STATEMENT OF ASSURANCE 2016/17

The Fire and Rescue National Framework for England (2012) set out the Government's high level expectations, priorities and objectives for Fire and Rescue Authorities (FRA's) in England. It placed a requirement on all FRA's to provide assurance on financial, governance and operational matters.

The Statement of Assurance was considered by Members. It aimed to provide the required accountability and transparency to the people of Lancashire and evidenced that Lancashire Fire and Rescue Service continued to deliver efficient, effective value for money services.

This statement sat alongside the Integrated Risk Management Plan (IRMP), Statement of Accounts, the Annual Governance Statement, the Annual Service Plan and Annual Progress Report. It detailed what measures were in place to assure that

the Combined Fire Authority's performance was efficient, economic, and effective and provided further evidence that LFRS continued to deliver under the expectations detailed within both the National Framework and its own IRMP.

RESOLVED: - That the Authority approved the Annual Statement of Assurance 2016-17 as presented and approved the signing of this by the Chairman of the Authority and the Chief Fire Officer.

#### 70/17 PAY POLICY STATEMENT 2018/19

The Director of People and Development presented a report informing the Authority that in accordance with the provisions of the Localism Act 2011 a pay policy statement for 2018/19 had been prepared.

The pay policy published data on senior salaries and the structure of the workforce and demonstrated the principles of transparency.

The pay policy statement set out the Authority's policies for the financial year relating to:

- The remuneration of its chief officers;
- The remuneration of its lowest paid employees;
- The relationship between the remuneration of its chief officers and that of other employees who are not chief officers.

The statement included:

- The level and elements of remuneration for each chief officer;
- Remuneration range for chief officers on recruitment;
- Methodology for increases and additions to remuneration for each chief officer;
- The use of performance-related pay for chief officers;
- The use of bonuses for chief officers;
- The approach to the payment of chief officers on their ceasing to hold office under, or be employed by, the authority, and
- The publication of and access to information relating to the remuneration of chief officers.

It also included the Authority's policies for the financial year relating to other terms and conditions applying to its chief officers.

The approval of a pay policy statement could not be delegated by the Authority to a Panel and the Authority's pay statement must be approved by the 31st of March each year. Any decision under powers delegated to the Authority's Constitution with regard to remuneration to be taken in 2018/19 would be bound by and must comply with the 2018/19 Statement. The Director of People & Development must be consulted prior to any decision impacting on remuneration where there was any question regarding compliance with the Statement.

In general terms the Fire Authority recognised the terms and conditions negotiated nationally by the National Employers with the National Employees' bodies for 3 distinct staff groups. These were: i) National Joint Council for Brigade Managers (referred to in Lancashire Fire Authority as Principal Officers) of Local Authority Fire

and Rescue Services (commonly referred to as 'Gold Book'); ii) National Joint Council for Local Government Services (commonly referred to as 'Green Book'); and iii) National Joint Council for Local Authority Fire and Rescue Services (commonly referred to as 'Grey Book').

Under the definitions provided for within the Act, the officers included in this pay statement were: the Chief Fire Officer (CFO), Deputy Chief Fire Officer (DCFO), Assistant Chief Fire Officer (ACFO), Director of Corporate Services (DoCS) and Director of People & Development (DoPD). It was noted that the Treasurer's responsibilities were undertaken by the Director of Corporate Services and the Monitoring Officer's duties were undertaken by the Clerk to the Authority who was engaged on a contract for services basis. The Fire Authority had delegated responsibility for any local terms and conditions, including remuneration for chief officers to the Appointments Panel/Succession Planning Sub-Committee.

A chosen natural internal benchmark for Chief Officer pay was the percentage rise in firefighters pay. This was the standard for the majority of staff within the Service and had been deemed affordable and proportionate by the National Joint Council (NJC) for Local Authority Fire and Rescue Services. It had previously been agreed that the Chief Fire Officer's pay with the established linkages for other Executive Board members should rise by the same amount as firefighters when they received their annual award. The linkage was agreed to last for five years and was now due for review. It was proposed to continue with the current arrangement until an ongoing mechanism was established.

Any pay rise would be subject to a satisfactory performance evaluation. This would be undertaken with the Chairman of the Authority with regard to the Chief Fire Officer, who would in turn appraise his staff. These appraisals determined increases in basic salary; no bonus payments were made to Executive Board members. Information relating to chief officers pay and benefits in kind could be found in the Fire Authority's Statement of Accounts and on the Authority's website.

#### Objectives of the Policy

The Fire Authority created and sustained a competent, motivated and well led workforce, to meet current and future organisational needs and to be an employer of choice with improved working practices, work life balance, personal development, health and well-being and fair pay. Committed to striving to achieve fairness in pay and reward structures across all occupational groups taking into account all the employment relationships that exist.

Changes from national negotiations generally took place each year, in January (Gold Book), April (Green Book) and July (Grey Book). The Fire Authority's policy was to implement national agreements, amended as needed to meet local needs. Pay increases in 2017/2018 were: i) 1% for staff covered by the "grey book" (wef 1 July 2017), as an interim payment; ii) The second year of a two-year settlement (1% wef 1 April 2017) for 'green' book posts and iii) 1% for Principal Officers (wef 1 July 2017), in accordance with the agreed linkage to "grey book" staff and satisfactory performance. It was noted that the Principal Officers would voluntarily forfeit any increase above 1%. The next anniversary dates for "grey book" and Principal Officers pay was anticipated to be 1 July 2018, whilst the green book pay-award effective date would be April 2018.

In addition to pay, the national agreements covered other terms and conditions such as annual leave and allowances for use of private vehicles on Authority business. The Authority paid car allowances in accordance with these national scales.

There were 4 pension schemes in existence; the Firefighters' Pension Scheme (which became closed to new entrants in 2006), the New Firefighters' Pension Scheme (which became closed to new entrants on establishment of the 2015 scheme), the Firefighters' 2015 Pension scheme and the Local Government Pension Scheme. All employees may join a pension scheme relevant to their occupational group. The operative schemes were statutory schemes with contributions from employers and the employees. The Local Government Pension Scheme provided for flexible retirement for which the Fire Authority had approved a Policy statement.

The Firefighters' Pension Schemes allowed for re-engagement after retirement. In the unlikely event this was considered, any utilisation of this option was subject to approval by the Authority based on a business case and demonstrated need and would involve abatement.

There were 3 pay grades for Grey Book staff (trainee, in development and competent), a spinal column system for Green Book staff where the policy was to start any appointee on the lowest point of the pay grade, save for where an applicant brought specific skills or experience to a post. In respect of Gold Book staff, they were appointed within a range and progressed by incremental movement subject to performance until the maximum of the range was reached.

The "green book" grading was determined and underpinned by the Local Government Job Evaluation Scheme. The salaries utilised were above the 'living wage'.

A lease car scheme was available to the Chief Fire Officer, Deputy Chief Fire Officer and Assistant Chief Fire Officer and those Grey Book Managers who were conditioned to the flexible duty system for operational cover. Following changes to the HMRC treatment of the lease care arrangements, the CFA afforded Flexi Officers reimbursement of additional expense incurred up to January 2018 with an opportunity to revise their car lease arrangements during the 2017/18 tax year. This arrangement included CFO, DCFO and ACFO. Delegated powers for the payment of honoraria lay with the Chief Fire Officer.

#### Pay Floor

The definition of the 'lowest paid employee' was that postholder receiving the lowest (FTE) annual salary (exclusive of Employer pension contributions). The pay floor level was Green Book Grade 1 posts (Cooks, Receptionists and Gardener/handypersons) who were on a scale of £15,115 to £15,807 pa. £15,115 equated to £8.00 per hour. The minimum a current employee was receiving was £15,807.

The Chief Fire Officer's earnings ratio was 1: 10.43 using the minima of pay grade 1. The government statement was a recommendation that this ratio should not exceed 1:25. As a further comparison, the ratio between a competent firefighter with CPD and the maximum salary for the Chief Fire Officer is 1: 5.15.

RESOLVED: - That the Authority approved the Pay Policy Statement.

The report set out the Treasury Management Policy and Strategy for 2018/19, which was in line with the Chartered Institute of Public Finance and Accountancy (CIPFA)'s revised Code of Practice and tied into the capital and revenue budgets, reported elsewhere on the agenda.

#### Statutory requirements

The Local Government Act 2003 and supporting Regulations required the Authority to “have regard to” the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next 3 years to ensure that the Authority's capital investment plans were affordable, prudent and sustainable. This report fulfilled the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the Communities and Local Government (CLG) Guidance.

#### Treasury Management Strategy for 2018/19

The Strategy Statement had been prepared in accordance with the CIPFA Treasury Management Code of Practice (2011). Accordingly, the Lancashire Combined Fire Authority's Treasury Management Strategy would be approved by the full Authority, and there would also be a mid-year and a year-end outturn report presented to the Resources Committee. In addition there would be monitoring and review reports to Members in the event of any changes to Treasury Management policies or practices. The aim of these reporting arrangements was to ensure that those with ultimate responsibility for the treasury management function appreciated fully the implications of treasury management policies and activities, and that those implementing policies and executing transactions had properly fulfilled their responsibilities with regard to delegation and reporting.

The Treasury Management Strategy covered the following aspects of the Treasury Management function:-

- Prudential Indicators which would provide a controlling framework for the capital expenditure and treasury management activities of the Authority;
- Current long-term debt and investments;
- Prospects for interest rates;
- The Borrowing Strategy;
- The Investment Strategy;
- Policy on borrowing in advance of need.

#### Setting the Treasury Management Strategy for 2018/19

In setting the Treasury Management Strategy, the following factors had been considered as they might have a strong influence over the strategy adopted: economic forecasts, interest rate forecasts, the current structure of the Authority's investment and debt portfolio and future capital programme and underlying cash forecasts.

#### Economic Context

The forecast economic conditions included an expectation that growth in the next few years would be low. Negotiations on the UK exit from the European Union and future trade relations were causing uncertainty. The progress and final outcome of these



negotiations might impact on economic growth not only in 2018/19 but also in future years. In his budget in November 2017, the Chancellor of the Exchequer announced forecasts of growth which were significantly less than those given in the budget of spring 2017. Inflation increased during 2017 with the Consumer Price Index rising to 3.0% in September. This was largely as a result of the impact of the fall in the value of sterling following the Brexit decision and it was anticipated that inflation would fall from this position. The Monetary Policy Committee of the Bank of England concluded that a rise in interest rates was appropriate. In November 2017 they raised the base rate for the first time in a decade with the base rate increasing from 0.25% to 0.50%. Looking forward, the forecast from Arlingclose Ltd, Treasury Management Advisers to Lancashire County Council was for the UK Bank Rate to remain at 0.50% during 2018/19. The Monetary Policy Committee emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent. Subsequent to writing the report the Governor of the Bank of England had indicated that he expected the interest rates to rise in the short term.

#### Interest Rate Forecast and Prospects for Market Liquidity

The prevailing and forecast interest rate situation would be monitored to inform borrowing decisions and to ensure that opportunities for debt restructuring were maximised. Regular forecasts of interest rates were provided by Arlingclose Ltd, treasury management advisers to Lancashire County Council.

#### Current Treasury Portfolio Position

At 31 December 2017 the debt outstanding was £2m with investments of £39.725m. The level of investments represented the Authority's cumulative surplus on the General Fund, the balances on other cash-backed earmarked reserves and a cash-flow balance generated by a surplus of creditors over debtors and by grant receipts in advance of payments.

#### Borrowing and Investment Requirement

In the medium term the Authority borrowed for capital purposes only. The underlying need to borrow for capital purposes was measured by the Capital Financing Requirement (CFR), while usable reserves and working capital were the underlying resources available for investment. The paper compared the estimated CFR to the debt which currently existed which gave an indication of the borrowing required. It also showed the estimated resources available for investment. An option was to use these balances to finance the expenditure rather than investing, often referred to as internal borrowing. The CFR forecast included the impact of the latest forecast of the funding of the Capital Programme which currently assumed there would be no new borrowing.

CIPFA's Prudential Code for Capital Finance in Local Authorities recommended that the Authority's total debt should be lower than its highest forecast CFR over the next three years. However, the Authority had adopted a policy of setting aside additional Minimum Revenue Provision (MRP) in order to generate the cash to repay loans either on maturity or as an early repayment. The effect of this policy was that cash was available to enable an early repayment of £3.184m of debt during 2017/18 in addition to £0.330m which matured in year. Rather than having a need for borrowing it was estimated that the Authority had an underlying need to invest although the available balances were forecast to reduce. Although the Authority did not have plans for new borrowing, it currently held £2m of loans as part of its strategy for funding previous years' capital programmes.

### Borrowing Strategy

Although it was unlikely that borrowing would be required in 2018/19 it was still best practice to approve a borrowing strategy and a policy on borrowing in advance of need. In considering a borrowing strategy the Authority needed to make provision to borrow short term to cover unexpected cash flow shortages or to cover any change in the financing of its Capital Programme.

Therefore the approved sources of long-term and short-term borrowing were:

- Public Works Loan Board;
- UK local authorities;
- any institution approved for investments;
- any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK;
- UK public and private sector pension funds.

In the past the Authority had raised all of its long-term borrowing from the Public Works Loan Board, but it continued to investigate other sources of finance, such as local authority loans, the Municipal Bond Agency set up recently by the Local Government Association and bank loans, that may be available at more favourable rates.

### Policy on Borrowing in Advance of Need

In line with the existing policy the Authority would not borrow more than or in advance of need purely in order to profit from the investment of the extra sums borrowed. However advance borrowing might be taken if it was considered that current rates were more favourable than future rates and that this advantage outweighed the cost of carrying advance borrowing. Any decision to borrow in advance would be considered carefully to ensure value for money could be demonstrated and that the Authority could ensure the security of such funds and relationships.

### Debt Restructuring

Although the Authority's debt had arisen as a result of prior years' capital investment decisions it had not taken any new borrowing since 2007 as it had been utilising cash balances to pay off debt as it matured, or when deemed appropriate. Following the repayment of £3.3m of debt in 2017/18 it was anticipated that £2.0m of debt would be held at 31 March 2018. All the debt was from the Public Works Loans Board (PWLB) and was all at fixed rates of interest and was only repayable on maturity. The debt was taken out in 2007 when the base rate was 5.57% and when the Authority was earning 5.84% return on its investments. Given the high interest rates payable on these loans, relative to current interest rates, opportunities for debt repayment/restructuring had again been reviewed. The level of penalty applicable on early repayment of loans now stood at £877k. Outstanding interest payable between now and maturity was £1.684k, giving a gross saving of £807k. However any early repayment meant that cash balances available for investment would be reduced and hence interest receivable would also be reduced. The extent of which was dependent upon future interest rates, with examples being provided showing that an average rate of return on investments of 1.49% represented the breakeven position, whereby the penalty incurred and the loss of return on investments matched the saving in interest payable on the loan.

It was noted that other than during the current financial crisis, interest rates had never been at such a low rate. If, as seemed likely, interest rates proved to be higher than this then the early repayment of debt resulted in a worse overall financial position.

As an alternative it was possible to repay the loans as they stood and take out new loans at current interest rates. The interest chargeable on any new loans would depend on the maturity profile and hence to demonstrate the impact of this the maturity profiles for 10 years and 20 years had been considered and assumed that the loans were from the PWLB. Current interest rates on a 10-year loan were 2.25% which resulted in a net cost of £120k. Current interest rates on a 20-year loan were 2.75% which resulted in a net cost of £307k. As such the current penalty charge was too high to justify paying off the loan or restructuring it at the present time.

### Investment Strategy

At 31 December 2017 the Authority held £39.7m invested funds, representing income received in advance of expenditure plus existing balances and reserves. In the past 12 months, the Authority's investment balance had ranged between £51.8m and £29.0m. The variation arose principally due to the timing of the receipt of government grants. It was anticipated that similar levels would be maintained in the forthcoming year.

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 receiving unsuitably low investment income.

Therefore in line with the guidance the Treasury Management Strategy was developed to ensure the Fire Authority would only use very high quality counterparties for investments. The Authority may invest its surplus funds with any of the counterparties outlined in the report, subject to the cash and time limits identified.

Consideration had been given to reducing the risk associated with the investment with other local authorities. Arlingclose, the County Council's Treasury Management Advisor, stated that they were "comfortable with clients making loans to UK local authorities for periods of up to 4 years, subject to this meeting their approved strategy. For periods longer than 4 years it was recommended that additional due diligence was undertaken prior to a loan being made. On this basis it was proposed that the investments to local authorities were limited as follows:

	Maximum individual investment (£m)	Maximum total investment (£m)	Maximum period
Up to 4 years	5	25	4 years
Over 4 years	5	25	10 years

The investment in LCC as part of the call account arrangement was excluded from the above limits. The balance on that account was dependent upon short term cash flows and therefore did not have a limit.

Whilst the investment strategy had been amended to allow greater flexibility with investments, any decision as to whether to utilise this facility would be made based on an assessment of risk and reward undertaken jointly between the Director of Corporate Services and LCC Treasury Management Team, and consideration of this formed part of the on-going meetings that took place throughout the year.

Currently all of the Authority's investments were with other local authorities. The Authority currently had access to a call (instant access) account with a local authority, which paid bank rate, which was currently 0.50%. Each working day the balance on the Authority's current account was invested to ensure that the interest received on surplus balances was maximised. In addition a long term loan had been placed with a UK local authority as outlined in the report.

The overall combined amount of interest earned on Fixed/Call balances as at 31 December 2017 was £0.198m on an average balance of £42.133m at an annualised rate of 0.62%. This compared favourably with the benchmark 7 day LIBID which averaged 0.17% over the same period, and was 0.12% above the current bank rate.

#### Specified and Non-specified Investments

The legislative and regulatory background to treasury management activities required the Authority to set out its use of "specified" and "non-specified" investments.

Specified Investments as defined by the CLG Guidance were those:-

- denominated in pound sterling;
- due to be repaid within 12 months of arrangement;
- not defined as capital expenditure by legislation, and invested with one of:
  - the UK Government;
  - a UK local authority, parish council or community council, or;
  - a body or investment scheme of "high credit quality".

Non-specified investment was any investment not meeting the definition of a specified investment. The Authority did not intend to make any investments denominated in foreign currencies, nor any that were defined as capital expenditure by legislation, such as company shares. Non-specified investments would therefore be limited to long-term investments, i.e. those that were due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality.

The Authority may lend or invest money using any of the following instruments:-

- interest-bearing bank accounts;
- fixed term deposits and loans;
- callable deposits where the Authority may demand repayment at any time (with or without notice);
- certificates of deposit;
- bonds, notes, bills, commercial paper and other marketable instruments, and

Investments may be made at either a fixed rate of interest, or at a variable rate linked to a market interest rate, such as LIBOR, subject to the limits on interest rate exposures.

The Authority prepared daily cash flow forecasts to determine the maximum period for which funds might prudently be committed. The forecast was compiled on a pessimistic basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments were set by reference to the Authority's medium term financial plan and cash flow forecast.

#### Minimum Revenue Provision (MRP)

Under Local Authority Accounting arrangements the Authority was required to set aside a sum of money each year to reduce the overall level of debt. This sum was known as the Minimum Revenue Provision (MRP).

The Authority would assess their MRP in accordance with guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

It was proposed to continue to utilise the Capital Financing Requirement (CFR) Method. This provided for a charge of 4% of the value of fixed assets, as measured on the balance sheet, for which financing provision had not already been made.

Whilst the Authority had no unsupported borrowing, nor had any plans to take out any unsupported borrowing it needed to approve a policy relating to the MRP that would apply if this were not the case. As such in accordance with the Local Government Act 2003, the MRP on any future unsupported borrowing would be calculated using the Asset Life Method. This would be based on a straightforward straight – line calculation to set an equal charge to revenue over the estimated life of the asset. Estimated life periods would be determined under delegated powers.

Assets held under PFI contracts and finance leases formed part of the Balance Sheet. This had increased the overall capital financing requirement and on a 4% basis the potential charge to revenue. To prevent the increase the guidance permitted a prudent MRP to equate to the amount charged to revenue under the contract to repay the liability. In terms of the PFI schemes this charge formed part of the payment due to the PFI contractor.

#### Prudential Indicators for 2017/18 (revised) to 2020/21 in respect of the Combined Fire Authority's Treasury Management Activities

In accordance with its statutory duty and with the requirements of the Prudential Code for Capital Finance and the CIPFA Code for Treasury Management, the Combined Fire Authority produced each year a set of prudential indicators which regulated and controlled its treasury management activities.

The report detailed the debt and investment-related indicators which provided the framework for the Authority's proposed borrowing and lending activities over the next 3 years. These indicators would also be approved by Members as part of the Capital Programme approval process along with other capital expenditure related indicators, but needed to be reaffirmed and approved as part of this Treasury Management Strategy. It was noted that contained within the external debt limits there were allowances for outstanding liabilities in respect of the PFI schemes and finance leases for operational vehicles and photocopiers.

RESOLVED:- That the Authority:-

1. Approved the revised Treasury Management Strategy, including the Prudential Indicators, as set out in the report now presented.
2. Agreed the Minimum Revenue Provision calculation as set out in the report now presented.
3. Agreed the Treasury Management Policy Statement as presented.

72/17 RESERVES AND BALANCES POLICY

The Fire Authority held reserves to meet potential future expenditure requirements. The reserves policy was based on guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). It explained the difference between general reserves (those held to meet unforeseen circumstances), earmarked reserves (those held for a specific purpose) and provisions (where a liability existed but the extent and/or timing of this was uncertain). In addition, the policy identified how the Authority determined the appropriate level of reserves and what these were. The policy confirmed that the level of, and the appropriateness of reserves would be reported on as part of the annual budget setting process and as part of the year end accounting process.

Reserves and Balances Policy

The draft National Framework published in December included a section of reserves. The main components of which were that:-

- General reserves should be held by the fire and rescue authority and managed to balance funding and spending priorities and to manage risks. This should be established as part of the medium-term financial planning process.
- Each fire and rescue authority should publish their reserves strategy on their website. The reserves strategy should include details of current and future planned reserve levels, setting out a total amount of reserves and the amount of each specific reserve that is held for each year. The reserves strategy should provide information for at least two years ahead.
- Sufficient information should be provided to enable understanding of the purpose for which each reserve is held and how holding each reserve supports the fire and rescue authority's medium term financial plan.
- Information should be set out in a way that is clear and understandable for members of the public, and should include:-
  - how the level of the general reserve had been set;
  - justification for holding a general reserve larger than five percent of budget;
  - whether the funds in each earmarked reserve were legally or contractually committed, and if so what amount was so committed; and
  - a summary of what activities or items would be funded by each earmarked reserve, and how these supported the fire and rescue authority's strategy to deliver good quality services to the public.

As such this year's reserves policy had been amended to reflect these draft requirements.

## **General Reserves**

### Review of Level of Reserves

In determining the appropriate level of general reserves required by the Authority, the Treasurer was required to form a professional judgement on this, taking account of the strategic, operational and financial risk facing the Authority. This was completed based on guidance issued by CIPFA, and included an assessment of the financial assumptions underpinning the budget, the adequacy of insurance arrangements and consideration of the Authority's financial management arrangements. In addition, the assessment should focus on both medium and long-term requirements, taking account of the Medium Term Financial Strategy (as set out in the draft budget report discussed later on the agenda). For Lancashire Combined Fire Authority this covered issues such as: uncertainty surrounding future funding settlements and the potential impact of this on the revenue and capital budget; uncertainty surrounding future pay awards and inflation rates; the impact of proposed changes to pension schemes; demand led pressures, risk of default associated with investments as set out in the Treasury Management Strategy, cost associated with maintaining operational cover in the event of Industrial Action etc.

The draft Local Government Finance Settlement for 2018/19 maintained the current 4-year settlement, hence barring exceptional circumstances; the Government expected these amounts to be presented to Parliament each year, up to 2019/20. This provided much greater certainty however, it was noted that there were only 2 years of the current multi-year settlement remaining before the Government aimed to implement greater business rates retention and the fair funding review of relative needs and resources. The actual details, and hence the impact of these were still unknown. Furthermore, the impact of Brexit on the national economy was still unknown. Therefore there was still a considerable degree of uncertainty over longer-term funding.

However, given the continuation of the 4-year settlement, the Treasurer considered it prudent to set the minimum target reserves level at £2.5m, 4.5% of the 2018/19 net revenue budget.

Should reserves fall below this minimum level the following financial year's budget would contain options for increasing reserves back up to this level. (Note, this might take several years to achieve.)

Given the limited scope to increase council tax without holding a local referendum the ability to restore depleted reserves in future years was severely limited. Hence any maximum reserve limit must take account of future anticipated financial pressures and must look at the long term impact of these on the budget and hence the reserve requirement. Based on professional judgement, the Treasurer felt that this should be maintained at £10.0m. Should this be exceeded the following year's budget would contain options for applying the excess balance in the medium term, i.e. over 3-5 years.

### Level of General Reserves

The overall level of the general fund balance, i.e. uncommitted reserves, anticipated at the 31 March 2018 was £7.8m, providing scope to utilise approx. £5.3m of reserves.

Based on current assumptions and assuming council tax was increased by 3% each year, further drawdowns of £1.2m would be required to balance the revenue budget over the next 2 years, i.e. the remainder of the multi-year settlement. This would reduce our overall general reserve level to £6.6m at 31 March 2020, still within our target range. Based on this the Treasurer considered these were at an appropriate level to meet future expenditure requirements in 2018/19 and 2019/20.

It was noted that reserves were being used to fund recurring expenditure and hence this could only be a short term solution, with recurring savings being required in the longer term to offset the shortfall.

The report showed that allowing for a 3% council tax increase the level of general reserve at the end of March 2020 would be £2.7m, marginally above the minimum level, but would fall below this the following year. Hence over the medium term the general reserve would potentially fall below the 5% threshold identified by the Home Office.

## **Earmarked Reserves**

### Level of Earmarked Reserves

The earmarked reserves forecast at 31 March 2018 were £7.4m and a breakdown of these was considered by Members. It was noted that over half of the forecast anticipated balance of £6.9m as at 31 March 2023 related to the Private Finance Initiative reserve.

Based on this the Treasurer believed these adequate to meet future requirements in the long term.

## **Capital Reserves and Receipts**

Capital Receipts had been created from underspends on the revenue budget in order to provide additional funding to support the capital programme in future years; as such they could not be used to offset any deficit on the revenue budget, without having a significant impact on the level of capital programme that the Authority could support.

