

# Public Document Pack

## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

Monday, 15 July 2019 in Main Conference Room, Service Headquarters, Fulwood commencing at 10.00 am.

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

### AGENDA

#### PART 1 (open to press and public)

#### Chairman's Announcement – Openness of Local Government Bodies Regulations 2014

Any persons present at the meeting may photograph, film or record the proceedings, during the public part of the agenda. Any member of the press and public who objects to being photographed, filmed or recorded should let it be known to the Chairman who will then instruct that those persons are not photographed, filmed or recorded.

1. APOLOGIES FOR ABSENCE

2. DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

Members are asked to consider any pecuniary and non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.

3. MINUTES OF PREVIOUS MEETING (Pages 1 - 8)

4. HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) - INSPECTION OF LANCASHIRE FIRE AND RESCUE SERVICE (Pages 9 - 12)

5. BLUE LIGHT COLLABORATION AND SITE SHARING ARRANGEMENTS (Pages 13 - 16)

6. ANNUAL SERVICE REPORT (Pages 17 - 24)

7. 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.

8. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 25 November 2019 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are:        scheduled for 16 March 2020  
   proposed for 13 July 2020

9. EXCLUSION OF PRESS AND PUBLIC

The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, they consider that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act 1972, indicated under the heading to the item.

PART 2

10. URGENT BUSINESS (PART 2)

An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency. Wherever possible, the Clerk should be given advance warning of any Member's intention to raise a matter under this heading.

## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

Monday, 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.

#### 14/18 AT STINGER (WATER TOWER VEHICLE) REVIEW

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 PLANNING COMMITTEE

Meeting to be held on 15 July 2019

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

Contact for further information: ACFO Ben Norman – Director of Strategy and Planning  
Telephone: 01772 866801

### **Executive Summary**

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

Lancashire Fire and Rescue Service was inspected in July 2018, in the first tranche of inspections and subsequently our HMICFRS report was publicised in December 2018.

Tranche two inspections have now concluded and the results were published in June 2019. Tranche three inspections have commenced and will conclude by mid-August 2019.

Once the results from tranche three have been publicised in December 2019, it is anticipated a 'State of Fire and Rescue' report will also be issued in December 2019 by Sir Thomas Winsor, who will summarise the national findings from within the sector.

### **Recommendation**

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

### **Background**

Lancashire Fire and Rescue Service's 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.

We continue to evaluate these areas and are working towards the initial action plan for delivering and measuring our improvements against them. To ensure we deliver these improvements, they report to Corporate Programme Board for monitoring and scrutiny.

The internal HMICFRS project has been formally closed and we now have a governance structure in place which reports to the Senior Management Team.

We are currently required to undertake quarterly data set returns for the HMICFRS. This involves providing the HMICFRS data teams with an array of data, ranging from overtime costings to fire engine availability. This will be an on-going requirement to assist the HMICFRS in determining our efficiency and effectiveness as a Service. It also provides a platform for making national comparisons.

The reports for the tranche two inspections were published on 20<sup>th</sup> June 2019. Findings were similar to those identified in tranche one inspections, notably improvements required around protection and the people pillar. No Fire and Rescue Service achieved an 'outstanding' grade against any of the three core pillars, however three Fire and Rescue Service's achieved an 'outstanding' grading for one or more sub-diagnostics;

- Merseyside Fire and Rescue Service- Preventing fires and other risks & Responding to national risks;
- West Midlands Fire and Rescue Service- Responding to fires and other emergencies;
- Oxfordshire Fire and Rescue Service- Promoting the right values and culture.

Lancashire Fire and Rescue remain the only Service in both tranches to be graded as at least 'good' against every sub-diagnostic and receive an 'outstanding' grade in one.

We are reviewing the findings from tranche two against our own action plan and will seek to learn from those Services that have been identified as best practice. We will continue to embed the HMICFRS into the Service and horizon scan emerging themes from within the sector.

We continue to build on our professional relationship with our HMICFRS Service Liaison Lead (SLL). We have regular engagement with our SLL and he will continue to visit both strategic and district level activities to assess how we are delivering effective and efficient services for the people of Lancashire. The SLL recently met with our new CFO and DFCO to discuss future direction. SLL engagement is due to increase from September following the conclusion of tranche three inspections with a view to another round of full inspections from 2020.

## **Business Risk**

Outcomes of HMICFRS local and national reports could result in Lancashire Fire and Rescue Service being required to undertake further workstreams around emerging risks and issues. This may require flexibility in our approach to planning and preparing for future HMICFRS inspections and continuing to conduct our own self-assessment exercises, to ensure we remain committed to moving forward as a Service.

