

# Public Document Pack

## LANCASHIRE COMBINED FIRE AUTHORITY

Monday, 29 April 2019 in Washington Hall, Service Training Centre, Euxton commencing at 10.00 am.

Car parking is available on the Main Drill Ground.

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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, 14 MARCH 2019 OF PERFORMANCE COMMITTEE (Pages 29 - 44)

#### 6. MINUTES OF MEETING MONDAY, 18 MARCH 2019 OF PLANNING COMMITTEE (Pages 45 - 52)

#### 7. MINUTES OF MEETING WEDNESDAY, 27 MARCH 2019 OF RESOURCES COMMITTEE (Pages 53 - 66)

8. MINUTES OF MEETING TUESDAY, 2 APRIL 2019 OF AUDIT COMMITTEE  
(Pages 67 - 70)
9. MINUTES OF MEETING WEDNESDAY, 3 APRIL 2019 OF MEMBER TRAINING & DEVELOPMENT WORKING GROUP (Pages 71 - 74)

10. CHIEF FIRE OFFICER SUCCESSION ARRANGEMENTS

Verbal report.

11. PROPOSED GOVERNANCE ARRANGEMENTS OF THE BLUE LIGHT COLLABORATION PROGRAMME WITH THE POLICE AND CRIME COMMISSIONER (Pages 75 - 82)

12. ANNUAL SERVICE PLAN (Pages 83 - 94)

13. MEMBER CHAMPION ACTIVITY - QUARTERLY REPORT (Pages 95 - 96)

14. FIRE PROTECTION REPORTS (Pages 97 - 100)

15. COMMUNITY FIRE SAFETY REPORTS (Pages 101 - 126)

16. MEMBER COMPLAINTS

Standing item.

17. DATE OF NEXT MEETING

The next meeting of the Authority will be held on Monday 17 June 2019 at 1000 hours at Washington Hall Training Centre, Euxton.

18. 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.

19. 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.

# Agenda Item 4

## LANCASHIRE COMBINED FIRE AUTHORITY

Monday, 18 February 2019 at 10.00 am in Washington Hall, Service Training Centre, Euxton

### MINUTES

#### PRESENT:

F De Molfetta (Chairman)

#### Councillors

L Beavers	M Khan
S Blackburn	Z Khan
P Britcliffe	D O'Toole
I Brown	E Oades
S Clarke	M Parkinson (Vice-Chair)
J Eaton	M Perks
N Hennessy	J Shedwick
S Holgate	D Smith
D Howarth	D Stansfield
F Jackson	M Tomlinson
A Kay	G Wilkins

#### 63/18 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor Tony Martin and Councillor Tony Williams.

#### 64/18 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 65/18 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the CFA held on 17 December 2018 be confirmed and signed by the Chairman.

#### 66/18 MINUTES OF MEETING MONDAY, 5 NOVEMBER 2018 OF STRATEGY GROUP

RESOLVED: - That the proceedings of the Strategy Group held on 5 November 2018 be noted and endorsed.

#### 67/18 MINUTES OF MEETING THURSDAY, 29 NOVEMBER 2018 OF PERFORMANCE COMMITTEE

RESOLVED: - That the proceedings of the Performance Committee held on 29 November 2018 be noted and endorsed.

68/18 MINUTES OF MEETING MONDAY, 26 NOVEMBER 2018 OF PLANNING COMMITTEE

RESOLVED: - That the proceedings of the Planning Committee held on 26 November 2018 be noted and endorsed.

69/18 MINUTES OF MEETING TUESDAY, 29 JANUARY 2019 OF AUDIT COMMITTEE

RESOLVED: - That the proceedings of the Audit Committee held on 29 January 2019 be noted and endorsed.

70/18 COLLABORATION

The Chief Fire Officer advised that the Chairman and Vice-Chairman had met with the Police and Crime Commissioner (PCC) on 22 January 2019 where they received assurance of his intention not to proceed with any changes to the fire governance arrangements at this time. During the meeting the potential for further collaboration was discussed which required further consideration and included: i) the delivery of Police Public Order Training from Service Training Centre – this work had in part already been initiated which had been observed by Home Office officials at a visit the previous week; ii) the potential for the relocation of Service Headquarters to Hutton and iii) the formation of a small Board of 8 with 4 representatives from the Police (2 from the Police and Crime Commissioners Office and 2 from the Constabulary) and 4 from Fire (2 Members and 2 Officers). However, as the Combined Fire Authority (CFA) was the decision-making body, the Chairman was in discussions with the Chief Fire Officer and the Clerk on how this might be constituted.

The Authority remained committed to deliver the best outcomes for the public in Lancashire and the Service continued to work collaboratively with the Police.

The Chairman stated his gratitude to all Members of the CFA for their support in maintaining current governance arrangements. He confirmed that he would be thanking all Members of Lancashire County Council (LCC) on behalf of the Authority at the next Full Council meeting and he had already written to MPs and Lancashire Leaders.

County Councillor O'Toole acknowledged the cross-party support received from Members of the CFA and LCC colleagues and commended the Chairman for his determination in opposition of the proposal.

RESOLVED: - That the report be noted and endorsed.

71/18 PAY POLICY STATEMENT FOR 2019/2020

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 2019/20 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 2019/20 would be bound by and must comply with the 2019/20 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 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 is 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 has 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 receive their annual award. The linkage was originally agreed to last for 5 years and when reviewed in 2018, it was determined to continue the current arrangement; until it was determined a different mechanism was necessary.

Any pay rise would be subject to a satisfactory performance evaluation. This would be undertaken with the Chair 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. We were 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 2018/2019 were: i) 2% for staff covered by the "grey book" (wef 1 July 2018) as an interim payment; ii) the first year of a two year settlement (2% wef 1 April 2018) for 'green' book posts; and iii) 2% for Principal Officers (wef 1 July 2018), in accordance with the agreed linkage to "grey book" staff and satisfactory performance. The Principal Officers had advised the Chairman that they would voluntarily forfeit any increase above 2%. The next anniversary dates for "grey book" and Principal Officers pay was anticipated to be 1 July 2019, whilst the green book pay-award effective date would be April 2019.

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 alternatively a provided car was available or an essential users scheme was in operation.

#### Chief Officers

It was noted that delegated powers for the payment of honoraria lay with the Chief Fire Officer. Changes to chief officer salaries were approved by the Fire Authority. Chief Officers were conditioned to the Gold Book terms and conditions of employment. A facility existed for the chief officers (either singularly or collectively) to present a case to the Authority (via the Chairman) for a salary increase based on evidence, the overall performance of Lancashire Fire & Rescue Service and an annual appraisal.

The relationship between the salaries of the Chief Fire Officer and the other chief officers had been as follows: Deputy Chief Fire Officer 85%, Assistant Chief Fire Officer 80%, Director of Corporate Services and Director of People and Development 64% however, due to changes in the minima and maxima of the Chief Fire Officer’s salary this linkage would be broken in this pay statement year.

Lancashire Fire Authority did not operate a bonus scheme or performance related pay for chief officers. Chief Officers may claim reimbursement for expenses incurred in the course of carrying out their duties.

#### Recruitment of New Officers

It was noted that the Chief Fire Officer had indicated his intention to retire on 30 April 2019. The Fire Authority had taken the opportunity to review the salary of the Chief Fire Officer and had determined a new salary range of £140,000 – £145,000 per annum. The remaining terms and conditions were unaltered. The same process would be undertaken in year in respect of any vacancies that arose within the senior officer grouping to determine whether the salary range should be adjusted prior to advert. It was not proposed to increase the maximum of the ranges.

#### 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 is our Green Book Grade 1 posts (Cooks, Receptionists and

Gardener/handypersons) who were on a scale of £16,495 to £17,007pa. £16,495 equated to £8.55 per hour. The minimum a current employee was receiving was £16,495. The Chief Fire Officer's earnings ratio was 1: 10 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 was 1: 5.15.

The Chairman confirmed that as mentioned in the pay statement the Chief Fire Officer had given his notice of intention to retire with effect from 30 April 2019 leaving the immediate issue of appointing a successor. While the Service had a very stable and competent Executive Board, uncertainty could arise without a head of an organisation and we did not want our position within the fire sector (as evidenced through the inspection outcome) to be undermined or diminished by uncertainty. Therefore the appointment of a Chief Fire Officer before Mr Kenny's retirement was both desirable and urgent.

The Chairman advised that he had discussed the issue with both the Vice-Chairman and with the Leader of the Conservative Group and authorised the advertisement of the position having considered the question of remuneration as highlighted in the pay policy statement. The Chairman recommended that the appointment of a successor was remitted to a panel of 4 Members with an interview date of 4 March 2019. He confirmed that panel members were himself, County Councillors David O'Toole, Liz Oades and Nikki Hennessy. This would enable an appointment to be made before Mr Kenny left his post and should an internal appointment be made then filling the consequential vacancy could be commenced soon thereafter. It was noted that at the next Resources Committee a paper would be taken to review progress and the process to be adopted for any further vacancies.

RESOLVED: - That the Authority approved the Pay Policy Statement and agreed the approach for the recruitment of the Chief Fire Officer.

## 72/18 TREASURY MANAGEMENT POLICY AND STRATEGY 2019/20

The report set out the Treasury Management Policy and Strategy for 2019/20, which was in line with the Chartered Institute of Public Finance and Accountancy's (CIPFA) revised Code of Practice. The Strategy was based on the capital programme as presented to the Authority elsewhere on the agenda, and the financial implications were reflected in the revenue budget, also presented elsewhere on the agenda.

### Statutory requirements

The Local Government Act 2003 (the Act) 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 three 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 Ministry of Housing, Communities and Local Government (MHCLG) Guidance.



### Treasury Management Strategy for 2019/20

This Strategy Statement had been prepared in accordance with the CIPFA Treasury Management Code of Practice. 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 2019/20

In setting the treasury management strategy the following factors needed to be 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 UK's progress in negotiating its exit from the European Union (EU), together with its future trading arrangements, would continue to be a major influence on the economy in 2019/20. The latest (2018 Quarter 3) Gross Domestic Product (GDP) growth figures showed a year on year growth of 1.5%. It was anticipated that the growth would continue with the Bank of England, in its November Inflation Report, expecting GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU was relatively smooth.

The Bank of England remit included a 2% inflation (Consumer Price Index) target and it was slightly above this level at 2.1% in December 2018. The latest inflation report projected inflation to remain above the target for 2019/20, before reaching 2% at Q4 2021.

There were signs that there would be a slowing of world economic growth in 2019. There was a continued risk of a developing trade war between US and China while the German economy grew by 1.5 per cent in 2018, the weakest rate since 2013. The World Bank forecast global economic growth would slow to 2.9 per cent with falls in the US, China and the Eurozone.

Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy had been made since. However, the Bank expected that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate would be required to return inflation to the 2% target. The Monetary Policy Committee continued to reiterate that any further increases would be at a gradual pace and limited in extent.

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

Interest rate forecasts were made in the context of the overall economic position as outlined. The Bank of England last changed rates in August 2018 and it had maintained expectations for slow and steady rate rises however with the high level of uncertainty there was the possibility the next change in interest rates would be a reduction. The latest forecast provided by Treasury Consultants Arlingclose Ltd was detailed in the report.

#### Current Treasury Portfolio Position

At the 31 December 2018 the debt outstanding was £2.0m with investments of £38.1m. 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. There was a net investment figure of £36.1m.

#### 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 table detailed in the report compared the estimated CFR to the debt which currently existed which gave an indication of the minimum borrowing or investment required throughout the period. 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 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 3 years. However, the report showed that the level of loans was above the CFR at 31/3/18. This was the result of the Authority adopting 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. Rather than having a need for borrowing it was estimated 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 £2.0m 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 2019/20 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, 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

The Authority's debt had arisen as a result of prior years' capital investment decisions. It had not taken any new borrowing out since 2007 as it had been utilising cash balances to pay off debt as it matured, or when deemed appropriate with the Authority making early payment of debt. The anticipated holding of debt at 31 March 2019 was £2.0m. All the debt was from the Public Works Loans Board (PWLB) and was all at fixed rates of interest (4.5%), repayable on maturity. This debt was taken out in 2007 when base rate was 5.75% 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, we had again reviewed opportunities for debt repayment/restructuring.

The level of penalty applicable on early repayment of loans now stood at £0.9m. Outstanding interest payable between now and maturity was £1.6m which gave a gross saving of £0.7m.

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. It was estimated that if the interest rate on investments was at 1.25% over the remaining period of the loan then repaying the loans now would be broadly neutral.

If returns on investments over the next 20 years exceed 1.25% then it was financially disadvantageous to pay off the loans, if interest rate averaged less than 1.25% then it was financially advantageous. 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.

It was also noted that whilst the capital budget did not show any additional borrowing being required in the next 5 years, it did not include any allowance for relocating SHQ. This project was currently on hold and should the Authority decide to proceed with the relocation it would need to take out additional borrowing to meet the costs.

### Investment Strategy

At 31st December 2018 the Authority held £38.1m 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 £28.5m and £48.3m. 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 shown.

The investment in LCC as part of the call account arrangement was excluded from the limits shown in the report as the balance on this 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, this was currently 0.75%. 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 longer term loans had been placed with a UK local authority as outlined in the report.

Consideration would be given to fixing further investments if the maturity fit with estimated cash flows and the rate was considered to be attractive.

The overall combined amount of interest earned on Fixed/Call balances as at 31st December 2018 was £0.3m on an average balance of £38.3m at an annualised rate of 0.90%. This compared favourably with the benchmark 7 day LIBID which averaged 0.48% over the same period, and is 0.15% 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”.

The Authority defined “high credit quality” organisations as those having a credit rating of A+ or higher that were domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher.

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.

### 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 for 2018/19 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. The

Authority may make a voluntary MRP depending upon the overall financial position and the Director of Corporate Services would have the authority to authorise a voluntary MRP.

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. However, the Authority reserved the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

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 2018/19 (revised) to 2021/22 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 coming 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:-

- i) Approved the revised Treasury Management Strategy, including the Prudential Indicators, as set out in the report now presented;
- ii) Agreed the Minimum Revenue Provision calculation as set out in the report as now presented; and
- iii) Agreed the Treasury Management Policy Statement as now presented.

#### 73/18 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.

## **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.

2019/20 was the final year of the current 4 year settlement. This meant that funding beyond 2019/20 was subject to the outcome of next year's Spending Review, as well as the outcome of the fair funding review of relative needs and resources and the Government intention to move to greater retention of Business Rates, as opposed to maintaining Revenue Support Grant. Furthermore the impact of Brexit on the national economy was still unknown. Therefore there was greater degree of uncertainty over long term funding than in recent years.

As such the Treasurer considered it prudent to increase the minimum target reserves level to £3.2m, 5.7% of the 2019/20 net revenue budget, reflecting the increasing level of uncertainty. This was broadly in line with the 5% threshold identified by the Home Office above which the Authority was required to justify why it held the level of reserves. Should reserves fall below this minimum level the following financial year's budget would contain options for increasing reserves back up to this level, which it was noted may take several years to achieve.

Whilst this exercise set a minimum level of reserves it did not consider what, if any, maximum level of reserves was appropriate. In order to do this the level of reserves held should be compared with the opportunity cost of holding these, which in simple terms meant that if you held reserves that were too high you were foregoing the opportunity to lower council tax or invest in further service improvements.

However, 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 financial 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 2019 was £8.0m, providing scope to utilise approx. £4.8m of reserves.

The proposed drawdown of £0.3m in 19/20 would reduce the general balance to £7.7m and the Treasurer considered these were at an appropriate level to meet future expenditure requirements in 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.

Future requirements were less clear as multi-year settlements would have ended and the budget forecasts became less accurate as there were a whole host of assumptions underpinning these projections, particularly around funding, vacancy profiles, pension costs, future inflation and pay awards and council tax increases. The report showed the point at which general reserves dipped below minimum requirements, and the point at which they were exhausted, based on various council tax options.

General reserves were sufficient to balance the budget next year. However they were only a short term solution, and based on the current assumptions included in the budget, even allowing for a 2% council tax increase each year, they would fall below our minimum level during 2023/24. Hence over the medium term the general reserve would potentially fall below the 5% threshold identified by the Home Office. 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 as highlighted earlier the scope to do so was limited.

#### **Earmarked Reserves**

##### Level of Earmarked Reserves

The earmarked reserves forecast at 31 March 2019 were £7.6m and a breakdown of these was considered by Members. It was noted that over half of the forecast anticipated balance of £6.2m as at 31 March 2024 related to the Private Finance Initiative reserve.

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

#### **Capital Reserves and Receipts**

Capital Reserves had been created from underspends on the revenue budget in order to provide additional funding to support the capital programme in future years.



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 £140k 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 2019 the Authority anticipated holding £18.2m of capital reserves and receipts. Based on the capital programme presented elsewhere on the agenda it was anticipated that a further £16.2m would be utilised by 31 March 2024, leaving a balance of £2.0m to fund future capital programmes.

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

It was noted that no allowance had been built in the capital programme for the potential relocation of SHQ. 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 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 fully covered all estimated costs associated with outstanding claims.

The provision stood at £0.5m at 31 March 2018. Given the uncertainty in terms of future insurance claims it had been assumed that the provision would be maintained at this level throughout the 5 year period. There were no existing legal obligations associated with this provision, as the legal obligation only arose when settlement of outstanding claims was agreed.

### 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 2018 this provision stood at £0.6m to cover anticipated costs of outstanding business rates appeals. Whilst a significant element of this would be

utilised in the current financial year, reflecting the settlement of outstanding appeals, it was impossible to accurately predict the extent of this usage or the need for any additional provision to meet appeals that arose in year, until such time as a full review was undertaken as part of the financial year end process. Therefore for the purpose of this report it had been assumed that the level of business rates appeals provision remained unchanged. Until the outcome of any appeal was known there was no legal obligation arising from the appeal.

The Treasurer felt that the levels of provisions were 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 £12m by 31 March 2024.

Up to 31/3/2020, the end of the current multi-year settlement period, the Authority remained in a healthy position. The reduction in the level of reserves became more of a concern thereafter with 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 become clearer in future years. The annual refresh of this policy would identify the impact of any changes as they developed.

In response to a question raised by Councillor Blackburn, the Director of Corporate Services confirmed that the PWLB loan repayment penalty earmarked reserve of £0.9m was part of the investment held with Lancashire County Council's call account. The amount was notional as any penalties incurred would depend on the forecast interest rates and the time to maturity. In the Treasury Management policy report earlier on the agenda it had been estimated that if the interest rates on investments were at 1.25% over the remaining period of the loan, repaying the loan would be broadly neutral however, the Director of Corporate Services thought it would be higher than 1.25% which would then be more costly over the period.

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

#### **74/18 CAPITAL STRATEGY AND BUDGET 2019/20 - 2023/24**

A report was presented that set out the Capital Strategy and capital programme for 2019/20-2023/24, together with the funding of this.

### **Capital Strategy**

The Authority's capital strategy was designed to ensure that the Authority's capital investment:

- assisted in delivering the corporate objectives;
- provided the framework for capital funding and expenditure decisions, ensured that capital investment was in line with priorities identified in asset management plans;

- ensured statutory requirements were met, i.e. Health and Safety issues;
- supported the Medium Term Financial Strategy by ensuring all capital investment decisions considered the future impact on revenue budgets;
- demonstrated value for money in ensuring the Authority's assets were enhanced/preserved;
- described the sources of capital funding available for the medium term and how these might be used to achieve a prudent and sustainable capital programme.

### Proposed Capital Budget

Capital expenditure was expenditure on major assets such as new buildings, significant building modifications and major pieces of equipment/vehicles.

The Service had developed asset management plans which assisted in identifying the long-term capital requirements. These plans, together with the operational equipment register had been used to assist in identifying total requirements and the relevant priorities.

The 2019/20 & 2020/21 programmes included various items of slippage that had been removed from the 2018/19 programme.

A summary of all capital requirements was considered by Members:

	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
	£m	£m	£m	£m	£m	£m
Vehicles	2.672	1.861	1.066	1.037	1.147	<b>7.783</b>
Operational Equipment	0.150	1.000	0.195	0.800	0.250	<b>2.395</b>
Buildings (timing)	6.145	6.190	0.930	0.200	-	<b>13.465</b>
IT Equipment	2.470	0.425	0.500	0.100	-	<b>3.495</b>
<b>Total</b>	<b>11.437</b>	<b>9.476</b>	<b>2.691</b>	<b>2.137</b>	<b>1.397</b>	<b>27.138</b>

### Vehicles

The Fleet Asset Management plan had been used as a basis to identify the vehicle replacement programme as detailed in the report. It was noted that the pumping appliance budget included the majority of the stage payments for the 7 appliances slipped forwards from the 2018/19 programme, in addition to the full cost of the 3 to be purchased in 2019/20.