Capital Receipts were generated from the sale of surplus assets, which had not yet been utilised to fund the capital programme. Under revised regulations, receipts generated between April 2016 and March 2019 could be used to meet qualifying revenue costs, i.e. set up and implementation costs of projects/schemes which were forecast to generate on-going savings. The on-going costs of such projects/schemes did not qualify. Whilst the Authority currently held £1.6m of capital receipts only £70k of this arose in the relevant time period. Given the small amount eligible we did not currently have any plans to use this in line with the new regulations and hence for the purposes of planning all capital receipts would be used to meet future capital costs, not qualifying revenue expenditure.

At 31 March 2018 the Authority anticipated holding £19.0m of capital reserves and receipts. It was anticipated that £6.7m of this would be used in respect of slippage from the 2017/18 capital programme; the most significant element of which related to Preston Fire Station where a joint Fire and Ambulance station was being pursued; although progress on agreeing this had been slow. Based on the capital programme



presented elsewhere on the agenda, it was anticipated that a further £10.9m would be utilised by 31 March 2023, leaving a balance of £1.4m to fund future capital programmes. Based on this the Treasurer believed these adequate to meet future requirements in the medium term.

It was noted that no allowance had been built into the capital programme for the potential relocation of Service Headquarters. If this was included in the 5-year capital programme then all capital reserves and receipts would be utilised to fund this, as well as potentially requiring additional borrowing.

## **Provisions**

The Authority had two provisions to meet future estimated liabilities:-

### Insurance Provision

This covered potential liabilities associated with outstanding insurance claims. Any claims for which we had been notified and where we were at fault would result in a legal commitment, however as the extent of these could not be accurately assessed at the present time this provision was created to meet any element of cost for which we were liable, i.e. which were not reimbursable from insurers as they fell below individual excess clauses and the annual self-insured limits. This provision of £0.4m fully covered all estimated costs associated with outstanding claims.

### Business Rates Collection Fund Appeals Provision

This covered the Authority's share of outstanding appeals against business rates collection funds, which was calculated each year end by each billing authority within Lancashire based on their assumptions of outstanding appeal success rates, as part of their year-end accounting for the business rates collection fund. At 31 March 2017 this provision stood at £0.7m to cover anticipated costs of outstanding business rates appeals.

The Treasurer felt that the level of provisions was sufficient to meet future requirements in the medium term.

## **Summary Reserve Position**

The anticipated position in terms of reserves and balances showed the overall level reducing to approximately £17m by 31 March 2020, the end of the current four-year settlement period and reducing down to £8m by March 2023. Up to 31/3/2020 the Authority remained in a healthy position. The reduction in the level of reserves became more of a concern thereafter with the general reserves potentially falling below the minimum target level, but this position would be subject to significant change as funding, inflation, pay awards and other pressures all became clearer in future years. The annual refresh of this policy would identify the impact of any changes as they developed.

**RESOLVED:** - That the Authority approved the Reserves and Balances Policy and the level of reserves included within it.

## 73/17 CAPITAL BUDGET 2018/19 - 2022/23

A report was presented to the meeting in December requesting Members to give initial consideration to the Capital Programme for 2018/19-2022/23. The draft capital programme had been updated to reflect additional expenditure requirements associated with the replacement of Preston Fire and Ambulance Station. Additionally a lower requirement was being forecast in terms of officer cars than originally anticipated. Allowing for these changes the revised programme stood at £20.9m.

A full breakdown of the programme was considered by Members.

The majority of the expenditure in the capital programme related to:-

- The on-going vehicle replacement programme;
- Replacement of operational equipment in line with assets lives;
- Building projects; and
- Replacement of ICT equipment in line with the current Asset Management Plan.

It was noted that the full cost of schemes was included in the year in which work was anticipated to start.

As presented previously no allowance had been made for the potential relocation of Service Headquarters, as this project was due to be reviewed in 2018/19. The programme as presented would need updating if the Authority decided to pursue the relocation.

A further report would be presented to the Resources Committee in June, confirming the final year end capital outturn for 2017/18 and the impact of slippage from this on the programme outlined.

A number of vehicles had protracted lead times in excess of 12 months. Therefore in order to deliver vehicles in line with their replacement timeframes it was necessary to order pumping appliances, water towers and Aerial Ladder Platforms (ALP's) at least 12 months prior to their planned replacement. As such orders in respect of 3 pumping appliances and 1 ALP scheduled for replacement in 2019/20 would need to be ordered in the new financial year.

### **Available Resources**

The draft capital budget report identified total available funding of £22.4m to be used in the period.

The Local Government Finance Settlement did not include any reference to any other future capital grant and hence no allowance has been made for this.

The final funding for the programme is set out below:-

	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m	£m
Capital Grant	-	-	-	-	-	-
Capital Receipts	-	-	1.018	0.060	-	1.078
Capital Reserves	5.998	3.811	0.905	-	(0.842)	9.872
Revenue Contributions	2.000	2.000	2.000	2.000	2.000	10.000
Earmarked Reserves	-	-	-	-	-	-
	7.998	5.811	3.923	2.060	1.158	20.950

## Summary Position

The capital programme breaks even over the 5 year period:-

	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m	£m
Capital Requirements	7.998	5.811	3.923	2.060	1.158	20.950
Capital Funding	7.998	5.811	3.923	2.060	1.158	20.950
<b>Surplus / (Shortfall)</b>	-	-	-	-	-	-

The overall programme showed a balanced position and hence the capital programme was considered affordable, prudent and sustainable.

## Capital Reserves/Receipts

The table in the report showed the anticipated movements on both capital reserves and capital receipts during the course of the 5-year programme, showing that at the end of the 5 year programme the Authority would still hold £1.4m which could be used to supplement the revenue contributions in future years, thus providing a sustainable capital position in the medium term

## Prudential Indicators

The Prudential Code gave the Authority increased flexibility over its level of capital investment and much greater freedom to borrow, should this be necessary, to finance planned expenditure. However, in determining the level of borrowing, the Authority must prepare and take account of a number of Prudential Indicators aimed at demonstrating that the level and method of financing capital expenditure was affordable, prudent and sustainable. Members considered the Indicators that were set out at Appendix 1 now presented, along with a brief commentary on each.

The main emphasis of these Indicators was to enable the Authority to assess whether its proposed spending and its financing was affordable, prudent and sustainable and in this context, the Treasurer's assessment was that, based on the Indicators, this was the case for the following reasons: -

- In terms of affordability, the negative ratio of financing costs arising from borrowing reflected interest receivable exceeding interest payable and Minimum Revenue Provision payments in each of the three years. This reflected the effect of the previous decision to set aside monies to repay debt.
- The estimated impact of the planned spends on the Band D Council Tax was again felt to be within affordable limits. The overall impact on council tax in 2018/19 was £34.05 per Band D property (50% of total council tax). However, all of this arose from the utilisation of capital reserves, which had been charged to council tax in previous years and the revenue contributions to support capital expenditure built into the 2018/19 revenue budget. The actual impact of the capital programme in terms of new borrowing was £0.00 per band D property (0% of total council tax).
- In terms of prudence, the level of capital expenditure, in absolute terms, was considered to be prudent and sustainable at an annual average of £8.5m over the 3-year period after allowing for anticipated slippage from 2017/18. The trend in the capital financing requirement and the level of external debt were both considered to be within prudent and sustainable levels. No borrowing was planned during the three years.

RESOLVED: - That the Authority approved:

1. the Capital Budget;
2. the order of 3 pumping appliances and 1 ALP, scheduled for replacement in 2019/20, in the new financial year in order to meet delivery timeframes; and
3. the Prudential Indicators as presented.

#### 74/17 REVENUE BUDGET 2018/19 - 2022/23

At its last meeting in December 2017 the Authority gave initial consideration to the draft revenue budget, authorised consultation with representatives of non-domestic ratepayers and Trade Unions on the draft budget proposals and agreed to give further consideration to the budget at their next meeting on the 19<sup>th</sup> February 2018.

##### Budget Requirement

A draft budget of £54.5m was presented to the December meeting at which time the Treasurer spoke about the uncertainty on pay awards and that since writing the report a 2% pay offer had been made to green book staff. Whilst discussions were still on-going in connection with this offer, and the grey book pay award, it now appeared highly likely that the allowance included in the draft budget was insufficient. As such the draft budget had been amended to allow for a 2% pay award for green and grey book personnel for each year up to and including 2019/20. The pay awards for subsequent years were already included at a higher rate than this and hence had remained unchanged.

It was noted that a pay offer had been made to Fire-fighters in Scotland which equated to a 20% increase over the next 4 years; this included a 6.5% increase in 2018/19, significantly higher than that allowed for in our budget. The forecast whole-time establishment position had also been updated reflecting the latest staffing numbers and recruitment/retirement projections. These were the only changes made to the budget and resulted in an increased budget requirement in 2018/19 of £55.1m.

### Government Funding Settlement

At the time of presenting the draft budget the draft Local Government Finance Settlement had not been published. This was released on 19 December, with the final settlement being announced on 6 February, which reaffirmed next year's funding as £24.3m. Next year's settlement would be the last of the current four-year settlement and in line with this a further funding reduction of £0.5m was anticipated. There was still no indication of what the settlement would look like after 2019/20. However the Government's Autumn Budget published in November 2017 indicated that the economy was still struggling, that debt remained higher than anticipated and hence it appeared likely that austerity would continue, albeit at a reduced pace. Furthermore the Government was currently consulting on a Fair Funding Review (as detailed later on the agenda) which would set new baseline funding allocations for local authorities by delivering an up-to-date assessment of their relative needs and resources, using the best available evidence, with the outcomes of this anticipated to impact on the settlement in 2020/21 and beyond. Running alongside this the Government had restated its intention to increase the level of business rates that were retained locally, increasing this to 75% by April 2020. The impact of these changes was unclear at the moment and hence it was assumed funding would be frozen in future years.

### Business Rate Adjustments

The draft budget presented in December included an estimate of Section 31 Grants in respect of business rate reliefs, and an estimate in respect of the business rate collection fund. These had now been updated to reflect the final position provided by billing Authorities at the end of January.

### Council Tax 2018/19

Billing authorities had also provided final council tax base figures and the council tax collection fund figures.

The Government had amended the council tax referendum limits throughout the remainder of the four year settlement period, recognising higher inflationary pressures, and hence the limit for all Fire Authorities had been set at 3% for 2018/19 and 2019/20. No indication of future limits had been given.

Based on the assumptions outlined, the budget requirement would result in a council tax increase of 4.0%, exceeding the referendum limit, and as such the Authority would need to reduce the budget requirement by £0.3m.

Each 1% increase in council tax in 2018/19 generated an additional £0.3m of precept, and equated to a £0.65 increase in the annual council tax figure.

As reported in the draft budget our council tax of £65.50 was still below the national average of £72.80, and was the eighth lowest of any Fire Authority. Furthermore, our council tax increases of 2.9% over the last 6 years had been significantly lower than the sector average of 10.5% and were the joint lowest of any Fire Authority. It was noted that Fire accounted for less than 5% of the overall council tax charged for in Lancashire.

### Further Savings Opportunities

The Authority had been extremely successful at delivering efficiency savings, delivering £18.5m between April 2011 and March 2018. This budget had identified further savings of £0.8m in 2018/19 and £0.3m in future years. However it was clear

that the scope to deliver further savings was extremely limited, with the majority of departments struggling to balance demands against capacity. As such it may be possible to deliver further in year savings in the next two years by delaying expenditure and targeting an in-year underspend offsetting some of the funding shortfall, but the scope to utilise this to balance future budgets appeared limited.

### Reserves and Balances

As set out in the Reserves and Balances Policy reported elsewhere on this agenda, a reasonable level of reserves was needed to provide an overall safety net against unforeseen circumstances which could not be contained within the base budget. In addition, they also enabled the Authority to provide for expenditure, which was not planned at the time the budget was approved, but which the Authority now wished to implement and to smooth out large fluctuations in spending requirements and/or funding available.

In line with guidance issued by CIPFA a review of the strategic, operational and financial risk facing the Authority was undertaken each year to identify an appropriate level of reserves to hold, this included an assessment of the financial assumptions underpinning the budget, the adequacy of insurance arrangements and consideration of the Authority's financial management arrangements. The assessment focused on both medium and long-term requirements, taking account of the Medium Term Financial Strategy and the draft budgets.

This had identified:-

- A minimum target reserve level of £2.5m, 4.5% of the 2018/19 net revenue budget, reflecting the four year settlements but still maintained at a reasonable level due to on-going economic uncertainty, uncertainty on pay awards and the underlying risks within the budget;
- the maximum reserve limit was maintained at £10.0m.

At 31 March 2018 we anticipated holding £7.8m, providing scope to utilise approx. £5.3m of reserves. As such reserves could be used to deliver a balanced budget in 2018/19. It should be noted that utilising reserves in this way meant they were being used to fund recurring expenditure and hence this could only be a short term solution, with recurring savings being required in the longer term to offset the shortfall. However having reviewed the level of general reserves required and the anticipated utilisation of these, the Treasurer considered these were at an appropriate level to meet future expenditure requirements in 2018/19.

In addition to the general reserves the Authority also held earmarked reserves, created for specific purposes to meet known or anticipated future liabilities, capital reserves and receipts, to provide additional funding to support the capital programme in future years, and provisions for outstanding insurance claims and potential business rate appeals. Further details relating to these were included in the reserves policy and based on the professional opinion of the Treasurer these were adequate to meet future requirements in the medium term.

### Council Tax 2019/20 and beyond

As highlighted earlier, funding up to and including 2019/20 formed part of the multi-year settlement and hence all other things being equal was set. Funding beyond this period was unknown, but was assumed to be frozen at £23.8m.

Based on this the draft budget as presented delivered council tax increases in excess of 3% in future years, above the existing referendum limit.

As previously advised, holding a referendum was extremely expensive, costing in excess of £1m, and was unlikely to deliver an increase in excess of the 3% threshold. As such we would need to either deliver additional savings or utilise reserves in order to balance the budget in future years, the extent of which was dependent upon current and future council tax decisions, and the accuracy of expenditure and funding forecasts.

As such the following council tax scenarios had been modelled:-

- A 3% increase in council tax each year, including 2018/19 (note there is no indication that the referendum limits will be maintained at 3% beyond 2019/20);
- A 2% increase in council tax each year, including 2018/19;
- A 1% increase in council tax each year, including 2018/19;
- A council tax freeze each year, including 2018/19.

The following table set out the funding shortfall anticipated each year:-

	2018/19	2019/20	2020/21	2021/22	2022/23
A 3% increase in council tax each year	(£0.3m)	(£1.2m)	(£1.7m)	(£2.2m)	(£2.6m)
A 2% increase in council tax each year	(£0.6m)	(£1.7m)	(£2.6m)	(£3.5m)	(£4.3m)
A 1% increase in council tax each year	(£0.9m)	(£2.3m)	(£3.5m)	(£4.8m)	(£5.9m)
A council tax freeze each year	(£1.2m)	(£2.9m)	(£4.4m)	(£6.0m)	(£7.4m)

Assuming general reserves were used to balance the overall position each year, they were sufficient to balance the budget throughout the period of the current 4-year settlement. However they were only a short term solution, and based on the current assumptions included in the budget, and allowing for a 3% council tax increase each year, they would fall to our minimum level by the end of 2021/22. Furthermore the utilisation of reserves would still leave a recurring funding gap that would need to be offset by savings at a future point in time, and scope to do so was limited.

#### Summary Council Tax options 2018/19

In considering its council tax requirements for 2018/19 the Authority aimed to balance the public's requirement for and expectations of our services with the cost of providing this. As such the revenue budget focused on the need to:-

- deliver services as outlined in the Risk Management Plan and other plans;
- maintain future council tax increases at reasonable levels;
- continue to deliver efficiencies in line with targets;
- continue to invest in improvements in service delivery and facilities;
- set a robust budget that takes account of known and anticipated pressures;
- maintain an adequate level of reserves.

The draft budget as set out in this report achieved these objectives, but showed a budget reduction requirement of £0.3m in order to deliver a balanced budget based on a 3% increase in council tax. This could be achieved by including an unidentified savings target of £0.3m in 2018/19. The detailed resolution relating to this option shown in Appendix 1 was considered by Members.

It was noted that there had not been any responses to the budget consultation exercise.

In the professional opinion of the Treasurer, the budget had been prepared on a robust basis and the reasons for this opinion were set out in the report.

The option based on a council tax increase of 2.99%, £1.96, resulting in a council tax of £67.46 for a Band D property was MOVED by County Councillor F De Molfetta and SECONDED by County Councillor M Parkinson. The Clerk held a recorded vote and the names of Members who voted for or against the Motion and those who abstained are set out below:

For (22)

L Beavers, P Britcliffe, I Brown, S Clarke, D Coleman, F De Molfetta, J Eaton, N Hennessy, S Holgate, D Howarth, F Jackson, A Kay, Z Khan, M Khan, T Martin, E Oades, D O'Toole, M Parkinson, M Perks, J Shedwick, D Smith and M Tomlinson.

Against (0)

Abstained (1)

T Williams

The Motion was CARRIED and it was:

RESOLVED: - That the Authority:

1. note the Treasurer's advice on the robustness of the budget;
2. note the Treasurer's advice on the appropriate level of reserves/balances;
3. agree the revised gross budget requirement of £54.770m for 2018/19;
4. note the section 31 grant of £0.764m due in respect of the business rate reliefs;
5. agree the final budget requirement, net of the section 31 grant of £54.006m for 2018/19;
6. note the level of Revenue Support Grant £9.262m;
7. note the level of Business Rates Retention Top Up Funding £10.865m;
8. note the level of Local Business Rates Retention Funding £4.200m;
9. note the business rate tax collection fund surplus of £0.112m;
10. note the council tax collection fund surplus of £0.398m;
11. agree the council tax requirement, calculated in accordance with Section 42A(4) of the Localism Act of £29.169m;
12. note the council tax base of 432,384 determined for the purposes of Section 42B of the Local Government Finance Act 1992;
13. agree a council tax band D equivalent of £67.46, an increase of £1.96 (2.99%), calculated by the Authority under Section 42B of the Local Government Finance Act 1992 agree, on the basis of the fixed ratios between valuation bands set by the Government, council tax for each band as follows:



Band A	£44.97
Band B	£52.47
Band C	£59.96
Band D	£67.46
Band E	£82.45
Band F	£97.44
Band G	£112.43
Band H	£134.92

14. agree, based on each district and unitary councils share of the total band D equivalent tax base of 432,384, the share of the total LCFA precept of £29.169m levied on each council as follows:

Blackburn With Darwen Borough Council	£2,316,706
Blackpool Borough Council	£2,443,334
Burnley Borough Council	£1,559,540
Chorley Borough Council	£2,469,993
Fylde Borough Council	£2,007,002
Hyndburn Borough Council	£1,383,335
Lancaster City Council	£2,779,352
Pendle Borough Council	£1,596,205
Preston City Council	£2,509,647
Ribble Valley Borough Council	£1,544,969
Rossendale Borough Council	£1,364,648
South Ribble Borough Council	£2,397,582
West Lancashire District Council	£2,349,488
Wyre Borough Council	£2,446,794
TOTAL	£29,168,595

## 75/17 FAIR FUNDING REVIEW: A REVIEW OF RELATIVE NEEDS AND RESOURCES

The report set out details of the consultation paper on a review of Government Funding for local authorities. It was noted that the consultation was open until 12 March 2018 and that the Authority's response would look to build on the national response submitted by the National Fire Chiefs Council.

Funding baselines for local authorities, as determined by the local government finance settlement, were based on an assessment of local authorities' relative needs and resources. The methodology behind this assessment was introduced over 10 years ago, and had not been updated since the introduction of the 50% business rates retention system in 2013/14. Since that time, demographic pressures had affected local areas in different ways, as had the cost of providing particular services. In recognition of these pressures, the Government last year announced a review to address concerns about the fairness of current funding distributions. The outcome of this review would enable the Government to reconsider how the relative needs and resources of local authorities should be assessed in a world in which they would continue to have greater control over the money that they raise.

The Government had identified a set of principles to guide the work of the fair funding review as: Simplicity; Transparency; Contemporary, Sustainability; Robustness and Stability.

#### Fire and Rescue Services

The cost of providing a fire and rescue service was driven by risk, rather than purely by demand. As a result many of the cost drivers were unique to this service area. The current fire and rescue services' formula consisted of a basic allocation of funding per resident, with adjustments for coastline, population density and sparsity, deprivation, fire risk areas, community fire safety and other area costs. These elements included indicators of both the risk of requiring a fire service response, such as the risk of dwelling fires occurring, as well as indicators of the cost of providing fire service cover, for example as a result of population sparsity.

It was noted that funding for national resilience capabilities, including urban search and rescue and high volume pumps, was distributed outside of the local government finance settlement.

Questions specific to Fire were:-

- Do you agree these remain the key drivers affecting the cost of delivering fire and rescue services?
- Do you have views on which other data sets might be more suitable to measure the cost drivers for fire and rescue services?

RESOLVED: - that responsibility be delegated to the Treasurer in consultation with the Chairman and Chief Fire Officer for agreeing a response to the consultation, following publication of the National Fire Chiefs Councils response.

#### 76/17 FIRE PROTECTION REPORTS

A report detailing prosecutions in respect of fire safety management failures and arson related incidents within the period 1 December 2017 to 1 February 2018 was provided. There were 2 prosecutions, 1 caution and 2 premises in Blackpool under investigation under the Regulatory Reform (Fire Safety) Order 2005.

Fire protection and business support information was provided and Members noted that there were 3 arson convictions during the period.

RESOLVED: - That the Authority noted the report.

#### 77/17 COMMUNITY FIRE SAFETY REPORTS

This report included information for the 2 Unitary and 12 District Authorities relating to Fire Safety Initiatives and Fires and Incidents of particular interest.

RESOLVED: - That the Authority noted the report.

#### 78/17 MEMBER COMPLAINTS (STANDING ITEM)

The Monitoring Officer confirmed that there had been no complaints since the last meeting.

RESOLVED: - That the current position be noted.

79/17 DATE OF NEXT MEETING

The next meeting of the Authority would be held on Monday 23 April 2018 at 10:00am at the Training Centre, Euxton.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood

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## LANCASHIRE COMBINED FIRE AUTHORITY

### PERFORMANCE COMMITTEE

Thursday, 15 March 2018, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### MINUTES

### PRESENT:

#### Councillors

S Holgate (Chairman)  
L Beavers  
P Britcliffe  
S Clarke  
F De Molfetta (for M Khan)  
M Perks  
Z Khan  
D Smith  
D Stansfield  
M Tomlinson

In accordance with the resolution of the predecessor Performance Review Committee at its inaugural meeting on the 30<sup>th</sup> July 2004 (Minute No. 1/04 refers), representatives of the LFRS, the Unions and Audit had been invited to attend all Performance Committee meetings to participate in discussion and debate.

#### Officers

J Johnston, Deputy Chief Fire Officer (LFRS)  
D Russel, Assistant Chief Fire Officer (LFRS)  
S Morgan, Head of Service Delivery, (Pennine, Eastern and Southern (LFRS)  
J Charters, Head of Service Delivery (Western, Northern and Central) (LFRS)  
J Keighley, Assistant Member Services Officer (LFRS)

#### In attendance

A Hewitson, Fire Brigades Union  
K Wilkie, Fire Brigades Union

#### 16/17 APOLOGIES FOR ABSENCE

Apologies were received from Councillor M Khan.

#### 17/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

## 18/17 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 30 November 2017 be confirmed as a correct record and signed by the Chairman.

## 19/17 PERFORMANCE MANAGEMENT INFORMATION

The Chairman, CC Holgate introduced Group Manager Mark Hutton, Community Protection Manager (Northern Area) who presented Members with an overview of the LFRS contribution to the Response and Recovery efforts due to the North Lancashire Floods that occurred on the evening of 22 November 2017.

GM Hutton explained that the Service had received comparatively little warning from the Flood Advisory Service as, although heavy rain had been forecast, and Flood Alerts issued the static nature of the weather system had not been foreseen which from the onset of the event in the late afternoon rapidly resulted in the escalation to flood warnings. This event was different from fluvial flooding seen during events such as Storm Desmond as this was an incredibly intense period of rainfall within a very defined geographical area which remained static over North Lancashire. It was reported that the monitoring equipment at Lancashire University recorded the highest rainfall ever recorded in such a short period of time. The impacts were mostly felt in Lancaster, Wyre and Blackpool and the Service received calls from across these Districts i.e. not just localised around rivers, with some communities being completely unaffected whilst others nearby had been very severely impacted.

The total number of flooding calls which North West Fire Control (NWFC) received and LFRS responded to was tabled. This illustrated how the Service had responded by moving large numbers of fire appliances into the North of the County to ensure appliances were available for rescues.

NWFC handled 395 calls during the event; every call was prioritised based on life risk to balance speed and allocation of resources. Although response activity initially focused on 'pumping out' and property protection, as the weather event and associated impacts escalated the focus increasingly became protection of life and responding to persons trapped in vehicles and properties. Incident records will show that the Service rescued 76 people and 20 horses, with no injuries being reported throughout the response which involved 39 Fire Appliances.

In addition a High Volume pump was deployed in Lancaster, protecting utility supplies to over 100 flats which prevented residents from being rehoused. A Tactical co-ordinating group was established at Lancaster Hall enacting pre-prepared plans. Also present alongside Local Authority and Police staff were the Coastguard who had taken part in rescue operations and also assessed river levels. Close liaison was maintained with the Environment Agency and the Fire and Rescue Service National Co-ordinating Centre and National Resilience Advisory Team throughout to constantly assess likely further developments and prepare potential future resource requirements. The LFRS Corporate Communications Team were based in the Command Support room at Service Headquarters.

A recovery group was established by Lancaster City Council for those residents most severely affected and for other districts, although recovery was an important issue it was not

required to be managed in the same way, in those Districts LFRS Officers worked with Council Officers on specific recovery issues. LFRS attended in Galgate for four days after the flooding, every household affected by the flooding was subsequently contacted and offered a Home Fire Safety Check as fire risk can escalate post flood due to damaged electrics and improvised lighting / heating. The recovery co-ordinating group ensured activities of LFRS, Council, Third Sector Agencies, Environmental Agency etc were aligned.

There were 3 public meetings held in Lancaster (Halton, Hala and Galgate) which were well represented by all the agencies with several hundred members of the effected communities attending.

After the event the Service held a range of debriefs and learning would be incorporated into future practice by the Operational Assurance Group.

The Chairman, CC Holgate thanked GM Hutton for the presentation and the Committee asked that Members' appreciation be extended to all those involved.