**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	
Reason for inclusion in Part II, if appropriate:		

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## LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 15 July 2019

### BLUE LIGHT COLLABORATION AND SITE SHARING ARRANGEMENTS

Contact for further information: ACFO Ben Norman – Director of Strategy and Planning  
Tel No. 01772 866801

#### **Executive Summary:**

This paper provides an update on the ongoing work for Lancashire Fire and Rescue Service (LFRS) colleagues who are working collaboratively with Lancashire Constabulary leads as previously approved. 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.

LFRS has over a period of time developed a number of site sharing arrangements with partners. These include formal agencies such as North West Ambulance Service, Lancashire Constabulary, Lancashire County Council and the Blood Transfusion Service. Arrangements are in place with regards to the storage of equipment, vehicles and some use of the LFRS site welfare facilities. LFRS also has contracts with telecommunications companies with regards to commercial mast installations at some sites. This paper provides a summary of the existing site sharing collaborations and proposals that are currently under review.

#### **Decision Required:**

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

#### **Background:**

The Blue Light Collaboration programme has now had a full time resource attached to it for 6 months. Within these 6 months, out of the original 32 ideas, 17 of them have been closed after initial scoping from both organisations. They have been closed on the basis that there are no tangible benefits for either organisation or the people of Lancashire. Some have been placed on hold with a future review date; whereby it is not the right time for the two organisations to invest time and resource to the specific work stream. There are however, 15 opportunities still being looked into and advanced within this programme.

This includes the main 5 projects:

- Missing persons and real time demand management;
- Public Order training site;
- Occupational health services;
- Fire crime scene investigation accreditation;
- Neighbourhood level collaborative activity.

And another 10 categorised as ‘business as usual’:

- Integrated youth volunteer partnership;
- Fuel business continuity planning;
- Vehicle maintenance for LFRS flexi duty officer cars;
- Command unit incorporating JESIP principles;
- Duty officer communication;
- Shared data, risk and analytical reporting;
- Joint communications activity;
- Shared asset management;
- First aid provision;
- Second event drone.

The leadership for the collaboration has changed since the last Executive Collaboration Board as Superintendent Karen Edwards has now moved role and Superintendent Damien Darcy has taken over at Lancashire Constabulary HQ. As well as this, Group Manager Phil Jones has taken over from ACFO Ben Norman as Programme Manager for LFRS.

The Blue Light Collaboration Programme Board meetings Co- Chaired by Group Manager Phil Jones, LFRS and Superintendent Damian Darcy, Lancashire Constabulary continue to deliver project management related control to the Programme. The first meeting under the new Chair’s was held on 10<sup>th</sup> May 2019, where updates were provided from work-stream leads. These meetings continue to take place on a quarterly basis.

Scrutiny of the Collaboration Board is in the form of a Quarterly Executive Collaboration Board, chaired by ACFO Norman and DCC Gamblin. Also in attendance are the collaboration leads GM Jones and Supt Darcy.

The early Blue Light Collaboration Programme Board work has been further shaped and defined into 3 key project management related documents according to status; these are Project Initiation Documents, Health Reports and Scoping Closure Reports. A change from the previous paper is the removal of the Highlight report and replacement with a Health Report. This was a joint decision, which will make updates easier, less demanding on resources and easier to track progress.

### **LFRS Site Sharing Collaborations:**

Currently the partner with the largest scale of site sharing collaborations and subsequent revenue cost related benefits is North West Ambulance Service (NWAS). Operational crews share the station facilities at N11 Lancaster, C50 Preston and E76 Darwen fire stations. In addition to the above formal lease arrangements, there are licence arrangements at both N13 Bolton-Le-Sands and P94 Nelson fire stations whereby NWAS crews make use of the welfare facilities on an ad-hoc basis.

Site sharing arrangements with Lancashire Constabulary follow a similar format in that there are sites with formal lease arrangements, these being N33 Preesall, W36 St Annes and S56 Skelmersdale. At these locations police staff have hot desk office accommodation for circa 3-4 officers and make use of the welfare facilities. At both W35 Lytham and E72 Great Harwood the welfare facilities and on-site parking facilities are utilised by Lancashire Constabulary staff on a drop in ad-hoc basis.



Discussions remain ongoing with regards to potential site sharing with NWS at P74 Rawtenstall and also with Lancashire Constabulary with regards to W37 South Shore.