LFRS currently had several vehicles provided and maintained by CLG under New Dimensions (5 Prime Movers and 1 Incident Response Unit), which under LFRS replacement schedules would be due for replacement during the period of the programme. However the understanding was that CLG would issue replacement vehicles if they were beyond economic repair, or if the national provision requirement changed. Should LFRS be required to purchase replacement vehicles, grant from CLG may be available to fund them. Based on the current position, we had not included these vehicles (or any potential grant) in our replacement plan.

In addition, Fleet Services continued to review future requirements for the replacement of all vehicles in the portfolio, hence there may be some scope to modify

requirements as these reviews were completed, and future replacement programmes would be adjusted accordingly.

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 Ariel Ladder Platform's (ALPs) at least 12 months prior to their planned replacement. As such orders in respect of 4 pumping appliances and 1 ALP scheduled for replacement in 2020/21 would need to be ordered in the new financial year.

### **Operational Equipment**

The operational equipment plan as detailed in the report allowed for the replacement of items at the end of their current asset lives, based on current replacement cost. Each of the groups of assets were subject to review prior to replacement, which may result in a change of requirements or the asset life.

### **Buildings**

In terms of all the building proposals it was noted that requirements/designs were still being developed hence costings were to provide some context for decision making. The two most significant building projects, both carried forward from last year related to:

- Preston Fire Station where plans were being refined, following North West Ambulance Service's decision not to pursue a joint facility; and
- Fleet workshop facility, where plans had been refined and a revised total budget cost of £3.9m was presented and agreed at November's Resources Committee.

The plan also incorporated amendments to the Private Finance Initiative (PFI) facility at Morecambe to provide an enhanced training facility for use by stations within the Northern Area and station modifications to enable site sharing with NWAS. Designs for this were still being refined, whilst discussions were on-going with the PFI provider to agree on how best to facilitate these changes. NWAS had proposed that the Authority funded the capital investment but that they would enter into a long term lease covering both running and the recovery of capital costs over the life of the lease, with suitable break causes included to allow for a recovery of outstanding capital in the event of early termination of the lease. Details relating to other Service Training Centre works were considered at November's Resources Committee. Based on the latest stock condition survey, several stations had identified upgrades to dormitory, drill tower, community room and shower facilities, the actual timing of which may be varied to match the capacity to deliver the works.

### **ICT**

The sums identified for the replacement of various ICT systems were in line with the software replacement lifecycle schedule incorporated into the ICT Asset Management Plan. All replacements identified in the programme would be subject to review, with both the requirement for the potential upgrade/replacement and the cost of such being revisited prior to any expenditure being incurred.

## **Capital Funding**

Capital expenditure could be funded from the following sources:

### Prudential Borrowing

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 any future borrowing would incur a financing charge against the revenue budget for the period of the borrowing.

Given the financial position of the Authority, it had not needed to borrow since 2007, and repaid a large proportion of borrowing in October 2017. Based on the draft capital programme presented this position would not change. No allowance had been made of the potential relocation of Service Headquarters, as this project was due to be reviewed. The programme as presented would clearly need updating if the Authority decided to pursue the relocation in the future.

### Capital Grant

Capital grants were received from other bodies, typically the Government, in order to facilitate the purchase/replacement of capital items.

The Emergency Services Mobile Communications Programme (ESMCP) project carried forward from 2018/19 was anticipated to receive £1.0m grant funding which was included in the programme. To date no other capital grant funding had been made available for 2019/20, nor had any indication been given that capital grant would be available in future years, and hence no allowance had been included in the budget.

### Capital Receipts

Capital receipts were generated from the sale of surplus land and buildings, with any monies generated being utilised to fund additional capital expenditure either in-year or carried forward to fund the programme in future years. We did not hold any surplus property assets, therefore no further capital receipts were planned during the capital programme.

As at 31 December 2018 the Authority held £1.6m of capital receipts. At the end of the 5 year programme it was anticipated holding £1.4m of capital receipts, which would be available to meet future costs.

### Capital Reserves

Capital Reserves had been created from under spends on the revenue budget in order to provide additional funding to support the capital programme in future years. Following completion of the 2018/19 capital programme, and allowing for the transfer of the year end underspends the Authority expected to hold £16.5m of capital reserves. Over the life of the programme the Authority anticipated utilising £15.9m, leaving a balance of £0.6m by the end of 2023/24.

### Revenue Contribution to Capital Outlay (RCCO)

Any revenue surpluses may be transferred to a Capital Reserve in order to fund additional capital expenditure either in-year or carried forward to fund the programme in future years. The revenue contribution remained the same over the life of the

programme, at £2.0m per annum.

#### Drawdown of Earmarked Reserves

The programme did not require the drawdown of any earmarked reserves.

#### Drawdown of General Reserves

The programme did not require the drawdown of any of the general reserve.

#### Total Capital Funding

The following table details available capital funding over the five year period:

	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
	£m	£m	£m	£m	£m	£m
Capital Grant	1.000	-	-	-	-	<b>1.000</b>
Capital Receipts	-	-	0.088	0.137	-	<b>0.225</b>
Capital Reserves	8.437	7.476	0.603	-	(0.603)	<b>15.914</b>
Revenue Contributions	2.000	2.000	2.000	2.000	2.000	<b>10.000</b>
	<b>11.437</b>	<b>9.476</b>	<b>2.691</b>	<b>2.137</b>	<b>1.397</b>	<b>27.138</b>

If any other major capital project was identified the above position would change significantly. Dependent upon the extent of any new project the Authority would utilise all of the above reserves and may have to take out additional borrowing to deliver a balanced programme, with any such borrowing impacting directly on the revenue budget.

#### **Summary Programme**

The summary of the programme, in terms of requirements and available funding was discussed, as set out below:

	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
	£m	£m	£m	£m	£m	£m
Capital Requirements	11.437	9.476	2.691	2.137	1.397	<b>27.138</b>
Capital Funding	11.437	9.476	2.691	2.137	1.397	<b>27.138</b>
<b>Surplus/(Shortfall)</b>	-	-	-	-	-	-

Over the next five years the capital programme was currently balanced, however it was noted that the following assumptions could change:-

- No allowance had been made for the potential relocation of SHQ, clearly there would be a need to take out significant additional borrowing if that project was pursued in the 5 year timeframe;
- Operational Communications replacements (ESMCP) were subject to a great deal of uncertainty in terms of both timing and costs as they related to a national replacement project, in addition there may be grant funding available for this which was also unknown at this time;
- Capital grant may be made available in future years, in order to assist service transformation and greater collaboration;
- New Dimensions vehicle replacements were expected to be carried out by CLG,

however this position may change;

- All operational equipment item replacements were at estimated costs, and would be subject to proper costings nearer the time;
- ICT software replacements were based largely on the ICT asset management plan, and were subject to review prior to replacement, which had led in the past to significant slippage;
- Property project timings were estimated and as such were expected to vary between years.

The programme was balanced, and as such could be considered prudent, sustainable and affordable. Future funding levels, both in terms of revenue and capital, would inevitably impact upon the achievability of the programme as identified and should any of the funding assumptions or expenditure items within the programme change, this would have an impact on the overall affordability of the programme.

A further report will be presented to the Resources Committee in June, confirming the final year end capital outturn for 2018/19 and the impact of slippage from this on the programme outlined.

### **Impact on the Revenue budget**

It was noted that the capital programme and its funding directly impacted on the revenue budget in terms of capital financing charges and in terms of the revenue contribution to capital outlay. Dependent upon future funding position, the revenue contribution to capital (RCCO) could come under increasing pressure which may mean that the Authority needed to borrow to meet future capital requirements which would impact the revenue budget as capital financing (interest payable and Minimum Revenue Provision (MRP)) charges, the scale of which would depend upon the type of asset the borrowing was charged against, as it was linked to the life of assets.

It was also worth noting that the capital programme showed the Authority utilising the majority of its capital reserves and receipts by the end of the 5 year period, meaning that any longer term capital requirements would need to be met from either capital grant, revenue contributions or from new borrowing. Potentially this could leave a problem in some future years where the on-going revenue contribution of £2.0m was insufficient to meet the current vehicle replacement programme and operational equipment capital replacements.

If a potential relocation of SHQ were to go ahead, it would have a long term impact on the revenue budget, for each £1m borrowed, the annual MRP charges would be £20k (based on an allocated 50 year asset life in accordance with current accounting policy), and the annual interest payable would be in the region of £28k (based on the same 50 year asset life at a current 50 year borrowing rate of 2.8%). For example, borrowing £5m would result in an additional £240k per year charge to the revenue budget.

### **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 prudence, the level of capital expenditure, in absolute terms, was considered to be prudent and sustainable at an annual average of £7.6m over the 3-year period. The trend in the capital financing requirement and the level of external debt were both considered to be within prudent and sustainable levels. No new borrowing was currently planned during the three years.
- In terms of affordability, the negative ratio of financing costs arose 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.

RESOLVED: - That the Combined Fire Authority approved the:-

- i) Capital Strategy;
- ii) Capital Budget;
- iii) Ordering 4 pumping appliances and 1 ALP, scheduled for replacement in 2020/21, in the new financial year in order to meet delivery timeframes; and,
- iv) Prudential Indicators as now presented.

#### 75/18 REVENUE BUDGET 2019/20 - 2023/24

In order to determine the future budget requirement, the Authority had used the approved 2018/19 budget as a starting point and had uplifted this for inflation and other known changes and pressures to arrive at a draft budgetary requirement, prior to utilising any reserves as set out in the report.

The final proposed gross revenue budget for 2019/20 was £56.5m, an increase of 3.2%. This majority of the increase in costs related to forecast pay awards and revised pension contributions all of which was partly offset by the identification of £1.2m of efficiency savings/budget reductions.

As highlighted the budget allowed for a 2% pay award for grey book personnel in 19/20, whilst the current pay claim from the FBU was for 17%. Each 1% pay award in excess of the assumption equated to an additional cost of £340k per year for grey book personnel, and if this was mirrored for green book personnel an additional £70k. In order to give a flavour for the potential impact of this, a 5% pay award would add in a further £1.0m on an annual basis, compared with the budgeted allowance. Clearly the outcome of pay discussions would have a significant impact on this and future years' budgets.

The budget also allowed for an average increase of 12.6% in employer pension contributions for the Firefighter Pension Schemes (moving from 17.6% to 30.2%).



This was due to a combination of changing factors, the most significant of which was the revised discount rate used in unfunded public sector pension schemes would change. It was noted that the split by individual pension schemes had not been provided, only the average, and hence the actual additional cost would vary according to the mix of personnel in each pension scheme. This equated to an additional cost of £3.3m. However, the Government had allowed an additional £2.6m of funding in 2019/20 to offset some of this pressure (hence the net additional cost of £0.7m shown in the report). The additional cost pressure in future years would be considered as part of the next Spending Review, hence for medium-term planning it had been assumed that the additional £2.6m grant would continue.

The Local Government Finance Settlement confirmed funding was in line with the 4-year settlement figures, at £23.8m a reduction of £0.5m (2.0%), and that the council tax referendum level remained at 3.0%.

Based on the council tax referendum limit the Authority had a funding gap of £0.5m and would need to either identify additional savings or utilise reserves to set a balanced budget. Doing so would result in a net budget of £56.0m, and a council tax requirement of £69.48 per Band D property, an increase of 2.99% (£2.02 per annum, 4p per week). It was proposed that an unidentified saving target of £0.2m be agreed and that £0.3m of reserves were utilised to deliver a balanced budget in 19/20.

Until such time as the outcome of next year's Spending review was published it was impossible to provide any meaningful funding forecast, however for the purpose of medium term financial planning it was assumed that funding was frozen in subsequent years. Assuming council tax was increased in line with current referendum principle of 3% in future years the Authority was still faced with a recurring funding gap of approx. £0.3m-£0.5m, if the referendum principle was set at 2% in future years the gap varied between £0.9m in 20/21 increasing to £1.7m in 23/24.

Looking at the medium-term plans it was clear that the key variables remained pay awards, pension costs and funding. Any significant increase in pay award over and above the 2%-2.5% built into the budget or in the increase in pension costs over and above the £0.7m budgeted (net of additional grant) would add in significant financial pressures. Similarly should the settlement in 2020/21 and beyond be worse than the cash freeze budgeted for then the level of deficit would increase accordingly. As such a number of scenarios were presented in the report.

Currently the Authority remained in a good financial position with reserves able to offset the financial challenges next year. The position became more challenging thereafter however by that time the Authority should have greater certainty on future funding, pay awards and future referendum limits, which would enable it to deliver a more reliable medium term financial plan in order to address any funding gap that existed.

Members considered the report in detail.

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.

In response to a comment by County Councillor O'Toole the Director of Corporate Services confirmed that draw down from reserves only happened at year end. In relation to the income generated from new build domestic and commercial property the Director of Corporate Services confirmed that billing authorities provided both the council tax base and the business rates figures at the end of January for inclusion in the report. In terms of growth, the Director of Corporate Services confirmed that the Authority was part of a pilot for 75% business rates retention which would provide gross funding of £200k which was built in to the budget and this was partly offset by contributions to a Lancashire-wide risk resilience and investment reserve.

In response to a question by County Councillor Holgate on whether information on the banding of new properties was received from planning authorities to support budget predictions, the Director of Corporate Services confirmed that future forecast council tax bases and collection funds were based on a 5-year rolling average.

The Chief Fire Officer stated that all other Fire Authorities were facing the same uncertainties and very few would be in our position of having a fully funded capital programme and with the level of reserves able to offset the financial challenges for the following year.

The proposal based on a council tax increase of 2.99%, £2.02, resulting in a council tax of £69.48 for a Band D property was **MOVED** by County Councillor Frank De Molfetta and **SECONDED** by County Councillor Miles 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 (23)

L Beavers, S Blackburn, P Britcliffe, I Brown, S Clarke, F De Molfetta, J Eaton, N Hennessy, S Holgate, D Howarth, F Jackson, A Kay, M Khan, Z Khan, E Oades, D O'Toole, M Parkinson, M Perks, J Shedwick, D Smith, D Stansfield, M Tomlinson and G Wilkins.

Against (0)

No Members voted against the motion.

Abstained (0)

No Members abstained.

The motion was therefore unanimously **CARRIED** and it was:

RESOLVED: - That the Authority: -

1. noted the Treasurer's advice on the robustness of the budget
2. noted the Treasurer's advice on the appropriate level of reserves/balances
3. agreed the revised budget requirement of £56.051m for 2019/20
4. noted the section 31 grant of £1.602m due in respect of the business rate reliefs

5. noted the level of Business Rates Retention Top Up Funding £17.657m
6. noted the level of Local Business Rates Retention Funding £6.032m
7. noted the business rate tax collection fund surplus of £0.008m
8. noted the council tax collection fund surplus of £0.311m
9. agreed the council tax requirement, calculated in accordance with Section 42A(4) of the Localism Act of £30.442m
10. noted the council tax base of 438,138 determined for the purposes of Section 42B of the Local Government Finance Act 1992
11. agreed a council tax band D equivalent of £69.48, an increase of £2.02 (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	£46.32
Band B	£54.04
Band C	£61.76
Band D	£69.48
Band E	£84.92
Band F	£100.36
Band G	£115.80
Band H	£138.96

12. agreed, based on each district and unitary councils share of the total band D equivalent tax base of 438,138, the share of the total LCFA precept of £30.442m levied on each council as follows:

Blackburn With Darwen Borough Council	£2,420,651
Blackpool Borough Council	£2,537,480
Burnley Borough Council	£1,611,311
Chorley Borough Council	£2,580,098
Fylde Borough Council	£2,089,125
Hyndburn Borough Council	£1,454,495
Lancaster City Council	£2,876,472
Pendle Borough Council	£1,671,780
Preston City Council	£2,673,730
Ribble Valley Borough Council	£1,612,562
Rosendale Borough Council	£1,417,115
South Ribble Borough Council	£2,486,509
West Lancashire District Council	£2,449,610
Wyre Borough Council	£2,560,876
TOTAL	£30,441,814

## 76/18 A REVIEW OF LOCAL AUTHORITIES' RELATIVE NEEDS AND RESOURCES

The current funding baselines for local authorities in England, as determined by the annual local government finance settlement, were based on an assessment of their relative needs and resources. The methodology behind this assessment was first introduced over ten years ago and had not been updated since the introduction of the 50% business rates retention system in 2013-14.

Whilst this approach had ensured that authorities which had grown their business rates since that time had benefited from the additional income generated, it also meant that authorities' underlying levels of 'need' had not been updated since the 2013-14 settlement. In addition, a desire to fully capture every aspect of local authorities' needs had led to increasingly large numbers of variables being included in the formulas, many of which had a relatively minimal impact on the overall distribution of funding.

As such it had been agreed that a simplified needs assessment formula, based on a smaller number of indicators, could achieve outcomes that were a good approximation of those of a more complex system.

The Government published a consultation document A Review of Local Authorities' Relative Needs and Resources in December, setting out proposals relating to future funding formulas. It was noted that the consultation would close on 21 February 2019. The consultation only related to the funding formula used i.e. how overall funding would be divided across the various authorities; it did not refer to the overall level of funding that would be made available in future settlements.

At the time of writing the report there are a number of workshops being held to discuss the issues, hence it had not been possible to draft a response until such time as these had taken place.

RESOLVED: - That the Authority delegated agreement of a response to the Treasurer in consultation with the Chief Fire Officer and the Chairman.

## 77/18 MEMBER CHAMPION ACTIVITY - QUARTERLY REPORT

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 agreed. The current Member Champions and their areas of responsibility were:

- Community Safety – County Councillor Mark Perks
- Equality, Diversity and Inclusion – Councillor Zamir Khan;
- Health and Wellbeing – County Councillor Tony Martin;
- Road Safety – Councillor Fred Jackson.

Reports relating to the activity of the Member Champions were provided on a quarterly basis to the Authority. This report related to activity for the period up to 31 January 2019. During this period all had undertaken their respective role in accordance with the defined terms of reference.

The Member Champions present extended their gratitude to the teams of staff for their dedication, enthusiasm and hard work supporting our communities and making Lancashire safer.

RESOLVED: - That the Authority noted the report and acknowledged the work of the respective Champions.

#### 78/18 FIRE PROTECTION REPORTS

A report detailing prosecutions in respect of fire safety management failures and arson related incidents within the period 1 December 2018 to 1 February 2019 was provided. A number of prosecution cases under the Regulatory Reform (Fire Safety) Order 2005 were being prepared. The Deputy Chief Fire Officer advised that in relation to the Crown Hotel, Burnley prosecution, a guilty plea had been entered. There were 6 cases for the owner to answer and 1 case for the employer with sentencing scheduled for 25 March 2019.

County Councillor Shedwick asked that thanks be provided to the officers whose hard work had contributed to securing these prosecutions.

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

The Deputy Chief Fire Officer advised that in response to a significant incident in Poland where lives were lost in a fire in an escape room, the 10 properties of this kind in Lancashire had been inspected.

RESOLVED: - That the Authority noted and endorsed the report.

#### 79/18 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.

The Assistant Chief Fire Officer advised that, during the period had been a challenging time with incidents on the motorway; there had been 2 incidents on the M58 and more recently on the M61 and there had also been a number of large multi-pump incidents.

County Councillor O'Toole asked whether Councillor Jackson as Road Safety Champion could find out if there were ongoing problems with the same stretch of the M58. The Assistant Chief Fire Officer advised that both he and Councillor Jackson sat on the Lancashire Road Safety Partnership. Councillor Jackson confirmed he would raise the question at a future meeting of the partnership given the Service was involved in road safety accidents, some of which were very traumatic.

RESOLVED: - That the Authority noted and endorsed the report.

80/18 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.

81/18 DATE OF NEXT MEETING

The next meeting of the Authority would be held on Monday 29 April 2019 at 10:00am at the Training Centre, Euxton.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood

## LANCASHIRE COMBINED FIRE AUTHORITY

### PERFORMANCE COMMITTEE

Thursday, 14 March 2019, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### MINUTES

#### PRESENT:

#### Councillors

S Holgate (Chairman)  
L Beavers  
S Clarke  
M Perks  
M Khan (Vice-Chair)  
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)  
D Brooks, Principal Member Services Officer (LFRS)  
J Keighley, Assistant Member Services Officer (LFRS)

#### 11/18 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor P Britcliffe.

#### 12/18 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 13/18 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 29 November 2018 be confirmed as a correct record and signed by the Chairman.