In response to a question raised by Councillor D Smith about the additional flooding caused by bow waves off vehicles as they drove down flooded roads, GM Hutton advised that it would normally be the LCC Highway's who would shut flooded roads. GM Hutton advised this could be very challenging during rapid on-set events, and that certain communities in Lancashire had their own Flood Action Groups (where local residents participated in pre-agreed activities to assist the overall response and protection of their communities without putting themselves at risk). One such activity that was being discussed was locating road closure signs where they would be accessible to these groups.

The Assistant Chief Fire Officer advised Members that this was the 3rd quarterly report for 2017/18 as detailed in the Risk Management Plan 2017-2022.

The report showed there were 3 negative KPI Exception Reports. An exception report was provided which detailed the reasons for the exception, analysis of the issue and actions being taken to improve performance.

Members focussed on the indicators where an exception report was presented and examined each indicator in turn as follows:-

#### 2.2.1 Critical Special Service – 1<sup>st</sup> Fire Engine Attendance

This indicator measured how long it took the first fire engine to respond to critical non-fire incidents such as road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time. The response standard for the first fire engine attending a critical special call is 13 minutes.

Standard: To be met on 90% of occasions

Quarter 3 results 77.59% achieved against a target of 90%, previous year quarter 3, 88.89%. This was a negative exception report due to critical Special Service 1<sup>st</sup> pump response being below the standard. Overall, quarter 3 pass rate was 77.59%, with a cumulative pass rate of 83.89% which is outside of the 90% standard and 2% tolerance.

**Exception report provided.**

The Assistant Chief Officer advised that during this reporting period each month of quarter 3 recorded a below standard pass rate, with the month of November recording the lowest pass rate of the year to date at 65.61%.

It was noted that whilst October's response times continued to show improvement on last year, November and December returned lower figures in part attributed to extended call handling and response times during periods of spate call volumes, adverse weather, flooding and road closures, particularly in the Lancaster and Wyre Districts.

In addition, over a 2 day period in November, a very high rate of flooding incidents in Lancaster, Wyre and Blackpool accounted for the standard achieved, with over 100 incidents being recorded which equated to 51% of all special service incidents within the month.

In response to a question raised by CC M Tomlinson, the Assistant Chief Fire Officer confirmed that some targets were historical. It was agreed that target setting would be considered further at year end.

#### 2.4 Fire Engine Availability – Retained Duty System

This indicator measured the availability of fire engines that were crewed by the retained duty system. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

The percentage of time that RDS crewed engines were available for quarter 3 was 90.80%, previous year quarter 3 was 90.07%, an improvement of 0.73%.

The previous quarter (July to September 2017) recorded 87.49%.  
Annual Standard: Above 95%

This was a negative exception report due to the cumulative RDS availability to the end of quarter 3 being below the standard and outside of the 2% percent tolerance.

#### **Exception report provided.**

The Assistant Chief Fire Officer reported that quarter 3 availability had improved over quarter 2, though it was still below the average of the previous 2 years. Local level monitoring continued, with additional analysis at pump level, along with a new KPI 2.4.1 which measured RDS availability without wholetime staff imports.

Continuing the analysis reported in quarter 2; there had been an impact on available RDS hours which was due to the number of RDS personnel who were successful in obtaining a wholetime position. This was due to leaving the RDS service, being able to commit fewer hours due to wholetime commitment or being unavailable due to development (wholetime recruit course).

With an ageing workforce, the loss of staff due to retirement also had an impact on the ability to fully crew an appliance and a number of retirements had occurred, along with a number of resignations, although some temporary which had also reduced coverage.

The Retained Duty System Recruitment and Improvement Group (RIG) would continue to be responsible for progressing areas for improvement, continuing to work on a number of



ongoing actions which would strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

It was noted that the actions being taken to improve performance were that the new recruits, who started in May 2017 would continue to show an improvement in RDS crew availability when the respective qualifications of Breathing Apparatus (BA) and BA Team Leader had been completed and staff had gained experience to start acting up to cover the Officer in Charge role. There was a minimum of 6 months before a Firefighter was BA qualified, and a further 6 month period of BA experience before acquiring BA Team Leader Skills. Therefore results in availability may only start to be realised later during quarter 3 which was illustrated in KPI 2.4.1, where quarter 3 availability excluding wholetime detachments improved 3.58% to 87.58% from 84% in quarter 2. Similarly some stations had suffered from a lack of available driver however, this would start to show improvement when staff members continued to build driving hours in preparation for their Emergency Fire Appliance Driving Course. There were stations where staff on dual contracts made up half of the RDS crew, with the inevitable impact on the RDS availability.

The Retained Support Officer (RSO) role would continue to assist in some of these areas, in particular around recruitment and firefighter/officer development and with the various strengthening and improving work streams the Service should see a positive effect on availability over time.

The forthcoming WT recruitment campaign would also be an opportunity to promote RDS vacancies. RSO's were continuing to support the 'Have a Go' days and would collate information from potential applicants.

#### 2.4.1 Fire Engine Availability – Retained Duty System (without wholetime detachments) Subset of KP1 2.4 and provided for information only

This indicator measured the availability of fire engines that were crewed by the retained duty system (RDS) when wholetime detachments were not used to support availability. It was measured by calculating the percentage of time a fire engine was available to respond compared to the total time in the period.

Fire engines were designated as unavailable (off-the-run) for the following reasons:

- Manager deficient
- Crew deficient
- Not enough BA wearers
- No driver

The percentage of time that RDS crewed engines were available for quarter 3 was 87.58%. This excluded the wholetime detachments shown in KPI 2.4.

Standard: As a subset of KPI 2.4 there was no standard attributable to this KPI.

#### 4.2.1 Staff Absence – Excluding Retained Duty System

This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime, day crewing plus, day crewing and support staff divided by the total number of

staff.

Annual Standard: Not more than 5 shifts lost

Cumulative total number of monthly shifts lost 4.40

Quarter 3 results indicated the number of shifts lost through absence per employee being above the Service target for 3 months during quarter 3.

**Exception report provided.**

The Assistant Chief Fire Officer advised Members that during quarter 3 (October 2017 to December 2017), absence statistics showed above target for all 3 months. Shifts lost showed a monthly increase from October through to December for both non-uniformed and uniformed personnel. The main reasons continued to be cases of mental health, muscular-skeletal and hospital procedures, which when compared to quarter 2 had been increased by 40% to 50% which could be due to the time of the year as there was also a large spike in respiratory conditions compared to the previous quarter. In addition, another contributing factor for being over target was due to having 9 long term absences.

Overall absence for all staff with the exception of RDS was 4.40 shifts lost which was above the Service target for this quarter of 3.75 lost shifts.

The Assistant Chief Fire Officer reassured Members that the absence management policy was robust and aimed to support staff to an early return to work. Action taken continued to be early intervention by the Occupational Health Unit and where appropriate, issues around capability due to health issues were reviewed and addressed. The Service would continue to run leadership conferences to assist future managers to understand policy which included absence management. In addition, new actions had commenced which included support from the Service Fitness Advisors/Personal Trainers Instructors, promotion of health, fitness and wellbeing via the routine bulletin and employees were encouraged to make use of the Employee Assistance Programme.

Members then examined each indicator in turn as follows:-

## KPI 1 – Preventing and Protecting

### 1.1 Risk Map Score

This indicator measured the risk level in each neighbourhood (Super Output Area) determined using fire activity over the previous three fiscal years along with a range of demographic data.

The County risk map score was updated annually, before the end of the first quarter. An improvement was shown by a year on year decreasing 'score' value.

Score for 2014-2017 – 32,398, previous year score 32,990.

No exception report required.

### 1.2 Overall Activity

This indicator measured the number of incidents that the Service attended with one or more pumping appliances.

Quarter 3 activity 4,162 previous year quarter 3 activity 3,983, an increase of 4.49%.

Total number of incidents 2017/18 – Year to Date, 4,162

Included within this KPI was a new incident type of 'Gaining Entry'. This was where LFRS had attended on behalf of the North West Ambulance Service. During quarter 3 we attended on 163 occasions.

No exception report required.

### 1.3 Accidental Dwelling Fires

This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental' or 'Not known'.

Quarter 3 activity 259, previous year quarter 3 activity 247, an increase of 5%.

Total number of Accidental Dwelling Fires – Year to Date, 259

No exception report required.

#### 1.3.1 Accidental Dwelling Fires – Extent of Damage

This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

Extent of fire and heat damage was limited to: Item ignited first, limited to room of origin, limited to floor of origin and spread beyond floor of origin.

\*The ADF activity count was limited to only those ADF's which had an extent of damage shown above. An improvement was shown if the total percentage of 'Item first ignited' and 'Room of origin' was greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1st ignited in quarter 3 20%, quarter 3 of previous year 23%. Percentage limited to room of origin in quarter 3 70%, quarter 3 previous year 67%, limited to floor of origin in quarter 3 5%, quarter 3 previous year 8% and spread beyond floor 6%, previous year 3%.

No exception report required.

#### 1.3.2 Accidental Dwelling Fires – Number of Incidents where occupants have received a Home Fire Safety Check

This indicator reported the number of primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental or Not known' by the extent of the fire and heat damage. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.

	2017/18		2016/17	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC

Q1	15	7%	15	7%
Q2	20	10%	13	7%
Q3	15	6%	20	8%

Of the 15 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 6 had 'heat and smoke damage only', 6 resulted in damage 'limited to item first ignited' and 3 'limited to room or origin'.

No exception report required.

#### 1.4 Accidental Dwelling Fire Casualties

This indicator reported the number of fire related fatalities, slight and serious injuries at primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental or Not known'. A slight injury was defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury was defined as; at least an overnight stay in hospital as an in-patient.

Casualty Status	2017/18 Quarter 3	2016/17 Quarter 3
Fatal	0	0
Victim went to hospital visit, injuries appeared Serious	2	3
Victim went to hospital visit, injuries appeared Slight	8	10
TOTAL	10	13

No exception report required.

The Assistant Chief Fire Officer reported that the Service had recently experienced 4 fatal fires in domestic dwellings within a 10 day period. AM Morgan then gave Members a brief explanation of each incident. In addition, the Assistant Chief Fire Officer reassured Members that for every fatal fire the Service undertakes a fatal fire debrief process.

#### 1.5 Accidental Building Fires (Non-Dwellings)

This indicator reported number of primary fires where the property type was 'Building' and the property sub type did not equal 'Dwelling' and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Total number of incidents	2017/18 Quarter 3	2016/17 Quarter 3
	88	87

No exception report required.

##### 1.5.1 Accidental Building Fires (Non-Dwellings) – Extent of Damage

This indicator reported the number of primary fires where the property type was a building and the property sub-type was not a dwelling and the cause of fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

This indicator showed the total number of Accidental Building Fires where damage was

limited to room of origin, limited to floor of origin and spread beyond floor of origin.

\*The ABF activity count was limited to only those ABF's which had an extent of damage shown above.

An improvement was shown if the total percentage of 'Item first ignited' and 'Room of origin' was greater than the comparable quarter of the previous year.

Quarter 3 Accidental Building Fires activity, 71: -

	2017/18					2016/17				
	ADF activity	Item 1 <sup>st</sup> ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Item 1 <sup>st</sup> ignited	Room of origin	Floor of origin	Spread beyond floor of origin	
Q1	95	18%	30%	13%	39%	11%	41%	17%	31%	
Q2	64	31%	34%	12%	23%	6%	52%	13%	29%	
Q3	71	20%	42%	15%	23%	14%	51%	15%	21%	

No exception report required.

## 1.6 Deliberate Fires

This indicator reported the number of primary and secondary fires where the cause of fire had been recorded as 'Deliberate'. Secondary fires were the majority of outdoor fires including grassland and refuse fires unless they involved casualties or rescues, property loss or more appliances attended. They included fires in single derelict buildings.

Deliberate Fire Type	2017/18 Quarter 3	2016/17 Quarter 3
1.6.1 Deliberate Fires – Anti-Social Behaviour	438	545
1.6.2 Deliberate Fires – Dwellings	27	33
1.6.3 Deliberate Fires – Non-Dwellings	28	32

No exception report required.

## 1.7 High / Very High Risk Home Fire Safety Checks

This indicator reported the percentage of completed Home Fire Safety Checks (HFSC), excluding refusals, carried out where the risk score had been determined to be either high or very high.

	2017/18	2016/17
	% of High and Very High HFSC outcomes	% of High and Very High HFSC outcomes
Q1	68%	79%
Q2	72%	75%
Q3	68%	74%

No exception report required.

In response to a question raised by CC Perks, GM Morgan confirmed dementia friends training as part of the Safe and Well work was still ongoing for all operational crews.

CC Perks welcomed and identified our good work with service partners, it was agreed that the Assistant Chief Fire Officer would circulate to Members outside the meeting the number of vulnerable people the Service had assisted with Dementia and to present this information at future Performance meetings.

### 1.8 Road Safety Education Evaluation

This indicator reported the percentage of participants of the Wasted Lives and Childsafe Plus education packages that showed a positive change to less risky behaviour following the programme; based on comparing the overall responses to an evaluation question before and after the course.

During quarter 3 the 'Safe Drive Stay Alive' programme had been seen by 1,804 students and the 'Crashed cars' shown at events, approximately 5,690 people to date.

	2017/18 (cumulative)		2016/17 (cumulative)	
	Total participants	% positive influence on participants' behaviour	Total participants	% positive influence on participants' behaviour
Q1	1441	85%	1832	87%
Q2	2259	85%	2847	85%
Q3	3938	85%	6398	85%

No exception report required.

### 1.9.1 Fire Safety Enforcement – Known Risk

This indicator reported on the percentage of premises that have had a Fire Safety Audit as a percentage of the number of all known premises in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applied.

Number of premises	Number of premises audited to date	% of all premises audited Year end: 2017/18	% of all premises audited Year end: 2016/17
32089	17768	55%	56%

No exception report required.

### 1.9.2 Fire Safety Enforcement – Risk Reduction

This indicator reported the percentage of Fire Safety Audits carried out within the period resulting in enforcement action. Enforcement action was defined as one or more of the following: notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

Period	Satisfactory audits 2017/18	Requiring formal activity – 2017/18	Requiring informal activity – 2017/18
Q1	25%	8%	65%

Q2	26%	10%	65%
Q3	25%	4%	68%

No exception report required.

## KPI 2 – Responding to Emergencies

### 2.1.1 Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance

This indicator reported the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident in less than the relevant response standard.

The response standards included call handling and fire engine response time for the first fire engine attending a critical fire, these are as follows:-

- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

The response standards were determined by the risk map score and subsequent risk grade for the location of the fire.

Standard: to be in attendance within response standard target on 90% of occasions.

Quarter 3 – 1<sup>st</sup> pump response 87.44%, previous year quarter 3 was 86.60%  
No exception report required.

### 2.1.2 Critical Fire Response – 2<sup>nd</sup> Fire Engine Attendance

This indicator reported the time taken for the second fire engine to attend a critical fire incident measured from the time between the second fire engine arriving and the time it was sent to the incident. The target is determined by the risk map score and subsequent risk grade for the location of the fire.

Standard: to be in attendance within response standard target on 85% of occasions.

Quarter 3 – 2<sup>nd</sup> pump response 86.98%, previous year quarter 3 was 85.63%  
No exception report required.

## 2.3 Fire Engine Availability – Wholetime, Day Crewing and Day Crewing Plus

This indicator measured the availability of fire engines that were crewed by Wholetime, day crewing and day crewing plus shifts. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

Fire engines were designated as unavailable for the following reasons:

- Mechanical
- Crew deficient

- Engineer working on station
  - Alternate crew
  - Appliances change over
  - Debrief
  - Lack of equipment
  - Miscellaneous
  - Unavailable
  - Welfare
- Annual Standard: Above 99.5%

Quarter 3 availability 99.48%, previous year quarter 3 - 99.50%  
No exception report required.

## 2.5 Staff Accidents

This indicator measured the number of staff accidents.  
Total number of staff accidents 2017/18 – Year to Date, 43  
Quarter 3 results indicate percentage pass within standard  
No exception report required.

## KPI 3 – Delivering Value for Money

### 3.1 Progress Against Savings Programme

Annual budget for 2017/18 - £53.9m  
Budget to end of quarter 3 - £39.4m  
Spend for the period to date was £39.2m  
Underspend for the period £0.2m  
Variance -0.37%  
No exception report required.

### 3.2 Overall User Satisfaction

Total responses 1761; number satisfied 1747  
% satisfied 99.20% against a standard of 97.50%  
Variance 1.75%

There have been 1761 people surveyed since April 2012.

In quarter 3 of 2017/18 – 55 people were surveyed. 55 responded that they were ‘very satisfied’ or ‘fairly satisfied’ with the service they received.  
No exception report required.

## KPI 4 – Engaging With Our Staff

### 4.1 Overall Staff Engagement

This indicator measured overall staff engagement. The engagement index score was derived from the answers given by staff that related to how engaged they felt with the Service.

Three times a year all staff was asked the same questions in an online survey to gauge engagement.



A comprehensive survey would be undertaken in the new fiscal year. This would be reported in quarter 1 of 2018/19. Previous results were shown below for information.

Period	2017/18		2016/17	
	Number of Replies	Engagement Index	Number of Replies	Engagement Index
1	-	-	220	62%
2	-	-	141	64%
3	-	-	141	64%

#### 4.2.2 Staff Absence – Retained Duty System

This indicator measured the percentage of contracted hours lost due to sickness for all retained duty staff.

Annual Standard: Not more than 2.5% lost as % of available hours of cover

Quarter 3 results indicate percentage pass within standard

Cumulative retained absence (as % of available hours cover) 0.84%

No exception report required.

RESOLVED: - That the Committee:

- i) Endorsed the report and noted the contents of the 3 negative KPI exception reports.

#### 20/17 DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 7 June 2018 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 13 September 2018 and 29 November 2018.

LFRS HQ  
Fulwood

M NOLAN  
Clerk to CFA

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## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

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

### MINUTES

### PRESENT:

#### Councillors

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

#### Officers

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

#### 15/17 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor D Coleman.

#### 16/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 17/17 MINUTES OF THE PREVIOUS MEETING

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

#### 18/17 ANNUAL SERVICE PLAN 2018/19

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

The year ahead promised further transformation in the way LFRS worked to improve

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

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

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

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

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

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

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

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

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

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

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

The Deputy Chief Fire Officer presented the report. Lancashire Fire and Rescue Service (LFRS) had a long and detailed evidence base of working in collaboration with partners, both within the sector and wider public services. Examples of such work extended to joint procurement with other Fire and Rescue Services; vehicle servicing, audit and finance arrangements with Lancashire County Council and site sharing at a number of locations with North West Ambulance Service.

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

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

A Blue Light Collaboration Programme Board (BLCPB) would be jointly chaired by Chief Superintendent Chris Bithell and Area Manager Ben Norman. The BLCPB would track the progress of the projects put forward, consider any new areas of collaboration to be put before the CEB for assessment and agreement to the commitment of resources, identify and manage risks and interdependencies and share any operational changes which could change the direction of any projects within the collaboration. Benefits realised would be reported back to the BLCPB once the implementation was complete. The BLCPB would ensure that the projects developed within the collaboration were in line with both organisations strategic objectives and had a clear link to delivering these.

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

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

approval.

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

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

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

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

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

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

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

*Commissioner) and finally the single employer model. Through this report, I am also keen to develop a further understanding of the scale and impact of collaborative efficiencies and how these can be best harnessed for the people of Lancashire'.*

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

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

*We will keep you updated on any developments."*

RESOLVED: - That:

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

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

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

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

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

RESOLVED: - That the report be noted.

#### 21/17 BUSINESS CONTINUITY PLAN TEST

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

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

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

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

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

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

RESOLVED:- That the report be noted and endorsed.

## 22/17 DATE OF NEXT MEETING

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

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

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood



## LANCASHIRE COMBINED FIRE AUTHORITY RESOURCES COMMITTEE

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

### MINUTES

#### PRESENT:

##### Councillors

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

##### Officers

J Johnston, Deputy Chief Fire Officer (LFRS)  
K Mattinson, Director of Corporate Services (LFRS)  
B Warren, Director of People and Development (LFRS)  
A Kaylor, Head of ICT (LFRS)  
M Nolan, Clerk and Monitoring Officer to the Authority  
D Brooks, Principal Member Services Officer (LFRS)  
40/17 APOLOGIES FOR ABSENCE

Apologies were received from Councillor D Coleman.

#### 41/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 42/17 MINUTES OF THE PREVIOUS MEETING

In response to a question raised by CC Wilkins regarding the non-DFM revenue budget the Director of Corporate Services confirmed that the penalty value of £635k had been re-calculated at the time of repayment and this had resulted in a lower penalty than forecast in the previous minutes. He presented to the Fire Authority meeting in February that the debt outstanding was £2m and that no allowance had been made for the potential relocation of Service Headquarters.

In response to a question raised by CC Wilkins regarding the level of costs associated with agency staff, the Director of Corporate Services confirmed that it was a small element of the budget which varied depending on what vacancies arose.

RESOLVED: - That the Minutes of the last meeting held on 29 November 2017 be

confirmed as a correct record and signed by the Chairman.

#### 43/17 FINANCIAL MONITORING

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 January showed a breakeven position. In terms of the year end forecast the latest forecast showed an overall overspend of approx. £0.1m. The current forecast took 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 had 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 were 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	The current and forecast outturn position reflected underspends on smoke detectors and income generated in relation to drone courses run by LFRS. This was largely offset by overspends on new recruits uniforms/PPE, training mannequins for stations, and furniture. 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 was unlikely to be incurred during the current financial year due to delays in expected delivery dates and therefore, this amount would need to be carried forward into 18/19 as part of the year end process.
Human Resources	(79)	(95)	Both the current and forecast positions represented 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 were an additional fixed term HR adviser, the leadership conferences and the management development programme.
Property	131	127	The overspend position related to premises repairs and maintenance, which was expected to continue for the remainder of the year.
Non DFM	438	551	The overspend largely related 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 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.
Wholetime Pay	(279)	(368)	<p>The year to date position reflected:</p> <ul style="list-style-type: none"> <li>the number of whole time recruits who took part in the June course was lower than budgeted, 32 compared with a budgeted 36.</li> <li>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 continue to transfer from the 92 scheme to the 2015 scheme resulting in a reduction in employer pension contributions.</li> <li>the balance of the underspend relating to the timing of costs of ad hoc payments such as public holidays.</li> </ul> <p>However it was noted that the position to date only included the interim pay award of 1% backdated to July, which was in line with the approved budget. Should the final pay award not be agreed by 31 March, we would review this as part of the year end outturn</p>

			<p>position reported to Resources Committee, where we will consider setting aside a further sum of money to fund any eventual agreement. (It was noted that each additional 1% pay award would increase the current year costs by £0.25m.)</p> <p>The outturn reflected 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)	<p>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.</p>
RDS Pay	79	100	<p>The forecast overspend on RDS pay arose following several successful recruitment campaigns, which had resulted in an overall increase of 3% in hours of cover/number of RDS staff since the beginning of the year.</p>
Associate Trainers	116	153	<p>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 had led to an increased use of these, hence the forecast overspend.</p>
Support staff (inc agency staff)	(262)	(196)	<p>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> <p>Note: agency staff costs to date of £108k were replacing vacant support staff roles; this still only accounted 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 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</p>

			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.
Apprentice Levy	(18)	(23)	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.

The final proposed transfers into reserves would be considered as part of the outturn position that would 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 stood at £12.688m. A review of the programme had 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 anticipated that these appliances would be delivered during March. 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.
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

			<p>Driver Training Vehicles. Requirements for these had not yet been finalised therefore, as previously reported this would slip over into 2018/19, along with the budget for any operational support vehicles not received during 2017/18.</p>
Operational Equipment / Future Firefighting	0.020	(1.092)	<p>Committed spend related to the purchase of fog spikes within the future firefighting budget.</p> <p>This budget also allowed for the replacement of Thermal Imaging Cameras (TICs), which was subject to a regional procurement exercise. The contract had recently been awarded, and an order placed, however the TICs had not yet been received, hence the budget would slip into 2018/19.</p> <p>In addition, 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 as previously reported.</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>
Building Modifications	1.563	(4.262)	<p>Committed spend to date related 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 and Ambulance facility, which was expected to complete during the first quarter of 2018/19.</p> <p>The slippage figure related to:</p> <ul style="list-style-type: none"> <li>the redevelopment of Preston Fire and Ambulance Station where we were in the</li> </ul>

			<p>process of appointing consultants to take the project forward to detailed design and ultimately construction. The delay getting a commitment 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> <ul style="list-style-type: none"> <li>• The replacement Fleet workshop was currently in the detailed design stage prior to undertaking a tendering exercise, hence would slip into 2018/19.</li> </ul>
IT systems	-	(1.980)	<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 would not incur any costs in the current year. We were still awaiting an updated project timeframe from the National project team.</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.</p> <p>The budget also allowed for the replacement of the Service-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 first half of the next financial year.</p> <p>The balance of the budget related to the replacement of various systems,</p>

			in line with the ICT asset management plan. We were still reviewing these systems in terms of requirements, having experienced capacity issues within various departments. Hence it was clear that none of these would be committed within the current financial year.
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Members were also provided details that set out the capital programme and the expenditure position against this, as reflected above. The costs to date would be met by capital grant, revenue contributions and reserves.

#### Delivery against savings targets

The current position on savings 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 year to date plus savings in respect of procurement activities during the same period. The savings target for the financial year had already been exceeded.

In response to Member questions, the Director of People and Development confirmed there were a small number of apprentices based in support staff groups. It was noted that the firefighter apprenticeship scheme was not yet available and hence it was difficult to fully utilise the apprentice levy that was being charged to the organisation. Options that were being considered for the provision of firefighter apprenticeships included the Fire Service College and an in-house employer/provider model. It was hoped that an approved scheme would be available by the end of summer 2018.

In response to a question raised by CC O'Toole, the Director of Corporate Services confirmed that there was a formula used to calculate the recharge to the Service to cover additional pension costs associate with ill health retirements, with this cost being spread over 3 years.

In response to a question raised by Cllr Williams regarding the efficiency of utilising Associate Trainers, the Director of People and Development confirmed that these were used to cover the busier periods. The Deputy Chief Fire Officer confirmed that robust planning was the responsibility of the Training Manager who matched staff availability with planned activity, bringing in Associate Trainers to cover any shortfall based on normal staffing levels.

RESOLVED: - That the financial position be noted.

#### 44/17 FAIR FUNDING REVIEW

As reported to the Authority in February the Government was 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."