Telecommunication masts are installed at W37 South Shore, P93 Barnoldswick, S56 Skelmersdale and Service Training Centre sites with lease arrangements in place.

Licence arrangements are also in place for a number of site sharing practices with other organisations or charities. This includes the use of station facilities for community engagement events, vehicle storage and multi-agency office facilities.

The arrangements with health related partners is the most significant with blood bikes currently being stored by LFRS at N12 Morecambe, W30 Blackpool, P90 Burnley, E70 Hyndburn (x2) and S57 Penwortham (x2). In addition to this LFRS supports the Blood Transfusion Service through the sharing of E70 Hyndburn and S54 Chorley sites for their public blood donation sessions.

Multi-agency meeting rooms and office accommodation is provided at both S54 Chorley and P94 Nelson, these partnerships support the Local Authority (Chorley) Early Action project and also the Lancashire County Council Early Help provision (Nelson).

Partnerships that enhance LFRS' operational response arrangements are supported in the format of vehicle and equipment stowage. This includes the Salvation Army and Red Cross at Service HQ, Bay Search and Rescue at Bolton-Le-Sands and also support for Operation Florian in the format of storage at Service Training Centre.

LFRS has a long standing relationship with the Prince's Trust charity and delivery of their Team Programme is hosted at the following fire station locations:

N12 Morecambe  
N32 Fleetwood  
W37 South Shore  
P75 Haslingden or E70 Hyndburn  
P90 Burnley  
P94 Nelson  
E71 Blackburn  
C50 Preston

1 of the 9 teams is not located at an LFRS' fire station, this is the second team in Preston and they are based at Oakham Court in premises leased from Preston City Council.

### **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 Ben Norman Tel. 01772 866801
Reason for inclusion in Part II, if appropriate:		

## **LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE**

Meeting to be held on 15 July 2019

### **ANNUAL SERVICE REPORT 2019**

Contact for further information: ACFO Ben Norman – Director of Strategy and Planning  
Tel No. 01772 866801

#### **Executive Summary**

In line with the 5 year Integrated Risk Management Plan (2017-2022) Lancashire Fire and Rescue Service (LFRS) publishes an annual report detailing the objectives, projects and key deliverables for the forthcoming year. This is in the format of the Annual Service Plan (ASP) which is a report style document that is supplemented with a video based overview.

This Annual Service Report seeks to provide an overview of our progress against the areas of work detailed in the Annual Service Plan 2018/19. As detailed within the body of the report below there are a number of key deliverables with regards to our priority areas of Prevention, Protection, Response and People related work streams.

#### **Recommendation**

For the Planning Committee to note and endorse the Annual Service Report.

#### **Information**

The Annual Service Report (ASR) is a key part of the Service's corporate planning process which enables the documentation of deliverables in the previous 12 month period.

In addition to highlighting the key projects that have been delivered against the 2018/19 Annual Service Plan it also presents the opportunity to reflect on some of the unplanned major achievements the Service has delivered over the last 12 months. The most notable example would be the response and resolution to the Winter Hill incident during June and July 2018. Building on the successful delivery of the 2017/18 ASR these reflections will once again be captured in the format of a short video that will be presented to the next Combined Fire Authority meeting in addition to internal and external cascade via website links, social media and staff briefing formats.

#### Annual Service Plan Progress Report

Our Annual Service Plan for 2018 detailed a range of projects, action plans and priority items for completion during the year. This report details the progress made against each of these items.

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

### Evaluate tools to strengthen our response

#### Pre-alerting

The pre-alerting project was rolled out as a pilot from early 2019 at four fire stations; Preston, Penwortham, Bamber Bridge and Fulwood. This is allowing the Service to measure the impact on performance levels across different shift systems of early mobilisation messages.

#### Dynamic cover tool

The dynamic cover tool has been viewed by our staff and some business benefits have been noted. However, the costs currently outweigh the benefits therefore it hasn't been procured. The Service is exploring the possibility of collaborating with our bordering fire and rescue services and North West Fire Control in order to consider if this approach is more feasible.

### Strengthen our operational assurance

#### Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Following the inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services we received an 'outstanding' in promoting the right values and culture and 'good' in all other categories. We are currently the only Service in the country to be graded as at least 'good' against every category whilst also receiving an 'outstanding' grade in one.

#### National Operational Guidance

The Service has decided against replacing current operational procedures and is instead writing what are known as Standard Operating Procedures (SOPs), bringing them, and training, in line with National Operational Guidance while also retaining local information.