## 14/18 PERFORMANCE MANAGEMENT INFORMATION

The Assistant Chief Fire Officer advised Members that this was the 3rd quarterly report for 2018/19 as detailed in the Risk Management Plan 2017-2022. The report showed there were 6 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:-

### 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 226, previous year quarter 3 activity 264, a decrease of 15%.

Total number of Accidental Dwelling Fires – Year to Date, 632.

This was a negative exception report due to Accidental Dwelling Fires (ADF's) having a single point in December above the upper control limit.

It was noted that December was always a challenging month for the Service, a recording of 105 ADF's against a limit of 98. The months of October and November both recorded below average activity levels. However, encouragingly, the cumulative number of incidents to date was the lowest over the previous 10 years at 632. This was 10% fewer than the same position last year and 31% than 10 years ago.

In response to a question raised by the Chairman, County Councillor Holgate, the Assistant Chief Fire Officer confirmed that the main cause of ADF's during the month of December was seasonal which related to cooking incidents and people heating their homes. In terms of actions being taken by the Service in relation to cooking and fires the Winter Safety campaign, 'Keep it clean, keep it clear' was continuing and Community Fire Safety teams had shared campaign leaflets and promotional material with Partner agencies to highlight best practice and offer of Home Fire Safety Checks to those most vulnerable. This had proved to be a successful campaign across Lancashire.

In addition, there was a significant amount of work which continued to take place which includes: safety initiatives and collaboration with partners continued around the county with: Student Safe, Dementia cafes and work with Community groups which were all ongoing during the Winter period.

In response to a question raised by County Councillor Perks, the Assistant Chief Fire Officer reported that primarily cooking related incidents were the largest proportion of incidents. In addition, the problematic groups were discussed and it was confirmed that the Service continued to target and raise awareness within those vulnerable groups.



In response to a question raised by Councillor Dave Smith, the Assistant Chief Fire Officer confirmed that the majority of the incidents were reported during the festival period and towards the end of December.

### 2.1.1 Emergency Response Standards - Critical Fires – 1st 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 were 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 – 1st pump response 85.38%, previous year quarter 3 was 87.47%

This was a negative exception report due to critical fire 1st pump response being below the standard. Overall, quarter 3 pass rate was 84.67%, which was outside of the 90% standard and 2% tolerance.

Members noted that over 50% of the critical fire incidents during December were to residential dwelling buildings. This coincided with December recording the second largest number of critical fire incidents over the last 12 months and due to the nature of such incidents, in respect of the time spent at the scene and the pre-determined attendance was for 2 pumps, contributed to fewer resources being available during a busy month.

This correlated with the narratives received from the officer in charge (OIC) where analysis of quarter 3 indicated that the 'Extended travel distances to incident', which accounted for 40% of returns, was the main reason for missed attendance times.

It was reported that the reduced performance in quarter 3 could not be accounted for by policy decisions or actions which affected call handling or crew reaction times and so were more likely to be accounted for in the phase when appliances were driving to incidents.

In terms of actions being taken, Service Delivery Managers (SDM) would continue to monitor Wholetime (WT) crew reaction times, instigating local improvements where required and highlight the importance of ensuring the appliance had been booked in to attendance upon arrival. In addition, the Assistant Chief Fire Officer advised that the Service had considered a technology solution which would auto recognise a fire appliance in attendance during an incident as the Service was still

experiencing a number of incidents where the OIC had failed to press the button to book the fire appliance at an incident. However, due to competing priorities at North West Fire Control (NWFC) to improve mobilising the implementation of this technology would be some time away.

AM Morgan reassured Members that during meetings with their management team they continued to recognise the importance of ensuring the fire appliance had been booked in attendance upon arrival at incidents and work was continuing to improve this issue.

AM Charters advised that during adverse weather and different environmental conditions the Service drivers would drive differently to incidents which could slightly affect their attendance times.

The Assistant Chief Fire Officer advised that the Home Office had released a report which ranked the 45 Fire Rescue Service's in England by the fastest response times. Lancashire had continued to hold its performance and was ranked 7th across all incident types. It was noted that the Home Office report would be presented to a future Performance Committee.

In response to a question raised by County Councillor Tomlinson with regards to the standard figures, the Assistant Chief Fire Officer confirmed that he would be working with the 2 Heads of Service Delivery to look at the standards the Service employed across all our KPI's and also to challenge the Service in terms of how we would present the future reports which would provide the Service with a performance framework that was fit for purpose and achievable to take us through the next 2 to 3 years. Any changes would be presented to the Planning Committee with the prior approval of the Chairman of the Performance Committee.

In response to a query raised by County Councillor Clarke, the Assistant Chief Fire Officer reassured Members that the risk areas (very high, high, medium and low) were not set nationally. He explained that every fire authority across the country set its own emergency response standards. It was reported that Lancashire had generally set the most challenging emergency response times by any fire authority in the country.

In addition, the Deputy Chief Fire Officer confirmed to Members that the Service had been credited by Her Majesty's Inspector's for implementing risk based standards and they had recognised that it was very difficult to compare 1 Service with another Service without reverting back to national standards.

#### 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 80.98%, previous year quarter 3 was 86.92%

This was a negative exception report due to critical fire 2<sup>nd</sup> pump response being below the standard. Overall, the cumulative quarter 3 pass rate was 82.49%, which was outside the 85% standard and 2% tolerance.

The findings highlighted in the 1st pump critical fires were mirrored here for the 2<sup>nd</sup> pump, with 37% of the critical fire responses during December being to residential dwelling buildings. This coincided with December recording the second largest number of critical fire incidents over the last 12 months and due to the nature of such incidents, in respect of the time spent at scene and the pre-determined attendance was for 2 pumps, contributed to fewer resources being available during a busy month.

This correlated with the narratives received from the officer in charge (OIC) where analysis of quarter 3 narratives indicated that the 'Extended travel distances to incident', which accounted for 30% of returns, was the main reason for missed attendance times.

### 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
- Appliance change over
- Debrief
- Lack of equipment
- Miscellaneous
- Unavailable
- Welfare

Annual Standard: Above 99.5%

Quarter 3 availability 99.39%, previous year quarter 3 - 99.48%

This was a negative exception report due to the cumulative Wholetime (WT), day Crewed (DC) and Day Crewing Plus (DCP) availability to the end of quarter 3 being below the 99.5% standard.

It was noted that this KPI was measured cumulatively, as such; the effect of the protracted Winter Hill incident during late June until early August was continuing to affect the standard recorded to the end of December 2018. The decrease in availability started in June, being most pronounced in July and then improving in August. Availability returned to above standard in September, with the months of October, November and December all being above the 99.5% standard. If this trend continued then it was expected that this KPI would be moved out of exception before the end of quarter 4.

As the decrease in availability appeared to have been related to the Winter Hill incident this KPI now appeared to have returned to normal levels.

This KPI would continue to be monitored and the newly implemented off the run recording practices by North West Fire Control would be included in the reporting process when available.

#### 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 89.46%, an increase of 4.57% over the previous quarters 84.89%. The cumulative availability to the end of quarter 3 was 87.67% against the previous quarter cumulative (April to September 2018) at 86.89%.

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. Quarter 3 recorded an improvement over both quarter 1 and quarter 2, with November recording the highest RDS availability of the year to date, at 90.74%, the highest overall percentage since February 2018. Quarter 3 also recorded the same availability as quarter 3 of the previous year.

Local level monitoring continued with additional analysis at pump level showing that just 6 stations continued to account for the largest proportion of off the run hours, with these stations accounting for 52% of the total for the quarter.

The amount of RDS stations that were in exception had dropped from 12 to 9 in this quarter, increasing availability and reducing the need for exception reporting. In addition, 2 RDS initial Breathing Apparatus (BA) courses were scheduled and fully crewed for spring resulting in newly BA qualified staff throughout the RDS service.

The appointment of a new Southern Retained Support Officer (RSO), who had taken up his post, was already having a positive effect on the Southern RDS stations. Dual contract staff within LFRS had increased again this quarter. The positives a dual contract member of staff could bring to an RDS station could be immense, benefits included: knowledge of IT systems, operational experience, mentoring and increasing WT understanding of RDS units.

This quarter, 6 of our RDS stations had all seen availability rises of 10% or more since the last quarter, while some of this could be attributed to holiday periods a strong recruitment campaign should start to show rewards.

December reported that 4 RDS stations attained 100% availability, a number of which demonstrated the advantages of having increased numbers of crews on relatively low contract hours against the historical RDS model of low numbered

crews on high contracted hours.

This model gave resilience to the unit, lessening issues of sickness and annual leave; it made drill pre planning and Safe to Command development easier and gave the crew family/work/on-call flexibility.

In terms of actions being taken to improve performance AM Morgan recommended that for stations running below their optimum establishment of contracted hours the Service would focus on recruitment, look at existing contract alignment and ensure staff were fulfilling existing contracts.

Ongoing issues with stations which lacked drivers and Officers in Charge (OIC) should diminish over time as the recruitment of new crew members developed and gained driving and safe to command skills. Current RDS staff were being looked at service wide to assess future OIC/driver upskilling.

Local action plans for Stations with availability of less than 85% were continuing to be produced in conjunction with Station District Managers, Unit Managers and Retained Support Officers to tailor the support required to each unit.

In addition to the above recommendations, further input from the Retained Support Officer (RSO) role had seen great strides in firefighter/officer development, and the greatest numbers of recruits applying to join the RDS ever seen. As these changes took effect over the course of the next 12 months it was predicted that availability would subsequently increase.

In addition, AM Charters reported that alongside recruitment the Service continued to focus on the retention of staff which continued to remain a challenging issue for the Service. It was reported that over the last 2 years there had been a turnover of 50% new RDS entrants who had terminated their contract due to changes with their primary employer, location and family circumstances. However, Members were reassured that the Service had invested in additional RSO's who would continue to support staff at each unit.

The Deputy Chief Fire Officer advised that at the recent LGA Fire Conference the Lead HMICFRS had indicated they were shaping up the key theme areas for the next round of inspections and it looked like we would be inspected again in 2020. One area of focus was RDS availability. To put our performance into context, our standard was above 95% availability when compared against the national picture that had really poor availability; we would be the top or very near top performer across the country.

In response to a query raised by County Councillor Beavers, AM Charters confirmed that over recent years the Service had tried to move away from 160 hours over 7 days per week to much more realistic reduced contracts which increased our numbers, however this gave the Service challenges in other areas in terms of development, training and maintaining competencies.

#### 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 85.89%. This excluded the WT detachments shown in KPI 2.4.

#### 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 4.437

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

During quarter three October 2018 - December 2018, absence statistics showed above target for all 3 months. Shifts lost showed a monthly increase from October through to December for uniformed personnel, however they still remained under the target for absence. Non-uniformed personnel were considerably above the target over all 3 months. The main reasons were cases of muscular-skeletal and mental health, there were 10 cases of long term absence which spanned over the 3 months and 1 left the Service on ill health retirement.

At the end of December the cumulative totals showed that non-uniformed staff absence was above target at 6.1 shifts lost per employee and for whole-time, staff absence was just above target at 3.8 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 4.4 shifts lost which was above the Service target of 3.75 shifts lost for this quarter.

Members noted that action taken continued to be early intervention by the Occupational Health Unit (OHU) 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, OHU to organise health checks for individuals on a voluntary basis, 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 provider and The Firefighters Charity.

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 2015-2018 – 32,114, previous year score 32,398.  
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 4,070, previous year quarter 3 activity 4,162, a decrease of 2.21%.

Included within this KPI was the incident type 'Gaining Entry'. This was where LFRS had attended on behalf of the North West Ambulance Service. During quarter 3 we were asked to attend on 351 occasions, of which 202 resulted in the use of tools to gain entry to a property.

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, 26%, quarter 3 of previous year 20%. Percentage limited to room of origin in quarter 3, 61%, quarter 3 previous year 69%, limited to floor of origin in quarter 3, 11%, quarter

3 previous year 5% and spread beyond floor 2%, previous year 6%.  
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.

	2018/19		2017/18	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC
Q1	21	10%	15	6%
Q2	17	9%	20	10%
Q3	24	11%	15	6%
Q4			18	8%

Of the 24 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 13 had ‘Heat and smoke damage only’, 4 resulted in damage ‘limited to item first ignited’ and 6 ‘limited to room or origin and 1 incident had damaged ‘Limited to floor of 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	2018/19 Quarter 3	2017/18 Quarter 3
Fatal	4	0
Victim went to hospital visit, injuries appeared Serious	3	2
Victim went to hospital visit, injuries appeared Slight	10	8
TOTAL	17	10

No exception report required.

### 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	2018/19 Quarter 3	2017/18 Quarter 3
	102	90

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, 86: -

	2018/19					2017/18			
	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	99	3%	32%	14%	51%	18%	30%	13%	39%
Q2	78	13%	26%	18%	44%	31%	34%	12%	23%
Q3	86	22%	33%	15%	30%	21%	42%	15%	22%
Q4						20%	41%	14%	26%

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 5 or more appliances attended. They included fires in single derelict buildings.

Deliberate Fire Type	2018/19 Quarter 3	2017/18 Quarter 3
1.6.1 Deliberate Fires – Anti-Social Behaviour	410	436
1.6.2 Deliberate Fires – Dwellings	35	27
1.6.3 Deliberate Fires – Non-Dwellings	37	30

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.

	2018/19	2017/18
	% of High and Very High HFSC outcomes	% of High and Very High HFSC outcomes
Q1	66%	68%
Q2	67%	72%
Q3	64%	68%
Q4		71%

No exception report required.

County Councillor Perks stated that although the figures showed a decline they did not include details to evidence the quality of the visit. He requested a lot more background information be included and would like to see a footnote in future reports that explained why the numbers had declined and to include more detail on what was involved on the visit such as: how many HFSCs had been undertaken in a high risk super output area; whether it was possible to identify visits to someone suffering from dementia and include the links we had with partners. The Assistant Chief Fire Officer noted these comments and confirmed that he was currently looking at a refresh of the standards which would need to be agreed by the Planning Committee. The Deputy Chief Fire Officer also added that it would be more comprehensive to include reference to the number of people who self-assessed.

## 1.8 Road Safety Education Evaluation

This indicator reported the percentage of participants of the Wasted Lives and RoadSense 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.

The crashed car displays were shown at 29 different events during quarter 3.

There were a total of 4,630 participants during quarter 3, with a percentage of positive influence on participants' behaviour for the current year to date of 85%.

	2017/18 (cumulative)		2017/18 (cumulative)	
	Total participants	% positive influence on participants' behaviour	Total participants	% positive influence on participants' behaviour
Q1	5002	85%	1441	85%
Q2	5893	85%	2259	85%
Q3	10613	85%	3938	85%
Q4			10228	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: 2018/19	% of all premises audited Year end: 2017/18
34192	18476	54%	55%

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 2018/19	Requiring formal activity – 2018/19	Requiring informal activity – 2018/19
Q1	24%	4%	70%
Q2	30%	10%	56%
Q3	25%	7%	60%
Q4			

No exception report required.

## KPI 2 – Responding to Emergencies

### 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 those incidents there was a single response standard which measured 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 89.50% achieved against a target of 90%, previous year quarter 3, 78.10%.

No exception report required.

### 2.5 Staff Accidents

This indicator measured the number of staff accidents.

Total number of staff accidents 2018/19 – Year to Date, 49

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 2018/19 - £54.8m

Budget to end of December 2018 as reported to Resources Committee - £40.2m

Spend for the period to date was £40.2m

Overspend for the period £0.0m

Variance 0.00%

No exception report required.

#### 3.2 Overall User Satisfaction

Total responses 2033; number satisfied 2012

% satisfied 98.97 against a standard of 97.50

Variance 1.50%

There had been 2,033 people surveyed since April 2012.

In quarter 3 of 2018/19 – 78 people were surveyed. 76 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.

A comprehensive survey was undertaken during April/May 2018 on topics including internal communications, working for LFRS, organisational values, leadership and management, training and development and recognition. The survey also covered feelings of pride, advocacy, attachment, inspiration and motivation – factors that are understood to be important features shared by staff who were engaged with the organisation. These questions mirrored those asked in the Civil Service People Survey.

An improvement was shown if the percentage engagement index was greater than the previous survey.

	Period		Change
	2018/19	2016/17* * Period 3, 2016/17	
Number of Replies	489	141	247%
Engagement Index	70.13%	64%	6.13%

No exception report required

#### 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) 0.90%

No exception report required.

The Chairman, County Councillor Holgate informed Members that he had recently attended the LGA Annual Fire Conference. He asked the Deputy Chief Fire Officer to update Members given he had been invited to talk on Lancashire's HMICFRS inspection result.

The Deputy Chief Fire Officer advised that he had tried to present in a respectful way particularly on how the journey to change the culture of the organisation had taken time. He felt the presentation had been received well and had received good feedback. The future direction of the HMI programme was that services underperforming would have interventions; a key for our journey towards outstanding would be evaluation and making sure we shared it freely ie: it was noted by the HMI that we had a debriefing app from incidents which asked what did you learn and what were the issues. Therefore we captured learning in a new way now that we had not been able to before. Our view was we were happy to share this good practice with other Services across the country.

The Deputy Chief Fire Officer advised that he had been asked at the conference to be the NFCC Lead for Wellbeing.

RESOLVED:- That the Performance Committee endorsed the quarter 3 measuring progress report and noted the contents including the 6 negative key performance indicator exception reports.

#### 15/18 DATE OF NEXT MEETING

The next meeting of the Committee would be held on 27 June 2019 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 19 September 2019 and 28 November 2019 and agreed for 4 March 2020.

LFRS HQ  
Fulwood

M NOLAN  
Clerk to CFA

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## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

Monday, 18 March 2019, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### MINUTES

#### PRESENT:

#### Councillors

M Parkinson (Chairman)  
I Brown  
F De Molfetta (for S Blackburn)  
J Eaton  
N Hennessy  
F Jackson (Vice-Chair)  
M Khan  
D O'Toole  
J Shedwick

#### Officers

J Johnston, Deputy Chief Fire Officer (LFRS)  
B Norman, Head of Service Development (LFRS)  
D Brooks, Principal Member Services Officer (LFRS)  
10/18 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Simon Blackburn and County Councillor Tony Martin.

#### 11/18 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 12/18 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 26 November 2018 be confirmed as a correct record and signed by the Chairman.

#### 13/18 ANNUAL SERVICE PLAN AND STRATEGIC ASSESSMENT OF RISK 2019/20

The Deputy Chief Fire Officer presented a report on the Service's Annual Service Plan and Strategic Assessment of Risk for 2019/20.

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; leading improvements and innovation in the sector with some of the best firefighting equipment and training facilities in the country and a highly skilled and motivated workforce. The year ahead would build

on achievements by staying focussed on continuous improvement to make the people of Lancashire safer, particularly the most vulnerable members of our communities. Many priorities were extensive, long-term initiatives that would transform the way we work and bring lasting benefits.

For the first time, this year's Annual Service Plan was to be published alongside the Strategic Assessment of Risk. First published in 2016, this document had been refreshed for the 2019/20 year and branded to mirror the Annual Service Plan document that it supported, by capturing the dynamic picture of risk in Lancashire. The Strategic Assessment of Risk was a key part of our Risk Management Framework, where we continually assessed changing risk and prioritised our response framework.

Area Manager Norman discussed the detail of the plan.

### Annual Service Plan

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 process 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 and projects with 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 items would continue to be monitored through the Service's Corporate Programme Board.

As always the aim was to continually improve and refine our planning process and this year's document aimed to add focus on achievable progress within the year, acknowledging that a significant proportion of items were continued from the 2018/19 Plan, reflecting the commitment to a number of long term projects. Its style remained consistent with previous Annual Service Plans produced under the current IRMP period 2017 - 2022.

### Strategic Assessment of Risk



Risk in Lancashire would always remain dynamic: it changed over time, differed by area and demographic, and needed different interventions to reduce the likelihood of the risk occurring or to lessen its consequences. These risks were identified in our Strategic Assessment of Risk which was refreshed annually and was also informed by the Lancashire Resilience Forum Community Risk Register. Through our risk management framework we continually assessed changing risk and prioritised our response framework. A wider consultation had also taken place, involving District Councils, Lancashire County Council and Lancashire Constabulary, in order to gain a more complete collaborative picture of the perceived risk from the viewpoint of all organisations.