It was noted that CC O'Toole did not agree with the statement regarding the council tax referendum. He advised that this was introduced as a mechanism to control the level of council tax that could be applied by a council. He also did not agree with the statement regarding Parish Councils which he thought were run very well and seldom increased their precept.

RESOLVED:- That the submitted response be noted.

As part of the Pension Reforms introduced following Lord Hutton's report into Pensions, a Local Pension Board (LPB) was established in February 2015 to assist the Scheme Manager, Lancashire Combined Fire Authority in securing compliance with the legislation regulations affecting the pension scheme as they affect the Firefighters Pension Schemes. The Authority delegated to the Director of People and Development the responsibility of complying with the relevant regulations and guidance.

It was noted that the administrative process was being undertaken under a contractual arrangement by the Local Pensions Partnership. The LPB comprised of four members, the Deputy Chief Fire Officer, the Assistant Chief Fire Officer (representing the employees) and two Union officials (the Brigade Secretary and Officers Branch lead FBU) representing the pension members.

When the Board was established it was agreed that the LPB membership would be reviewed once the scope and activities of the LPB became clear. This was still not the case. The LPB met twice a year with the Scheme Manager and Jayne Hutchinson (HR Adviser, responsible for pension activities) reporting to the LPB members the current position, issues and actions. A National Scheme Advisory Board had also been established to provide advice to both the Scheme Manager and LPB. This body had not as yet provided clarity to the relationship. Clair Alcock, an LGA employee with responsibility for providing advice and guidance on firefighter pension activities and an adviser/member of the National Scheme Advisory Board, had been invited to attend the LPB to explain the national view of the role and responsibilities of the LPB, to ensure that the LPB was operating effectively.

Items addressed by the LPB had been:

- Conflicts of interest
- Terms of Reference
- Pension administration including monitoring of IDRP
- Membership levels
- Pension Ombudsman/Pension Regulator issues
- Communications
- Member knowledge and understanding of the Pension Scheme

Unlike other Pension Boards, the firefighters' scheme had no funding issues to consider. This effectively limited the LPB relevance and workload.

The Scheme Manager had to ensure the following:

- Annual benefit information statements were provided to each Scheme Manager
- Publication of scheme information
- Maintenance of scheme records
- Report to the Pension Regulator on any late payments of contributions
- Establish and maintain internal controls to ensure the scheme was managed in accordance with the rules and legislative requirements.

The delegated Scheme Manager utilised the LPB to report against these requirements and the performance of our sub-contractor and any relevant interaction with both the Pensions Regulator and Ombudsman. The most valuable interaction

was however in respect of communications over Pension issues.

At the most recent meeting the LPB members were consulted over any LPB membership development. The LPB were of the view that until a more meaningful workload had been determined then no determination should be made in respect of future membership.

RESOLVED:- That the Committee:

- (i) endorsed continuation of the current arrangements; and
- (ii) required the Director of People and Development, as the delegated Scheme Manager to produce proposals for any amendment to the representation on the Local Pension Board once a requirement was determined or request the continuation of the current arrangements beyond March 2019

#### 46/17 EQUALITY, DIVERSITY AND INCLUSION POLICY

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

The Equality Act 2010 stated that everyone had the right to be treated fairly and equally. The Act had 2 main purposes, it brought together and simplified all of the existing discrimination law and strengthened 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 were often called the 3 main aims of the general duty and were detailed in the Equality Act 2010 Section 149. The Equality Duty was supported by 2 main specific duties which required public bodies to:

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

As a public body Lancashire Fire and Rescue Service (LFRS) was required to publish equality information to demonstrate compliance with the Equality Duty which it did via the Equality Diversity and Inclusion Annual Report.

LFRS had 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 identified individual responsibilities and defined 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 meant 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 referred to unconscious bias as simply being our natural people preferences, biologically we were hard-wired to prefer people who looked like us, sounded like us and shared our interests; this preference could 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.

The Director of People and Development confirmed that the Equality, Diversity and Inclusion Member Champion, Councillor Zamir Khan would be presenting the next Annual Report to the full Authority.

RESOLVED: - That the Committee noted and endorsed the Service policy which was subject to a review next in 2021.

**47/17 GENDER PAY GAP**

The Director of People and Development advised that there was a duty to report on the gender pay gap before the end of March. In preparing for this requirement our systems had calculated the gender pay gap but when the data was examined a problem with the source data was found therefore, a report was not currently available.

In response to Member concerns and following discussion it was agreed that an extraordinary meeting of the Committee would be called for the following week, 28 March 2018 at 10:00am to discuss this item in more detail and in time to meet the deadline for the publication of the information.

RESOLVED: That the position be noted.

48/17 RECRUITMENT UPDATE

The Director of People and Development provided Members with a brief outline on the outcome of the latest recruitment campaign. It was noted that exact detail and full analysis were still being undertaken to inform future actions.

The latest recruitment campaign was nearly complete with a tranche of individuals having had their medicals with others about to attend which meant that the individual had been successful in the process, barring any medical complications.

Therefore, there were 72 successful applicants consisting of: 14 from an Retained Duty System background, 16 female and 8 from a BME background. In addition, a non-uniformed employee had been successful as had an ex-employee who had transferred to North West Fire Control. Any significant developments or amendments would be reported to a future resources committee meeting.

RESOLVED: - That the report be noted.

49/17 OHSAS 18001 HEALTH & SAFETY AND ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEMS ASSESSMENT AUDIT REPORTS

The Director of People and Development presented the positive report. OHSAS 18001 and ISO 14001 were international best practice standards for how organisations managed Health & Safety and the Environment. The specifications gave requirements for an occupational health and safety / environmental management system, to enable an organisation to control its risks and improve performance.

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 were carried out to ensure that the standards continued to be adhered to and to ensure continuous improvements were made. Every three years LFRS had to apply for re-certification to maintain the standards.

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 had been granted for both OHSAS 18001 and ISO 14001, and Members considered the two audit reports. One opportunity for improvement had 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 were embedded into how we work.
- Leadership and commitment was displayed in all areas visited/sampled.
- Extremely knowledgeable and committed staff were interviewed.
- The systems were continually being improved and were not flat lining.
- The internal audit plan was thorough and comprehensive.

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

RESOLVED: - That the report be noted.

#### 50/17 DATE AND TIME OF NEXT MEETING

The next meeting of the Committee would be an extraordinary meeting to be held on Wednesday 28 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, 26 September 2018 and 28 November 2018 and agreed for 27 March 2019.

#### 51/17 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.

#### 52/17 ICT STRATEGY

(Paragraph 3)

The Information Communications Technology Strategy 2018-22 outlined plans and direction for ICT at Lancashire Fire & Rescue Service over the next 4 years.

RESOLVED: - That the Committee noted the report and approved the Information Communications Technology Strategy 2018-22 for internal publication.

#### 53/17 HIGH VALUE PROCUREMENT PROJECTS

(Paragraph 3)

Members considered a report that provided an update on all high value procurement projects/contracts for one-off purchases.

RESOLVED: That the Committee noted the report.

54/17 URGENT BUSINESS - INSURANCE RENEWALS 2018/19

(Paragraph 3)

The Authority's insurance programme was due to be renewed on 1 April 2018. Due to the tender exercise carried out in advance of renewals on 1 April 2016, the majority of the policies were under Long Term Agreements until March 2019.

It was noted that the Combined Liability elements of the policies were subject to increases in premium which would breach the Long Term Agreements and therefore consideration was required as to whether to accept the proposed increases or consider a further procurement exercise.

RESOLVED: – That the Committee approved the recommendation as set out in the report.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood

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## LANCASHIRE COMBINED FIRE AUTHORITY

### AUDIT COMMITTEE

Thursday, 22 March 2018, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### MINUTES

#### PRESENT:

##### Councillors

M Tomlinson (Chairman)  
S Clarke  
S Holgate  
A Kay  
M Khan  
J Shedwick (Vice-Chair)  
D Smith

##### Officers

D Russel, Assistant Chief Fire Officer (LFRS)  
K Mattinson, Director of Corporate Services (LFRS)  
D Brooks, Principal Member Services Officer (LFRS)

##### In attendance

J Taylor, Internal Audit, Lancashire County Council  
R Baker, External Audit, Grant Thornton  
R Tembo, External Audit, Grant Thornton

#### 30/17 APOLOGIES FOR ABSENCE

None received.

#### 31/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 32/17 MINUTES OF THE PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 25 January 2018 be confirmed as a correct record and signed by the Chairman.

#### 33/17 RISK MANAGEMENT

The report highlighted action taken in respect of corporate risk since the last Audit Committee meeting.

The latest review of the corporate risk register had identified one new risk which warranted inclusion on the corporate risk register. The Director of Corporate Services advised that Mr Matzak, a Belgian firefighter had taken a case to the European Union court that looked at the applicability of the Working Time Directive in connection with the Belgian Fire Service and their version of on-call controls. Legal opinion was currently being sought nationally in connection with the case to identify the impact in the UK. If it did apply there would be a detrimental impact on service provision and/or costs on a national level. Until such time as a legal opinion had been received this presented a significant risk to the organisation and was therefore scored as a high risk.

The updated corporate risk register was considered by Members and the Director of Corporate Services highlighted the following:

Risk no. 13 – The compliance with the General Data Protection Regulations had been identified as a significant priority, a Knowledge and Information Officer had now been appointed and a review undertaken of the current arrangements. This risk remained a medium risk with a score of 9.

Risk no. 19 – Additional resources enabled further development. The revised ICT Strategy had been approved at the Resources Committee the previous day which included a number of initiatives. This risk had been reduced to a medium risk with a score of 9.

Risk no. 21 – Following the Grenfell Tower Fire the Service had undertaken an inspection of high rise premises and supported Greater Manchester Fire Service in this. In Lancashire one building had been identified with ACM cladding which remained in situ following the identification of revised risk arrangements to mitigate those risks. The inspection programme remained ongoing with 148 complete and 16 premises outstanding which were lower risk such as low rise buildings and non-sleeping accommodation. Until such time as the Grenfell Tower Inquiry had been completed this item would remain on the register. This risk remained a medium risk with a score of 10.

RESOLVED: - That the Audit Committee noted the actions taken and endorsed the revised corporate risk register.

#### 34/17 INTERNAL AUDIT MONITORING REPORT

The Internal Auditors produced a summary of progress against the annual plan for each Audit Committee meeting, setting out progress to date and any significant findings. The report for the period up to 23 February 2018 was presented by Judith Taylor.

The report included an update on actions taken following the recent External Quality Assessment review, the outcome of which was reported in January.

It was noted that work carried out during the period 1 April 2017 – 23 February 2018 was in accordance with the agreed audit plan and no significant issues had been identified.

The report identified that 59 days had been spent this financial year on the completion of the 2017/18 plan. Mrs Taylor advised that since the report had been written an additional 8 days had been completed. This equated to 84% of the total planned audit activity of 80 days, of which 5 days had been conducted in the period since the previous report to the Audit Committee dated 12 January 2018.

Details of the progress included audit days planned and used; assurance provided and comments against each of the areas completed to date. Progress to date in relation to the Plan was provided and discussed by Members. An updated Internal Audit Service Charter, appendix 3 to the report had been circulated before the meeting. Mrs Taylor advised that this had been updated to be more explicit regarding integrity, competency and the duty to report any area of non-compliance.

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

### 35/17 INTERNAL AUDIT PLAN 2018/19

The Internal Auditors were required to produce an Annual Audit Plan, setting out work to be undertaken during the year. The plan amounted to a total resource of 80 audit days in 2018/19, which equated to an overall cost of £26k which was in line with the budget provision.

A proposed plan was present by Judith Taylor.

The internal audit plan was designed to provide the evidence necessary to support an opinion of governance, risk management and control to encompass the following:

- Coverage of the key components of each part of the opinion, namely, governance, risk management and control;
- Sufficient coverage over operations as a whole so that a fair assessment may be made across the Service;
- Coverage of the controls that served to mitigate the most significant risks to an acceptable level;
- Coverage of the controls that operated most broadly to mitigate the most significant risks in the greatest number of individual instances to an acceptable level; and
- Follow up of the actions agreed by management to mitigate risks identified through previous audit activity.

The deployment of audit resources was proposed as follows:-

Governance and business effectiveness	10 days
Service delivery and support	6 days
Business processes	40 days
Follow up audit activity	4 days
Other components of the audit plan	12 days
Contingency	8 days
Total	80 days

It was noted that the 8 contingency days were being held pending the outcome of the HMICFRS inspection in summer 2018.

The intention to revise the categories and definitions of assurance levels was discussed. Full Assurance would become Substantial Assurance and Substantial Assurance would become Moderate Assurance. Some Members were concerned that this looked like a drop in standards. Mrs Taylor explained that there was no standard assurance levels used across the internal audit sector; with some internal audit services having 3 or 5 degrees of assurance. The revised categories were specific to Lancashire County Council (LCC) Internal Audit Service and would be applied at LCC and for their external clients such as ourselves. Mrs Taylor assured Members that whenever a report was issued it always contained the definitions of assurance levels.

In response to a question raised by CC Shedwick Mrs Taylor provided reassurance that there would be sufficient capacity to complete the outstanding work from this year and the planned work for next year.

RESOLVED:- That the Audit Committee agreed the internal Audit Plan for 2018/19.

#### 36/17 EXTERNAL AUDIT - AUDIT PLAN 2017/18

The external auditors were required to produce an annual audit plan, setting out the areas it intended to review during the year. The Committee welcomed Robin Baker as the new External Audit Engagement Lead who presented the plan.

The audit fee was £30.7k which was in line with those previously reported and within the budget.

RESOLVED:- That the Audit Committee agreed the external audit plan for 2017/18.

#### 37/17 CONTRACT STANDING ORDERS - PROPOSED AMENDMENTS

The Authority was a Contracting Authority for the purpose of the Public Contracts Regulations 2006 and was required to comply with the tendering and award of contracts as set out in those regulations. The European Commission had updated its threshold and on that basis the Authority was required to amend its regulations.

Where those regulations did not apply (for contract values below EU thresholds) the Authority had their own procedures in place in the form of Contract Standing Orders. These formed part of the Constitution along with Financial Regulations and the Scheme of Delegation.

These had been reviewed and updated to reflect current practices.

Members considered the changes highlighted in the report the most significant of which related to the update of financial thresholds relating to the quotation procedure and separated out those relating to goods and services and works.

RESOLVED:- That the Audit Committee approved the amended Contract Standing Order thresholds as outlined in the report.

38/17 FINANCIAL REGULATIONS - PROPOSED AMENDMENTS

The financial regulations were reviewed on a regular basis and were updated to reflect current practices.

Members considered the changes highlighted in the report, the most significant of which related to the update of financial thresholds, changing deadlines for the production and approval of the accounts and amending disposal arrangements for fire appliances.

RESOLVED:- That the Audit Committee agreed the revised Financial Regulations.

39/17 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Tuesday 24 July 2018 at 10:00 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 27 September 2018 and agreed for 29 January 2019.

40/17 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.

41/17 MARAUDING TERRORIST FIREARMS ATTACK (MTFA) UPDATE

(Paragraphs 3 and 7)

The Assistant Chief Fire Officer provided Members with a report on the Service's preparedness and response.

RESOLVED: - That the report be noted.

LFRS HQ  
Fulwood

M NOLAN  
Clerk to CFA

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## LANCASHIRE COMBINED FIRE AUTHORITY

### RESOURCES COMMITTEE

Wednesday, 28 March 2018, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### MINUTES

### PRESENT:

#### Councillors

F De Molfetta (Chairman)  
L Beavers  
D Coleman  
F Jackson  
T Martin  
D O'Toole  
D Stansfield  
M Tomlinson (for N Hennessy)  
G Wilkins  
T Williams

#### Officers

C Kenny, Chief Fire Officer (LFRS)  
J Johnston, Deputy Chief Fire Officer (LFRS)  
K Mattinson, Director of Corporate Services (LFRS)  
B Warren, Director of People and Development (LFRS)  
D Brooks, Principal Member Services Officer (LFRS)

#### In attendance

S Holgate

#### 55/17 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor Nikki Hennessy.

#### 56/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 57/17 MINUTES OF THE PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 21 March 2018 be confirmed as a correct record and signed by the Chairman.

At the previous meeting it was agreed that this extraordinary meeting be called to discuss this item in more detail (resolution 47/17 refers).

The Equality Act (2010) (Specific Duties and Public Authorities) Regulations 2017 came into force on 31 March 2017. These regulations imposed a legal obligation for employees with 250 or more employees to publish gender pay details by 30 March 2018 and to highlight the difference in gross pay and bonus payments made to female as compared with male employees.

The Service had and was making improvements in gender breakdown difference, with the latest recruitment processes for whole-time recruitment showing clear progress. The Service had also had for many years clear pay structure arrangements (as outlined in the Pay Settlement) which provided for equal pay for both men and women across the roles throughout the organisation. Members had previously endorsed the single status approach for “green book” employees utilising the local authority job evaluation methodology and had adopted the living wage principles. It therefore did not have a direct equal pay issue within the Service. (Men and women who carried out the same jobs or similar jobs or work of equal value were paid the same).

It was recognised, however, that like all fire and rescue services the Authority had an unbalanced spread of male and female employees in the different occupational staff groups and at different levels and roles. A significant factor was the different construction of Terms and Conditions and remuneration between the “Grey” and “Green” book roles. These factors reflected the diversity and differences in activity and requirements. These were two significant reasons for the gender pay gap outcomes.

In addition the mean gender pay gap was significantly affected by the inclusion of certain groups and the official methodology utilised to calculate the position. The guidelines for the Gender Pay Gap calculation were to enable comparisons to be made across employers. In LFRS this provided an unexpected outcome, if dual contract and Retained Duty System (RDS) employees were included in the total calculation (as highlighted in the report). This outcome was a positive female differential in the mean as opposed to the median calculation. Although any national formula was likely to have unexpected outcomes, this was considered by the Executive to be a distortion due to the makeup of these two particular groups. A truer reflection would be to report the figure without inclusion of the RDS element in the headline figure. If these two groups of staff were excluded then a negative pay gap would be the outcome, which was more in line with the expectation and the national position, as well as other fire services.

The Director of People and Development confirmed he was confident of the figures presented. It was noted that the majority of companies (60%) had not submitted a return yet.

The Chief Fire Officer confirmed that LFRS did not have different pay scales for men and women for the same role. The gender pay gap report was concerned with the distribution of genders throughout different roles. It was noted that LFRS was one of



a few fire and rescue services in the country that had a salary system for Retained Duty (RDS) staff and LFRS significant numbers of dual contracted staff.

Members acknowledged that the RDS and dual contract elements distorted the figures. It was also noted that the changes to RDS pay would affect the figures when the exercise was calculated in future years.

The Chief Fire Officer confirmed that the Service was trying to address the gender balance within the organisation through ensuring there were no barriers for females to progress. It was noted that firefighters stayed in the service for 30-35 years and any change to the profile in order to narrow the pay gap would take some time, particularly as there had been a recruitment freeze during the majority of 2003-2016. He was however pleased to report that the last recruitment intake included 20% female and 10% BME.

Following discussion Members agreed that it was better for transparency to publicise the report acknowledging the RDS and dual-contract staff skewed the figures. The Director of People and Development would provide feedback to the government on its online service to improve future reporting which enabled explanatory information / comments to be given.

RESOLVED: That the Committee:

- i) Approved the inclusion of the RDS related detail in the Gender Pay Gap mean calculation;
- ii) Authorised the publication of the Gender Pay Gap Report.

#### 59/17 DATE AND TIME OF NEXT MEETING

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

Further meeting dates were noted for 26 September 2018, 28 November 2019 and 27 March 2019.

#### 60/17 URGENT BUSINESS - THE KERSLAKE REPORT

The Chief Fire Officer advised that following the publication of the Kerslake report the previous day, he had written to all staff advising that the report was a reminder to everyone in the emergency services that we must review and learn from every incident to ensure public safety. He confirmed that when he became Chief his messages to staff stressed the need for risk awareness; assessing and balancing risk and taking risk in a measured way.

The Deputy Chief Fire Officer (DCFO) advised that after any major incident the Service was not complacent and we looked for ways to learn and assure ourselves.

He advised the joint emergency services interoperability programme was a joint operational model that helped to bring together available information, reconcile objectives and make effective decisions when Police, Fire and Ambulance Services responded together at major incidents.

He confirmed that LFRS National Interagency Liaison Officer (NILO) group worked closely with the Police. NILOs were security cleared and they gained access to really good situational awareness at an early stage of an incident. As reported to a recent Audit Committee meeting LFRS was in the process of providing these officers with ballistic protection to avoid the non-wearing of a certain type of PPE to be a barrier to accessing and receiving information on the incident ground. LFRS was absolutely clear of the expectation that staff attend a multi-agency rendezvous point to adjust planning assumptions from there.

In response to a question raised by Councillor Williams the Deputy Chief Fire Officer confirmed that the Police were in charge if there was a threat to life, the Fire Service if there was a fire and the Ambulance Service if there was a medical emergency.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood

## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on Monday 23 April 2018

### **REVISED COMMITTEE TERMS OF REFERENCE (Appendices 1-6 refer)**

Contact for further information: Mark Nolan, Clerk and Monitoring Officer  
Telephone: 01772 866720

#### **Executive Summary**

The Authority is required to undertake an annual review of governance arrangements and include the outcome of this review in its Annual Governance Statement and its Statement of Assurance. The review undertaken last year recommended that the Authority undertake a governance review, to include Committee Terms of Reference, Standing Orders, Scheme of Delegation and Financial Regulations.

As part of this review the Committee Terms of Reference have been updated, with a revised draft attached as appendices 1-6.

#### **Recommendation**

The Authority is asked to approve the amendments to the relevant Terms of Reference for each Committee, appended.

## **INFORMATION**

The Authority is required to undertake an annual review of governance arrangements and include the outcome of this review in its Annual Governance Statement and its Statement of Assurance. The review undertaken last year recommended that the Authority undertake a governance review, to include Committee Terms of Reference, Standing Orders, Scheme of Delegation and Financial Regulations.

As such the Committee Terms of Reference have been reviewed and updated, with a revised draft attached as appendices 1-6. The updated drafts are consistent with those previously agreed, with the only significant changes being:-

- the transfer of responsibility for approving and signing the annual accounts moving from Resources Committee to Audit Committee. This has been done to reflect the revised year end accounting timescales and requirements. (Monitoring of the financial position will continue to be undertaken by Resources Committee.)
- reducing the frequency with which the Strategy group meets from three times per year to twice a year (which reflects current practice) and amending the wording so that only significant changes to Committee Structure, terms of reference, schemes of delegation etc. are considered by the Group (minor changes, such as this, are reported direct to the Authority.)

It has not been considered necessary to amend the Constitutional Standing Orders as they remain relevant for the Authority's obligations and are compliant with legislation and best practice.

A review of Contract Standing Orders and Financial Regulations has already been undertaken with changes agreed by the Audit Committee in March 2018. The Scheme of Delegation is currently being reviewed with a view to considering the merits of simplifying the content to allow it to be more user friendly for all stakeholders. This will be the subject of a subsequent report.

### **Business Risk**

Governance arrangements form a key element of the control framework within which the Authority operates. The changes proposed are merely procedural and do not impact on the effectiveness of this.

### **Environmental Impact**

None identified

### **Equality and Diversity Implications**

None identified

### **HR Implications**

None identified

### **Financial Implications**

None identified

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

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

**LANCASHIRE COMBINED FIRE AUTHORITY**

**APPEALS COMMITTEE OUTLINE TERMS OF REFERENCE**

The Appeals Committee meets only when required. Political balance rules and regulations apply.

The Appeals Committee's core function is to hear and determine final stage internal appeals against grievances, high level disciplinary matters where the final sanction has involved dismissal, or final internal stage complaints by members of the public, specifically:

- Unresolved grievances against the Chief Fire Officer;
- Stage 3 Complaints by members of the Public who are dissatisfied with the manner in which the LFRS has performed;
- Appeals against dismissal of staff at Director level.

It is preferable, although not essential, that members of the Committee have some background knowledge in business or people management or within a trade union.

It is also recommended that members of the Committee attend appropriate training where possible.

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**LANCASHIRE COMBINED FIRE AUTHORITY**

**AUDIT COMMITTEE OUTLINE TERMS OF REFERENCE**

The Audit Committee meets four times each year. Political balance rules and regulations apply.

The Audit Committee is a key component of the Authority's governance framework. The Audit Committee's purpose is to provide those responsible for governance with independent assurance on the adequacy of the risk management framework, annual governance processes and the internal control environment.

The core functions are to:

- Consider the effectiveness of the Authority's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements;
- Seek assurances that action is being taken on risk related issues identified by auditors and inspectors;
- Be satisfied that the Authority's assurances statements properly reflect the risk environment and identify the proportionate actions required to improve it;
- Approve (but not direct) internal audit's strategy plan;
- Approve the Annual Accounts (noting that the Resources Committee will also monitor the financial position throughout each financial year, including the year-end out-turn position);
- Monitor progress against the Internal Audit Plan;
- Receive the annual report of the Head of Internal Audit;
- Consider the reports of external audit and inspection agencies;
- Approve amendments to;
  - Standing Orders;
  - Financial Regulations;
  - The Scheme of Delegation.
- Review assimilation and response to appropriate Government Consultation documents on behalf of the Authority affecting fire and rescue authorities generally, from Central Government, LGA, NFCC or any other source.

**The Committee will have decision making powers in relation to the above areas. In exceptional circumstances the Committee may refer issues to the Authority for a decision.**

- Any items referred to the Committee by the Authority or Strategy Group who will indicate if a decision or recommendation is required, including any transitional matter referred to it for a decision.

It is also recommended that members of the Committee attend appropriate training where possible.

DRAFT



## LANCASHIRE COMBINED FIRE AUTHORITY

### PERFORMANCE COMMITTEE OUTLINE TERMS OF REFERENCE

The Performance Committee meets four times each year. Political balance rules and regulations apply.

The Performance Committee's key responsibility is for all aspects of monitoring performance against established targets set by the Planning Committee, annually, to ensure that performance standards are maintained by reference to key performance indicators. The Committee's remit includes;

- All aspects of performance monitoring;
- Monitoring of implementation of the Authority's Corporate Plan;
- Monitoring of implementation of the Integrated Risk Management Plan;
- Review assimilation and response to appropriate Government Consultation documents on behalf of the Authority affecting fire and rescue authorities generally, from Central Government, LGA, NFCC or any other source.

**The Committee will have decision making powers in relation to the above areas. In exceptional circumstances the Committee may refer issues to the Authority for a decision.**

- Any items referred to the Committee by the Authority or Strategy Group who will indicate if a decision or recommendation is required, including any transitional matter referred to it for a decision.