#### Assurance monitoring system app

The Service has been working towards delivering an assurance monitoring app that collates information and intelligence from numerous sources. Crews are currently operating on a 'debrief' function of the app but further work is planned to provide benefits such as the identification of early trends and issues regarding policy, equipment or training. This work is expected to be completed later this summer.

#### Integrate water towers into our fleet

The Fleet and Engineering Department has worked alongside operational members of staff to capture a qualitative evaluation of Stinger 1 placed at Blackburn Fire Station.

This has allowed the Service to request modifications from the manufacturer to be made to the vehicle in order to improve its operational capabilities.

We have procured a second Stinger, which at the time of writing is at Skelmersdale Fire Station hosting the required crew training. This will be operational from August 2019.

#### Replace incident command units

A functional specification has been produced for two new incident command units. This specification has been produced to support the command model that we operate towards. The Service has made the decision to, when the time arrives, place the new units at the stations they are currently hosted at: Fulwood and Blackburn.

Engagement has been made with Lancashire Constabulary and wider Lancashire Resilience Forum members to ensure the Joint Emergency Services Interoperability Principles (JESIP) requirements will be met. The vehicles will be owned by Lancashire Fire and Rescue Service and a joint procurement exercise will not be taking place.

#### Emergency Services Network (ESN)

The Service continues to support this Home Office led project; there is a funded post from the programme that is filled by an experienced operational station manager. Early work remains ongoing with regards to helping the programme shape the required deliverables and deployment plans. The full business case is due to be presented to Government by the Home Office Programme Team later this year and transition timescales are anticipated at this time. Our current Airwave provision remains fit for purpose and effective in the interim.

#### Optimise availability of front-line services

A range of duty systems operate within the Service to ensure fire engines and special appliances are crewed appropriately based on risk. Rota management software and smart phone apps are currently utilised by whole-time and on-call operational crews, as well as administration teams, to achieve this. This project was established as it became apparent that, although we are consistently very good at ensuring appliance availability, improvements could be made to some of the processes used to achieve this. The project team has reviewed the full range of processes, software, policies and guidance and authored an improvement action plan which is being progressed in 2019/20. The improvements were identified through extensive staff engagement and the independence of the findings was assured through involvement of an external auditor. The outcomes of the project are not specifically intended to enhance appliance availability (as this is already well supported by existing processes) however they will release significant amounts of time for operational and administrative teams to be re-invested in other activities.

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

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

Consult with staff on the appraisal conversation

The Service has consulted with staff on how to improve the way we undertake the appraisal conversation. This work is being used to develop new arrangements in relation to how we undertake appraisals. For 2019, the feedback from the consultation has been used to develop new appraisals for on-call firefighters.

Performance manage appraisals

Following feedback from staff, an electronic recording system has been developed to allow all managers to record completion of appraisals centrally: this is known as PDR Pro.

Develop a range of tools to improve the appraisal conversation

The Service has explored opportunities for implementing an online appraisal tool to enable accurate reporting and recording, and a solution is being progressed. Further to feedback from staff, the documentation which sits within the appraisal process is being updated. Development has been provided to all crew managers in terms of having difficult conversations and this will continue to be a feature of their development programme.

### Encourage and listen to employee voice

Staff survey

A survey for staff at all levels and in all roles ran for seven weeks during 2018 to find out their views on what it's like to work for the Service, leadership and management, training and development, recognition and communication in order to inform future activity. There was an increase in both response rates and engagement levels than in previous surveys. The results are being used to provide insight and influence activity in a variety of areas across the Service.

Intranet

A new intranet has been developed reflecting feedback from the staff survey in terms of information and features people most wanted. The site aims to connect staff from across the Service and provide forums for expression of views and knowledge sharing. It also represents the first phase of a new corporate document store.

### Develop our leaders

A development day for middle managers was held which included an outline of our Annual Service Plan and direction in terms of a positive, ambitious and realistic future.

There was also a focus on dealing with change, developing resilience and increasing staff engagement.

In addition, the Service hosted several events led by Paul McGee which opened up the opportunity for staff to listen and learn from the international keynote speaker and performance coach, who combines his background in psychology with humour and practical insights.

### Promote equality, diversity and inclusion (EDI) within the Service

Lancashire Fire and Rescue Service works very hard to promote working opportunities to our vastly diverse population and shape inclusive services through a representative and informed workforce. Our chief fire officer leads the EDI steering group which develops and shapes our EDI action plan. This plan is further refined through staff engagement in the format of LGBT, women and families, ethnicity and culture and disability employee voice groups. The work of these teams has enabled the Service to shape policy, deliver positive action recruitment and diversify the workforce. The EDI action plan and delivery against the objectives are reported to the Lancashire Combined Fire Authority annually.