This year's document was again built on previous iterations as we seek to continually improve our processes and risk management processes. This year we had sought to identify more clearly how LFRS responded to a number of the strategic risks identified, as well as adding new sections as the risk map for Lancashire changed with time.

The Strategic Assessment of Risk reflected the knowledge and experience of a variety of specialist departments and was consolidated each summer to allow for departmental plans to be produced and for our Service's annual planning day. It was subsequently published as a stand-alone document to the LFRS website. This year, the document had been held back for publication alongside the Service's Annual Service Plan due to the relationship between the two documents. Our Annual Service Plan reflected our response to identified risk and our activities this year clearly reflected a targeted approach to many items identified within the Strategic Assessment of Risk. It was intended to continue this dual approval and publication approach in future years.

Members welcomed the detail set out in this year's plan. The recent statement by the Chancellor of his intention to launch a 3-year spending review was discussed and it was noted that insufficient resources due to a poor funding settlement was an item on the corporate risk register and Members felt it was unlikely that the outcome of the review would be known before the end of December 2019.

CC De Molfetta referred to the total number of accidental dwelling fires shown on page 40; this had reduced by 23.7% from April 2008 to March 2018 and was a fantastic achievement for the Service.

CC Hennessy asked that the number of Road Traffic Collision casualties referred to on page 57 be made clearer in the report. In response AM Norman confirmed that the information was drawn from a number of datasets. Regrettably, 49 people were killed on Lancashire roads during 2016; 45 of whom were in the Lancashire County Council area and 4 within the unitary boundaries. Councillor Jackson was very proud of the work of the Service to encourage people to be safer on the roads through its road safety prevention work with young people and through its partnership work.

RESOLVED: - That the Planning Committee noted and endorsed the report and approved both documents for publication; subject to the agreed clarification of the number of road traffic collision casualties.

The Deputy Chief Fire Officer advised that at the meeting held in November 2017 the Committee resolved to purchase 2 AT Stinger appliances and replace the standard existing Fire Appliances at Blackburn and Skelmersdale and that an option to purchase a further AT-Stinger Appliance be reviewed after 12 months.

The Deputy Chief Fire Officer reported that due to the build process and timescales involved the second vehicle was only due to be received by the end of the month although it was noted that the crews in Skelmersdale had already received training. The review would therefore be reported to a subsequent meeting once the vehicle had been received and used and would include details of any new innovations. In response to a comment from County Councillor O'Toole, the Deputy Chief Fire Officer gave assurance that the review would also include how many times the Stinger appliances had been operational and how effective they had been.

County Councillor Hennessy suggested that Members visit Skelmersdale fire station to talk to firefighters to get their views on the vehicle.

To share good practice, the Deputy Chief Fire Officer advised that in July 2018 the Stinger and Drone were demonstrated to other Fire and Rescue Services from across the country.

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

#### 15/18 BLUE LIGHT COLLABORATION

The Deputy Chief Fire Officer presented the report. He confirmed that the report did not include any details following the Chairman's meeting with the Police and Crime Commissioner as any decision concerning governance arrangements (ie: the formation of a small Board, as referred to at the last Authority meeting) would need to be made by the full Authority as the decision-making body.

The Chairman of the Authority, CC De Molfetta confirmed that together with the Vice-Chairman he had met in January 2019 with the Police and Crime Commissioner where the potential for further consideration of the delivery of Police Public Order Training from Service Training Centre and the potential for the relocation of Service Headquarters to Hutton were discussed. He confirmed that no assurances were given and he made it clear that any benefits from collaboration would need to be shared.

The report did detail the work delivered to build on the initial work which focussed upon the drafting of an operational statement of intent and initial blueprint documents.

Operational leads had progressed project related documents to define work streams that were recommended for continuation and identified work streams that should be closed due to a lack of identified benefit.

The paper provided clarity on the operational scrutiny of the Blue Light Collaboration Programme and the operational responsibilities of the Deputy Chief Fire Officer/ Deputy Chief Constable and their respective teams.

Area Manager Norman advised that the most significant areas of work were:

- **Co-location of Public Order** - scoping out the initial needs for the public order site had begun and a matrix was being created. Viewings of the LFRS Training Centre had been carried out by both partners' estates departments and operational leads. Next steps were to assign a Lancashire Constabulary project manager to this work in order to define the scope and scale of the possible site sharing request.
- **Misper2 and Real Time Demand Management** - scoping out the opportunities within Real Time Demand Management and the possible extension of Missing Person Searches. A LFRS officer visited the Force Control Room to gain an understanding of any incidents LFRS should be responding to such as entrapment. LFRS may be able to increase existing incident types for the benefit of public outcomes through quicker more effective response arrangements. Various meetings had taken place between operational leads and the LFRS officer was currently drafting reports detailing any recommendations for consideration.
- **Occupational Health** – Operational leads had met to see if best practice, specialist expertise and site sharing opportunities existed. Early conversations had been open and engaging and further work was to continue to identify if benefits could be realised. Meetings were scheduled for further work to be delivered.
- **Integrated Volunteer Partnership** – Work focused upon encouraging the integration of Police and LFRS Cadets and volunteers through joint training sessions and attendance of public events together to deliver joint working on community safety and engagement projects.
- **PCSO's as Retained/ On Call Fire Fighters and Engagement / Visibility in place** – In an effort to widen the audience that may consider becoming Retained/On Call Firefighters, it was agreed to propose a marketing effort in Lancashire Constabulary, promoting the opportunity to the 2,000 police support staff.

Reports were provided that detailed progress to date and work planned for the next quarter for the following areas:

- The Programme Board Drone Collaboration
- Duty Officer Communication
- Command Unit incorporating JESIP principles
- Vehicle maintenance for LFRS flexi duty cars
- Shared Asset Management
- Fuel BCP
- Rota and Resource Management
- Joint Communications Activity
- Shared Data, Risk and Analytical Reporting
- First Aid Provision
- Health and Safety
- LFRS relocation of Service HQ to Hutton

- Fire Crime Scene Investigation

After early initial evaluations the evidence captured by the operational leads demonstrated that there were no benefits to the people of Lancashire, LFRS or Lancashire Constabulary for the below projects. Therefore closure reports were reviewed and accepted by the strategic leads for the following:

- Joint GDPR Working
- Procurement
- Accounting and Reporting Practices
- HR Support Services
- Leadership Development
- Recruitment and Selection
- Driver Training
- Wellbeing
- Shared Learning Opportunities
- Shared Research and Development

In response to a question from CC Shedwick the Deputy Chief Fire Officer agreed that Lancashire's collaboration arrangements were further advanced than other Fire and Rescue Services.

In response to a question from CC Hennessy regarding the business risk that required Fire and Rescue Services to provide greater clarity on the evidence captured as part of ongoing and future collaboration opportunities the Deputy Chief Fire Officer confirmed that LFRS undertook evaluation and shared best practice nationally.

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

## 16/18 HMICFRS UPDATE

The Deputy Chief Fire Officer presented the report. Lancashire Fire and Rescue Services HMICFRS inspection report was published publicly in December 2018. We were graded against the three core pillars of the inspection programme; efficiency, effectiveness and people.

We were graded as 'good' overall for each of the three core pillars and 'good' against ten of the eleven sub-diagnostics, which formed each of the three core pillars.

Lancashire Fire and Rescue was the only Service in the first tranche to receive an 'outstanding' grading for how we promote our culture and values.

The report highlighted our areas of best practice and we didn't receive any formal areas for improvement. The report did however guide us to consider the following three areas;

- The service should ensure that it has allocated sufficient resources to a prioritised and risk-based inspection programme.
- The service should assure itself that it is making the most of collaboration

opportunities and that they provide value for money.

- The service should put in place an open and fair process to identify, develop and support high potential staff and aspiring leaders.

LFRS had already begun to further evaluate these areas and had drafted an initial action plan for delivering and measuring our improvements against them. To ensure we delivered these improvements, they would be embedded into our Annual Service Plan and report to Corporate Programme Board for monitoring and scrutiny.

LFRS was currently required to undertake quarterly data set returns for the HMICFRS. This involved providing the HMICFRS data teams with an array of data, ranging from overtime costings to fire engine availability. This would be an on-going requirement to assist the HMICFRS in determining our efficiency and effectiveness as a service. It also provided a platform for making national comparisons.

The reports for the tranche two inspections were due to be published around May / June 2019. Early indications suggested that the findings were similar to those identified in tranche one inspections, notably around protection and the people pillar.

Tranche three inspections would begin around May 2019 and should be concluded by July 2019.

Once the results from tranches two and three had been publicised it was anticipated a 'State of Fire Services' report would be issued in December 2019 by Sir Thomas Winsor who would summarise the national findings from within the sector.

LFRS was continuing to embed the HMICFRS into the Service and horizon scan emerging themes from within the sector.

LFRS continued to build on our professional relationship with our HMICFRS Service Liaison Lead (SLL). We had regular engagement with our SLL and he would continue to visit both strategic and district level activities to assess how we were delivering effective and efficient services for the people of Lancashire.

RESOLVED: - That the report be noted and endorsed.

#### 17/18 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Monday, 15 July 2019 at 1000 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 25 November 2019 and agreed for 16 March 2020.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood

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## LANCASHIRE COMBINED FIRE AUTHORITY

### RESOURCES COMMITTEE

Wednesday, 27 March 2019, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### MINUTES

#### PRESENT:

#### Councillors

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

#### Officers

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

#### 22/18 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor Lorraine Beavers and Councillors Simon Blackburn and Fred Jackson.

#### 23/18 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

County Councillor Nikki Hennessy declared a non-pecuniary interest in relation to item 6 on the agenda, Pension Board – Firefighters' Pension Schemes Update as she had been asked by the Local Government Association to be a member of the Firefighters' Pensions Scheme Advisory Board.

#### 24/18 MINUTES OF THE PREVIOUS MEETING

In response to a request from the Chairman regarding the £1m costs of the Winter Hill incident the Director of Corporate Services confirmed that the Home Office had been contacted on several occasions regarding the claim submitted under the Bellwin Scheme and there appeared to be ongoing debate with the Ministry of Housing, Communities and Local Government (MHCLG) on where the claim sat. As it was financial year end the following week, the Director of Corporate Services would liaise with the auditors regarding the treatment of these costs which could impact on the drawdown of reserves. It was discussed and agreed that the Chairman, CC De Molfetta should write a letter to the Home Office either separately or collectively with Greater Manchester Fire and Rescue Service.

In response to a question raised by County Councillor O'Toole regarding the

property overspend position reported on page 3, the Chief Fire Officer advised that the budget was well managed however additional work had been undertaken on female facilities at the request of the Executive Board. The Director of Corporate Services added that this overspend related to the revenue budget position, covering day-to-day repairs and small projects, large projects were reported as part of the High Value Procurement Report considered separately under part 2 of the agenda.

County Councillor Wilkins queried whether the apprentice levy funds could be better used. The Director of People and Development confirmed that managerial training had been identified and there had been changes to the number of green book apprentices. He advised that as support functions were not very large there were not many opportunities for apprentices and more of the fund would be spent once the firefighter apprenticeships standards had been approved. He confirmed that an application had been submitted for the Service Training Centre to be an approved training provider but a timescale for the approval process was currently unknown.

County Councillor O'Toole expressed concern regarding the continued overspend on property and following discussion under this agenda item and later under item 13 of the agenda it was agreed to establish a politically balanced sub-committee that would enable Members to better scrutinise contract variations on building projects. Political group leaders would advise the Clerk of their representatives outside the meeting.

RESOLVED: - That:

- i) The Minutes of the last meeting held on 28 November 2018 be confirmed as a correct record and signed by the Chairman; and
- ii) A politically balanced Resources Sub-Committee of 5 Members be established to scrutinise contract variations on building projects.

## 25/18 CHIEF FIRE OFFICER SUCCESSION ARRANGEMENTS

The Director of People and Development advised that the Panel Members (as approved at the Authority in February 2019, resolution 71/18 refers) had undertaken the recruitment and selection process for the Chief Fire Officer post and had appointed Justin Johnston with effect from 1 May 2019. It was noted that the original application process had been extended by Members and a second application was received from the National Fire Chief's Council website and both candidates were interviewed.

The Panel was now looking to appoint a Deputy Chief Fire Officer. The Director of People and Development advised that in the Pay Policy Statement discussed at the Authority meeting in February 2019 it was agreed that a salary review would be undertaken and adjusted prior to advert. The Panel had agreed the salary range to be £130,000 - £135,000 and to advertise for 28 days internally, on the National Fire Chief Council website and a national paper. It was proposed and agreed that the same Panel would undertake the recruitment and selection process early in May after the local elections had concluded.

County Councillor Wilkins on behalf of the Committee thanked Mr Kenny for his valued work and contribution.

RESOLVED: - That the report be noted and endorsed.



## 26/18 FINANCIAL MONITORING

The Director of Corporate Services presented the report that set out the current budget position in respect of the 2018/19 revenue and capital budgets and performance against savings targets.

### Revenue Budget

The overall position as at the end of January showed an overspend of £0.1m. Trends were being monitored to ensure that they were reflected in next year's budget, as well as being reported to Resources Committee. At the last meeting a forecast position of £0.1m underspend was presented. Since then the Government had confirmed the following additional sources of income:-

- The National Business Rates (NNDR) Levy fund surplus allocation being paid to Lancashire Fire and Rescue Service (LFRS) before the end of the financial year. The NNDR Levy Fund was created by the Government to fund business rates safety net grant payments from previously held back NNDR monies, any unused funds were now being redistributed, with LFRS receiving £237k. (This was announced alongside the Finance Settlement for 2019/20 during December, with no prior indication);
- The national government exercise to audit the Section 31 grants in relation to Business Rates Reliefs for 2017/18 had now been completed, and as a result the Authority would receive a further £192k from Central Government in relation to this. (Confirmation of this was received in the middle of February, with no prior indication of this amount.)

As a result a year end underspend of £0.5m was forecast.

The year to date and forecast outturn positions within individual departments were presented in Appendix 1 of the report with major variances relating to non-pay spends and variances on the pay budget shown separately in the table below: -

Area	Overspend / (Under spend) to 31 Jan	Forecast Outturn at 31 March	Reason
	£'000	£'000	
Service Delivery	191	243	The majority of both the year to date and outturn positions reflected the replacement of firefighting gloves and helmets to all operational staff during the year, in addition to investment in equipment for the specialist wildfire unit based at Bacup.
Winter Hill	110	110	Although the total cost was £1.2m, as reported previously details had been submitted to MHCLG under the Bellwin Scheme of Emergency Financial Assistance and hence it was anticipated the total net costs being limited to the threshold of £110k.
Prince's	(84)	(85)	On completion of the 17/18 academic

Trust			year Prince's Trust received an extra £42k team funding from Preston College in excess of the amount initially indicated. In addition £56k of European Social Fund money had been accessed for team members who were not eligible for standard funding. As this funding was only available for 16-18 year olds unless already claimed by another learning provider, this income had not been included in the base budget.
Property	116	140	The overspend position related to premises repairs and maintenance. The forecast overspend reflected some of the new minor schemes approved in year to enhance station facilities such as enhanced female facilities.
Pensions	25	63	The current and outturn positions reflected the three ill health retirements in the year to date, and one more anticipated before the end of the financial year. This position might still alter until exact costs and timing were finalised.
Non DFM	(166)	(647)	<p>The year to date underspend was largely due to the increase in the bank base interest rate during the year, which increased interest receivable on call account balances with Lancashire County Council, and also interest receivable on several fixed term investments which had been put in place commencing in the second half of the year.</p> <ul style="list-style-type: none"> <li>The outturn position reflected the above, and the additional £429k of income from central government, as referred to earlier.</li> </ul>
Wholetime Pay	(204)	(318)	<p>The following issues affected whole-time pay:</p> <ul style="list-style-type: none"> <li>The budget allowed for an assumed 2% pay award last year, however this did not transpire, hence in the first eight months of the year there had been an underspend of £200k. (With a full year effect of £300k).</li> <li>Overtime was overspent by approx. £40k the majority of which was attributable to the continuing policy of detaching wholetime personnel into key RDS stations.</li> <li>As in previous years the budget included a vacancy factor based on anticipated retirements, leavers and</li> </ul>

			<p>new recruits. During the first four months staffing numbers were higher than forecast, due to fewer retirements, leading to overspend of approx. £100k. Since then the position had reversed due to the number of retirements coupled with several personnel leaving the service early. Hence we anticipated a broadly balanced position in respect of this at the year end.</p> <ul style="list-style-type: none"> <li>• The budget also allowed for the recruitment of 12 FF apprentices in the second half of the year, at a cost of £256k. Given the difficulty in establishing a suitable apprentice's scheme, as previously reported, it was clear that these would not be recruited until next year, and hence no costs would be incurred.</li> </ul>
Retained (RDS) Pay	234	250	<p>The following issues affected retained pay:</p> <ul style="list-style-type: none"> <li>• As referred to under whole-time pay the budget allowed for 2% pay awards in both years. Hence in the first ten months of the year there had been an underspend of £36k.</li> <li>• Activity levels in the first 10 months of the year were higher than previous (excluding Winter Hill), reflecting increased hours of cover as well as an increasing number of incidents and hence pay costs were higher than budgeted.</li> <li>• In addition RDS recruits received wholtime pay during the recruits course for two weeks, resulting in an overspend of £40k due to the two RDS courses run to date.</li> </ul> <p>Previously, the significant vacant posts in excess of the budgeted vacancy factor within RDS pay had mitigated any overspends, however with the previous marginal improvement in retention/recruitment and the increased activity costs these were more visible, and had been amended for the next financial year's budget.</p> <p>The forecast position was a lower underspend than previously predicted which reflected that there had been more leavers than new recruits in the second half of the year.</p>
Associate	69	77	The annual training plan was used to

Trainers			<p>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. There had been several ongoing trainer vacancies throughout the year to date, which had resulted in the overspend shown, but were counteracted by corresponding underspends within wholetime pay.</p> <p>In addition, it had been agreed that associate trainer could be used to facilitate the 'have a go' days which were part of the wholetime recruits process at an estimated cost of £10k.</p>
Support staff (less agency staff)	(226)	(291)	<p>The underspend to date related to vacant posts across various departments, which were in excess of the vacancy factor built into the budget. (Note agency staff costs to date of £70k were replacing vacant support staff roles, which accounted for just over 1% of total support staff costs). Although some vacancies had been filled, there were a number of vacancies which had proven historically difficult to fill, most notably in ICT and Information Management, resulting in a forecast outturn underspend. The Service continued to review roles and structures before moving to recruitment.</p>
Apprentice Levy	(15)	(19)	<p>The apprentice levy was payable at 0.5% of each month's payroll costs, the budget for this was set at anticipated establishment levels, hence the underspend against this budget reflected the various pay budget positions reported above.</p> <p>It was noted that due to delays in apprenticeships standards being approved it had not been possible to utilise the levy payments made to HMRC since April 2017. The outcome of this was that funds that had been in the levy account for 24 months and had not been utilised would be clawed back by HMRC. Whilst this would not affect the current year it would impact next year. At the present time a claw back of around £10k per month was anticipated until this could be fully utilised for training costs. An application had been submitted for STC to be an approved training provider, in order to access HMRC levy funds to match</p>

			training costs; with approval expected to be granted early in the new financial year.
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Any proposed year end transfers into reserves would be considered as part of the outturn position to be reported to the Resources Committee in May 2019.

County Councillor Wilkins asked whether the excellent work of the Prince's Trust which he was proud of could be increased. The Chief Fire Officer advised that the Prince's Trust was independent, self-sustaining and funded by the college. He explained that any consideration to expand would depend on the sustainability of the funding. County Councillor N Hennessy requested a Members' briefing on the Trust to include members of the Prince's Trust team.