It is also recommended that members of the Committee attend appropriate training where possible.

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## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE OUTLINE TERMS OF REFERENCE

The Planning Committee meets three times each year. Political balance rules and regulations apply.

The Planning Committee's key responsibility is to consider and review Integrated Risk Management Plans and other specific plans/strategies. The Committee's remit includes:

- The Lancashire Fire and Rescue Service ('LFRS') Integrated Risk Management Plan;
- The LFRS Annual Service Plan;
- The LFRS Emergency Cover Review ;
- Other strategic plans required of the Service by commissioning authorities or central government, as required from time to time;
- Policies and methodologies for public consultation and commissions public consultation, including:
  - Reporting on the outcome of consultation exercises;
  - Reviewing and implementing the Authority's communication strategies;
  - Reviewing the Authority's approach to consultation.
- Contingency Planning Arrangements;
- Review assimilation and response to appropriate Government Consultation documents on behalf of the Authority affecting fire and rescue authorities generally, from Central Government, LGA, NFCC or any other source.

**The Committee will have decision making powers in relation to the above areas. In exceptional circumstances the Committee may refer issues to the Authority for a decision.**

- Any items referred to the Committee by the Authority or Strategy Group who will indicate if a decision or recommendation is required, including any transitional matter referred to it for a decision.

It is also recommended that members of the Committee attend appropriate training where possible.

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**LANCASHIRE COMBINED FIRE AUTHORITY**

**RESOURCES COMMITTEE OUTLINE TERMS OF REFERENCE**

The Resources Committee meets four times each year. Political balance rules and regulations apply.

The Resources Committee remit specifically including Financial, Human Resources, Health and Safety, Property and Equipment related issues.

Core functions are:

- Monitor and review financial strategies including capital and revenue plans and treasury management (with the Audit Committee approving financial accounts);
- Consider, approve and adopt any new or significant revision to existing human resources strategies and policies, including Equality and Diversity;
- Other relevant issues outside the scope of the Scheme of Delegation including:
  - Budget monitoring (but not setting);
  - Implementation of Capital Programmes;
  - Consideration of financial implications of proposals involving increase in expenditure or reductions in income which have not been provided for within the Authority's budget;
  - Review and implementation of Health and Safety strategies to ensure compliance with Health and Safety legislation and best practice;
  - Acquisition or leasing of interests in land or property;
  - Public/Private partnership initiatives;
  - Information technology;
  - Equipment and vehicles;
  - Insurance.
- Appointments to the Executive Board posts (via a small sub committee (7) – politically balanced);
- Appointment of Clerk (via a small sub committee (7) – politically balanced);
- Review assimilation and response to appropriate Government Consultation documents on behalf of the Authority affecting fire and rescue authorities generally, from Central Government, LGA, NFCC or any other source.

**The Committee will have decision making powers in relation to the above areas. In exceptional circumstances the Committee may refer issues to the Authority for a decision.**

- Any items referred to the Committee by the Authority or Strategy Group who will indicate if a decision or recommendation is required, including any transitional matter referred to it for a decision.

It is also recommended that members of the Committee attend appropriate training where possible.

DRAFT

## LANCASHIRE COMBINED FIRE AUTHORITY

### CFA STRATEGY GROUP

**It is envisaged that the Group will meet twice a year.**

The purpose of the Strategy Group is to provide a private discussion forum for all Members of the Combined Fire Authority – in essence it is a ‘think tank’.

The proposed terms of reference are:

- To consider and make appropriate recommendations to the Authority on the contents of reports submitted by: Committees, Chief Fire Officer, Treasurer and Clerk in relation to new policy areas, taking into account the impact of such proposals on the staff and financial resources of the Authority;
- To consider and make appropriate recommendations to the Authority on the:
  - Formulation of the Authority’s objectives;
  - Priority of those objectives.
- To consider and make appropriate recommendations to the Authority or the appropriate Committee on significant changes to the:
  - Committee Structure;
  - Terms of Reference of Committees;
  - Powers of Committees;
  - Scheme of Delegation;
  - Constitutional Standing Orders.
- To consider proposals of government departments and other national or regional bodies which have national or regional implications which would affect the Authority in its relationship with other bodies and make appropriate recommendations to the Authority or appropriate Committee;
- To consider presentations from any organisation/individual it feels would be useful in achieving the role of the Strategy Group.

**The Strategy Group will not have decision-making powers; it will only be able to make recommendations to the Combined Fire Authority or a Committee. For it to have decision making powers it would need to be a Committee covered by ‘openness and transparency rules’. Meetings of the Strategy Group will not therefore be open to the public.**

The LFRS Executive Board will be responsible for identifying issues to be considered by the Strategy Group. However the Fire Authority, individual Committees and Individual Members may on occasions wish to refer items.

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## LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 23 April 2018

### OPERATIONAL ASSURANCE

Contact for further information: Assistant Chief Fire Officer David Russel

Telephone: 01772 866801

#### Executive Summary

Lancashire Fire and Rescue Service (LFRS) undertake a continual process of Operational Assurance within which, operational readiness and operational performance is routinely assured. This process makes up the Service's 'Operational Assurance Framework' [the Framework].

In an emergency service context 'assurance' can be described as the actions that are taken, to give confidence that policies, procedures, training, equipment etc all come together to deliver a safe and effective emergency response. The Framework is designed to focus on the opportunities to learn and improve which exist *before*, *during* and *after* incidents and joins together all three, to create a cohesive and continuous cycle of learning and improvement. This ensures that the lessons identified become the lessons learnt. This approach continually drives improvement which is underpinned by robust evidence.

The Kerslake Report [An independent review into the preparedness for, and response to, the Manchester Arena attack on 22 May 2017] was published on 27 March 2018. Whilst Lord Kerslake identified a number of areas that went well, he also identified a number of major areas for learning inclusive of recommendations.

LFRS have a robust process in place, to ensure that operational learning at both a local [Lancashire], regional and national level is considered in detail, in the context of LFRS own policies and procedures, and where appropriate acted upon.

The purpose of this report is to provide Members with a broad overview of LFRS Operational Assurance Framework, and to give confidence that the Kerslake Report, will be subject to review by LFRS, as per any other form of operational learning.

#### Recommendation

Members are asked to note and endorse the report.

#### Introduction

Lancashire Combined Fire Authority (CFA) has a legal duty to ensure the provision of a safe and effective Lancashire Fire and Rescue Service.

To contribute to meeting this duty, Lancashire Fire and Rescue Service (LFRS) undertake a continual process of Operational Assurance, within which operational readiness and operational performance is routinely assured. This process makes up the Service's 'Operational Assurance Framework' [the 'Framework'] within which a range of assurance activities are undertaken by a dedicated Operational Assurance

Team (OAT), Area based Officers and the Training and Operational Review Department.

The Framework is based upon requirements detailed in the Fire and Rescue Authorities: Health Safety & Welfare Framework Document<sup>1</sup> which states:

*“Fire and Rescue Services should have in place appropriate arrangements for monitoring and measuring health, safety and welfare performance against pre-determined plans and standards, including learning from incidents and using this information to improve operational performance”.*

The methodology used within the Framework is built around two key elements of the document:

### **1. Operational assurance at incidents:**

The guidance states:

*Operational assurance at incidents deals with the effectiveness of the Fire and Rescue Services arrangements for implementation of guidance contained in generic hazard and risk statements and standard operational procedures, incident command, operational training and the maintenance of competence. By observing operational performance, Fire and Rescue Services can maintain and improve their ability to manage risks in the operational environment by learning from experience through the use of audits, monitoring and performance reviews.*

*Measuring performance at incidents against pre-determined plans and standards informs those managers responsible for strategic and systemic risk assessment how effectively they are controlling risks; how well they are developing a positive health, safety and welfare culture; and provides feedback that influences organisational learning and the decision making processes.*

### **2. Post incident / event learning and support:**

The guidance states:

*Post incident/event learning and support involves reactive methods of monitoring that consider how Fire and Rescue Services manage the outcomes of their performance monitoring, incident management, and individual learning and development, at incidents. This should also take into account the nature and timing of the actions necessary to share good practice and remedy deficiencies at the incident, strategic and generic levels of risk-management and a Fire and Rescue Services arrangements for ‘closing the loop’.*

Thus in practical terms the Framework aims to provide a process of continuous improvement through a formalised system of audit and review. These measures contribute towards making Lancashire safer, and the overall attainment of the Service’s corporate priorities, specifically: **Responding to fires and other emergencies quickly and competently.**

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<sup>1</sup> 1 Department for Communities and Local Government: Fire and Rescue Authorities: Health, Safety and Welfare Framework for the operational environment June 2013.

## **What is assurance?**

In an emergency service context 'assurance' can be described as the actions that are taken to give confidence that policies, procedures, training, equipment etc all come together to deliver safe and effective emergency response.

Thus, in an LFRS context, we aim to continually ask '*are we assured that we are operating as safely and effectively as we can be?*'? An active and open learning environment has to be something that is embedded and must therefore be an ongoing feature of the operating environment. As the operational environment continually evolves so therefore must the approaches used. It is important that the Service's assurance processes generate genuine learning from lessons recognised through our own experiences, or from those of others (where we are able to identify improvements that can be made to our own approaches without the need for us to go through that 'learning experience' ourselves).

Embedding assurance means that LFRS truly does learn from our findings and that we have the confidence that the lessons identified become the lessons learnt, and that this approach continually drives improvements which are underpinned by robust evidence.

## **LFRS Operational Assurance Framework**

The Framework considers the opportunities to learn and improve which exist *before*, *during* and *after* incidents and joins together all three to create a cohesive and continuous cycle of learning and improvement:

Although the Incident Command System is fundamental to safe and effective emergency response it does not exist in isolation. To be successful it must be integrated with other factors such as equipment, training and assessment (of individuals and teams), and the gathering of risk information beforehand. Thus the Service takes a rounded approach to operational assurance which is based around three pillars:

### **Pillar 1: Operational Preparedness**

This is the '*before*' aspect of our assurance framework delivered through station based assurance visits conducted by the Operational Assurance Team which focus on core work that is aligned to reducing risk and our capability to respond effectively and efficiently when the need arises.

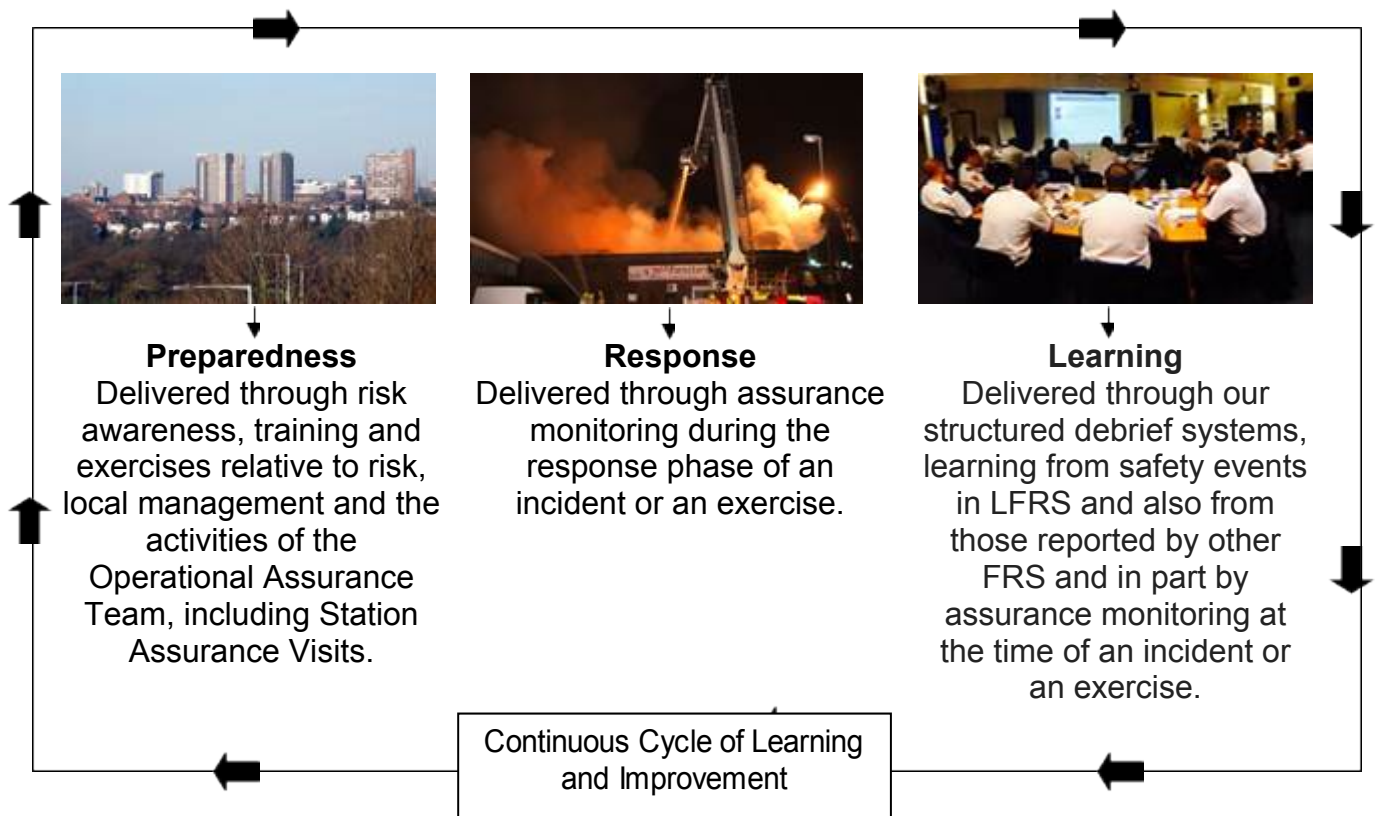
### **Pillar 2: Operational Response Assurance**

This is the '*during*' aspect of our assurance framework delivered through assurance monitoring during the response phase of an incident or exercise.

### **Pillar 3: Operational Learning**

This is the '*after*' aspect of our assurance framework delivered through our debrief systems and by learning from safety events in LFRS and other FRS.

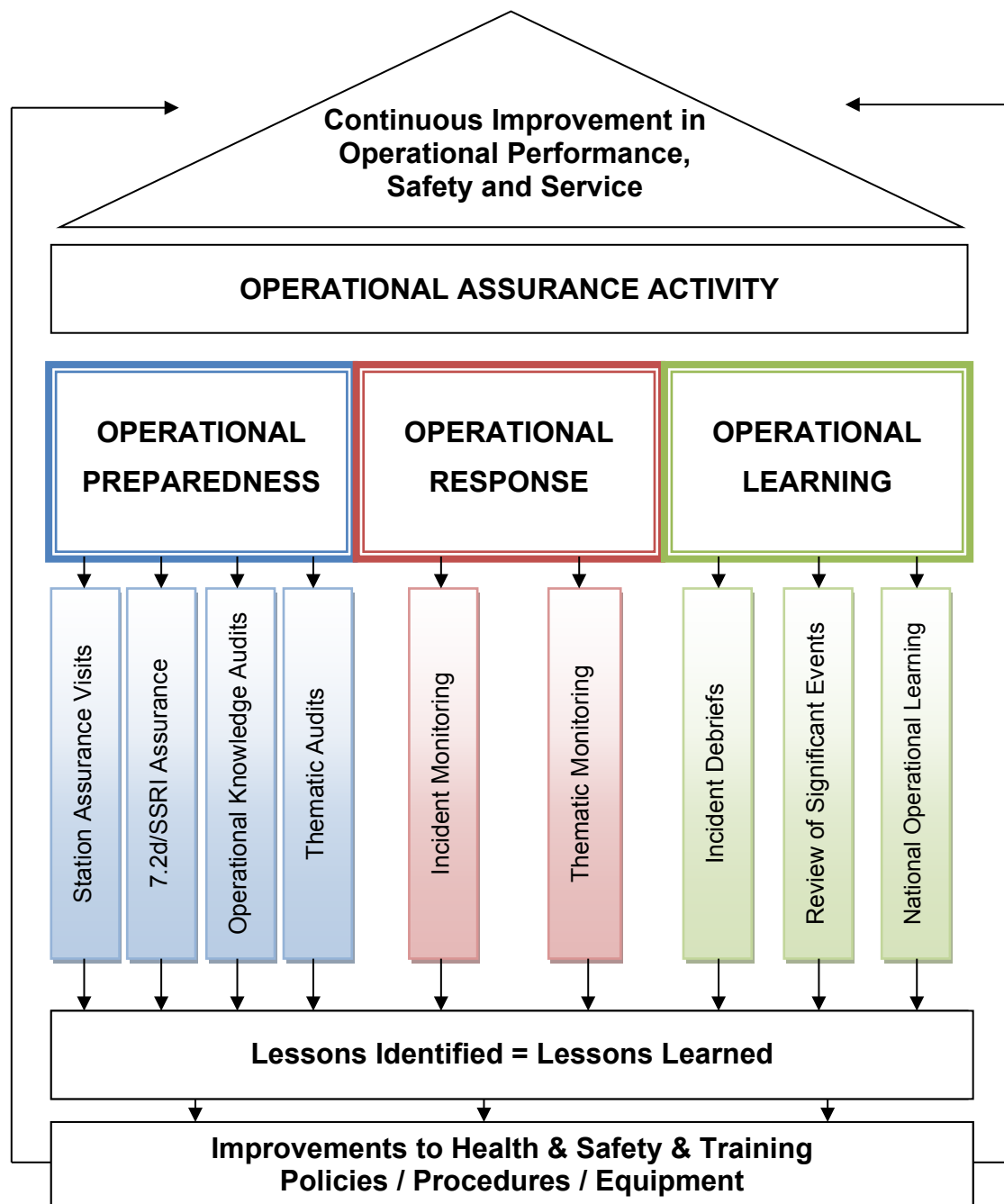
Figure 1: LFRS Emergency Response Assurance Framework



The illustration above shows the three pillars of preparedness, response and learning and how they all interact to develop a continuous cycle of learning and improvement.

In developing the Framework and importantly its application and delivery 'in the field', the Service has worked hard to ensure that it is not viewed merely as a "checking tool". Moreover, that it is a process which adds value and is used to support the development and improvement of individuals and teams within the operational environment. The Service has invested significant time in aiming to get the culture right and considers that it has succeeded.

Figure 2: Components of the LFRS Operational Assurance Cycle



#### Operational Preparedness:

Operational Preparedness includes station/watch/group assurance visits undertaken by the Operational Assurance Team. Visits are planned in advance and may include professional discussion, drills and audit/review of relevant systems and processes. Operational Preparedness also includes members of the Operational Assurance Team observing training and exercises.

### Operational Response:

Operational response monitoring is the process wherein suitably qualified officer/s, usually but not necessarily of a higher rank than the Incident Commander, monitor incidents and exercises.

Response monitoring focuses on the performance of the Incident Commander and crews against National Occupational Standards, National Operational Guidance and our own policies/procedures relevant to the incident type. Operational Assurance Team members, supported where necessary by suitably qualified staff from across the Service, will carry out response monitoring in accordance with parameters set and agreed by the Prevention, Protection and Response Strategy Group (PPRSG). There will be occasions where 'Thematic' Operational Response Monitoring is required if a specific area of focus has been identified that needs to be assured.

### Operational Learning:

Debriefs provide a constructive and supportive environment where the performance of teams, individuals, processes and equipment can be openly discussed with the objectives being to recognise good practice and identify where performance can be improved. The information obtained from debriefs feeds back into the organisation to assist in the ongoing management of risk. The nature of the 'Lesson Learned' will determine the scope on which they are addressed i.e. whether improvement actions are necessary within:

- Stations or Area/s
- All of LFRS
- Lancashire's Resilience Forum [LRF]
- Blue light partner through Joint Operational Learning
- Nationally through National Operational Learning

The National Operational Guidance [NOG] Programme has recently published a good practice guide for Fire and Rescue Services regarding National Operational Learning [NOL] which has been incorporated into the Framework.

## Lancashire Fire and Rescue Service – Response to the Kerslake Report

Following the Manchester Arena Terrorist Attack, on 22 May 2017, the Mayor of Greater Manchester Andy Burnham, commissioned a non-statutory independent review of the events and aftermath of the attack in July 2017.

The **Kerslake Report**: [An independent review into the preparedness for, and response to, the Manchester Arena attack on 22 May 2017] was published on 27 March 2018.

Whilst Lord Kerslake identified a number of areas that went well, he also identified a number of major areas for learning inclusive of recommendations, by saying “it is vital that we also learn the lessons of what went less well”.



The publishing of the Kerslake Report is a reminder to everyone in the emergency services that we must review and learn from every incident to ensure public safety.

The Chief Fire Officer and wider leadership of LFRS have for many years now stressed the need for risk awareness as opposed to risk aversion. This has led to an operational culture which supports staff who assess risk, taking into account experience and core knowledge, and interpret and adapt policies in the context of the situation in front of them

As referenced earlier in the paper, an integral part of LFRS Operational Assurance Framework is operational learning [pillar 3] as illustrated in figure 2. A robust process is in place, to ensure that operational learning at both a local [Lancashire], regional and national level is considered in detail, in the context of LFRS own policies and procedures, and where appropriate acted upon.

LFRS will continue to review its service in light of all recommendations arising from the above, and will make further improvements in the service delivered if required. In practical terms, lessons identified become lessons learned, and this will be no different with the Kerslake Report. Members can be assured that this work is already underway and the Service has, through the Lancashire Resilience Forum with other emergency services and partners worked jointly, to further ensure delays would not happen in Lancashire should a similar incident occur here.

All operational learning is taken through and managed by the Services Operational Assurance Group [OAG], which formally reports into the Prevention Protection Response Strategy Group [PPRSG]. The Kerslake Report, will take this same route,

which is consistent with all other national reports published following significant national incidents, which have resulted in operational learning for example:

- Harrow Court [Hertfordshire]
- Atherstone-on-Stour [Warwickshire]
- Shirley Towers [Hertfordshire]
- Balmoral Road [Edinburgh]
- Oldham Street [Greater Manchester]
- Training Incident [East Sussex FRS]

The Operational Assurance Group utilise a tracker report which captures and monitors the progress of all operational learning local to Lancashire, regional [North West] or national. This ensures the Service provides visibility in one place, of all operational learning captured, inclusive of and where appropriate the response/s the Service is taking to any recommendations including timeframes. The process is fully auditable.

### **Business Risk**

LFRS Operational Assurance Framework and under-pinning processes are intrinsic to improving firefighter and public safety. Without continued investment in this area of the Service the risks to the Service and Authority are significant.

### **Environmental Impact**

None.

### **Equality and Diversity Implications**

None.

### **Financial Implications**

There will always be the potential for new investment as a result of operational learning undertaken, for example in equipment or training. Any needs identified to date are already included in existing budgets.

### **Human Resource Implications**

None.

### **Local Government (Access to Information) Act 1985**

#### **List of Background Papers**

Paper:	Date:	Contact: David Russel Tel. 01772 866801
Reason for inclusion in Part II, if appropriate: N/A		



## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on 23 April 2018

### **COLLABORATION WITH POLICE**

Contact for further information: Chris Kenny, Chief Fire Officer

Tel: 01772 866800

#### **Executive Summary**

This paper sets out recent progress on collaboration with Lancashire Constabulary, together with explaining the legislative framework under which this operates. It also outlines the position with the Police and Crime Commissioner (PCC) and the Fire Authority, as well as recent developments to ensure a common understanding for those involved.

#### **Decision Required**

Members are asked to reaffirm that the narrative as laid out is an accurate reflection of the current position.

#### **Information**

Since the introduction of Police and Crime Commissioners in 2012, there has been an increasing pressure from central government for them to have a greater involvement with Fire. This gained greater traction with the long awaited move of Fire to the Home Office on 5 January 2016.

The government has been keen for more collaboration between all emergency services, but this has manifested itself through the greatest emphasis being placed on Fire and Police collaboration. The obligation for blue light services to collaborate was consulted upon between September and November 2015. The government's response to this consultation was published on 26 January 2016 and presented to the Combined Fire Authority (CFA) at its February meeting. There were no great concerns regarding this consultation as Lancashire Fire and Rescue Service (LFRS) was already working productively with the Police. In 2016 LFRS seconded a Group Manager into Lancashire Constabulary to explore collaborative opportunities. This resulted in significant progress on gaining entry to premises for medical emergencies, joint operation and funding for the drone and work of locating vulnerable missing persons. The Police had been resident in Preesall Fire Station since 2010 and more recently have also been using Great Harwood Fire Station. LFRS is also working with North West Ambulance Service (NWAS) on emergency first responding, albeit this is subject to consideration at national level.

Throughout the development of the collaboration agenda the Authority's consistent position has been how to deliver the best outcomes for the communities it serves. The Authority's view was that these benefits for its communities could be realised without the need for change to corporate governance. Initially, this was believed to be a common understanding reached with the PCC. Meetings between the Chair, the PCC and officers from both services on 19 October 2015 and 13 June 2016 indicated this.

In fact, following the first meeting in October 2015, a motion was taken to LCC by the Chair, seconded by County Councillor David O'Toole, on 22 October 2015 endorsing a shared belief with the PCC in collaboration based on evidence of successful achievements to date and joint belief that this would not be improved by any change in governance.

On 31 January 2017 the Policing and Crime Act received Royal Assent and embedded into law the main provisions regarding collaboration between emergency services and additional options for governance of fire and rescue services. Provisions in Sections 6 and 7 Schedule 1 enable PCCs to take on responsibility for the governance of Fire to become Police, Fire and Crime Commissioners. This requires a local case to be made in the interests of economy, efficiency and effectiveness for government evaluation. The FRS is obliged to cooperate in providing information to develop a local case irrespective of whether it agrees with the approach or not. In cases of dispute the final arbitrator will be government who will consider the business case.

Where the PCC does not take responsibility for Fire, the legislation enables them to be represented on the Fire Authority. Currently, the Authority provides an overview to the PCC on CFA meetings. It has responded positively to the consultation of the proposed amendments to the Fire and Rescue Authority combination order at its CFA meeting in December 2017. It acknowledged the PCC's right to request a position on the Fire Authority and that the Authority would consider any such request in good faith. It has not yet received any formal request from the PCC on requiring representation.

LFRS continues to work with the Police to explore new collaborative opportunities. Workshops capturing these initiatives within a more structured framework provides more auditable evidence of the work that is being undertaken. A framework was agreed and shared with the Chair. The planned initial way forward was to sign a Statement of Intent for Enhanced Collaboration by the Chair and the PCC. Following feedback from the Police this was eventually signed at officer level by the Deputy Chiefs of both Services. Two initial workshops were undertaken by department heads of both organisations. The first was facilitated by Shared Service Architects. The outcomes anticipated are a number of work streams that will be assessed and prioritised and then presented to the Authority. This ongoing work was presented to Planning Committee on 19 March 2018.