### Expand apprenticeship opportunities

In the previous 12 months the Service has offered a more diverse range of apprenticeships including: project management, procurement, business administration, human resources and fleet and engineering. The Service has been awarded accrediting body status for apprenticeships and the 18 recruits commencing their training in September will be a part of our apprenticeship growth.

### Build a strong and resilient workforce

#### Embed TRiM

Trauma Risk Management (TRiM) is a recently developed risk assessment based approach to trauma support for all staff within the Service. This new system has replaced critical incident debriefing and is being delivered by trained practitioners from across the Service.

#### Review research on the effects of contaminants at fires on firefighters' health

Lancashire Fire and Rescue Service has developed its understanding of the potential risks posed by contaminants on firefighting personal protective equipment. Following current best practice guidance, the Service has developed a new policy and risk assessment on how we manage this risk. We have included improvements to managing contamination within a new design for breathing apparatus training facilities at Service Training Centre. We have signed a memorandum of understanding with the University of Central Lancashire (UCLAN) to become the first fire service in the UK to support the research on contamination being developed by UCLAN and the Fire Brigades Union.

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

### Invest in training and equipment

#### Area-based training hubs

Scoping work for an area based training hub for the north of the county has been ongoing. The Service has been completing market research by seeing what other fire and rescue services are using, what manufacturers have to offer and at what price. A utilisation exercise has been completed to calculate the projected periods of time the hub would be used and by which staff. Consultation is still ongoing with this project and a cost benefit analysis will take place to mark the feasibility of the project.

#### Service Training Centre improvements

Consultation with staff across the Service has been ongoing regarding our new plans to upgrade Service Training Centre. The detailed specifications for our new building that includes breathing apparatus training, equipment maintenance, staff welfare facilities and trainer offices are completed, tender documents are drafted and we now move towards the build phase.

#### Virtual reality training software

XVR virtual reality training software has been extensively evaluated and the required benefits were not identified for Service command training, therefore we will no longer be pursuing this.

#### Review duty rig

A project team has been exploring a wide variety of options for duty rig. The team is working closely with staff consultation groups to ensure that any changes to uniform meet the needs of our diverse workforce across all areas of business.

### Collaboration with Lancashire Constabulary

Collaboration with Lancashire Constabulary has been building momentum over the year since a joint temporary project officer post was created. There has now been a series of Blue Light Collaboration Boards and Executive Collaboration Boards that have inserted a structure into the programme as well as a governance pathway.

Within this, the original 32 opportunities proposed in February 2018 have been streamlined into 15 positive opportunities to work on together. These include major projects such as missing person searches, real time demand management and co-location of a public order training site, as well as smaller local projects such as shared asset management, vehicle maintenance and fuel business continuity.



In addition, there have been other relationship developments such as collaboration over the changes required following the General Data Protection Regulation legislation, duty officer communication links and also a joint emergency services open day, which includes the three blue light services as well as other partners such as Blood Bikes, Mountain Rescue and the RNLI.

#### Property collaborations and co-location

The Service, working alongside North West Ambulance Service, has completed the build of a joint fire and ambulance station in Lancaster. This was finished in early 2019 and both fire and ambulance colleagues using the site are reporting positively on the environment and enhanced working relationships.

#### Information Management Strategy

##### Records management

The Service has appointed a records management officer who is leading this work to improve how records are managed, stored and deleted within the organisation.

##### Integrated Planning Platform

The Service has gone live with an interim solution for district-level key performance indicator reports. This builds on the work delivered earlier in 2018/19 whereby post incident records were created and analysed digitally to ensure that all learning and reactive prevention measures were delivered in a timely and effective manner.

##### General Date Protection Regulation (GDPR)

The Service has been working to raise awareness of the Data Protection Act 2018. Staff members who handle sensitive information have all received specialised training on how to work in compliance with the act. We have also provided all members of staff with an e-learning module to educate them of the changes in the new act. A project team has created a GDPR action plan delivering the key priorities whilst developing improvements and longer term changes to ensure the Service remains compliant.

#### **Business Risk**

None.

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

None.

#### **Equality and Diversity Implications**

None

## HR Implications

None.

## Financial Implications

None.

## Local Government (Access to Information) Act 1985

### List of Background Papers

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