### Capital Budget

The Capital Programme for 2018/19 stood at £4.1m, as reported previously. A review of the programme had been undertaken to identify progress against the schemes. The overall position as at the end of January showed £2.9m of capital expenditure. The current anticipated year end spend was £3.4m, with £0.7m slippage. This position was shown as set out below, and summarised in Appendix 2 of the report as now considered by Members: -

	Spend to date	Forecast Year End Spend	
Pumping Appliances	0.4	0.4	The budget allowed for the first stage payment for the 6 pumping appliances ordered for the 2018/19 programme. A 7 <sup>th</sup> pumping appliance was ordered to replace two Driver Training Vehicles, following approval by May Resources Committee, although the timing of the first stage payment wasn't allowed for in the 2018/19 budget. As the vehicle was currently in build the stage payment had been made, creating an overspend of £58k in year, however the remainder of the budget for all 7 appliances had been included in the 2019/20 draft programme.
Other vehicles	1.1	1.3	This budget allowed for the replacement of various operational support vehicles: <ul style="list-style-type: none"> <li>• One Aerial Ladder Platform which was delivered during July.</li> <li>• One Water Tower, which was scheduled for delivery during the financial year.</li> <li>• Various support vehicles which were reviewed prior to replacement. Although the lead times on these were relatively short, it was anticipated that there would be some slippage into the next financial year.</li> </ul>
Operational	0.4	0.5	This budget allowed for the initial purchase

Equipment/ Future Firefighting			<p>of technical rescue jackets, following the regional procurement exercise, which were delivered at the end of May and were now in service.</p> <p>£40k related to the purchase of fist microphones, which included noise cancelling facilities and hence enabled clearer voice transmission, thus aiding fire ground communications.</p> <p>The balance of £50k was to meet costs of kitting out three reserve appliances with equipment to speed up handover for vehicle servicing, and it was anticipated this would be used in the current year.</p>
Building Modifications	0.6	0.8	<p>Completion of the new joint Fire &amp; Ambulance facility at Lancaster was completed in October. Contract variations of £41k had been agreed in respect of time delays due to the discharge of planning conditions, and upgrading the appliance bay doors, however there was a further £40k variations still being discussed with the contractors.</p> <p>In terms of the redevelopment of Preston Fire Station, the budget allowed for £0.1m of fees which was unlikely to be incurred before the end of March, hence was included in slippage into 2019/20.</p> <p>The final element of this capital budget related to the balance of the Training Centre redevelopment works, largely relating to two main elements:</p> <ul style="list-style-type: none"> <li>• the replacement welfare/ICT porta-cabin which was expected to be completed before the end of the financial year; and</li> <li>• fleet workshop, where final design plans were being drafted however these formed part of a larger site masterplan. The development of the site master plan was on hold pending discussions with Lancashire Constabulary about joint use of the facility, therefore the budget would slip into the next financial year.</li> </ul>
IT systems	0.4	0.6	<p>Given the delay on the ESMCP project, the replacement station end project had also been delayed. However this could not be delayed indefinitely and work had therefore commenced to replace the station end in the current financial year, whilst ensuring that any solution would be compatible with the eventual ESMCP solution.</p>

			The budget also allowed for the replacement of the Services wide area network (WAN) providing an enhanced network and improving speed of use across the Service. Having agreed a contract for this implementation would begin, but it was anticipated that about half of this budget would be spent in the next financial year.
Total	2.9	3.4	

Expenditure to date had been funded from the on-going revenue contributions, earmarked reserves and capital reserves.

Delivery against savings targets

The performance to date was now ahead of target, due salary underspends and procurement activities during the period, less current operational equipment overspends. It was anticipated that savings targets would be met for the financial year.

RESOLVED: - That the Committee noted and endorsed the financial position.

27/18 PENSION BOARD - FIREFIGHTERS' PENSION SCHEMES UPDATE

The Director of People and Development presented the report that outlined to Members the scope of activities of the Local Firefighter Pension Board up to 27 March 2019 and gave Members the opportunity to raise any issues in respect of the effectiveness of the local management of the pension schemes.

In terms of activity, since the Local Firefighter Pension Board was set up in 2015, the work of the Board had been shaped by the Board members and by Officers supporting the Board. Regular agenda items to the Board have been developed and these were:

- National Developments to provide the Board with the latest information on areas of significant pension work, and included both local and national issues. As well as enhancing the knowledge and understanding of Board members, this regular item served to prompt discussion about the impact of issues on pension scheme members and about how workloads were being managed. This helped to achieve the Board’s purpose of securing effective governance and administration.
- Recent items have included updates on: the FBU legal transitional protection challenge; work of the National Scheme Advisory Board; Valuation outcomes and ensuing consultation; reconciliation of contracting out payments; termination payments and abatement requirements.
- Management of the scheme issues such as membership levels, completion of annual benefit statements and performance of our administrative body.
- Update on any LFRS IDRP or Pension Ombudsman cases.
- Communications issues.

- Pension audit outcomes.

Other areas of governance that had been discussed at Board meetings included:

- Employer discretions under the firefighter pension schemes. Discretions were presented to the Board for information, and the process by which Officers make decisions about discretions had been explained.
- The Board was kept informed of progress towards sending out of Annual Benefits Statements to members of the scheme and other administrative matters.

The Local Firefighter Pension Board was now well established and had made good progress in improving the knowledge and understanding of the Board about pension issues, and ensuring that governance and administration of pensions was carried out effectively. Work had also been undertaken to communicate with pension scheme members about pension issues and to raise the profile of this important subject. The Board would continue to ensure that good practice was maintained and ongoing improvements made in line with advice from the Scheme Advisory Board and The Pension Regulator.

RESOLVED: - that the report be noted and endorsed.

## 28/18 GENDER PAY GAP

The Director of People and Development presented the report. 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 employers with 250 or more employees to publish gender pay details each year.(by 30 March for public sector employers) to highlight the difference in gross pay and bonus payments made to female as compared with male employees. The calculation followed government guidance to ensure consistency and this was our second report.

Building on last year's report, the Service had and was making improvements in its gender breakdown difference, with the latest recruitment processes for whole-time recruitment showing clear progress. The Service also had for many years had clear pay structure arrangements (as outlined in the Pay Statement) 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 the adoption of the living wage principles. It therefore did not have an 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 & Conditions and remuneration between the "Grey" and "Green" book roles. These factors reflected the diversity and differences in activity and requirements and 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 as required by the statutory methodology utilised to calculate the position. This produced an anomaly between the mean and the median averages.

The Executive Board believed that excluding the RDS and Dual contract staff in the headline figure would provide a more realistic reflection on the position of LFRS but this would conflict with the government instructions, which was intended to allow comparisons across all sectors.

The report therefore showed a Gender Pay Gap of:

MEAN - positive of 3.23%      MEDIAN - negative of 16.95%

The Director of People and Development advised that last year all sectors of the economy showed a negative pay gap and that the Government had produced 2 documents to help employers reduce the gender pay gap, these were:

- 8 ways to understand your organisation's gender pay gap; and
- Four steps to developing a gender pay gap action plan.

These documents provided areas to help employers to identify potential causes of the gender pay gap in their organisation and develop an effective action plan to tackle it. The Director of People and Development confirmed that the Service already practiced the approaches suggested.

In response to a question raised by County Councillor O'Toole the Director of People and Development confirmed that staff on the same grade received the same rate of pay.

RESOLVED:- That the Resources Committee noted the report and authorised the publication of the Gender Pay Gap Report.

## 29/18 2019/20 BUDGET UPDATE

The Director of Corporate Services presented the report that provided an update on 2019/20 budget in respect of pension costs and amended council tax collection fund surplus figures. Dependent upon whether any additional funding was provided to meet the increased costs of the employer pension contributions, the Authority was potentially looking at an increase in its budget requirement of £0.4m, which it would have to meet from reserves.

### Pension Costs

At the time of setting the 2019/20 budget the Treasurer highlighted that the Home Office had advised that the latest valuation of the Firefighter pension's scheme had identified an average increase of 12.6% in employer contribution rate, moving from 17.6% to 30.2%. This equated to an additional cost of £3.3m. However the Government had allowed an additional £2.6m of funding in 2019/20 to offset some of this pressure hence the net additional cost to the Authority, and allowed for in the budget, was £0.7m.

At the time the Treasurer confirmed that the split by individual pension scheme had not been provided, only the average, and hence the actual additional cost would vary according to the mix of personnel in each pension scheme.

The Home Office released the results of the valuation in March, providing details of the increase in employer contributions for each scheme as set out below:-

	92 Scheme	2006 Scheme	2015 Scheme
Previous Employer Contribution Rate	21.7%	11.9%	14.3%
New Employer Contribution Rate	37.3%	27.4%	28.8%
Increase	15.6%	15.5%	14.5%

The lowest increase was 14.5% and whilst the actual increase for each Authority would be dependent upon their mix of personnel in each scheme it was clear that as a minimum the increase could not be lower than this, and definitely not the 12.6% quoted.

Having looked at this for ourselves, based on numbers of personnel in each scheme our actual average increase was 14.7% and our therefore our forecast cost increase was £0.5m higher than allowed for in the budget.

Contact had been made with the Home Office to identify where the 12.6% increase came from, as it was obviously too low, and we had been advised that this took account of the change in mix of personnel since the last valuation. This meant that as personnel transferred from the more expensive 92 Scheme to the 2015 Scheme, the average employer costs had fallen. Whilst this was factually correct, previous budgets had already been adjusted to account for this, taking out £0.6m over the last 3 years. It was noted that the majority of Authorities were in similar positions.

At the time of publishing the average increase, the Home Office advised that the estimated total increased costs for the sector was £107m and that HM Treasury had indicated that they would provide additional funding in 2019/20 to mitigate most of the increase with public sector bodies standing only the additional costs announced at Budget 2016. This meant that Fire would only stand £10m of the additional cost with the remaining £97m being met by additional grant. They went on to say that costs in subsequent years would be considered as part of the next Spending Review. Given the fact that the basis of the additional costs was under-estimated the Sector had gone back to the Home Office asking them to review the actual position and seek additional funding to offset this, to ensure that the sector only stood the additional £10m costs referenced above. It was too early to say what the outcome of this would be, but if funding remained unchanged we were looking at an additional in-year cost pressure of £0.5m. If no funding was provided this would have to be met from reserves. An update would be provided at a future Committee once the final position became clear.

#### Council Tax Collection Fund

As part of the budget setting process billing authorities provided details of their overall council tax collection fund, and our share of that. After setting the budget we wrote out to each billing authority confirming the level of council tax, their share of the precept, the collection fund and business rates, so that they could arrange the relevant payments. As a result of this it had been identified that we had shown one of the Authorities as having a £28.5k deficit in the collection fund, whereas it was actually a £28.5k surplus. Therefore our share of the County wide collection fund was £59k higher than shown in the budget.

It should be noted that this would simply have reduced the funding gap shown in the budget report, reducing it from £495k to £436k, and we would therefore have identified a lower additional savings target of £136k.

Dependent upon whether additional funding was provided to meet the additional costs of the pension increase, the Authority was potentially looking at a net increase in its budget shortfall of £0.4m. It was unrealistic to think this could be met from increasing the in-year savings target; as such it was proposed that any eventual additional costs should be met from reserves.

RESOLVED: - That the Committee noted the increased costs and endorsed the action taken.

#### 30/18 DATE AND TIME OF NEXT MEETING

The next meeting of the Committee would be held on Wednesday, 29 May 2019 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 25 September 2019 and 27 November 2019 and agreed for 25 March 2020.

#### 31/18 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.

#### 32/18 ISO 45001:2018 HEALTH & SAFETY AND ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEMS ASSESSMENT AUDIT REPORTS

(Paragraphs 1 and 2)

The Director of People and Development presented the report which included a comprehensive and confidential appendix.

It was noted that 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.

This year LFRS made the transition from OHSAS 18001 to the new health and safety standard ISO 45001:2018 and received a surveillance audit for ISO 14001:2015.

On 28 February 2019 on completion of the 2019 audit LFRS was recommended for continued certification to ISO 14001:2015 and for certification to ISO 45001:2018 with no non-conformities or suggested areas for improvement being identified. To achieve and maintain these standards at the same time clearly demonstrated that robust systems were in place for both the environment and health and safety.

RESOLVED: - That the report be noted and endorsed.

33/18 HIGH VALUE PROCUREMENT PROJECTS

(Paragraph 3)

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

RESOLVED: That the Committee noted and endorsed the report.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood

## LANCASHIRE COMBINED FIRE AUTHORITY

### AUDIT COMMITTEE

Tuesday, 2 April 2019, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### MINUTES

#### PRESENT:

#### Councillors

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

#### Officers

C Kenny, 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 Tembo, External Audit, Grant Thornton

#### 32/18 APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor Steve Holgate.

#### 33/18 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

#### 34/18 MINUTES OF THE PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 29 January 2019 be confirmed as a correct record and signed by the Chairman.

#### 35/18 RISK MANAGEMENT

The Director of Corporate Services presented the report that highlighted action taken in respect of corporate risk since the last Audit Committee meeting. The latest review of the corporate risk register had identified 1 new risk which warranted

consideration for inclusion on the corporate risk register in relation to Brexit. There was a great deal of uncertainty surrounding this issue however, the report set out the key issues for consideration: -

- Community tensions – this was picked up by the Lancashire Resilience Forum (LRF);
- UK economy and impact on longer term funding – this was already covered on the risk register under risk 1;
- Business rate income, and hence impact on longer term funding - this was already covered by on the risk register under risk 1;
- EU funding – we do not budget for any long term EU funding, with the only funding received being one-off funding of approximately £50k for Prince's Trust in 2018/19;
- Procurement issues, including availability and cost of goods – we would clearly need to comply with any changes to legislation arising from exiting the EU, however all indications were that our procurement rules would remain broadly the same. Whilst there was a possibility that the cost of goods would increase it was too early to say the extent and impact of any such increase, as such if this occurred we may need to draw down reserves in order to balance the budget. In terms of availability of goods/services we did not anticipate a significant impact in the short term however this situation would continue to be closely monitored.

Based on the above analysis it was clear that Brexit presented significant risk however, with the exception of the procurement risk it was felt that these were already covered within the exiting risk register and the LRF risk register. As such it was agreed to add the risk relating to the cost and availability of goods and services to the corporate risk register as a medium risk, with the situation going forward being monitored.

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

Risk no. 1 – insufficient resources due to poor funding settlement

This risk had been reviewed and increased to 16, a high risk due to the level of uncertainty with 2019/20 the final year of the 4-year settlement, the Government's 2019 spending review for the fire sector and the fair funding review. In response to a question raised by Councillor Smith the Director of Corporate Services advised that there was the prospect of moving to a 75% business rates retention which in theory would be cost neutral as the government provided section 31 grant to offset any lost income; bearing in mind that this was funded from top slicing the overall budget allocation in the first instance.

Risk no. 3 – insufficient staffing resources due to industrial action

The report provided an update on pay negotiations and it was proposed that the risk remained at 12, a medium risk.

Risk no. 6 – Operational staff do not have the required skills to operate safely at an incident with the potential to result in firefighter injuries or fatalities

This risk continued to be monitored and remained at 9, a medium risk.

Risk no. 19 – Failure to maximise the opportunities that technological advances present due to lack of capacity within ICT

The Service was still carrying vacancies which were proving difficult to fill but had recently achieved a security accreditation in cyber essentials and was preparing for Windows and Office updates.

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

36/18 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 20 March 2019 was presented by Judith Taylor.

It was noted that work carried out during the period 1 April 2018 – 20 March 2019 was in accordance with the agreed audit plan and no significant issues had been identified.

The report identified that 69 days had been spent this financial year on the completion of the 2018/19 plan. This equated to 86% of the total planned audit activity of 80 days.

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 discussed by Members.

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

37/18 INTERNAL AUDIT PLAN 2019/20

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 70 audit days in 2019/20. This was lower than previous years which included 80 days and reflected the reduction in time auditing Pensions (as reported previously the audit assurance was now provided by Deloitte who audited the Local Pensions Partnership), as well as the move to 1 non-finance based audit per year, previously 2 reviews had been undertaken. This equated to an overall cost of £23k which was in line with the budget provision.

A proposed plan was presented 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	12 days
Business processes	30 days
Follow up audit activity	4 days
Other components of the audit plan	14 days
<b>Total</b>	<b>70 days</b>

The Director of Corporate Services advised that he supported the reduction in audit days to 70 given the internal auditors' findings were consistent and another major source of assurance was the outcome of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Inspection. The Director of Corporate Services also advised that if anything was identified during the year which required adding to the Audit Plan there would be flexibility to add additional days.

RESOLVED:- That the Audit Committee agreed the internal Audit Plan for 2019/20.

38/18 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Tuesday 23 July 2019 at 10:00 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 24 September 2019 and 28 January 2020 and agreed for 31 March 2020.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood



## LANCASHIRE COMBINED FIRE AUTHORITY

### MEMBER TRAINING & DEVELOPMENT WORKING GROUP

Notes of meeting held in the Main Conference Room, Service Headquarters, Fulwood, on Wednesday, 3 April 2019.

#### PRESENT:

##### Councillors

D Smith (Chairman)  
A Kay  
Z Khan

##### Officers

B Warren, Director of People and Development (LFRS)  
D Brooks, Principal Member Services Officer (LFRS)  
J Keighley, Member Services Assistant(LFRS)

#### APOLOGIES FOR ABSENCE

Apologies were received from County Councillors I Brown, S Holgate and Councillor T Williams.

#### NOTES OF PREVIOUS MEETING

The Chairman, Councillor D Smith welcomed the Members to the meeting.

The notes of the previous meeting held 7 November 2018 were confirmed as a correct record and signed by the Chairman.

#### REVIEW OF MEMBER TRAINING AND DEVELOPMENT STRATEGY

The Authority has had a Member Training and Development Strategy in place since 2006 which had been reviewed regularly. Members noted that this years' review of the Member Training and Development Strategy included a comparison with the model strategy which was used by North West Employers Organisations and other local Authorities' strategies. Members reviewed and approved the revised Strategy as presented which included minor revisions to the PDP – Review Meeting and Personal Development Plan template which had been improved to include details of the Service employee Self-Service portal for new Members. Members felt that the Strategy worked well and approved the revised Strategy as presented.

#### MEMBER TRAINING & DEVELOPMENT - UPDATE REPORT

##### Personal Development Plans

Members noted that of the 25 elected Members 100% had completed their personal Development Plans or had a 1-2-1 review meeting for the municipal year 2018/19 with a

Democratic Service Officer.

#### Member Information Bulletin

A quarterly Information Bulletin was issued to keep Members informed of the latest items of interest, up and coming Fire Authority Committee meeting dates and Member Training and Development news and opportunities such as invitations to attend Prince's Trust Presentation Evenings or Long Service Commendation ceremonies etc. Feedback from Members continued to be very positive.

#### Members' Handbook

The Members' Handbook was a quick reference guide produced for Members to support their Training and Development. It set out: the role of the CFA and its committee structure, scheduled meeting dates and member contact details. It also set out the Executive Board contact numbers and responsibilities, area contact information and a number of key issues for new Member consideration.

#### Co-ordination of Training

To reassure Members, Democratic Services made regular contact with home authorities to co-ordinate member training and development opportunities and avoid duplication; sharing Members personal development plans and records as appropriate.

The Chairman requested that a reminder be placed in the Member Information Bulletin of the importance of notifying Democratic Services when Members attend any events in their capacity as CFA Member in order that this can be included in reports to this group.

### MONITORING, REVIEW & EVALUATION OF ACTIVITIES

This report provided an update on Member Training and Development activities since the last meeting of the Group. The report showed opportunities and outcomes of Member Training and Development activity linked to corporate objectives.

#### Attended Local Fire Stations

Members noted that 24 Members (96%) had visited their local area fire station. Of the 1 outstanding Member, which had proved difficult to finalise due to busy diary commitments a meeting had now been confirmed in their diary.

In addition, Members noted that County Councillor N Hennessy had attended a visit to Tarleton Fire Station in early February to congratulate the crews on the results and feedback from Her Majesty's Inspectorate of Constabulary and Fire & Services inspection report and was invited back to the unit to raise their profile during an open morning for members of the public to attend and learn what the crews did in the local area of Tarleton.

#### Leadership Essentials – Fire and Rescue Event

Members noted that 2 Members had attended the Leadership Essentials – Fire and Rescue event which was aimed at elected Members with leading roles on fire and rescue authorities.

#### Bay Search and Rescue Visit

In January 2019 Members were invited by the Chairman County Councillor F DeMolfetta and the Deputy Chief Fire Officer Justin Johnston to attend the Bay Search and Rescue facility in Cumbria. Members were introduced to their full range of special vehicles used by the team.

In addition, Members experienced a trip onto the marsh.

#### LGA Equality, Diversity and Inclusion in the Fire and Rescue Services – Masterclasses

In February 2019 chaired by County Councillor N Hennessy Members met with Councillors from neighbouring fire authorities. The masterclass gave the opportunity for Members to view informative presentations from different lead speakers.