More recently, at a further meeting with the Chair, PCC and two CFA Members on 21 February 2018, the PCC stated there was increased pressure from central government to review governance arrangements regarding Fire. Subsequently he sent an email to the CFO which said he was commissioning some work "which will produce an Options Report for further discussion with you and other stakeholders. I see the Options Report as being complementary to the work you are already undertaking through your collaborative arrangements as described already. The Options Report will review a range of options to further Police and Fire collaboration in Lancashire, including the status quo, representation on the Fire and Rescue Authority, the governance model (having a Police Fire Crime Commissioner) and finally the single employer model. Through this report I am also keen to develop a further understanding of the scale and impact of collaborative efficiencies and how these can be best harnessed for the people of Lancashire."

On hearing this development, the Authority confirmed it remained confident that current governance arrangements present the best way to deliver a fire and rescue service for its communities. The Authority would provide the information required for the work proposed by the PCC, which it believed would evidence that LFRS was already effectively progressing collaborative opportunities within existing structures.

Following the Planning Committee meeting on 19 March 2018 that position was unanimously endorsed and a Task and Finish Group has been established to consider this and other matters in more detail. The Authority reaffirmed its commitment to collaboration but remained strongly of the view that current governance arrangements best served LFRS and the communities of Lancashire. This position will inform a motion going before LCC on 24 May 2018.

Around the country there are a number of PCCs changing their relationship with Fire. Essex is the first FRS to come under control of the PCC. Six further authorities are under consideration. PCC moves towards Fire in Staffordshire, West Mercia (comprising of Shropshire and Herefordshire & Worcestershire) and Cambridgeshire have been resisted by the Fire Authorities but the business cases, when considered by government, were approved. North Yorkshire and Hertfordshire are still being considered, whilst Northamptonshire is not in dispute an announcement agreeing the PCC taking control is expected shortly.

There have already been calls for a judicial review in West Mercia on the decision to progress PCCs' governance of Fire. Other business cases may receive similar challenges. In North Yorkshire the FBU have used the interest of the PCC to request a non-voting seat on the Authority. This is been viewed favourably by the Fire Authority in return for the FBU support of existing arrangements. However, this has not precluded industrial action on proposed changes within the Service. This is a development that the FBU may seek elsewhere in similar circumstances. The logistics and administration of how this would work, avoiding conflict of interests and managing meetings, or whether other trade unions would also seek similar arrangements, are yet to be determined.

In some other Fire Authorities, most notably Hampshire, they have sought to review and modernise their existing structures to deliver some of the benefits purported to be related to PCC governance. They have reduced costs by reducing the numbers of elected members and streamlined the work going through the Authority to speed up and simplify decision making. Fewer members more focussed on strategic leadership rather than trying to become immersed in the day to day running of the FRS is viewed by some as a far more productive model.

### **Financial Implications**

None arising immediately from this report. The current CFA governance arrangements amount to circa £170k, taking into account allowances, conferences and 1.5 FTE support staff. PCC governance arrangements are considerably more expensive and are separate from Lancashire Constabulary.

## **Sustainability or Environmental Impact**

A major impact of the uncertainty created by this work is future plans for SHQ. This was due to be considered this financial year. With opening up of additional and yet to be defined potential options with the Police, this work has now been put on hold. This will mean a delay in possibly moving to more modern, energy efficient buildings.

## **Equality and Diversity Implications**

None arising from this report.

## **Human Resource Implications**

There are significant implications on some of the Options under consideration by the PCC. The initial internal concerns revolve around security of support staff and senior officer posts. These would be the more likely to be under threat if combined with the Police under a single employer model.

## **Business Risk Implications**

Given that a more detailed piece of work is being undertaken it would be flawed to try and detail the Business Risk Implications as an adjunct to this report. A potential risk worth mentioning is using a one off capital saving to justify a business case. Revenue savings which produce a year on year benefit may be less noteworthy but more productive in the long-term. More fundamental is that in business cases the quality of service provided can often be viewed as secondary to the cost of the service. The public may well see, in terms of the Fire and Rescue Service, the quality of service as paramount.

## **Local Government (Access to Information) Act 1985**

### **List of Background Papers**

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

## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on 23 April 2018

### **Annual Service Plan 2018 (Appendices 1-4 refer)**

Contact for further information:

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

#### **Executive Summary**

This year's Annual Service Plan continues to provide LFRS with the platform to highlight the priority activities that the Service intends to deliver over the upcoming year.

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

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

This year's Annual Service Plan was endorsed by the Planning Committee at the meeting on 13<sup>th</sup> March 2018.

The Plan is now available to the public electronically via the LFRS website and staff have been provided with copies, in order to promote staff engagement and wider knowledge of LFRS activities.

#### **Recommendation**

The Authority is asked to note and endorse the decision of the Planning Authority.

#### **Business Risk**

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

#### **Sustainability or Environmental Impact**

Although all staff have received a printed version of this year's plan, it is expected that the benefits of staff engagement and increased knowledge of the wider organisation outweigh the environmental impacts. It is anticipated that each pack will be retained by the individual for the whole year, at which point when the new plan is released, the paper will be recycled accordingly.

**Equality and Diversity Implications**

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

**HR Implications**

None.

**Financial Implications**

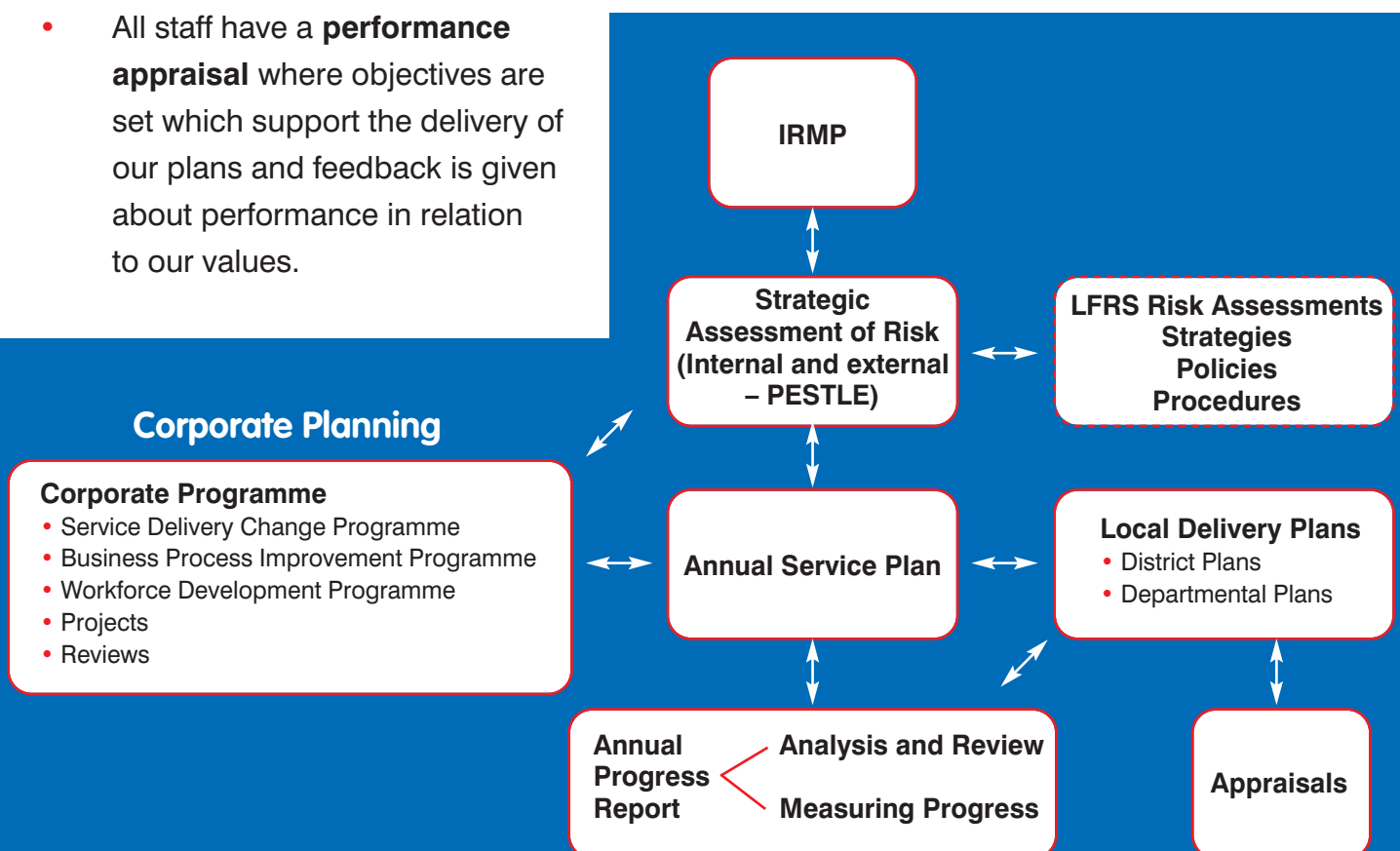
The Annual Service Plan has been made available on line. However, hard copies have also been distributed to staff, as part of our efforts to improve staff engagement and further develop leadership capability.

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

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

# Our Integrated Risk Management Plan 2017-22 (IRMP)

- Our **Integrated Risk Management Plan (IRMP)** is our five year plan which sets out the direction of the Service and our strategic objectives. You can find the full plan on our website.
- It is informed by consideration of a **strategic assessment of risk** which assesses the internal and external operating environment for factors that will impact on our ability to deliver effective services to our diverse communities. We update the strategic assessment of risk every year and this is also available on our website.
- Our **IRMP** describes our aim, our priorities, our equality objectives and our values. These are our fundamental beliefs and the building blocks of all that we do as an organisation and as members of staff.
- Our **Annual Service Plan** details the activities we will undertake in the year to deliver the strategy we set in our IRMP. The most important of these activities are managed by the Service Management Team through the **Corporate Programme**.
- **Local Delivery Plans** (departmental and district plans) detail activity which further supports the delivery of our strategy but which is led by local teams.
- All staff have a **performance appraisal** where objectives are set which support the delivery of our plans and feedback is given about performance in relation to our values.



# Our aim – what we're here for:

Making Lancashire safer is our commitment to making sure that everything we do improves the safety of our diverse communities.

This is more extensive than simply responding to fires and other emergencies. We use our skills, experience and resources to make people safer in much broader terms across life's stages: helping people to start safe; live safe; age safe and be safe on our roads.

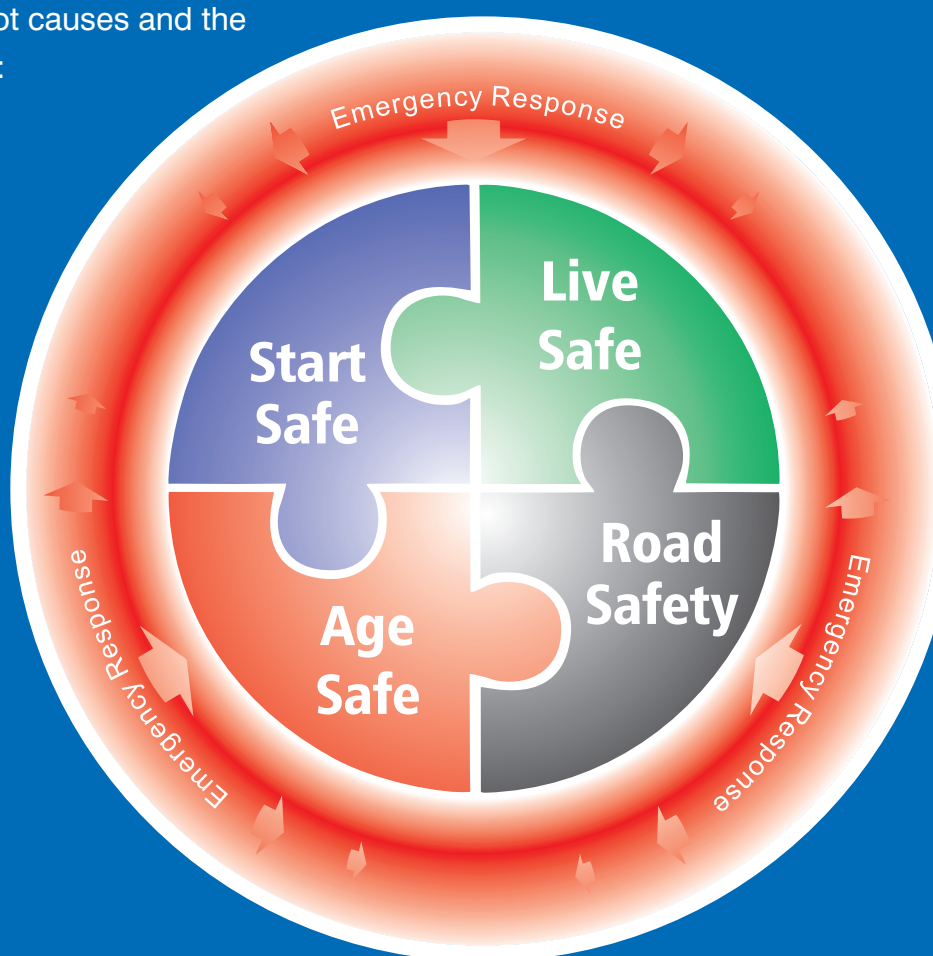
## Our approach to making Lancashire safer

Our approach integrates how we prevent and protect people in these life stages with ensuring that when an emergency happens we respond quickly and competently with the right resources.

Risk is dynamic. Fire disproportionately affects certain demographic groups, and whilst the cause is often generic, it is the underlying aspects associated with the individual that is the root cause of the fire.

We therefore focus on these potential root causes and the people who are most vulnerable to them:

- Those living alone;
- Those with health issues;
- Drug and/or alcohol use;
- Those with impaired mobility;
- Those affected by socio-economic deprivation or poor housekeeping.





# Our equality objectives – what we are doing to recognise diversity and promote inclusivity

We can only provide an effective service to our communities if we recognise and understand the diversity within our communities and enable our workforce to meet their needs and concerns within an inclusive organisation. Within our IRMP we have set ourselves the following equality objectives:

Our communities:

- Support local businesses 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.

## Equality, diversity and inclusion policy – some definitions

### Equality

We recognise that equality is not about treating people the same but about fairness, respect and giving people an equal and fair opportunity to fulfil their potential.

### Diversity

We recognise, value and take account of people's differences, backgrounds, knowledge, skills and experiences.

### Inclusion

We positively strive to meet the needs of different people, taking deliberate action to create an environment where everyone feels respected and able to achieve their full potential.

# Our values – what we believe in

Our values are the qualities that we believe are the most important to us and describe the expectations the public have of us and that we have of each other. We use them every day to influence how we work to achieve our priorities and guide the professional behaviours we expect of our staff which we manage through our performance appraisal.

## STRIVE – WE DO OUR BEST AND MAKE EVERY EFFORT TO MAKE LANCASHIRE SAFER

**S** Making Lancashire safer is the most important thing we do.

**SERVICE**

**T** We trust the people we work with.

**TRUST**

**R** We respect each other.

**RESPECT**

**I** We do what we say we will do.

**INTEGRITY**

**V** We actively listen to others.

**VALUED**

**E** We contribute to decisions and improvements.

**EMPOWERED**

# Our priorities – what we do

Our priorities are the things we think are the most important to helping us achieve our aim of making Lancashire safer and our IRMP describes our ambitions in each priority. We focus our resources on these priorities and in our IRMP we outline the key ways we aim to achieve them. These are further developed each year into specific actions which are set out every year in our Annual Service Plan.

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

## Preventing fires and other emergencies from happening

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



Our ambitions:

- Seek to continue to reduce the number and impact of fire to our diverse communities.
- Bring about positive change in people’s behaviours to improve their safety.
- Educate the children and young people of Lancashire in fire safety awareness.
- Reduce the number of people killed and seriously injured on our roads.

## Protecting people and property when fires happen

We will reduce regulatory burden by supporting local businesses to help them reduce fire risk and remain compliant with fire safety legislation (Regulatory Reform (Fire Safety) Order 2005) and will lead effective enforcement activity where businesses fail to commit to fire safety.



Our ambitions:

- Reducing risk in buildings both for the public and our firefighters.
- Reduce the regulatory burden by supporting local businesses to reduce the risk of fire and remain compliant with fire safety legislation.
- Work with our partners to continue to reduce the number of fires caused by arson.

# Responding to fire and other emergencies quickly and competently

We seek to deliver high standards of operational response. We prepare and plan for emergencies so that when an emergency happens and we have to respond, we do it quickly, with the right training, the right information and the right equipment to deal with the incident effectively and safely.



## Our ambitions:

- Work with our partners to deliver collaborative response opportunities.
- Prepare and plan for emergencies so that when they occur we respond effectively and safely whilst minimising the impact to the environment.
- Learn from incidents to be better prepared and respond to future emergencies.
- Ensure we provide an effective response to fire and other emergencies at all times.
- Ensure our crewing arrangements are fit for purpose to meet the risk levels of the community.
- Ensure our firefighters are equipped with the best possible risk information whilst responding to incidents.
- Research, develop and adapt firefighting techniques and procedures to strengthen our capabilities and improve safety.





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

To be successful at making Lancashire safer we seek to develop a confident, vibrant and inclusive culture where there is a shared awareness, understanding of and commitment to our aim; our direction of travel and our values and behaviours.



Our ambitions:

Our organisational development plan will help us develop this organisational culture, where:

- Delivering a safer Lancashire is our top priority.
- Our STRIVE values and behaviours are understood and practised.
- Staff are respected when they express their point of view without fear of retribution or blame.
- Line managers actively listen and decision-making is transparent.
- Staff are positive about their work and the organisation.
- Staff at the lowest level are empowered to act and make decisions.
- Staff are willing and able to respond to the changing nature of role and environment in which it operates.
- Physical and mental health and wellbeing is promoted to help improve personal resilience.
- Our workforce becomes more diverse at recruitment and throughout all levels and is highly skilled and trained.

# Delivering value for money in how we use our resources

We aim to use our resources efficiently and effectively to provide the best possible, resilient fire and rescue service for the people of Lancashire.



Our ambitions:

- To produce a balanced budget which provides resources matched to the level of risk in order to deliver our Service’s aim, priorities and values.
- Ensure that our resources mean that we can be in the right place at the right time, with staff that are equipped with the right skills, equipment and training to respond to any emergency that we are called upon to attend.

# Our Progress

The Combined Fire Authority sets us challenging targets for a range of key performance indicators (KPI) which help them to monitor and measure our performance in achieving success meeting our priorities. Performance against these KPIs is scrutinised every quarter at the Performance Committee. At the end of the year the Service produces a Performance Report.



# ANNUAL SERVICE PLAN 2018



# The Year Ahead

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



## Organisational culture based on values

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

## Building stronger collaborations

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

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

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

**Chris Kenny**  
*Chief Fire Officer*

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

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

## Reinvesting savings in people, training and equipment

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

## Staying operationally effective and efficient

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





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

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

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

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



## Strengthen our operational assurance

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

### We will:

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

## Evaluate tools to strengthen our response

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

### We will:

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





## Integrate water towers into our fleet

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

**We will:**

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

## Replace incident command units

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

**We will:**

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

## Emergency Services Network (ESN)

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

**We will:**

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

## Optimise availability of front-line services

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

**We will:**

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





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

## Develop a strong organisational culture where our values are understood

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

### We will:

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

## Encourage and listen to employee voice

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

### We will:

- Survey staff for their views on what it's like to work for the Service, leadership and management, training and development, recognition and communication in order to inform future activity in these areas.

- Create a new intranet incorporating social networking to connect staff across the Service. It will provide a central location for the vast majority of our information and provide a forum for expression of views and knowledge sharing.



## Develop our leaders

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

### We will:

- Deliver a leadership development day which will launch our Annual Service Plan to set out our direction in terms of a positive, ambitious and realistic future and focus on dealing with change, developing resilience and increasing staff engagement.

- Deliver leadership development to all crew managers on how to create a climate for challenge and high performance, including having difficult conversations with staff in a positive and developmental way, by using influence and feedback.

## Promote equality, diversity and inclusion within the Service

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

### We will:

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

## Expand apprenticeship opportunities

We welcome apprentices in the Service and have already recruited in areas including ICT, finance, human resources, service development and fleet and engineering. With the establishment of new apprenticeship

standards we want to expand the number we offer to include operational firefighting, business safety and community fire safety.

### We will:

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

## Build a strong and resilient workforce

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

### We will:

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





# Delivering value for money in how we use our resources

## Invest in training and equipment

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

### We will:

- Continue to scope the development of area-based training hubs across the county.
- Extend the workshop and garages at Service Training Centre (STC).
- Replace Midgley House facilities at STC.
- Introduce new XVR virtual reality training software to enhance simulation-based operational training at STC.
- Develop wider ranging incident command software.
- Review duty rig with a view to providing alternative clothing and boots that are more suited to operational activity that isn't fire-related, such as road traffic collisions and missing person searches.

## Collaboration with Lancashire Constabulary

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

### We will:

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

## Property collaborations and co-location

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

### We will:

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

## Information Management Strategy

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

### We will:

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



# **Our Annual Service Plan 2018**

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

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

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

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

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

- Invest in training and equipment
- Collaboration with Lancashire Constabulary
- Property collaborations and co-location
- Information Management Strategy

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# STRIVE - we do our best and make every effort to make Lancashire safer



Lancashire Fire  
and Rescue Service

## Values and behaviours – doing the right things, in the right way

Lancashire's communities have the right to expect that we will try as hard as we can to do our best for them at all times, including having the highest standards of behaviour. This is also what we expect of each other.

Our values are the qualities that we believe are most important to us. They define the way we work to achieve our priorities. Our values and behaviours apply to everyone, whatever your role.

The vast majority of staff always STRIVE to do their best; it's what makes our Service so great to work in and is why we are held in such high regard.

## Are we living our values?

This document defines our values and sets out the behaviours that are expected of all LFRS staff. It is everyone's responsibility to know what is expected of them and to STRIVE to deliver their best at all times.

**So today,  
ask yourself:**

**Have I tried my very best to do the right thing, in the right way?  
Did what I say and what I did leave a good impression in line with our STRIVE values?  
Am I proud of my actions?**

## Our values – what we believe in

**S** Making Lancashire safer is the most important thing we do. **SERVICE**

**T** We trust the people we work with. **TRUST**

**R** We respect each other. **RESPECT**

**I** We do what we say we will do. **INTEGRITY**

**V** We actively listen to others. **VALUED**

**E** We contribute to decisions and improvements. **EMPOWERED**

<b>SERVICE</b> <ul style="list-style-type: none"> <li>• Making Lancashire safer is the most important thing we do</li> <li>• We work in a diligent and competent way</li> </ul>	<b>TRUST</b> <ul style="list-style-type: none"> <li>• We trust the people we work with</li> <li>• We contribute to a positive workplace</li> </ul>	<b>RESPECT</b> <ul style="list-style-type: none"> <li>• We respect each other</li> <li>• We demonstrate consideration of others and recognise how our behaviour may impact on others</li> </ul>	<b>INTEGRITY</b> <ul style="list-style-type: none"> <li>• We do what we say we will do</li> <li>• We work in a professional, positive and non-judgemental way</li> </ul>	<b>VALUED</b> <ul style="list-style-type: none"> <li>• We actively listen to others</li> <li>• We recognise the contribution of others whatever their role, background, idea, view or approach</li> </ul>	<b>EMPOWERED</b> <ul style="list-style-type: none"> <li>• We contribute to decisions and improvements</li> <li>• We are accountable for our decisions, actions and behaviour</li> </ul>
<ul style="list-style-type: none"> <li>• Prioritises the needs of the community and residents over personal needs, goes above and beyond.</li> <li>• Undertakes duties in a competent and diligent way.</li> <li>• Is constructive in the use of works time and always seeks to do their best.</li> <li>• Has well developed skills to undertake all elements of the job role.</li> <li>• Maintains standards and demonstrates a professional approach at all times.</li> <li>• Behaves in a non-discriminatory, inclusive way and is interested in the range of communities LFRS serves.</li> </ul>	<ul style="list-style-type: none"> <li>• Is positive and recognises negativity as a serious threat to improvement.</li> <li>• Looks to identify solutions not problems.</li> <li>• Maintains professional and constructive relationships with communities, other agencies and all members of the team.</li> <li>• Adheres to Service Orders and LFRS Policies.</li> <li>• Works in a collaborative and inclusive way.</li> <li>• Maintains confidentiality.</li> <li>• Is honest, friendly and approachable.</li> </ul>	<ul style="list-style-type: none"> <li>• Is helpful when dealing with colleagues and members of the public and looks to meet their individual needs.</li> <li>• Considers other people's feelings and recognises the impact of their personal behaviour on others.</li> <li>• Works effectively with a range of colleagues within LFRS and external agencies and partners.</li> <li>• Is flexible and considers proposals for change, contributing to discussions in a constructive way.</li> <li>• Has respect for the environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Works in a professional and non-judgemental way.</li> <li>• Is a positive role model and an ambassador of LFRS at all times who supports rather than undermines.</li> <li>• Displays positive behaviours in the workplace and doesn't bad mouth colleagues.</li> <li>• Stands up to for what is right regardless of peer pressure.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively listens to others.</li> <li>• Demonstrates consideration and respects the opinion of others.</li> <li>• Shares their point of view in a constructive and non-confrontational way.</li> <li>• Works effectively with all colleagues across LFRS, is part of the LFRS wider team and other partners.</li> <li>• Is able to give and receive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes to discussions about issues with a view to developing a shared solution.</li> <li>• Is an effective team worker.</li> <li>• Looks to continuously improve, and develop within the job role.</li> </ul>
<ul style="list-style-type: none"> <li>• Prioritises the needs of the community and residents over personal needs.</li> <li>• Has well developed technical and professional knowledge.</li> <li>• Manages resources and projects effectively, within time scales with a focus on efficiency.</li> <li>• Maintains standards and demonstrates a professional approach at all times.</li> <li>• Behaves in a non-discriminatory and inclusive way and challenges behaviour which is not inclusive.</li> <li>• Leads and motivates the team.</li> </ul>	<ul style="list-style-type: none"> <li>• Is positive and recognises negativity as a serious threat to improvement.</li> <li>• Recognises when errors occur and learns from mistakes.</li> <li>• Is flexible and open to new ways of working and considers the ideas of others.</li> <li>• Maintains a positive and professional relationship with communities, other agencies and team members and gives regular feedback on how to improve.</li> <li>• Leads change and looks to implement change effectively and in consultation with others.</li> <li>• Maintains confidentiality.</li> </ul>	<ul style="list-style-type: none"> <li>• Is helpful when dealing with colleagues and members of the public.</li> <li>• Demonstrates consideration and respects the opinion of others.</li> <li>• Is self-reflective and recognises the impact of personal behaviour on others and seeks to improve.</li> <li>• Works effectively with a range of colleagues within LFRS and external agencies and partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Works in a professional, non-judgemental way and is a positive role model.</li> <li>• Is transparent in decision making and explains the reasons for decisions.</li> <li>• Displays positive behaviours in the workplace and doesn't bad mouth colleagues.</li> <li>• Challenges poor performance/inappropriate behaviour and gives constructive feedback.</li> <li>• Recognises and mitigates risk effectively.</li> <li>• Is successful at working in partnership and collaboration.</li> <li>• Is an ambassador of LFRS at all times.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively listens to others, considers their point of view in a constructive and non-confrontational way.</li> <li>• Meets with team members to discuss the strategic direction of LFRS and individuals' personal contribution to that direction.</li> <li>• Is part of the wider LFRS Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports staff in decision making.</li> <li>• Wants to make a difference.</li> <li>• Gives praise, encourages others, is receptive to being challenged and values debate.</li> <li>• Looks to develop shared solutions rather than identification of the problems.</li> </ul>



## Our values – what we believe in

**S** Making Lancashire safer is the most important thing we do.

**SERVICE**

**T** We trust the people we work with.

**TRUST**

**R** We respect each other.

**RESPECT**

**I** We do what we say we will do.

**INTEGRITY**

**V** We actively listen to others.

**VALUED**

**E** We contribute to decisions and improvements.

**EMPOWERED**

## Our aim – what we're here for

Making Lancashire safer is our commitment to making sure that **everything** we do improves the safety of our diverse communities.