#### Safe Drive Stay Alive Event

In February 2019 the Service invited Members to attend the Safe Drive Stay Alive Event. The event gave the opportunity for Members to view presentations and performances from the different speakers from emergency services and families who reached out to new and pre-drivers in an emotive and hard-hitting way. In response to a question raised by CC A Kay, the Director of People & Development confirmed the agreed details of the next event in Blackpool.

#### LGA Annual Fire Conference 2019

In March 2019, County Councillors S Holgate, D O'Toole and T Martin attended the annual fire conference and exhibition which was a key event for senior fire officers and members of fire and rescue authorities. The conference gave Members the opportunity to discuss the sector's work on fire safety, inspection and enforcement, issues around finance and funding and highlighted the support that was available to Councillors from the LGA and provided an opportunity to network.

#### FUTURE MEETING DATES

The next meeting of the group was scheduled for Wednesday 6 November 2019 in the Main Conference Room, Service Headquarters, Fulwood, commencing at 10:00 hours.

B WARREN  
Director of People and Development

LFRS HQ  
Fulwood

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## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on 29 April 2019

### **PROPOSED GOVERNANCE ARRANGEMENTS OF THE BLUE LIGHT COLLABORATION PROGRAMME WITH THE POLICE AND CRIME COMMISSIONER (Appendix 1 refers)**

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

#### **Executive Summary**

This report details the proposed governance arrangements of the Blue Light Collaboration Programme. This proposal outlines the role of the Combined Fire Authority (CFA) and the provision for dealing with input from the Office of the Police and Crime Commissioner (OPCC) whilst ensuring that the CFA retains ultimate decision making responsibilities in accordance with the Lancashire Fire Services (Combination Scheme) Order 1997, the CFA's Constitutional, Procedural and Contractual Standing Orders (approved as at 18 June 2012) and the current relevant CFA Scheme of Delegation (last amended following a report to the Audit Committee on 24 July 2018.)

The operational scrutiny aspects of this function were outlined by the Deputy Chief Fire Officer in a report which went to the Planning Committee on 18 March 2019. Attached as appendix 1.

#### **Recommendation**

The Authority is asked to note and endorse the report and governance model.

#### **Background**

Following a recent meeting between the CFA Chairman and the Police and Crime Commissioner it is proposed that governance and scrutiny of Blue Light Collaboration will be in the format of a bi-annual meeting of the CFA and OPCC (the Collaborative Working Group, CWG.) It is proposed that two representatives from each of the CFA and OPCC will attend these meetings along with the strategic leads for each of LFRS (Deputy Chief Fire Officer) and Lancashire Constabulary (Deputy Chief Constable); these officers will provide the required strategic updates with support from operational leads as required.

The status of the bi-annual meeting will be that of a Collaborative Working Group.

The Deputy Chief Fire Officer, (currently vacant as at 30.04.19) and Deputy Chief Constable, Sunita Gamblin as Programme Sponsors continue to provide scrutiny of the operational work areas and subsequent reports.

The Blue Light Collaboration Programme Board meetings, co- chaired by Area Manager Ben Norman, LFRS and Superintendent Karen Edwards, Lancashire Constabulary continue to deliver project management related control to the Programme. At a meeting held on the 30 January 2019 they received updates from respective operational work stream leads.

It is proposed that the bi-annual meeting (Collaborative Working Group meeting; CWG) with the OPCC will be attended by the Chairman and the Clerk to the Authority on behalf of the CFA, together with the Deputy Chief Fire Officer as strategic lead from LFRS and the Deputy Chief Constable on behalf of Lancashire Constabulary. It is likely that the OPCC will be represented by the Commissioner and the Chief Executive.

The CWG meeting will provide oversight of the collaboration activity. It will also ensure the relevance to the business of the respective organisations and ensure alignment in the core roles of both organisations. It can also raise any further areas for collaboration for consideration within the programme of work. The role of the Deputy Chief Fire Officer will be integral to the scrutiny of the process and the presence of the Chairman (with support from the Clerk to the Authority) will be vital to oversee plans which will ultimately be ratified or endorsed at meetings of the full Authority.

A report of the discussions from the bi-annual Collaborative Working Group will be made available to the Authority's Planning Committee at the first Planning Committee meeting following the meeting of the Collaborative Working Group. The Planning Committee will if required make decisions on any suggestions or initiatives arising from the report, provided the power for making those decisions falls within the Planning Committee's Terms of Reference.

The Planning Committee will not be able to make decisions based on the suggestions or initiatives of the Collaborative Working Group if they are matters which are reserved for decision by the full Authority, only those areas in accordance with the Authority's Terms of Reference will be required.

For the avoidance of doubt matters which are reserved for decision by the full Authority are as follows:

- (a) The approval of the budget and the determination of the precept;
- (b) Assessment of each Constituent Council's contribution to the Combined Fire Service Fund;
- (c) Arrangements for the proper administration of the Authority's financial affairs;
- (d) Matters of major policy or of new principle including such matters arising out of any Sub-Committee's terms of reference;
- (e) The making of Standing Orders and Financial Regulations and any matter reserved to the Authority thereunder;
- (f) The general structure of the Authority's administrative organisation including delegation of powers;
- (g) The constitution and terms of reference of Committees;
- (h) The appointment of the Chairmen and Vice Chairmen of committees;
- (i) The appointment of Chief Fire Officer to the Authority;
- (j) The appointment of Clerk and Treasurer to the Authority;
- (k) The external relations of the Authority;
- (l) Such other matters as the Authority may from time to time determine.

## **Business Risk**

Due to the change of legislation and expectations of the HMICFRS inspectorate arrangements LFRS is required to provide greater clarity on the evidence captured as a part of ongoing and future collaboration opportunities. The structure proposed will limit unnecessary activity resulting in opportunity cost to the Service.

## **Sustainability or Environmental Impact**

None identified at this scope phase.

## **Equality and Diversity Implications**

None identified at this scope phase.

## **HR Implications**

Recruitment completed of a joint Programme Administrator for an initial period of 12 months. Lancashire Constabulary is the employer and LFRS will fund 50% of the post during 2018/19. The cost to the Authority of this post will be confirmed as soon as the information is available.

## **Financial Implications**

Interim costs such as staff training and programme management will be met from existing budgets on an equal share basis, resulting in potential opportunity cost to the Service

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

### **List of Background Papers**

Paper	Date	Contact
Report to the Planning Committee	19.03.19	Justin Johnston Tel. 01772 866801
Reason for inclusion in Part II, if appropriate:		

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**LANCASHIRE COMBINED FIRE AUTHORITY  
PLANNING COMMITTEE**

Meeting to be held on 18 March 2019

**BLUE LIGHT COLLABORATION**

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

**Executive Summary**

This report details the work delivered to build upon the initial work which focussed upon the drafting of an operational statement of intent and initial blueprint documents. Operational leads have progressed project related documents to define those work streams that are recommended for continuation and identified work streams that should be closed due to a lack of benefit identification.

The paper provides clarity on the operational scrutiny of the Blue Light Collaboration Programme and the operational responsibilities of the Deputy Chief Fire Officer/ Deputy Chief Constable and their respective teams.

**Recommendation**

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

**Background**

Following the initial conference hosted by Shared Architects Services and attended by senior operational leads from both Lancashire Fire and Rescue Service (LFRS) and Lancashire Constabulary, work continues in the format of the Blue Light Collaboration Programme.

The Deputy Chief Fire Officer, Justin Johnston and Deputy Chief Constable, Sunita Gamblin as Programme Sponsors continue to provide scrutiny of the operational work areas and subsequent reports.

The Blue Light Collaboration Programme Board meetings Co- Chaired by Area Manager Ben Norman, LFRS and Superintendent Karen Edwards, Lancashire Constabulary continue to deliver project management related control to the Programme. At the meeting held on the 30 January 2019 they received updates from respective operational work stream leads. Colleagues presented updates for each of the 32 proposals as described in earlier CFA Planning Committee papers.

The early Blue Light Collaboration Programme Board work has been further shaped and defined into 3 key project management related documents according to status and these are: Project Initiation Documents, Highlight Reports and Scoping Closure Reports.

Project Initiation Documents are 2 pages in format and define some early expectations with regards to purpose, deliverables, risks, benefits and timeframes. These documents are created following initial informal evaluations and the purpose is to provide clarity of the expectations for the project scope leading to agreed areas of focus.

Highlight Reports are short summary documents that demonstrate the low level early scope work that has been delivered. These work areas typically do not have the level of detail to justify Project Initiation Documents at this time and work remains ongoing between respective operational leads.

Scoping Closure Reports have been provided following early evaluations that conclude that there is either a case that justifies discharging the work to business as usual activities or whereby the leads conclude that there is no benefit in continuing the project due to low or no benefits being identified.

The most significant areas of work are listed below with a summary overview of the work to date and next steps:

- **Co-location of Public Order** - scoping out the initial needs for the public order site have begun and a matrix is being created. Viewings of the LFRS Training Centre have been carried out by both partners' estates departments and operational leads. Next steps are to assign a Lancashire Constabulary project manager to this work in order to define the scope and scale of the possible site sharing request.
- **Misper2 and Real Time Demand Management** - scoping out the opportunities within Real Time Demand Management and the possible extension of Missing Person Searches. A LFRS officer visited the Force Control Room to gain an understanding of any incidents LFRS should be responding to such as entrapment. LFRS may be able to increase existing incident types for the benefit of public outcomes through quicker more effective response arrangements. Various meetings have taken place between operational leads and the LFRS officer is currently drafting reports detailing any recommendations for consideration.
- **Occupational Health** – Operational leads have met to see if best practice, specialist expertise and site sharing opportunities exist. Early conversations have been open and engaging and further work is to continue to identify if benefits could be realised. Meetings are scheduled for further work to be delivered.
- **Integrated Volunteer Partnership** – Work focuses upon encouraging the integration of Police and LFRS Cadets and volunteers through joint training sessions and attendance of public events together to deliver joint working on community safety and engagement projects.
- **PCSO's as Retained/ On Call Fire Fighters and Engagement / Visibility in place** – In an effort to widen the audience that may consider becoming Retained/ On Call Firefighters, it was agreed to propose a marketing effort in Lancashire Constabulary, promoting the opportunity to the 2000 police support staff.

Highlight reports were provided detailing progress to date and work planned for the next quarter for the following areas:

- The Programme Board Drone Collaboration
- Duty Officer Communication
- Command Unit incorporating JESIP principles
- Vehicle maintenance for LFRS flexi duty cars
- Shared Asset Management

- Fuel BCP
- Rota and Resource Management
- Joint Communications Activity
- Shared Data, Risk and Analytical Reporting
- First Aid Provision
- Health and Safety
- LFRS relocation of Service HQ to Hutton
- Fire Crime Scene Investigation

After early initial evaluations the evidence captured by the operational leads demonstrated that there were no benefits to the people of Lancashire, LFRS or Lancashire Constabulary for the below projects. Therefore closure reports were reviewed and accepted by the strategic leads for the following:

- Joint GDPR Working
- Procurement
- Accounting and Reporting Practices
- HR Support Services
- Leadership Development
- Recruitment and Selection
- Driver Training
- Wellbeing
- Shared Learning Opportunities
- Shared Research and Development

### **Business Risk**

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

### **Sustainability or Environmental Impact**

None identified at this scope phase.

### **Equality and Diversity Implications**

None identified at this scope phase.

### **HR Implications**

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

### **Financial Implications**

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

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

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

## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on Monday 29 April 2019

### **ANNUAL SERVICE PLAN and STRATEGIC ASSESSMENT OF RISK 2019/20 (Appendix 1 refers)**

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

#### **Executive Summary:**

This year's Annual Service Plan (updated to be effective from 1 May 2019 and attached as appendix 1) continues to provide Lancashire Fire and Rescue Service with the platform to highlight the priority activities and projects the Service intends to deliver over the coming year. We are leading improvements and innovation in our sector with some of the best firefighting equipment and training facilities in the country and a highly skilled and motivated workforce.

The year ahead will see us build on our achievements by staying focussed on continuous improvement that makes the people of Lancashire safer, particularly the most vulnerable members of our communities. Many of our priorities are extensive, long-term initiatives that will transform the way we work and bring lasting benefits.

For the first time this year's Annual Service Plan is to be published alongside the Strategic Assessment of Risk. First published in 2016, this document has been refreshed for the 2019/20 year and branded to mirror the 2019/20 Annual Service Plan document that it supports, by capturing the dynamic picture of risk in Lancashire. The Strategic Assessment of Risk is a key part of our Risk Management Framework, where we continually assess changing risk and prioritise our response framework.

As part of our engaging communications strategy a short video has been commissioned, which will summarise the salient aspects of the Annual Service Plan in a succinct format. It is anticipated that in this digital format we will be able to engage directly with a larger section of Lancashire's communities when compared to those who previously read the formal documents. The video is expected to be published on the internal media channels and external website next month.

#### **Recommendation:**

The Combined Fire Authority is asked to note the publication of the Annual Service Plan and Strategic Assessment of Risk 2019/20 documents as approved by the Planning Committee.

## **Background**

### **Part 1: Annual Service Plan**

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

These are:

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

#### Role in the planning framework

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

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

As always we aim to continually improve and refine our planning processes and this year's document aims to add focus on achievable progress within the year, acknowledging that a significant proportion of items are continued from the 2018/19 Plan, reflecting our commitment to a number of long term projects. It is presented in a style to remain consistent with that of the previous Annual Service Plans produced under the current IRMP period of 2017 – 2022.

## **Background**

### **Part 2: Strategic Assessment of Risk**

Risk in Lancashire will always remain dynamic: it changes over time, differs by area and demographic, and needs different interventions to reduce the likelihood of the risk occurring or to lessen its consequences. We identify these risks in our Strategic Assessment of Risk which is refreshed annually and is also informed by the Lancashire Resilience Forum Community Risk Register. Through our risk management framework we continually assess changing risk and prioritise our response framework. A wider consultation has also taken place, involving District Councils, Lancashire County Council and Lancashire Constabulary, in order to gain a more complete collaborative picture of the perceived risk from the viewpoint of all organisations.

This year's document again builds on previous iterations as we seek to continually improve our processes and risk management processes. This year we have sought to identify more

clearly how LFRS responds to a number of the strategic risks identified, as well as adding new sections as the risk map for Lancashire changes with time.

The Strategic Assessment of Risk reflects the knowledge and experience of a variety of specialist departments and is consolidated each summer to allow for departmental plans to be produced and for our Service's annual planning day. It was subsequently published as a standalone document to the LFRS website. This year, the document has been held back for publication alongside the Service's Annual Service Plan due to the relationship between the two documents. Our Annual Service Plan reflects our response to identified risk and our activities this year clearly reflect a targeted approach to many items identified within the Strategic Assessment of Risk. It is intended to continue this dual approval and publication approach in future years.

### **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.

The Strategic Assessment of Risk is an integral part of the Service's Risk Management Framework and captures the high level risks that the Service must prepare for and respond to. It forms a key part of our planning process culminating in the development of our Annual Service Plan.

### **Sustainability or Environmental Impact**

None.

### **Equality and Diversity Implications**

The Annual Service Plan and Strategic Assessment of Risk have been produced in accordance with accessibility guidelines.

### **HR Implications**

No implications.

### **Financial Implications**

The Annual Service Plan will be made available on line. However, hard copies will also be made available to staff as part of our efforts to improve staff engagement and further develop leadership capability, and therefore a cost will be incurred under the Corporate Communications department budget. The Strategic Assessment of Risk will not be printed and will therefore incur no additional costs.

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

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

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

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# Annual Service Plan 2019/20

# The year ahead



In 2018, an inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services confirmed that Lancashire Fire and Rescue Service is a strongly performing, forward-thinking Service with outstanding values and culture.

We are leading improvements and innovation in our sector with some of the best firefighting equipment and training facilities in the country, and a highly skilled and motivated workforce.

The year ahead will see us build on our achievements by staying focused on continuous improvement that makes the people of Lancashire safer, particularly the most vulnerable members of our communities. Many of our priorities are extensive, long-term initiatives that will transform the way we work and bring lasting benefits.

### Valuing our people

The way the Service promotes values and culture has been rated outstanding, which is a reflection of staff at every level of the organisation. Their expertise, professionalism and dedication make it possible for us to lead the way forward in responding to the Government's drive to reform and collaborate.

Our people are central to everything we strive to achieve. We remain steadfast in ensuring that they have the best equipment, training and development. This year we will also create more opportunities for our people to be involved, listened to, and to contribute experience, expertise and ideas.

### Staying operationally effective

Maintaining the highest levels of operational competence and performance remain firm priorities. We have strong foundations to build upon, however, the environment in which we work is increasingly complex and demanding. Continuous progress in how we prepare for, respond to and learn from incidents, including the Winter Hill wildfire, is vital to improve the quality of the services we deliver across Lancashire.

### Closer operational collaboration

We have successfully worked with other public services to broaden the range of activity we carry out while keeping in focus our purpose to make Lancashire safer.

We share the first fire and police air support unit and operational activities, such as gaining entry to properties where there is a medical emergency and searching for missing people, are making a real difference to people's lives.

We will continue to seek opportunities to improve community safety in ways that best match our skills, equipment and experience.

### Delivering value for money

The Service acted swiftly to offset reductions in funding in recent years and has an excellent track record of achieving efficiency savings, without impacting on services to the public.

Despite a stable financial position, future funding is uncertain and further challenges lie ahead. We will continue to find ways to save money and make the best use of our resources, in order to maintain an efficient and affordable Service. Where possible, we will reinvest savings into front line activity that delivers long-term improvements and value for money.

Everything we do is aimed at improving the safety of Lancashire's diverse communities. With outstanding values and strong leadership at the heart of the Service, we are well positioned to respond positively to future challenges and evolve in a way that reflects the changing risk and demand in our communities.

We aspire to be the best trained, best equipped, best accommodated and most professional fire and rescue service in the country.

Justin Johnston, Chief Fire Officer

The expertise, professionalism and dedication of our people make it possible for us to lead the way forward.



# Preventing fires and other emergencies from happening and protecting people and property when they do



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 the 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.

### Deliver tailored prevention activity

This year we will continue to deliver key prevention activities within the communities of Lancashire, targeting those most at risk of experiencing fires and other emergencies.

#### We will:

- Embed our CookSafe and TeenSafe campaigns to prevent cooking-related fires and educate Year 7 students about a variety of topics respectively.
- Become an Adverse Childhood Experiences (ACE) aware organisation.

### Harness technology to improve protection activity

The Service makes effective use of technology to reduce costs and provide a more efficient service for the public. This year, we will focus on our protection area of business to explore how technology can enhance our work.

#### We will:

- Review how technology can be used to improve business safety and enforcement services.



We seek to deliver the highest standards of operational response. We continuously prepare and plan for emergencies so that we are able to respond with the right skills and equipment to deal with an incident quickly and competently.

### Evaluate tools to strengthen our response

Work to determine the potential to strengthen our collaborative response arrangements by trialling a pre-alert policy and evaluating a dynamic cover tool continues.

#### We will:

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

### Strengthen our operational assurance

To make sure that the Service operates as safely and effectively as it can, we have robust planning, preparedness, response and learning processes in place. We will develop these by making it easier to share and view information and intelligence from multiple sources to inform our activity.

#### We will:

- Continue to develop a new assurance monitoring system app that collates information and intelligence from multiple sources, as well as linking to national learning.

# Responding to fires and other emergencies quickly and competently





### Integrate a second water tower into our fleet

The successful introduction of our first water tower appliance (Stinger) into our fleet has resulted in significantly enhanced firefighter safety and firefighting capability. The Stinger also minimises fire damage and associated costs to businesses and homes.

**We will:**

- Purchase and integrate a second Stinger appliance at Skelmersdale Fire Station.

### Replace incident command units

Our incident command units are critical to how we manage complex or large scale incidents. We've identified advanced capabilities that will lead to more effective incident management in the future. These include leading technology and more intuitive systems, and the ability to accommodate multi-agency briefings.

**We will:**

- Produce a specification for new command support units and commence procurement.

### Optimise rota management

The Service operates a number of wholetime and on-call 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 efficiently.

**We will:**

- Produce a simplified and more streamlined approach to rota management that ensures optimum staffing levels are maintained efficiently.

### Establish a wildfire burn team

Following the Winter Hill wildfire in summer 2018, we are expanding our firefighting tactics to include preventative burning, an effective technique used to control wildfires and protect areas at risk such as property. This capability will reduce the risk and impact of wildfires at the same time as improving firefighter safety.

**We will:**

- Establish a specialist team capable of pro-actively burning areas of land to reduce the spread and duration of wildfires, replicating best practice from around the world.