### Our priorities – what we do

**Preventing** fires and other emergencies from happening.

**Protecting** people and property when fires happen.

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

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

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

### Our equality objectives – what we are doing to recognise diversity and promote inclusivity

#### Our communities:

- Support local businesses 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.



Lancashire Fire  
and Rescue Service

## Our Annual Plan 2018

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

- Evaluate tools to strengthen our response
- Strengthen our operational assurance
- Integrate water towers into our fleet
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- Emergency Services Network (ESN)
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- Develop a strong organisational culture where our values are understood
- Encourage and listen to employee voice
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- Expand apprenticeship opportunities
- Build a strong and resilient workforce

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

- Invest in training and equipment
- Collaboration with Lancashire Constabulary
- Property collaborations and co-location
- Information Management Strategy

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## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on Monday 23 April 2018

### **FIRE FIGHTERS CHARITY**

Contact for further information: Chris Kenny, Chief Fire Officer

Tel: 01772 866800

#### **Executive Summary**

The Fire Fighters Charity is a registered Charity. Their aim is simple, 'to help members of the fire and rescue community who put their lives on the line every day to save others, whilst providing support to their families'.

The main purpose of this report is to explain the relationship of mutual benefit that exists between the Charity and Lancashire Fire and Rescue Service (LFRS). In its simplest form the benefit of significant numbers of staff provided with a variety of residential programmes, the bulk of which involve intensive physiotherapy, is considerable both on a personal and organisational level.

This paper explains how the activities of the Fire Fighters Charity combine with the current levels of support provided by the Service and how the Service currently interacts with the Charity.

#### **Decision Required**

Members are asked to note the report and endorse the current approach. In June 2014 the CFA endorsed the approach laid out in a previous paper. This paper serves more to update Members on the current position.

#### **Information**

The Fire Fighters Charity, previously called the Fire Brigades National Benevolent Fund, has been in existence since 1943, with Her Majesty the Queen being Royal patron since 1953. It is the UK's leading provider of services that enhance quality of life for serving and retired fire service personnel and their families.

Its services start with a dedicated free helpline, but most of the support they provide is through three centres in Cumbria, Devon and West Sussex. These provide a range of support programmes including physical rehabilitation, together with recuperative and nursing care. They also support emotional recuperation, which is designed to help those who have suffered injury, illness, stress or bereavement. The Charity has more recently moved into supporting mental health issues, often these are inherent in trauma injuries.

Although our staff use all three centres, Jubilee House near Penrith is the most in demand. It is run by a dedicated team of professionals able to cater for a diverse range of needs with intensive physiotherapy often being a key component of any recovery

plan. These residential programmes have now moved to seven day working with a variety of duration tailored to individual need.

Although it is the individual employee who requests support from the Charity, it is considered by Occupational Health as an additional tool to aid recovery and support early return to work. Significant numbers of staff benefit from the services of the Charity. Their residential interventions assist with early return to full duties, with the vast majority of these requiring the more intensive therapy programmes.

It is difficult to quantify the benefit this brings to the individuals or LFRS but the continued strong performance on relatively low rates of absence, despite what are challenging times, are testimony to the fact that the current approach works.

There is no cost to LFRS for the Charity's services and only a nominal cost to the individual on some occasions. The Charity receives no regular government funding. It has, however, benefitted from the charitable distribution of fines levied due to fixing of LIBOR rates in the City. The Charity is dependent on donations from the fire community and members of the public. Currently, the main ways of fundraising are through 'regular giving' deducted from wages, a Charity lottery and fundraising events, the most pronounced of which are the car washes that take place in March and September each year. Support for all Charity activities is purely on a volunteering basis with individuals using their own time, which is the same arrangement as all other charities.

Given the benefit the Charity provides to the Service there is some discretion regarding the involvement of on duty staff in fundraising activities, particularly when these are combined with a fire safety message or, for example, the offer of a Home Fire Safety Check (HFSC), or checking the safety of vehicle tyres during car washes.

In addition to car washes there are other annual fundraisers, for example the Burnley and Chorley 10k runs, a Fireworks display and fundraisers organised by recruits and UCLan students at the Service Training Centre. These events do much to enhance the reputation of LFRS as a more outward looking, altruistic service, volunteering to support charitable causes. Monies raised are sometimes split 50:50 with local charities. It is important that we support and promote such activities that are an important tool in raising morale.

More recently, following Grenfell Tower, the Fire Fighters Charity provided emotional support in the form of mental health programmes to personnel requesting it. Some of these were arranged so that whole watches could attend together. This level of support and capacity cannot be overestimated. It is similar to having a health insurance policy you hope to never have to use.

The Fire Fighters Charity has also been used by the Service to incentivise responses to the most recent staff survey. After having low levels of returns to previous initiatives, it is hoped that the Service offering to donate £1 for every completed survey will increase submissions and give the Service a clearer picture of the views of its staff.

The efforts and commitment of LFRS is recognised by the Charity. LFRS is highly regarded for its commitment to the Fire Fighters Charity. In the last national Spirit of Fire Awards held in 2015 Lancashire was one of three FRSs to be nominated as Service of the Year. Unfortunately, we were unsuccessful on that occasion. The

national awards have been reintroduced this year and LFRS has again been nominated in the Service of the Year Category. We also have two further nominations.

### **Financial Implications**

None arising from this report.

### **Sustainability or Environmental Impact**

The Fire Fighters Charity supports and manages clothing recycling drop off points situated on some LFRS fire stations.

### **Equality and Diversity Implications**

None arising from this report.

### **Human Resource Implications**

Staff will continue to use their own time to support the Fire Fighters Charity.

### **Business Risk Implications**

The Fire Fighters' Charity provide their own insurance for fundraising events, providing 50% of monies raised goes to the Charity.

### **Local Government (Access to Information) Act 1985**

#### **List of Background Papers**

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

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## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on Monday, 23 April 2018

### **MEMBER CHAMPION ACTIVITY REPORT**

Contact for further information:

DCFO Justin Johnston – Tel: 01772 866801

#### **Executive Summary**

This paper provides a report on the work of the Member Champions for the period up to March 2018.

#### **Recommendation**

The Authority is requested to note and endorse the report and acknowledge the work of the respective champions.

#### **Information**

The concept of Member Champions was introduced in December 2007. A review of the areas of focus for Member Champions was considered at the Authority meeting held in June 2017 where new areas of responsibility were discussed and agreed as follows: -

- Community Safety – CC Mark Perks
- Equality, Diversity and Inclusion – Cllr Zamir Khan
- Health and Wellbeing – CC Tony Martin
- Road Safety – Cllr Fred Jackson

Reports relating to the activity of the Member Champions are provided on a regular basis to the Authority. This report relates to activity for the period up to March 2018.

During this period, all have undertaken their respective role in accordance with the defined terms of reference. Their activity to date is as follows:

#### **Community Safety – County Councillor Mark Perks**

The Age Safe Group is currently working with Lancaster University on a project to consider loneliness and this will feed into the actions of the group. The Dementia Task Group continues to promote dementia resources and is working with the Admiral Nurses in Preston to support an event locally. The group is also developing a Dementia leaflet to provide on Home Fire Safety Check (HFSC) Visits, supporting Dementia Awareness Week in May by hosting various events at Stations and is also working to promote Dementia Friends Awareness Sessions to all LFRS staff with the aim of making them all Dementia Friends.

### **Equality, Diversity and Inclusion – Councillor Zamir Khan**

Employee Voice consultation groups are in the process of meeting to consult and inform the development of the Equality, Diversity and Inclusion action plan for next year, this will be presented to the Fire Authority in June 2018.

### **Health and Wellbeing – County Councillor Tony Martin**

To support staff welfare at incidents I have agreed to a trial of water bottles that includes hydration information to remind firefighters to drink enough water to remain hydrated throughout the day. I support this initiative which will help to keep firefighters safe at incidents, reduce one use plastic bottles and it is being carried out alongside a promotion on nutrition and eating properly to ensure firefighters remain fit and healthy for work.

### **Road Safety – Councillor Fred Jackson**

Councillor Fred Jackson has continued to influence road safety within LFRS by attending the Road Safe thematic group where key work streams are discussed and actioned.

### **Financial Implications**

Activities are within budget.

### **Business Risk Implications**

Whilst no formal obligation is placed on the Authority to have Champions, effective utilisation of such roles offers a number of benefits.

### **Environmental Impact**

The Member Champion provides leadership on environmental issues and assists in engaging Authority members in strategic objectives relating to protecting the environment.

### **Equality and Diversity Implications**

The Member Champion role provides leadership on E&D issues and assists in engaging Authority members in strategic objectives relating to equality and diversity.

### **Human Resource Implications**

Some Member and Officer time commitments.

### **Local Government (Access to Information) Act 1985**

#### **List of Background Papers**

Paper	Date	Contact DCFO Justin Johnston
Reason for inclusion in Part II, if appropriate		



## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on Monday 23rd April 2018

### **FIRE PROTECTION REPORTS**

Contact for further information:

Deputy Chief Fire Officer Justin Johnston – Tel. 01772 866801

#### **Executive Summary**

This report deals with Lancashire Fire And Rescue Service (LFRS) prosecutions in respect of fire safety management failures and arson incidents within the period 1 February 2018 to 1 April 2018.

In addition, Fire Protection and Business Support Information are included in the report.

#### **Recommendation**

The Authority is asked to note and endorse the report.

### **FIRE SAFETY CONVICTIONS**

#### **Prosecutions under the Regulatory Reform (Fire Safety) Order 2005 (RRO)**

Investigations into two premises in Blackpool are in the final stages, with interviews under Police and Criminal Evidence Act 1984 carried out Mid-April. Once completed, case conferences will be held with the potential of moving forward to summons and prosecution.

### **FIRE PROTECTION & BUSINESS SUPPORT INFORMATION**

#### LFRS Protection Seminar 2018

Lancashire FRS hosted a Fire Safety seminar which generated interest across the North West region. All surrounding fire services attended the day at Lancashire's Training Centre in Chorley in addition to private risk assessors, primary authority partners and local authorities.

Interest was sparked due to the subject matter that was presented. All subject matters were of an elevated interest due to the recent events of the largest fatal fire in decades which will likely see massive changes within the Fire Sector. The day's event was completely full and attendees included representatives from NW fire services and all Primary authority partners. Talks included:

- Reflections post Grenfell - Nick Coombe( London Fire Brigade)
- Fire test certification and real fire case studies - Tony Ryan (Director KingSpan)
- Residential Care Homes - fire case study - Paul MacDonald (Hertfordshire FRS)
- The role of the risk assessor & Enforcement in Specialised Housing - Warren Spencer (Blackhurst Budd).

Further information and feedback from the event will be in the next addition of Fire Magazine.

#### LFRS Prevention and Protection Seminar 2018

On 3 May 2018 LFRS will be hosting a Prevention and Protection half day seminar at Service Training Centre. Attendees will be from the North West Region.

Mark Andrews, Assistant Chief Fire Officer for East Sussex Fire & Rescue Service will be delivering an awareness session on specialised housing.

#### Primary Authority Scheme (PAS)

Since the last update three new Primary Authority partnerships with LFRS have been authorised by the Secretary of State and included in the Primary Authority Scheme:

**The Regenda Group** – have 13,000 properties operating in over 30 local authority areas across the North West region.

**Warwick Estates Property Management Ltd** - National managing agents with 7 Area office buildings and over 600 premises consisting of high and low rise flats, Houses of multiple occupancy and rented properties.

**Daniel Thwaites PLC** – currently based in Blackburn, with premises consisting of 17 Hotels/Inns/Spas and over 250 tenanted public houses across the Country.

LFRS is also at various stages of negotiation with 4 further partnerships:

**St Catherine's Hospice Care** - A local charity running 18 shops across Lancashire and the hospice and The Mill in Bamber Bridge.

**Student Roost** - Providing various types of student accommodation nationally.

**Progress Housing Group Limited** - Provides 11,000 homes for rent in England and Scotland, one of the UK's leading social housing providers.

**Trust Inns Ltd** - Own just under 400 public houses across the country.

A Primary Authority Scheme enables a business to form a legally recognised partnership with a single local authority. This 'primary authority' provides the business with robust and reliable regulatory advice which other local authorities must take into account in their dealings with the business. In this way, Primary Authority promotes consistency and fairness in the way that regulations are enforced locally.

For further information on a Primary Authority partnership with LFRS, businesses can email [PAS@lancsfirerescue.org.uk](mailto:PAS@lancsfirerescue.org.uk)

## **ARSON RISK REDUCTION**

### Arson convictions

There are no arson convictions to report during the period.

**Business Risk**

Moderate – Members need to be aware of prosecutions related to fire safety activity and/or arson within Lancashire in order to satisfy themselves that the required robust approach is being pursued.

**Environmental Impact**

None

**Equality and Diversity Implications**

None

**HR Implications**

None

**Financial Implications**

None

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

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

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## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on Monday 23 April 2018

### **COMMUNITY FIRE SAFETY REPORTS**

**(Appendix 1 refers)**

Contact for further information:

Assistant Chief Fire Officer David Russel, Director of Service Delivery

Tel: 01772 866801

#### **Executive Summary**

Reports in relation to the 2 Unitary and 12 District Authorities are attached containing information relating to:-

- Community Safety activity;
- Incidents of Operational interest.

Operational incidents of interest will be presented to Members for information.

#### **Recommendation**

The Authority is asked to note and endorse the report.

#### **Information**

Included as Appendix 1 are reports for the two unitary and twelve district authorities in relation to:

- Community Safety initiatives;
- Incidents of Operational interest.

#### **Business Risk:**

None

#### **Environmental Impact:**

Potential impact on local environment

#### **Equality and Diversity implications:**

None

#### **Financial Implications:**

None

**HR Implications:**

None

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

Paper Information from LFRS Management Info Systems Information received from area based staff	Date February 2018 – March 2018  February 2018 – March 2018	Contact David Russel  David Russel
Reason for inclusion in Part II, if appropriate:		

## LANCASHIRE FIRE AND RESCUE SERVICE

### COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	BLACKBURN-WITH-DARWEN
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<p><b>Road Safety</b></p> <p>On Wednesday 14 March, LFRS were invited to hold a fire safety stand at Ewood Park football ground where a 'Drive Safely' day specifically for older people was held.</p> <p>Police, road safety specialists, paramedics and solicitors were a just few of the speakers who took to the stage.</p> <p>There were 91 over 70-year-olds in the audience, one of whom had passed his driving test back in 1947 and is still driving safely.</p> <p>The audience took part in a Highway Code quiz, an optional driver's eye test and information on the laws on wearing seat belts and as many elderly people are now carers for their grandchildren and great grandchildren the need to have a correctly fitted child car seat in their vehicle was discussed.</p> <p>The police showed a video of obstacles and dangers on the road and the audience were invited to identify them, obstacles such as dazzling sunshine, pedestrians, cars pulling out of side roads, drivers not signalling, pot holes, children not holding on to parents hands, and people distracted by the use of mobile phones.</p> <p>At lunchtime the audience were able to visit the many stands that were there, which included LFRS, Age UK, crime prevention, Kwik Fit (vehicle safety checks), Know Your Alcohol Units and Health and Fitness advice.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
<p><b>Date:</b> 16/03/2018  <b>Time:</b> 17:37:00  <b>Address:</b> Clement Street, Darwen</p> <p>Initially the incident was thought to have been a domestic building fire where there may have been casualties trapped. Two crews from Darwen attended and found that the fire was confined to the chimney of the property. They used a hose reel and nimbus nozzle to extinguish the fire. There were no casualties reported.</p> <p><b>Date:</b> 16/03/2018  <b>Time:</b> 16:13:00  <b>Address:</b> Buncer Lane, Blackburn</p>

Road traffic collision involving two vehicles on Buncer Lane, Blackburn. Two crews from Blackburn attended and assisted in making the scene safe.



## LANCASHIRE FIRE AND RESCUE SERVICE COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

### SUMMARY REPORT FOR: BLACKPOOL

#### LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)

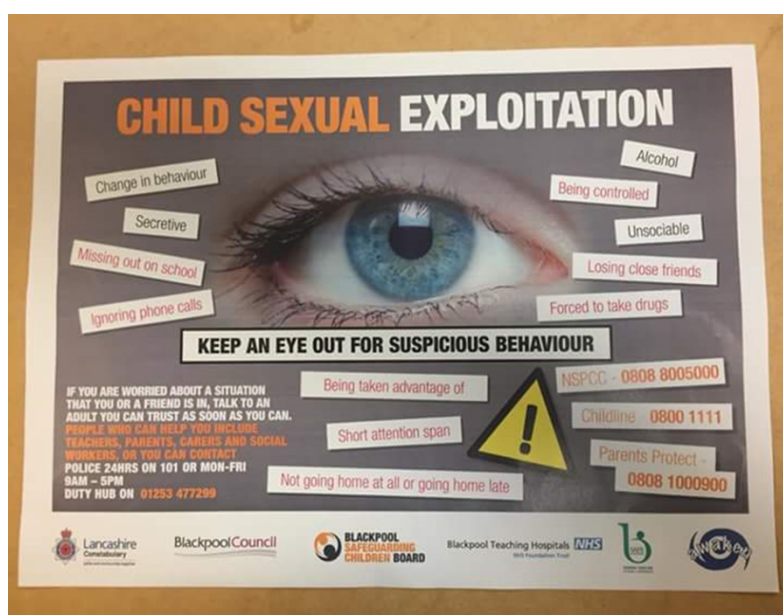
##### Design a Poster Competition

In November 2017 as part of the Child Sexual Exploitation week, Blackpool Safeguarding Board ran a competition to design a poster in relation to Child Sexual Exploitation (CSE).

The initial concept was for a poster to be designed based on how “Children” themselves understand the issues and problems surrounding all aspects of CSE. The competition was open to all of the high schools and youth organisations in Blackpool with the entries being judged by a panel of independent professionals.

Our Fire Cadets conducted research into CSE and combined this with their own thoughts and opinions and then developed their designs as posters. We then entered 3 separate posters into the competition for judging. We were very pleasantly surprised to learn that all 3 of their posters had been awarded first, second and third prize.

On Wednesday 21 February Jolene Llewellyn, Blackpool Safeguarding Training Coordinator presented the Awards at South Shore Fire Station. The event was also attended by Station Manager Colin Hickson, Bob Gildert LFRS Princess Trust Delivery Manager, Fire Service Staff, Parents and our Fire Cadets. Jolene explained that 2 of the posters had been amalgamated into one leaflet and that both items are now being printed and distributed across the Blackpool Area.



### **World at Work Event**

The Community Safety Team from Blackpool Fire Station participated in a “World at Work Event” at Park Community Academy Sixth Form, Whitegate Drive. Park Community Academy (PCA) is a successful school which aims to provide high quality educational provision for children in a safe and secure environment, their ethos reflects care, happiness, enjoyment and success.

Park Community Academy is a founder member of the Blackpool Multi Academy Trust along with 2 other Blackpool Primary Schools and was converted to Academy status in September 2013. It is a Special Academy currently catering for boys and girls aged from 2 to 19 years.

The children who attend PCA have a wide range of learning needs including moderate to severe learning difficulties, complex learning difficulties associated with Autistic Spectrum Conditions and speech and language difficulties, sensory impairment, some complex medical needs and varying degrees of social emotional and behavioural needs associated with their SEND.

The aim of the World at Work Event was to provide the children with an insight to the careers and jobs and also support available in the wider world. The event was attended by local businesses and organisations from the leisure industries, banking, hospitality and catering and local colleges. Groups of approximately 6 students at a time spent around half an hour with each organisation to discuss their interests and experience an aspect of what each service had to offer. We were able to offer career and opportunity advice, information on fire cadets and we also seized the opportunity to offer some “Home Fire Safety Advice”. The students were also able to try on items of fire kit, breathing apparatus and then experience the items in the SENDSafe learning resource box.



**INCIDENTS OF OPERATIONAL INTEREST (brief details)**

**Date:** 20/03/2018

**Time:** 01:24:00

**Address:** Vicinity of B5266, Singleton, Poulton-le-Fylde

A fire engine and crew from Blackpool dealt with a car on fire in a field in Singleton, Poulton-le-Fylde. Firefighters used a hose reel jet to extinguish the fire, which they believe was started deliberately. There were no casualties. Police were notified of the suspected arson.

**Date:** 15/03/2018

**Time:** 20:31:00

**Address:** Dickson Road, Blackpool

Fire crews from Blackpool were called to assist in rescuing a person who was stuck after a lift had broken down. They used lift keys and a step ladder to release the individual and were in attendance approximately 10 minutes.

## LANCASHIRE FIRE AND RESCUE SERVICE

### COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	BURNLEY
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<p><b>Talk To UCLAN students on the roles within the Fire Service</b></p> <p>Fire safety teams hosted an interactive session with students at the Burnley campus. The talk included the variation of roles and responsibilities within Lancashire Fire and Rescue Service including the role of a fire fighter, for the ongoing recruitment campaign focusing on the different shift systems and how we risk profile areas within Lancashire. Firefighters are called upon to tackle various emergency situations where problem solving skills and initiative are vital to resolve issues quickly and calmly.</p> <p>Also in the role of a Community Safety Advisor they spend a lot of time out in the community conducting home fire safety checks and talking to people of various ages and from different backgrounds: fire prevention, road safety and other safety messages. Also important is confidence; resilience; an ability to communicate effectively and a commitment to inclusion, equality and diversity. Initial training is intense and thorough and includes theoretical lectures from various internal departments with an amount of online learning. All staff are expected to undertake a continuous programme of training and take responsibility for developing their own skills and ensuring that they maintain their competency levels.</p> <p>We discussed the ongoing recruitment of retained firefighters who are firefighters on-call, carry an alerter and are required to respond to an emergency when the alerter activates. Retained firefighters have to be able to respond to the fire station within the required time, so applicants need to either live or work within a close distance. Applicants may already be in a full time job, unemployed or looking for a career that can fit around their childcare or home life. Retained firefighters are trained to deal with a wide range of emergency situations. They provide an agreed contract of hours for emergency cover throughout the week. Additionally, they also undertake weekly evening training sessions at station to maintain and develop skills. Retained firefighters receive full initial training followed by continuous development; this will require dedication. Those responding from work will require their employer's consent, whilst those responding from home must consider the impact on their home life.</p> <p>We then spoke about opportunities for support staff and how we are slowly introducing apprenticeship schemes. Lancashire fire and rescue service has a range of managerial and support services jobs exist within the areas of Prevention, Protection and Road Safety, Fleet and Engineering, Finance, Human Resources, ICT, Procurement, Princes Trust, Health and Safety, Communications, Administration, Project Management and Management Information to name a few. Most corporate support functions are based at Lancashire Fire and Rescue Service Headquarters at Fulwood, Preston. The students were informed where to look for jobs and how to navigate around the LFRS website.</p>	

**INCIDENTS OF OPERATIONAL INTEREST (brief details)****Date:** 19/03/2018**Time:** 12:11:00**Address:** Abel Street, Burnley

Fire was located on the ground floor of a commercial premise on Abel Street and involved an electrical consumer unit and store room. Four firefighters wore breathing apparatus and used one hose reel and ventilation unit to extinguish the fire and clear the property of smoke. There were no casualties reported.

**Date:** 08/03/2018**Time:** 02:58:00**Address:** Hawk Street, Burnley

Two fire engines from Burnley were called to a fire involving two motorbikes on Hawk Street, Burnley at 02:58 hours. Firefighters used one hose reel to extinguish the fire. No injuries were reported. The cause of the fire is believed to be suspicious and an ongoing investigation is underway between the fire and police.

**Date:** 11/03/2018**Time:** 11:31:00**Address:** Albert Street, Burnley

Three fire engines from Burnley, Hyndburn and Nelson attended a fire involving the first floor of a terraced property on Albert Street, Burnley at 11:31 hours. Firefighters used 2 breathing apparatus, one hose reel and a ventilation unit to extinguish the fire. The cause of the fire is under investigation and no injuries were reported.