### Lead nationally on the use of drones

The Service's air support unit has transformed the way we fight fires by providing incident commanders with aerial intelligence, including infra-red capability to identify fires burning within a structure or underground. Our partnership with Lancashire Constabulary has also resulted in drones being used in missing people searches and public events. We plan to share our expertise with public services across the UK.

**We will:**

- Support other areas of the UK and abroad in need of operational assistance and progress our role as the national drone lead for both police and fire and rescue services.

# 2019/20 ANNUAL SERVICE PLAN

“Maintaining the highest levels of operational competence and performance remain firm priorities.”



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

The Service promotes a confident, vibrant and diverse culture based on values, where staff at all levels are engaged, feel valued and are empowered to make a positive contribution, whatever their role.

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

Our **STRIVE** values guide the professional behaviours we expect of all our staff in working together to achieve our purpose of making Lancashire safer. Everything we do is guided by strong principles of service, trust, respect, integrity, value and empowerment. Effective performance management remains essential to help staff link their own roles and behaviours to the aim, priorities and values of the Service and enable our culture to continue to flourish.

#### We will:

- Use the results of an extensive staff and line managers' consultation to improve how we 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 including the provision of 360 feedback.

### Encourage and listen to employee voice

Our people are central to everything we strive to achieve and we recognise the positive influence on both organisational success and our employees' wellbeing, when people at all levels can contribute their experience, expertise and ideas.

#### We will:

- Launch a new intranet incorporating social networking to connect staff across the Service and provide a forum for engagement, consultation and knowledge sharing.

### Promote equality, diversity and inclusion

### within the Service

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

#### We will:

- Ensure that opportunities to work with Lancashire Fire and Rescue Service are promoted to all our diverse communities.
- Consult communities to shape our activity in this area through our equality, diversity and inclusion steering group.
- Continue to attend local, regional and national events with our Pride fire engine promoting the Service as a diverse employer that meets the needs of all its communities.

### Expand apprenticeship opportunities

We are committed to extending apprenticeship opportunities where vacancies arise and developing our staff through utilisation of the apprenticeship levy. With the establishment of new standards we want to broaden the range of apprenticeships we offer to include operational firefighting.

#### We will:

- Embed apprenticeships within the Service and apply to become an employer provider, which will allow us to recruit firefighter apprentices for the first time.

### Build a strong and resilient workforce

The physical and mental health and wellbeing of our



Our people are central to everything we strive to achieve.

staff is at the forefront of our efforts to ensure that our workforce is equipped to deal with the changing demands of the Service. Strengthening our health and wellbeing framework is how we will achieve this.

#### We will:

- Continue to embed and raise awareness of our new Trauma Risk Management (TRiM) support programme which is available to all staff.
- Assess the Service against the Blue Light Wellbeing Framework and develop an improvement action plan.

### Redevelop Preston Fire Station

Preston Fire Station is approaching the end of its operational life. We intend to create a new, modern station in the same location that serves both our staff and the local community well.

#### We will:

- Develop detailed plans for a new fire station and award the tender for building work to commence in 2020.

### Upgrade fire station accommodation

Investment in fire stations is part of our commitment to ensuring that our people have the best accommodation to support their health and wellbeing and provide a positive working environment.

#### We will:

- Upgrade accommodation at South Shore, Blackpool and Hyndburn fire stations.

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



We aim to use our resources efficiently to provide the best possible fire and rescue service for the people of Lancashire and to ensure that the Service is affordable, now and in the future.

### Invest in training and equipment

We are steadfast in ensuring that our people have the best equipment and training available to deliver quality services now and in the future. This year work will continue on a programme of significant, long-term investment in improvements.

#### We will:

- Confirm plans and seek planning permission to expand training facilities at Service Training Centre in Chorley, including improvements to the workshop and garages, instructor facilities and breathing apparatus training school.
- Refurbish the firehouse at Service Training Centre to introduce the ability to train for basement fires, and ensure it remains fit for future purpose and provides realistic fire environments in which to train.
- Review duty rig uniform with a view to providing alternative clothing and boots that are suited to a wider range of activity.
- Install CCTV on all operational fire appliances to improve driver training and reduce the amount of time taken to investigate incidents.

### Collaboration with other public services

We have a long history of successful partnership working with other public services and continue to seek opportunities for closer operational collaboration, where we can deliver improved services to the public.

#### We will:

- Build on our collaboration programme with Lancashire Constabulary which is already looking at a wide range of collaborative opportunities, including joint accreditation of our staff to undertake fire scene investigations.
- Continue to explore site sharing opportunities.

### Information management strategy

Work to modernise how we collect, store and use information and create more efficient ways of working is progressing through our information management strategy.

#### We will:

- Expand our centralised document management system to further enable storing, finding and delivery of the right information to the right people at the right time.
- Refine and develop our planning and performance system to deliver data directly to the people who need it and provide consistent planning tools alongside.

We are steadfast in ensuring that our people have the best equipment and training available to deliver quality services, now and in the future.



# 2019/20 ANNUAL SERVICE PLAN

## **Preventing fires and other emergencies from happening and protecting people and property when they do**

- Deliver tailored prevention activity
- Harness technology to improve protection activity

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

- Evaluate tools to strengthen our response
- Strengthen our operational assurance
- Integrate a second water tower into our fleet
- Replace incident command units
- Optimise rota management
- Establish a wildfire burn team
- Lead nationally on the use of drones

## **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
- Promote equality, diversity and inclusion within the Service
- Expand apprenticeship opportunities
- Build a strong and resilient workforce
- Redevelop Preston Fire Station
- Upgrade fire station accommodation

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

- Invest in training and equipment
- Collaboration with other public services
- Information management strategy



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[www.lancsfirerescue.org.uk](http://www.lancsfirerescue.org.uk)

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## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on Monday, 29 April 2019

### **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 Monday, 29 April 2019.

#### **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 Monday, 29 April 2019.

During this period, all have undertaken their respective role in accordance with the defined terms of reference. Their activity to date is as follows:

#### **Older People – County Councillor Mark Perks**

The Age Safe Theme Group had a Planning Day on 14<sup>th</sup> March where the priorities and actions for 2018/19 were agreed. These are – Social Isolation, Communications, Dementia and CookSafe. Councillor Mark Perks continues to support the Group.

#### **Equality and Diversity – Councillor Zamir Khan**

The Service has advertised for apprentice firefighters and the advert has now closed, we are currently analysing the results, early indications are that we had applications from a diverse range of candidates. 1-7 April 2019 is World Autism Week and the Service has delivered a publicity campaign aimed at raising awareness about autism, how we can be more autism friendly and signposting employees to support in relation to autism.

## **Health & Wellbeing – County Councillor Tony Martin**

Early 2019 health and wellbeing focus has been on hydration and nutrition raising awareness and ensuring that staff have the tools to remain hydrated and eat well. Water bottles have been issued supporting the stay hydrated message.

## **Road Safety – Councillor Fred Jackson**

Councillor Fred Jackson continues to support the Road Safe Thematic Group where the current priorities are: Biker Down, Wasted Lives and Road Sense.

## **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 29 April 2019

### FIRE PROTECTION REPORTS

Contact for further information:

Deputy Chief Fire Officer Justin Johnston – Tel. 01772 866801

#### **Executive Summary**

This report deals with prosecutions in respect of fire safety management failures and arson incidents within the period 1 February 2019 to 1 April 2019.

In addition, Fire Protection and Business Support Information is 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

- The owner of Mama Mia takeaway Lancaster was sentenced at Preston Crown Court on the 18/03/2019 for 8 offences of the Regulatory Reform Fire Safety Order (RRFSO).

The sentence outcome was 20 months imprisonment suspended for 2 years; 200 hours of unpaid community work and £10,000 costs awarded to LFRS.

- The owner and employer of staff at the Crown Hotel Burnley was sentenced at Preston Crown Court on the 28/03/2019 to:

1. 6 offences of the (RRFSO); as the owner
2. 1 offence of the (RRFSO); as the employer

The sentence outcome is not known at the time of writing this report. The sentence hearing is due at Burnley Crown Court on 17 April 2019.

- The owner of Derby Court Hotel in Preston has pleaded not guilty to 11 offences of the Fire Safety Order and will begin a full trial at Preston Crown Court week commencing the 20/05/2019;
- The prosecution case file for Plaza Beach Hotel Blackpool is completed and will be forwarded to LFRS Fire Safety Solicitor on the week commencing the 08/04/2019 for summonses to be issued.

There are a number of prosecution case files being prepared currently:

- A Multi Occupied Dwelling in Lancaster;
- Hotel in Blackpool;
- Multi Occupied Dwelling in Blackpool;
- Mixed Commercial premises in Blackburn.

## **FIRE PROTECTION & BUSINESS SUPPORT INFORMATION**

### Risk Based Inspection Programme

The Risk Based Inspection Programme has been modified to remove some shop premises that had been included in the initial scoring methodology and this has been changed to better reflect the risk but still keep a higher risk with shops with residential accommodation above. The system is working well and staff are using this as their go-to work stream.

### Business Support Website

On-going.

### Business Safety

The Business Safety Advisers have had a new spreadsheet created to better track and identify repeated cases of Unwanted Fire Signals and this is helping them to better target their activity in this area. We have had two new starters in January and our existing advisers have been mentoring them. They have made visits to premises operating as 'Escape Rooms'. They are starting on a project to look at fire safety in self-storage premises and will be targeting these premises over the next few months. Additionally, they are making use of the SHOUT networking group, that brings small and medium enterprise owners together and are using this as a way to sell the business advice provision.

### Primary Authority Scheme

LFRS now has 12 registered partnerships: Barchester Healthcare, Four Seasons Healthcare, Amber Taverns, Torus 62 Housing, Daniel Thwaites, Warwick Estates, EH Booths, Regenda Group, Progress Housing Group, PBSA Student Roost, St Catherine's Hospice and Inclusion Housing.

New agreements have now been formalised with Torus 62, Barchester, Four Seasons, Regenda, Amber taverns, Warwick Estates, EH Booths, Daniel Thwaites and Inclusion to include a new hourly rate of £75/hour which equates to £4,500 per annum. This will be rolled out to the other partners on their 12 month anniversary dates.

There have also been discussions with 3 other very interested companies: Coasts & Castles, Witherslack Group and Trafford Housing and 2 tentative companies; Amberstone and Homestead.

## **ARSON RISK REDUCTION**

### Arson Convictions

#### **R v William VAILL and Deborah ANDREWS. Tanhouse, Skelmersdale**

This incident involved a fire on the first floor landing of a block of flats where a deceased male was found. A fatal fire incident of suspicious origin was declared. Two people were arrested on the evening of the fire and charged with murder. One male and one female were found guilty of murder and arson.

David VAILL was sentenced to life imprisonment on two counts.  
Count 1 - 28 1/2 years minimum term for murder with Count 2 - 10 year's Arson with intent as to whether life endangered to run current and alongside Count 1.

Deborah ANDREWS was sentenced to life imprisonment on two counts.  
Count 1 - 28 years minimum term for murder with Count 2 - 10 year's Arson with intent as to whether life endangered to run current and alongside Count 1.

#### **R v Jordan SHAW. Jameson Street, Blackpool**

Persons were reported at a mid-terraced house fire incident involving kitchen units, clothing and settee seat cushions. Fire of suspicious origin was declared due to three origins of fire identified. One male was arrested the same day and charged with arson and remanded in custody. Following further court appearances a guilty plea to arson was given and he was remanded until sentencing.

On 25th March 2019 Mr Jordan SHAW was found guilty to arson - reckless as to whether life endangered. Mr SHAW received five years imprisonment and a restraining order.

### **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:		

## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on Monday, 29 April 2019

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



**LANCASHIRE FIRE AND RESCUE SERVICE**  
**COMMUNITY SAFETY REPORT**

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>BLACKBURN-WITH-DARWEN</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Winter Safety</u></b></p> <p>All prevention activity throughout the borough concentrated on delivering the Winter Safety campaign, the strategy was to encourage the target audiences to make Home Fire Safety Check referrals (for themselves and people they know) in order to provide safety advice and signpost to other agencies for financial support with heating appliances. Historical data identified “hot spot” areas and generated 100 addresses which were targeted over the period along with the distribution of posters and use of social media.</p> <p>Fire Cadets based at Darwen fire station were invited to take part in tree planting following last year’s Winter Hill fire and a full complement turned in - in wet, windy and icy conditions.</p>	

<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<b>Date:</b>	16 March 2019
<b>Time:</b>	00:18
<p>Crews from Blackburn were mobilised to a property where a family were complaining of difficulties breathing due to chemical fumes in their home. On arrival, six people were found to be in the property and all were having difficulty breathing. They were evacuated from the property and ambulances were requested to assess them.</p> <p>Crews were informed that two different chemicals had been used to clear a blocked drain in the bathroom. The chemicals had reacted and released noxious fumes in the property. The crew used breathing apparatus and a ventilation unit to clear the property and remove any remaining fumes. The occupants were treated at scene by ambulance service staff and none were taken to hospital.</p>	

**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>BLACKPOOL</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>International Women’s Day</u></b></p> <p>On Saturday, 9 March, operational crews, fire cadets and prevention staff from Lancashire Fire and Rescue Service took part in the Fylde Coast International Women’s Day Festival. This year’s festival was held at Blackpool Sixth Form and aimed to celebrate the myriad of successes and achievements of women from the Blackpool, Fylde and Wyre areas.</p> <p>This unique event encourages local businesses to make crucial connections with young school pupils from across the area, with the aim of spurring them onto success. Focusing on social enterprise and innovation and designed to inspire young women, it has already gained the support of some top names in the worlds of business and sport.</p> <p>Local businesses and organisations can play a huge part in helping young women within our community to unravel their proficiencies and unlock their potential to succeed. This could be through delivering a workshop on the day, being a role model, volunteering on the day or sponsoring a local high school. The event also provides opportunities for businesses. They can develop community engagement pathways; enjoy positive encounters with future employees while at the same time supporting the opportunities for young people in education, enterprise and employment.</p> <p>The event provided the opportunity for girls and women to participate in interactive workshops, Fairtrade/Ethical sessions, entrepreneurial events, special effect make-up artist taster classes and money management sessions and much more.</p>	

<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<b>Date:</b>	12 February 2019
<b>Time:</b>	15:52
<p>Operational fire crews were called to a blaze on the front driveway of a property in Bispham. The occupier’s motorhome had caught fire within three feet of the gable wall of their semi-detached property. The fire had originated on the driver’s side of the vehicle and when the crews arrived the motorhome was totally engulfed in flames.</p> <p>Whilst initial firefighting was being established, the fire spread to the detached garage at the rear of the property. The garage building and contents were also fully</p>	

consumed by fire. The fire was impacting on the structure of the domestic property but firefighting prevailed and prevented the fire from spreading further.

The occupier had plugged the motorhome in to the mains power within the garage. He had switched on the main electrical board within the vehicle and had also switched on the leisure battery charger to charge the battery. The motorhome and contents were destroyed by fire as was the detached garage and contents. Twelve metres of wooden boundary fencing was destroyed by fire. The owner's domestic property sustained damage to six metres of guttering and the UPVC kitchen window was severely damaged by heat.

**Date:** 03 March 2019

**Time:** 12:13

Operational firefighters were called to a fire in a domestic property involving a mattress and some bedding, which was situated in an attic bedroom. On arrival, the crew discovered that the occupier had actually extinguished the fire himself.

The bedroom belonged to the gentleman's daughter and she identified that she had earlier lit some tea light candles and placed them onto the bedside cabinet. The bedding from her bed had accidentally covered the flame and had then caught fire. A smoke detector had been removed from the attic bedroom.

During the fire, she sustained a significant burn to a finger and was transported to hospital by ambulance for treatment. Her father also suffered smoke inhalation whilst fighting the fire. Damage sustained was moderate by fire to the mattress, the wooden bed and a quantity of bedding and light by fire to the bedside cabinet and one computer hard drive.

New smoke detectors were installed by the crew.

**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>BURNLEY</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<b><u>Keep It Clean – Keep It Clear Campaign</u></b> Pennine Community Fire Safety (CFS) and NHS Falls Teams collaboratively worked together on the above campaign. The campaign was held at various locations including Tesco in Padiham. The event aimed to raise public awareness on safer cooking practices where falls could be a contributory factor, literature and verbal advice was provided by CFS staff and NHS Falls Team to customers and staff in store that was warmly received. Cooking fires remain the most common cause of accidental dwelling fires (ADFs) in Pennine. The CFS teams are working closely with NHS Falls Team to see how in collaboration we can make vulnerable people safer in terms of mobility adaptations in their homes and progress referrals for Falls assessments during the colder weather.	

**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

**SUMMARY REPORT FOR: CHORLEY**

**LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)**

**Youth Offending Team (YOT) Day**

The Youth Offending Team visited Chorley Community Fire Station for the day. The group had the opportunity to engage with staff and participate in activities and demonstrations from operational crews. Penwortham crew introduced the group to the boat rescue equipment; Chorley Urban Search & Rescue Team completed a road traffic collision demonstration and introduced the group to Syd - the Search & Rescue dog.

In the afternoon session, each of the young people had the opportunity to have a go at the 'rat run', a series of tunnels used to train within confined spaces. The day was supported by YOT staff and staff from the Community Safety Team, operational crews and on-call Firefighters.

**Winter Warm & Well**

Winter Warm & Well was a Multi Agency event where agencies came together to provide advice on staying warm and well throughout the winter months. It was very well attended by the general public.

The agencies that were present in addition to Lancashire Fire & Rescue Service were Progress Lifeline, Electricity Northwest, Age UK Discharge Team, Chorley Healthy foods, Lancashire Road Safety Partnership and Genesis Care.

Positive feedback was received from attendees relating to the wealth of information available via the different agencies.

**INCIDENTS OF OPERATIONAL INTEREST (brief details)**

**Date:** 03 February 2019

**Time:** 23:38

On the evening of Sunday, 3 February 2019, a large fire broke out in commercial premises in, Adlington. 12 fire engines including two from Greater Manchester Fire Service were deployed to contain the fire. Firefighters used a variety of equipment including ground monitors, four jets, the Air Support Unit and the Stinger appliance.

Residents of the adjacent terraced properties were evacuated for safety and a temporary evacuation centre was established at a nearby public house for the residents, until they could safely return to their homes.

This incident required a multiagency response for evacuation and large volumes of smoke being given off by the fire and the potential for asbestos being involved from the asbestos cement sheeting of the building structure.

In the following days, several reassurance safe and well visits were undertaken by the Chorley crews and Southern Area Community Fire Safety staff in the surrounding streets to reassure residents following the events of the evening. The cause of the fire is still under investigation.

**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

**INCIDENTS OF OPERATIONAL INTEREST (brief details)****Date:** 16 March 2019**Time:** 00:55

Operational crews were called to the scene of a road traffic collision involving a car with a male person confined to the front passenger seat. The vehicle had left the road, struck a brick gate post and then come to rest on a driveway.

The male driver had been driving whilst under the influence of alcohol and refused to provide a breath sample whilst at the incident. North West Ambulance and the police were in attendance upon the arrival of Lancashire Fire & Rescue Service. The male passenger was conveyed to hospital by ambulance.

**LANCASHIRE FIRE AND RESCUE SERVICE**  
**COMMUNITY SAFETY REPORT**

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>HYNDBURN</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Winter Safety</u></b>  All prevention activity throughout the borough concentrated on delivering the Winter Safety campaign, the strategy was to encourage the target audiences to make Home Fire Safety Check referrals (for themselves and people they know) in order to provide safety advice and signpost to other agencies for financial support with heating appliances.</p> <p>Historical data identified “hot spot” areas and generated 50 addresses which were targeted over the period along with the distribution of posters and use of social media.</p> <p>The Community Fire Safety Team have supported the new whole time recruitment campaign and have been involved in the generation of interested or underrepresented groups as well as delivery on each of the recruitment days.</p>	

<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<b>Date:</b>	24 February 2019
<b>Time:</b>	16:49
<p>Four appliances were mobilised to reports of a fire at a business premises in Accrington. On arrival, flames were seen emanating from a hidden void located between an external boiler room and the main building at the rear of the premises. Operational discretion was declared for a short period of time to allow crews to tackle the fire.</p> <p>Approximately 150 occupants were in the property at the time of the fire. A multi-agency coordinating group was convened to ensure ongoing support and the quick re-instatement of the fire alarm.</p>	



**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>LANCASTER</b>
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**LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)**

**Winter Safety – Supporting Homeless People**

On-call staff, in conjunction with wholetime operational personnel, North West Ambulance, and Lancashire Constabulary, hosted a coffee morning at Lancaster Community Fire and Ambulance Station in aid of The Homeless Community in Lancaster.