## LANCASHIRE FIRE AND RESCUE SERVICE

### COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

<b>SUMMARY REPORT FOR:</b>	<b>CHORLEY</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>UCLAN Day</u></b>  Students studying Fire and Leadership at UCLAN were invited to Chorley Fire Station for a day of input on Community Fire Safety. The group were placed in 5 different groups and were each given a topic; males over the age of 80 years, people who are hoarders, individuals who are home oxygen users due to chronic pulmonary diseases, families with several young and very young children and older people with or without a formal diagnosis of dementia (living independently). The students received input on each of the subjects in the form of photos, videos, literature and presentations. Following the input, each of the groups had to put a presentation together on their subject based on what they have learned and presentations are due to be delivered at the end of April.</p> <p><b><u>Boost Your Balance</u></b>  A fire safety talk to older adults was delivered to a group called 'Boost Your Balance' which is an exercise class held at Cotswold House in Chorley. The people who attended these classes have had a recent fall and the aim of the class was to try to get their balance back. The Community Fire Safety Team delivered a fire safety talk to those attending of which there were 8 people who were predominantly men. This was the start of a regular talk to the group.</p>	
<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<p><b>Date:</b> 17/03/2018  <b>Time:</b> 03:34:00  <b>Address:</b> Shaw Brow, Whittle le Woods</p> <p>Firefighters from Bamber Bridge and Chorley attended reports of a fire involving a caravan in Whittle le Woods. They found upon arrival that the fire involved 2 cars and a caravan. Four firefighters wore breathing apparatus and used 2 hose reels and one main jet to extinguish the fire. Crews were in attendance just over one hour.</p>	

## LANCASHIRE FIRE AND RESCUE SERVICE

### COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	FYLDE
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Family Fun Day</u></b>  On Saturday 11 November 2017 Wesham Fire Station opened its doors to host a Family Fun and Wellbeing Event for all members of the local community. The event was collaboration between the retained Operational Fire-crews at Wesham Station, St. Anne's Station and local Community Safety Advisors. We were joined by partner organisations such as the Police and the Alzheimer's Society, our LFRS colleagues St Anne's Rope Rescue Unit and a guest appearance was made by the fire dogs.</p> <p>Members of the local community were able to discuss home fire safety advice with community safety staff, watch demonstrations provided by the fire dogs and team members from the rope rescue team. Operational fire-crews also utilised the hot oil unit and provided demonstrations and offered advice to residents on the dangers of unsafe cooking practice and gave practical tips to ensure that safer practices could be adopted by all.</p> <p><b><u>Dementia Cafe</u></b>  Community Safety Advisors and Operational Fire-crews have been working closely with Clifton Hospital. The hospital is a community hospital that provides rehabilitation and sub-acute care for the older person and those living with long term conditions. They have 4; recently refurbished wards which are able to care for those living with dementia. The wards accept and care for patients on one of 3 pathways: Orthopaedic Rehabilitation, Medical Rehabilitation and Intermediate Care. Once well enough to leave Clifton Hospital patients are then aligned to appropriate health or social care community pathways to enable continued rehabilitation and care in the patient's home.</p> <p>The dementia unit at the hospital has begun hosting "Dementia Hubs and Dementia Cafes" and these offer a valuable support mechanism for those whose lives are touched by dementia and they aim to offer continued support once a diagnosis has been made. Lancashire Fire and Rescue Service staff are actively participating in these cafes, along with other partner organisations, and are making significant progress in supporting those members of the local communities who are living with dementia. It is also intended that this summer we will see some of the dementia hubs being hosted on local fire stations.</p>	

**INCIDENTS OF OPERATIONAL INTEREST (brief details)****Date:** 11/03/2018**Time:** 18:37:00**Address:** M55 westbound between junction 3 and 4

Two fire engines from South Shore and Wesham attended a fire involving a vehicle on the M55 westbound between junctions 3 and 4 at 18:37 hours. Firefighters used 2 hose reels and 2 breathing apparatus to extinguish the fire which was on the hard shoulder. No injuries were reported.



## LANCASHIRE FIRE AND RESCUE SERVICE COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

<b>SUMMARY REPORT FOR:</b>	<b>HYNDBURN</b>
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### LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)

#### **Community Engagement**

During February and March Operational crew, Community Safety Staff and Senior Managers visited the Raza Jamia Masjid in Accrington as part of “Visit My Mosque Day”.

The Raza Jamia Masjid is within the heart of the Accrington community and has recently been built at the cost of £9 million pounds. During the course of our visit and speaking with the members of the committee they were very keen to highlight that this mosque was open to members of all communities irrespective of faith or religion. This openness was reflected in the fact that within the Mosque there is a Community Centre which any group can use free of charge in order to hold events or meetings. Future fire safety events and workshops will be delivered at the centre over the coming months.

### INCIDENTS OF OPERATIONAL INTEREST (brief details)

**Date:** 17/03/2018

**Time:** 07:52:00

**Address:** Billington Gardens, Billington

Fire crews from Hyndburn and Blackburn were called to a report of an incident involving a shower switch. Crews used a hearth kit and a thermal imaging camera to assess the switch which was then isolated. The occupier was advised to contact an electrician. There were no casualties.

**Date:** 11/03/2018

**Time:** 11:31:00

**Address:** Albert Street, Burnley

Three fire engines from Burnley, Hyndburn and Nelson attended a fire involving the first floor of a terraced property on Albert Street, Burnley at 11:31 hours. Firefighters used 2 breathing apparatus, one hose reel and a ventilation unit to extinguish the fire. The cause of the fire is under investigation and no injuries were reported.

## LANCASHIRE FIRE AND RESCUE SERVICE COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	LANCASTER
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Fire Safety Input to Refugees and Asylum Seekers.</u></b></p> <p>Fire Safety Enforcement (FSE) were contacted by Global Link who are running a series of drop-ins for refugees and asylum-seekers being housed in the Lancaster area. A joint visit was made by both Community Safety Advisors (CSA) and FSE to one of the drop-ins.</p> <p>It was established that the refugees were multi lingual however; Arabic was identified as the predominant language. A presentation on Home Fire Safety was given by CSA who utilised the presentation 'English as a second or other language' (ESOL), due to the language barrier an interpreter organised by Global link attended the drop-in.</p> <p>Approximately 50 people attended the event, being a mix of families and single adults. Home Fire Safety Leaflets in both English and Arabic were distributed. As a result of the input Fire Safety Visits have been carried out to occupiers of single dwelling properties.</p> <p>FSE are carrying out joint visits with Lancaster City Council Strategic Housing to Houses of Multiple Occupation and shared properties, if identified Home Fire safety Visits will be carried out at these properties.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
<p><b>Date:</b> 20/03/2018  <b>Time:</b> 07:42:00  <b>Address:</b> Ashton Road, Ashton-with-Stodday</p> <p>A fire engine and crew from Lancaster dealt with a car on fire at the roadside on Ashton Rd Ashton-with-Stodday. Starter motor wiring in the engine compartment had overheated and firefighters isolated the fault before fire took hold and spread. There were no casualties.</p> <p><b>Date:</b> 19/03/2018  <b>Time:</b> 15:06:00  <b>Address:</b> Shaw Lane, Nether Kellet</p> <p>Carnforth and Lancaster crews attended a kitchen fire at a domestic property on Shaw Lane, Nether Kellet. The fire had spread from the kitchen to the first floor of</p>

the property before firefighters arrived and they quickly set about tackling the fire using 2 breathing apparatus, one hose reel and one ventilation unit. Firefighters also rescued a pet dog from the property and administered oxygen therapy to the animal at the scene prior to the arrival of a check over by a vet, there were no other casualties at the scene. Crews were in attendance for approximately 2 hours.

**Date:** 18/03/2018

**Time:** 22:41:00

**Address:** Grange Street, Morecambe

Fire involved an extractor fan in the kitchen of a domestic property. Crews used a hearth kit and a hose reel to extinguish the fire. There were no casualties.

## LANCASHIRE FIRE AND RESCUE SERVICE

### COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	PENDLE
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<p><b><u>Earby Station Older Persons' Open Day</u></b></p> <p>Community fire safety teams again hosted a 4th coffee morning here in Pennine. The location is rotated on a district basis. The days host a variety of information and guidance on stalls for the people in that particular community. So far the event was trialled as part of the AGE SAFE thematic group, with the aim to reach out to the most vulnerable people within Lancashire. With that said we have seen a boost in partner agencies coming on board from far and wide to take part in the open days. Not only have we made contact with people from diverse communities but we have been able to make first contact with people to further signpost for their own needs on health and well-being. Tackling agendas such as social isolation, diabetes, warmer homes, dementia and many more which also feature in Lancashire fire and rescues Safe and Well visits, we have seen a shift in how we work within the heart of our communities. It is important we identify certain areas demographically so we can offer the best service possible with a multi-agency approach. For some age groups social media is a thing in the distant future, so we have to be different in how we communicate especially with our older generations. Another prompt was from an agency who will be hosting sessions in various areas of Pennine with a view to helping members of the aging population to use social media and how to use android devices such as tablets and phones. This will hopefully prove beneficial in helping to build confidence in using I.T and not being fearful of it in now we are the 20<sup>th</sup> century. Again this will forge the link between social isolation and loneliness.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
<p><b>Date:</b> 11/03/2018  <b>Time:</b> 09:38:00  <b>Address:</b> A682 Newsholme, Clitheroe</p> <p>Two fire engines from Barnoldswick and Nelson along with the Hazardous Materials Unit from Burnley attended a road traffic collision on the A682 Newsholme, Clitheroe at 09:38 hours. Firefighters found one milk tanker had overturned when they arrived at the scene and they spent 3 hours making the road safe and preventing any damage to the environment. One person was treated at the scene by paramedics.</p> <p><b>Date:</b> 08/03/2018  <b>Time:</b> 10:42:00  <b>Address:</b> Emmott Lane, Colne</p>

Four fire engines from Colne and Nelson attended a fire involving toilets in a commercial building on Emmott Lane, Colne at 10:42 hours. Firefighters used 2 breathing apparatus, one hose reel and two ventilation units to extinguish the fire. The cause of the fire is under investigation.

**Date:** 13/03/2018

**Time:** 02:23:00

**Address:** Midgley Street, Colne

Firefighters from Colne attended a domestic building fire on Midgley Street, Colne. Crews used a breathing apparatus and a hose reel to extinguish the fire and a ventilation unit to clear the property of smoke. Firefighters were in attendance for approximately one hour. There were no casualties.

## LANCASHIRE FIRE AND RESCUE SERVICE

### COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	PRESTON
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Wasted Lives Talks</u></b></p> <p>On the 4 March a Wasted Lives talk was held at a Young farmers event at Samlesbury Memorial Hall, Cuerdale Lane, Preston. The Wasted lives session was delivered in the evening to 25 young farmers aged between 15-25 years. The presentation involved a powerpoint display showing hard hitting vehicle road traffic related accidents and the impact the road traffic collisions have on victim's parents and family.</p> <p>Wasted Lives talks were also delivered to the Princes Trust team at Preston Fire Station in March to 12 students aged 17-24.</p> <p>On both occasions strong safety messages were delivered to the audiences on the dangers of driving too fast or being under the influence of drink or drugs.</p> <p><b><u>Anti-Social Behaviour Initiative</u></b></p> <p>In early February there had been several small secondary fires which occurred within a couple of days of each other at Burnsall Place, Preston. On the 11 February there was a much larger incident which was caused by a small pile of rubbish being set on fire next to a large shipping container. The container was used to store cylinders and fuel at the garage next door. Four fire engines attended the incident and remained there for several hours.</p> <p>An initiative was put in place for crews to reduce any further fires. Crews ensured that the media were involved and front page coverage was achieved in the local Lancashire Evening Post. Rock FM also covered the incidents for the area by radio.</p> <p>Crews from Preston engaged with the local community, City council and Police. They gathered information from the residents to pass to the Police regarding who may be responsible. The city council was contacted regarding the current fire setting and a refuse referral was made to the environmental department which involved the Council removing waste/rubbish from the area. Each watch at Preston increased their environmental audits.</p> <p>Following a high profile media campaign there have been no further fires at Burnsall Place.</p> <p><b><u>Fire Safety talks at aged persons homes and hoarding student safe</u></b></p> <p>On the dates below:</p> <p>06 March 2018 FS Talk    Orchard House Black Bull Lane Fulwood Preston  14 March 2018 FS Talk    New Brook House New Hall Lane Preston</p>	

15 March 2018 FS Talk    Hannover Court Village Green Lane Preston  
 21 March 2018 FS Talk    Ainscough Brook House Ribbleton Avenue Preston

Community Fire Safety team members from Preston Fire station delivered fire safety talks to residents at the above residential care homes. Residents were given advice of how to prevent fires occurring in their flats and the chance to ask questions to the community staff regarding fire related issues. Since the fires safety talks crews at Preston Station have received a number of HFSC referrals. These HFSC will involve crews carrying out Safe and Well visits in the residents' individual flats.

On the 13 March, the community fire safety team delivered hoarding training to the Early Action Team. The training involved highlighting the dangers of hoarding associated with fires, what actions partner agencies can take when one of their clients is hoarding and the referral process for reporting hoarders to the fire service.

On the 28 March, 2 members of the Community Fire Safety team visited IQ KOPA, University accommodation block following a severe kitchen fire a week earlier. The CFS team delivered a student safe talk to all students who used the shared kitchen.

#### **Recruitment Campaign – Rock FM – Firefighter – have a go day**

On the 1 February Rock FM attended Preston Fire Station to record a radio session for one of their listeners who had always wanted to be a firefighter. Matt was invited to take part in some of the activities which a firefighter would be put through on a practical assessment day. Preston Green Watch hosted the event and set up all the required training sessions. The media department from Service Headquarters attended along with a representative from Human resources.

Rock FM recorded the training of Matt taking part in various drills such as moving a casualty, confined space, ladder appreciation and a fitness test. The event was used to promote/encourage would be listeners to “have a go” at apply for the fire service in the future. The radio broadcast was very positive and will hopefully inspire other listeners to consider applying for the Fire Service at the next whole time recruitment process.

#### **INCIDENTS OF OPERATIONAL INTEREST (brief details)**

**Date:** 18/03/2018

**Time:** 18:44:00

**Address:** Fir Trees Avenue, Preston

Fire crews from Preston were called to a road traffic collision on Fir Trees Avenue, Ribbleton which reportedly involved a car and a property. When crews arrived at the scene they found in fact that the incident just involved 2 vehicles. There was one casualty at the incident who was being treated by ambulance crews at the scene. Firefighters assisted in making the scene safe.

**Date:** 17/03/2018

**Time:** 18:45:00

**Address:** Strand Road, Preston

Fire involved a disused boat structure on the bank of the river near Strand Road, Preston. Firefighters used a hose reel to extinguish the fire and were in attendance approximately 15 minutes.

**Date:** 09/03/2018

**Time:** 06:16:00

**Address:** Derby Road, Longridge

Four fire engines from Longridge, Preston and Fulwood were called to a fire involving the chimney breast of a commercial building on Derby Road, Longridge at 06:16 hours. Firefighters used 2 hose reels and two ventilation units to extinguish the fire. No injuries were reported and the cause of the fire is under investigation.



## LANCASHIRE FIRE AND RESCUE SERVICE

### COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	RIBBLE VALLEY
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Ribble FM 'Have a Go' at Clitheroe Fire Station</u></b></p> <p>Two presenters from Ribble FM were invited down to Clitheroe Fire Station to have a go at seeing what it is like to be firefighter.</p> <p>Rebecca Jane and a colleague worked hard trying out the Physical Assessment Day fitness test and finding out more information about Clitheroe Fire Station.</p> <p>The following morning, Rebecca discussed her experience at the fire station and how she found it during the morning breakfast show on Ribble FM.</p> <p>The opportunity to invite Ribble FM down to the station came following live interviews with Glen Dinsdale and Kane Dark on Ribble FM 2 weeks earlier where they were promoting RDS recruitment in the town.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
<p><b>Date:</b> 09/03/2018  <b>Time:</b> 06:16:00  <b>Address:</b> Derby Road, Longridge</p> <p>Four fire engines from Longridge, Preston and Fulwood were called to a fire involving the chimney breast of a commercial building on Derby Road, Longridge at 06:16 hours. Firefighters used 2 hose reels and two ventilation units to extinguish the fire. No injuries were reported and the cause of the fire is under investigation.</p> <p><b>Date:</b> 13/03/2018  <b>Time:</b> 00:54:00  <b>Address:</b> Gisburn Road, Sawley</p> <p>Firefighters from Clitheroe were called to reports of a road traffic collision on Gisburn Road in Sawley. It was believed there was a person trapped in the vehicle, however they were released prior to the arrival of fire crews. The casualty was given first aid by Firefighters at the scene prior to the arrival of paramedics. They were at the scene for 15 minutes.</p>

## LANCASHIRE FIRE AND RESCUE SERVICE COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	ROSSENDALE
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<p><b><u>Cooking Safety Campaign</u></b></p> <p>Community fire safety advisors in the Rossendale district gave various talks to groups focusing on the theme for February which was cooking fire safety. Each year, more accidental fires in the home are caused by cooking than anything else.</p> <p>Cooking-related fires tend to result in the most non-fatal casualties and the second most fatalities (behind smoking products) so the importance of promoting cooking fire safety messages cannot be overestimated. Cooking fire safety covers a range of issues, from not leaving it unattended through to electrical issues. This highlights lots of different messages which need to be tailored appropriately to activity and audiences. Having multiple working smoke alarms and clear escape plans remains of high importance.</p> <p><b><u>Time to talk day at Riverside, Whitworth.</u></b></p> <p>Talked to a group of approximately 20 parents regarding our cooking campaign for the area with information on what we can provide and advise on during our Safe and Well visit.</p> <p><b><u>Cooking Campaign Rossendale.</u></b></p> <p>Calling at various locations including doctors/health centres to provide information on safer cooking. This involved the distribution of the latest Lancashire fire and rescue safety cooking safely literature.</p> <p><b><u>Event at All Age Integrated Workshop Bacup.</u></b></p> <p>The purpose of the event was to introduce the 'integrated all age group model' and then apply to Bacup in terms of resources, services and assets and develop the opportunities for quick wins and, medium and longer term actions to achieve the systems and health outcomes we would require. Through the joint collaborative we aim to focus on future skills with lead professionals. This will improve the dynamics of integrated working and bringing forward learning from other skills sets and information given from other organisations we work alongside.</p> <p>Community fire safety teams again hosted a 4th coffee morning in Pennine. The location is rotated on a district basis. The days host a variety of information and guidance on stalls for the people in that particular community. So far the event was trialled as part of the AGE SAFE thematic group, with the aim to reach out to the most vulnerable people within Lancashire. With that said we have seen a boost in partner agencies coming on board from far and wide to take part in the open days. Not only have we made contact with people from diverse communities but we have been able to make first contact with people to further signpost for their own needs on</p>	

health and well-being. Tackling agendas such as social isolation, diabetes, warmer homes, dementia and many more which also feature in Lancashire Fire and Rescues Safe and Well visits, we have seen a shift in how we work within the heart of our communities. It is important we identify certain areas demographically so we can offer the best service possible with a multi-agency approach. For some age groups social media is a thing in the distant future, so we have to be different in how we communicate especially with our older generations. Another prompt was from an agency who will be hosting sessions in various areas of Pennine with a view to helping members of the ageing population to use social media and how to use android devices such as tablets and phones. This will hopefully prove beneficial in helping to build confidence in using I.T and not being fearful of it in now we are the 20<sup>th</sup> century. Again this will forge the link between social isolation and loneliness.

### INCIDENTS OF OPERATIONAL INTEREST (brief details)

**Date:** 13/03/2018

**Time:** 14:14:00

**Address:** Beaufort Road, Bacup

Two fire engines from Backup attended a fire at a domestic property off Beaufort Rd, Weir, Bacup this afternoon. The incident involved the living room of the property which caused heavy smoke logging to the ground floor of the property. Four Firefighters wore breathing apparatus and use one hose reel and a ventilation unit to extinguish the fire. Fire crews administered oxygen therapy to one cat at the scene using a pet mask, however there were no other casualties. They were detained at the scene approximately 4 hours.

**Date:** 09/03/2018

**Time:** 09:24:00

**Address:** Lancaster Avenue, Haslingden

One fire engine from Rawtenstall and one from Greater Manchester FRS attended a road traffic collision involving two vehicles on Lancaster Avenue, Haslingden at 09:24 hours. Firefighters used cutting equipment to release one person from one car and they were later assessed by paramedics.

## LANCASHIRE FIRE AND RESCUE SERVICE

### COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	SOUTH RIBBLE
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Super Learning Day</u></b>  The Community Fire Safety (CFS) Team attended the biannual Super Learning Day at St Mary's School in Leyland on 27<sup>th</sup> February. The day was attended by various different agencies who carried out sessions on, every action has a consequence and hate crime (Police), illegal money lending (England Illegal Money Lending Team) and consent and healthy relationships (NHS Community Team). Every student in Year 11 received input on all 4 of these subjects and a session on anti-social behaviour, hoax calls and their consequences from the CFS Team.</p> <p>The sessions were very well received by the students and the teachers who attended.</p> <p><b><u>Mini Hub – Leyland Market</u></b>  The Leyland Neighbourhood Forum runs a series of information stands at Leyland Market once a month throughout 2017 and 2018. Those attending the market are able to receive information about support services from organisations including the Alzheimer's Society, Age Concern Central Lancashire, Progress Lifeline and others. Information from Lancashire Fire and Rescue Service included guardian angels, how we support those living with dementia and services for older people. The sessions in February and March had been very well attended by the general public and referrals had been generated for home fire safety checks.</p>	
<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<p><b>Date:</b> 16/03/2018  <b>Time:</b> 21:46:00  <b>Address:</b> Kings Court, Leyland</p> <p>Fire involved a shed at a domestic property which was well alight when Firefighters arrived at the scene. Fire crews from Bamber Bridge and Leyland attended and upon inspection found that there were gas cylinders stored inside the shed. Firefighters used breathing apparatus, one main jet and 2 hose reels to extinguish the fire and to cool the cylinders. Police were requested to attend the incident as it is believed the fire had been started deliberately. An investigation is now underway.</p>	

## LANCASHIRE FIRE AND RESCUE SERVICE COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	WEST LANCASHIRE
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>British Living Foundation Talk</u></b></p> <p>A fire safety talk was delivered to the West Lancashire and Southport Breathe Easy Group who are part of the British Lung Foundation, a support group for those living with a lung condition. The talk was around general fire safety including electricals, fire plans, closing doors and taking a mobile phone to bed. Particular emphasis was placed on the particular precautions that can be taken by those respiratory patients using home oxygen equipment as oxygen is highly flammable and it was stressed that hoarding oxygen cylinders in the home is a dangerous practice to be avoided. The talk and all the advice was published in The Champion newspaper which is a free local newspaper that goes out to the residents of West Lancashire.</p> <p><b><u>Pensioners Association Talk</u></b></p> <p>The Community Fire Safety Team delivered a fire safety talk to West Lancashire Pensioners Association on Tuesday 20 March at St Anne's Parish Hall on Prescott Road in Ormskirk. There were approximately 30 people present who were all over the age of 60. After the introduction, they spoke about fire in the home and covered topics such as closing doors, overloading sockets, contacting the fire service, mobile phones and electrical safety, the dangers of smoke and its effects, hard of hearing alarms, personal safety and the different preventative equipment Lancashire Fire and Rescue Service had to offer people when they do an individual assessment of their property. There was a good response and the audience were very appreciative. A thank you email was received which stated 'Just wanted to express our grateful thanks for arranging such a great presentation. He was very favourably welcomed and rightly so. Give him our thanks and best wishes; hope he enjoyed it as much as we did.'</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
<p><b>Date:</b> 20/03/2018  <b>Time:</b> 11:46:00  <b>Address:</b> Welbourne, Skelmersdale</p> <p>Two fire engines and crews from Skelmersdale dealt with a fire in the kitchen of a house on Welbourne, Skelmersdale. No-one was injured and Firefighters equipped with breathing apparatus used a hose reel jet to extinguish the fire. The fire started in a tumble dryer.</p>

**Date:** 14/03/2018

**Time:** 19:56:00

**Address:** Liverpool Road, Skelmersdale

Two fire crews from Skelmersdale were called to reports of a fire involving a commercial premise. When they arrived they found the fire involved a disused portacabin at the rear of the property. They wore breathing apparatus and used one hose reel jet to extinguish the fire. Lighting equipment was also in use at the scene. The portacabin was completely destroyed by the fire. They were in attendance approximately 45 minutes. The fire is believed to have been started deliberately and a joint investigation alongside Police is now underway. Anyone with any information is encouraged to contact the Police on 101 ref: LC20180214-1396.

## LANCASHIRE FIRE AND RESCUE SERVICE COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY – MARCH 2018

SUMMARY REPORT FOR:	WYRE
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Leadership programme – Preesall Fire Cadets.</u></b></p> <p>After The Service agreed to adopt the 3 year National Fire Cadet development programme for Cadets, resulting in the retention of a number of year 1 Cadets into years 2 and 3. This would take some Cadets to the age of 16 where they can themselves become volunteer instructors.</p> <p>Fire Cadet Leaders approached Training and Operational Review (TOR) to establish if a leadership programme could be developed for their Crew/Watch Manager Fire Cadets and unit volunteers. The aim was to give them the confidence and skills they require to take a leading role in the running of the Units, ultimately providing a cornerstone for future sustainability of the Units.</p> <p>The day consisted of a number of practical activities and worksheets to help develop leadership skills and help identify individual learning and communication styles.</p> <p>Theoretical topics covered Kolb's learning cycle, EDIP theory (Explain, Demonstrate, Imitate, Practice) after which The Cadets completed the VAK (Visual Auditory Kinaesthetic) questionnaire which identified their individual learning styles. This gave the Fire Cadets the opportunity to identify their own learning style and the confidence to explain and reflect on how it can affect them when taking part in group tasks.</p> <p>Positive feedback was received from both Volunteers and Fire Cadets – 'I got so much out of the day personally and The Cadets learned so much to take forward in School, Cadets and future careers' (Volunteer) 'That I am more of a kinaesthetic learner which explains a lot more about myself' (Fire Cadet)</p>	

<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>
<p><b>Date:</b> 17/03/2018  <b>Time:</b> 17:12:00  <b>Address:</b> Lancaster New Road, Cabus, Preston</p> <p>Firefighters from Garstang were called to a report of a fire involving a domestic chimney on Westfield Lancaster New Road. Crews requested the attendance of the Aerial Ladder Platform from Morecambe to assist in tackling the fire. They used a chimney kit and a hose reel to extinguish the fire.</p>

**Date:** 09/03/2018

**Time:** 07:19:00

**Address:** Stricklands Lane, Preesall

Two fire engines from Preesall and Bispham attended a gas leak in Stalmine following a road traffic collision on Stricklands Lane at 07:19 hours. The car had crashed through a hedge and ruptured the gas main resulting in gas leaking under pressure. Firefighters put up a 50 metre cordon which meant 5 properties were evacuated and the road was closed. Engineers from Cadent Gas worked with firefighters to isolate the gas and by 10:00 hours firefighters were beginning to leave the incident ground.