The event provided an opportunity for all agencies to deliver key safety messages prevalent to the sub-zero temperatures recently experienced. Fire Service Personnel emphasised the importance of keeping warm, issuing keep safe and warm bags, and highlighting the dangers not only to themselves but Firefighters in lighting fires to keep warm in empty properties.

As a result of publicity on local social media sites a large amount of food and beverages were donated, after being collected at Lancaster Fire Station this was then gifted to Lancaster and District Homeless Action Service.

**INCIDENTS OF OPERATIONAL INTEREST (brief details)**

**Date:** 16 March 2019

**Time:** 19:10

Four fire appliances from Lancaster, Hornby, Carnforth, & Preston were mobilised to a car trapped in water with two people inside near the Gressingham Bridge over the River Lune. Simultaneously, one ambulance from North West Ambulance Service (NWAS) was also mobilised from Lancaster Community Fire & Ambulance Station.

Further messages were passed from North West Fire Control to the crews on route that the car had been pushed towards an iron fence by the flow of water and that the water was up to the waist of the two occupants.

The Crew Manager from Carnforth, being first on scene, deemed the situation time critical so initiated a rescue by fire service personnel in flood suits, with the assistance of a local farmer, utilising his tractor to quickly tow the car out of the risk area.

One male and one female were rescued from flood water and had a precautionary medical assessment at the scene by NWAS.

Due to the quick actions of the initial crews the incident was rapidly de-escalated allowing resources to be released for other incidents which were occurring due to the weather related high call volumes. The Crew Manager requested the attendance of the Police for road closures to stop further traffic entering the flood water.

**Date:** 15 January 2019  
**Time:** 00:14

Initially, one appliance from Lancaster was mobilised as calls to North West Fire Control indicated a 'small fire in the open'. On arrival, it quickly became apparent that this incident was in fact a building and the attendance was immediately increased to four pumps.

On arrival, the first Lancaster pump was faced with a fully developed fire in a single storey building measuring approximately 15m by 10m which was linked to a row of other similar sized buildings which were not yet affected by fire. The walls and roof were constructed from asbestos. Tactics were immediately adopted to ensure firefighting operations were conducted in a manner which recognised the asbestos hazard, avoided exposure to crews, successfully prevented fire spread to the adjoining buildings and protected the environment.

Water was supplied from hydrants and the adjacent canal. Conscious of the need to avoid travel disruption on a major arterial route, water supplies, once established, were supplied only from the canal, thus ensuring minimal disruption to local commerce. A further appliance was mobilised to assist with decontamination of Firefighters and equipment and making up of the incident.

The incident was concluded with a thorough fire investigation involving the Incident Intelligence Team and a handover process to the owners, alongside Local Authority Environmental Health, to ensure the demolition and clean up was undertaken in accordance with asbestos regulations.

**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>PENDLE</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Dementia Friends with Pendle Princes Trust Team</u></b></p> <p>Pendle Prince's Trust Team members have been trained by the Pennine Community Fire Safety (CFS) Team to become Dementia Friends. They learned in detail about what it's like to live with dementia. The young people took part in group questions and activities which helped broaden their knowledge on the subject and gain a real understanding which would assist their life skills in helping better understand lifestyles of people living or caring for someone with dementia. They also learned that people with memory impairments can often find themselves being involved in an incident involving fire and become a missing person as dementia develops. The group were advised of CFS interventions and partnership sign posting for additional support.</p>	

<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<b>Date:</b>	26 February 2019
<b>Time:</b>	12:09
<p>Eight fire appliances plus Softrak, 1 4x4 and Air Support Unit were mobilised to a large wildfire.</p> <p>Unfortunately, the fire had quickly escalated out of control and required Fire Service intervention. Crews using beaters and aqua packs dealt with the flanks, whilst the Softrak suppressed the large flame front at the head of the fire. Approximately 600m<sup>2</sup> of moorland was affected; however the efforts of the crews reduced the risk of a much greater area being lost.</p> <p>The first person on scene (non FRS) was taken to hospital due to a small burn to his hand and suffering fatigue. Crews stayed on scene for a number of hours after the fire had been surrounded to ensure no re-ignition occurred.</p> <p>The air support unit provided heat mapping across the affected area to confirm the fire was extinguished effectively.</p> <p>The Land Manager will be invited to become part of the Lancashire Fire Operations Group to share best practice and develop improved working relationships in terms of wildfire preparedness, prevention and response.</p>	

**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>PRESTON</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Winter Safety Campaign</u></b> The Preston Community Fire Safety (CFS) Team has been working in partnership with the following agencies:</p> <ul style="list-style-type: none"> <li>• Age UK/Older Veterans</li> <li>• Age Concern</li> <li>• Foxton Centre</li> <li>• Emmaus</li> <li>• Preston City Council CHIL Scheme</li> <li>• Lancashire Volunteer Partnership</li> <li>• Lancashire Wellbeing Service</li> </ul> <p>We asked each agency what items would be beneficial for their service users and we managed to secure some funding from our central area budget. This money was spent on the provision of safe and warm bags, which were distributed to the supporting agencies to be given out those who have been identified as the most vulnerable. Items included a combination of thermos mugs, fingerless gloves, torches, fleece blankets, keyrings and leaflets. They are tailored to the particular service users of each organisation and what each organisation had requested. Along with the safe and warm bag, winter safety information was also included, along with the contact details to arrange for a home visit and completion of a Home Fire Safety Check by LFRS. Each leaflet was coded to allow for a full evaluation after the winter safety campaign.</p> <p><b><u>Community Reassurance and Home Fire Safety Check Referral Generation</u></b> Following information received from the Preston Community Safety Partnership of increased anti-social behaviour activity in the Castleton Road/Porter Street area, LFRS carried out some high profile community work to generate Home Fire Safety Check referrals and offer residents advice on fly tipping, correct stowage of wheelie bins and fire safety information and advice.</p> <p>All properties in the surrounding area were leafleted informing residents that staff would be in the area over the next few weeks to carry out any required home visits. A large majority of Home Fire Safety Checks have now been completed and evaluation of the initiative has been shared with the Community Safety Partnership.</p> <p>Environmental Visual Audits will continue in the area over the next quarter to ensure that there are no reoccurring issues with regards to the fly tipping and Community Gateway Housing will support this by sending out letters to each tenant informing them of their responsibilities.</p>	

**Wasted Lives – Christ the King Year 10**

Preston Community Fire Safety Team delivered the Wasted Lives Education Session to year 10 students of Christ the King. Wasted Lives is an award winning young driver education programme. It targets young drivers and their passengers. Delivered by LFRS, the session challenges beliefs resulting in safer attitudes towards risk taking behaviours on the roads.

The sessions cover speed, seatbelts, mobile phones, drink and drug driving. The sessions are highly interactive and offer students opportunity for discussion and reflection. The sessions use a mixture of learning techniques including group work, experience sharing, adverts and a case study. Students will be offered the opportunity to ask questions and to take a break from the session if they need to.

On conclusion of the day's activities, we also took along the Wasted Lives crashed vehicle which provided the students with the opportunity to see first-hand, the dangers associated with driving the next day following alcohol intake. This is an extremely powerful and hard hitting education resource, but it was well received and created a positive response and discussion from each student. Christ the King have now requested that we attend annually to deliver this information day to each of their students and this is an offer that we are looking to extend to all local high schools within the Preston District.

**Community Reassurance and Home Fire Safety Check Referral Generation**

Following information received from Lancashire Constabulary, LFRS has been working in partnership with the community team responsible for commercial premises in Lea, Preston. Police provided information of increased anti-social behaviour within the area and evidence of secondary fires.

Preston Community Fire Safety Teams visited the premises and posted each flat (45 properties) to inform the residents that we would be carrying out Home Fire Safety Checks within the area. Follow up visits have now been completed and a large number of checks have been carried out for the vulnerable tenants identified within the block. Any relevant information has been shared with partnership organisations and LFRS will continue to monitor the area of the next performance quarter.

**INCIDENTS OF OPERATIONAL INTEREST (brief details)**

**Date:** 06 February 2019  
**Time:** 05:07

In the early hours of 6 February, four appliances were mobilised to a reports of a commercial building on fire in Fulwood.

On arrival at the address, crews found that a fire in an ornamental planter at the front of the property had caused a large plate glass window to fail and as a result smoke had entered and logged the entire ground floor of the property. The fire was dealt with via the use of a hose reel jet, the building was cleared of through the use a positive pressure ventilation unit and crews requested the attendance of the

business owner to assist with the fire investigation and to arrange for the property to be made secure.

The investigation into the cause of the fire discounted deliberate ignition and determined that a build-up of discarded smoking material in the ornamental planter had caused a smouldering fire in the peat based compost, which in turn had led to the planter becoming involved in fire. This led to the window failing and smoke being able to access the building.

As the incident involved a commercial property, operational fire crews referred the matter to the Preston Protection office who have carried out an audit. As a result of this audit specific recommendations were made in order to reduce the likelihood of a re-occurrence.

**Date:** 06 March 2019  
**Time:** 18:42

Due to reports that persons may be trapped by fire, three appliances were mobilised to an address in Preston.

On arrival, fire crews found there had been a fire involving a mobile phone, however, they discovered the fire to be out and that no persons were trapped. This prompted the release of the third fire appliance so it could be available for further incidents.

Despite finding the fire to be out on arrival, there remained a requirement to investigate the cause of the fire. In this instance, it was found that the mobile phone had been on charge at the time of the fire. Examination of the mobile phone identified that the battery had exploded due to overheating.

LFRS has a Memorandum of Understanding (MOU) with Trading Standards. This MOU has been entered into as a means of identifying consumer products that have led or contributed to fire in residential location; thus enabling Trading Standards to investigate and take appropriate action. In line with the MOU the attending fire crews referred the matter to the specialist Incident Intelligence Officer (IIO) who attended to address to determine the 'cause behind the cause' and compile the report shared with Trading Standards.

Follow up action by both the IIO and Trading Standards determined a number of factors contributed to the fire (aftermarket phone charger and an aftermarket replacement battery being used and the phone being left on charge too long) and as such the incident has been logged on a National Database managed by Trading Standards. These findings will also be used to inform prevention activities carried out by LFRS during Electrical Safety Week.

Further to the above, LFRS personnel completed a hot strike and the Community Safety Team has attended the address to conduct a Safe & Well visit.

**Date:** 15 March 2019

**Time:** 21:15

Two fire engines were mobilised to reports of a fire within a student accommodation block.

On arrival, the fire crews were met by a Fire Warden and led to the location of the incident. The fire itself, which involved an electrical isolation switch for an electric shower, was out when crews arrived at the specific flat. This is likely because the fuse had tripped in the electrical consumer unit. However the fire crews needed to be certain there was no possibility of hidden fire spread within the studded walls or along the electrical cable ducts.

Due to the extent of damage to electrical cabling which affected the lights and electrical ring-main, the flat in which the fire originated was no longer inhabitable. LFRS crews requested the attendance of the on-site maintenance engineer so electrical safety checks could be undertaken to ensure the safety of the all other flats in which the same electric shower isolation switch was installed.

The recommendation to undertake electrical testing was documented by the LFRS Incident Manager on an 'Incident Hand-Over Sheet' and left with the site Fire Warden. The incident was also referred to the Preston Protection Department who will programme in a Fire Safety Audit in due course.

**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>RIBBLE VALLEY</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Winter Safety</u></b></p> <p>All prevention activity throughout the borough concentrated on delivering the Winter Safety campaign, the strategy was to encourage the target audiences to make Home Fire Safety Check referrals (for themselves and people they know) in order to provide safety advice and signpost to other agencies for financial support with heating appliances.</p> <p>Historical data identified “hot spot” areas and generated 50 addresses which were targeted over the period along with the distribution of posters and use of social media.</p> <p>The Community Fire Safety Team has supported the new wholetime recruitment campaign and have been involved in the generation of interest of underrepresented groups as well as delivery on each of the recruitment days.</p>	

<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<b>Date:</b>	26 February 2019
<b>Time:</b>	13:37
<p>Crews from Great Harwood and Hyndburn were called to a road traffic collision where a car had collided with a large goods vehicle. On arrival, two air ambulances were already in attendance and attempting to assess the casualties.</p> <p>Due to the severity of the impact and the nature of injuries sustained, conventional rescue techniques could not be used and LFRS staff under the guidance of two the air ambulance crews carried out an unconventional snatch rescue.</p> <p>Several days after the incident we received a call from the air ambulance doctor who had attended the incident to pass on thanks and praise to the crews for their efforts at a somewhat difficult incident.</p>	



**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>ROSSENDALE</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Smithills Estate Tree with Woodland Trust Post Winter Hill Fire</u></b></p> <p>The Pennine Fire Cadets and the on duty crew from Bacup Fire Station contributed positivity to the environment by planting trees with the Woodland Trust and surrounding community at Smithills Estate following the devastating wildfires of 2018 on Winter Hill. This project will increase woodland habitat for wildlife, help to act as a natural flood defence whilst helping to keep the higher moorland wetter by retaining water reducing future opportunities for further wildfires by managing the fuels. The tree planting was particularly beneficial for regenerating the surrounding environment following the wildfires and improves community cohesion.</p> <p>There was an introduction in how to plant the trees in the correct way to help the trees grow in the most beneficial way. With the weather showcasing all elements, rain, hail and wind, the cadets/crews did great on the day battling through the weather and planting a large amount of birch trees and rose shrubs.</p> <p>Darwen Cadet Unit also attended, this was a great opportunity for both cadet units to interact and it was also a great opportunity for the public to see the service as a whole contributing to community regeneration. The Woodland Trust dedicated a tree to all the firefighters that helped to save areas of woodland during the wildfire.</p>	

<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<b>Date:</b>	03 February 2019
<b>Time:</b>	14:43
<p>An appliance from Rawtenstall was mobilised to an incident where on arrival it was clear there had been a substantial water main rupture beneath the main road and water was affecting local businesses. Cordons and a full road closure were put in place in conjunction with Police and the Highways Department. United Utilities were also requested to attend with a view to isolating the affected main. A flexi duty officer was also sent to assist crews and work with other agencies to resolve the incident.</p> <p>A specialist appliance and support crew were sent from Burnley Fire Station to assist in minimising disruption/damage to the affected commercial units in Britannia Mill. Sand bags/ Poly Booms were used to divert the water into lifted manhole covers/ nearby river.</p> <p>Once the water main had been isolated fire service assisted in lowering water levels within affected units by pumping water out and diverting into nearby river. Once the</p>	

emergency phase was over the incident was handed over to the Police/United Utilities. A road closure remained in place for several days whilst a repair was completed. With this being a main arterial route this information was shared with all local crews in Pennine/ Eastern and North West Fire Control notified so that alternate mobilising of resources could be actioned if appropriate.

**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>SOUTH RIBBLE</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Children and Young Persons Wellbeing Team</u></b> As a result of joint collaborative working with the South Ribble Integrated team a Fire Safety training session was delivered to the Children's and Young Persons Wellbeing team.</p> <p>The aim of the session was to raise awareness of the services that Lancashire Fire &amp; Rescue Service can provide to support vulnerable young people and families and how referrals can be made using the bespoke partner code for the Children's and Young Persons Wellbeing service.</p> <p>The team now have the knowledge of how to refer families for the Home Fire Safety Check service and educational packages that Lancashire Fire &amp; Rescue Service can provide.</p> <p><b><u>Teen Safe Dementia Friends</u></b> Teen Safe Dementia Friends at Leyland St Marys High School, this was the first time that Community Fire Safety had delivered this training in a High School in the Southern Area.</p> <p>The session was delivered to Year 11's and was very successful, with positive feedback from the school. During the session pupils were asked if they knew of anyone living with Dementia, in each session at least three people stated they had direct contact with someone living with dementia.</p> <p>At the end of the session feedback from the pupils was positive and gave them a greater understanding of dementia.</p>	

<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<b>Date:</b>	24 March 2019
<b>Time:</b>	13:20
<p>Two ladies attracted the attention of passing dog walkers on Longton Marsh. The tide had come in quicker than usual due to windy conditions and they had become marooned on the marsh approximately 50m from the banking.</p> <p>North West Fire Control received the call and quickly mobilised resources to the incident, including the specialist Water Incident Unit from Penwortham. An assessment of the incident was undertaken by the Incident Commander and a</p>	

tactical plan formulated and conveyed to the oncoming personnel who were specialist water rescue trained. On arrival, two swift water rescue technicians in specialist PPE and utilising specialist equipment made entry into the water with a rescue sled to stabilise the individuals. Using the specialist rescue sled and floatation devices the two ladies and their two dogs were safely assisted back to dry land.

Once in a safe location all parties were given a precautionary check up by North West Ambulance Service who had attended the incident as part of a multi-agency approach.

**LANCASHIRE FIRE AND RESCUE SERVICE**  
**COMMUNITY SAFETY REPORT**

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>WEST LANCASHIRE</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Live Well – Concourse Shopping Centre</u></b>  Engagement day ran by Department for Work and Pensions to raise awareness of services, both statutory and non-governmental, which are available to support people within the working ages of 18-65 who have a mental or physical disability.</p> <p>The Community Fire Safety Team attended the event in which they joined 19 other agencies on the day to raise awareness of local services. The event was widely publicised and this was reflected by the attendance of over 300 people.</p> <p>Agencies included: Active West Lancs, Lancashire Mind, Community Restart, Ingeous Work and Health Programme, Inspire, Lancs Adult Learning, Wellbeing Service, Liberty Centre.</p> <p><b><u>West Lancashire College – Public Service Visit</u></b>  Public Service students from West Lancs College visited Skelmersdale Fire Station. The aim of the session was to raise awareness of the role of the fire service within the wider community.</p> <p>The session included the delivery of the Wasted Lives package and included a live casualty extraction demonstration with the assistance from on-call Firefighters.</p> <p>The students were also given information in relation to the role that Lancashire Fire &amp; Rescue Service plays in the community: the prevention, protection and emergency response elements of Lancashire Fire &amp; Rescue Service Plan.</p>	

**LANCASHIRE FIRE AND RESCUE SERVICE**  
COMMUNITY SAFETY REPORT

REPORTING PERIOD: FEBRUARY 2019 – APRIL 2019

<b>SUMMARY REPORT FOR:</b>	<b>WYRE</b>
<b>LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)</b>	
<p><b><u>Winter Safety</u></b></p> <p>As a result of engagement with a Support Time and Recovery Worker from Fylde and Wyre Social Inclusion Team, which is part of Lancashire Care NHS Foundation Trust a visit was made to a group of men who meet weekly in Fleetwood.</p> <p>The group consists of approximately 20 male members, many of whom are very vulnerable adults, recovering from drug and alcohol addiction, mental health issues or are simply in social isolation following addiction, bereavement, or breakdown of personal relationships.</p> <p>A fire safety talk was delivered by a Community Safety Advisor, with particular emphasis being placed on the Home Fire Safety Check/Safe and Well Visit, cooking safely and the importance of keeping safe and warm during the cold spells.</p> <p>A visit to the community room at Fleetwood Fire Station is being arranged where Retained Support Officers and Prince's Trust Staff can deliver information regarding their roles, with a view to possible future recruitment.</p>	

<b>INCIDENTS OF OPERATIONAL INTEREST (brief details)</b>	
<b>Date:</b>	04 February 2019
<b>Time:</b>	12:20
<p>Six appliances including pumps from Garstang and Lancaster, the Hazardous Materials Unit, a Hazardous Materials and Environmental Protection Officer and two flexi-officers attended this incident at Forton Services, M6, northbound.</p> <p>The incident involved reports of a chemical leaking from an international bulk container being carried on a flatbed heavy goods vehicle. Initial intelligence gathering quickly established that the chemical was toxic and its properties meant it also had potential for fire and explosion.</p> <p>Rendezvous points were established for oncoming appliances and a 500m cordon put in place. The hazard zone necessitated the evacuation and closure of the service station whilst further information on the chemical was gained and a containment and clear-up strategy determined.</p> <p>To prevent further leakage, and stop contaminant entering drains and water courses, Firefighters wearing breathing apparatus used specialist equipment from the</p>	

Hazardous Materials Unit to contain the leak.

A specialist company was then arranged to remove the containment and clean the affected area and the appropriate regulatory authorities were informed.

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