

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

Monday, 22 February 2021 – Virtual meeting accessible via MS Teams and YouTube (as a live webcast) commencing at 10.00 am.

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IF ANY MEMBER OF THE PRESS AND PUBLIC WISH TO RAISE A QUESTION FOR THE CHAIRMAN PLEASE DO SO NO LATER THAN 3 WORKING DAYS IN ADVANCE OF THE MEETING BY EMAIL TO: DIANE BROOKS@LANCSFIRERESCUE.ORG.UK

AGENDA

PART 1 (open to press and public)

Chairman's Announcement – Open and Transparent Virtual Committee Meeting

In response to the Covid-19 Pandemic the Government has made regulations that enable virtual meetings.

This meeting will be accessible for Committee Members via Microsoft Teams and for members of the press and public via a live webcast on YouTube.

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 - 8)

5. MINUTES OF MEETING WEDNESDAY, 16 DECEMBER 2020 OF PERFORMANCE COMMITTEE (PAGES 9 - 28)

6. HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) UPDATE (PAGES 29 - 42)

7. PAY POLICY STATEMENT FOR 2021/22 (PAGES 43 - 50)

8. TREASURY MANAGEMENT POLICY AND STRATEGY 2021/22 (PAGES 51 - 64)

9. RESERVES AND BALANCES POLICY (PAGES 65 - 78)
10. CAPITAL STRATEGY AND BUDGET 2021/22 - 2025/26 (PAGES 79 - 92)
11. REVENUE BUDGET 2021/22 - 2025/26 (PAGES 93 - 110)
12. REPORT ON REVIEW OF THE AUTHORITY'S GOVERNANCE AND OPERATIONAL POLICIES (PAGES 111 - 170)
13. PERSON CENTRED HOME FIRE SAFETY CHECKS AND HOME FIRE SAFETY CHECK EFFECTIVENESS (PAGES 171 - 180)
14. FIRE PROTECTION REPORTS (PAGES 181 - 184)
15. COMMUNITY FIRE SAFETY REPORTS (PAGES 185 - 214)
16. MEMBER COMPLAINTS

Standing item.

17. DATE OF NEXT MEETING

The next meeting of the Authority will be held on Monday 26 April 2021 at 1000 hours – venue to be confirmed.

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, 14 December 2020 at 10.00 am - Virtual Meeting accessible via MS Teams and YouTube (as a live webcast)

MINUTES

PRESENT:

F De Molfetta (Chairman)

Councillors

N Hennessy (Vice-Chair)

L Beavers

S Blackburn

P Britcliffe

I Brown

S Clarke

J Eaton

S Holgate

J Hugo

A Kay

H Khan

M Khan CBE

Z Khan

T Martin

D O'Toole

E Oades

M Pattison

A Riggott

J Shedwick

D Smith

D Stansfield

G Wilkins

T Williams

93/19 CHAIRMAN'S WELCOME AND INTRODUCTION

The Chairman, CC Frank De Molfetta welcomed Authority Members and members of the press and public to the virtual committee meeting of the Lancashire Combined Fire Authority. He advised that in response to the Covid-19 Pandemic the Government had made regulations that enabled virtual meetings. This meeting was accessible for Committee Members via Microsoft Teams and for members of the press and public via a live webcast on YouTube.

The Chairman welcomed Mr Steve Healey to the meeting. Mr Healey would be joining the Service as Deputy Chief Fire Officer in the New Year.

Mr Mark Nolan, Clerk to the Authority conducted a roll call and Authority Members individually confirmed their attendance.

94/19 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor David Howarth.

95/19 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

County Councillor Pattison declared a personal interest after the meeting, with reference to the work of the older people's champion. Although she was not the Older People's Champion on the Authority she did work for Age Consulting who worked

alongside Older People's Champions throughout the Northwest. The Authority's Member Champion responsible for older people was Community Safety Champion, Councillor Williams.

96/19 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the CFA held on 14 September 2020 be confirmed and signed by the Chairman.

97/19 MINUTES OF MEETING WEDNESDAY, 16 SEPTEMBER 2020 OF PERFORMANCE COMMITTEE

In response to a procedural query from County Councillor Riggott, the Chairman of the Committee, County Councillor Holgate confirmed that should any amendments to the minutes from the previous meeting be agreed at the next Performance Committee meeting, amended minutes would be presented to the full Authority.

RESOLVED: - That the proceedings of the Performance Committee held on 16 September 2020 be noted and endorsed.

98/19 MINUTES OF MEETING WEDNESDAY, 23 SEPTEMBER 2020 OF RESOURCES COMMITTEE

RESOLVED: - That the proceedings of the Resources Committee held on 23 September 2020 be noted and endorsed.

99/19 MINUTES OF MEETING WEDNESDAY, 4 NOVEMBER 2020 OF MEMBER TRAINING & DEVELOPMENT WORKING GROUP

RESOLVED: - That the proceedings of the Member Training and Development Working Group held on 4 November 2020 be noted and endorsed.

100/19 MINUTES OF MEETING MONDAY, 16 NOVEMBER 2020 OF PLANNING COMMITTEE

In response to a question raised by County Councillor O'Toole on whether fire stations were being used as part of the vaccination programme the Chief Fire Officer advised that the Service was looking to provide support to the main vaccination sites and potentially to satellite sites once established (approximately 22) alongside GP surgeries but this had not yet been requested. It was noted that a Station Manager had been seconded working as part of the planning team alongside military planners and the Local Resilience Forum. A number of fire stations had been visited and assessed alongside other community venues with no stations yet confirmed for use. Members requested notification if their local fire station was to be used.

RESOLVED: - That the proceedings of the Planning Committee held on 16 November 2020 be noted and endorsed.

101/19 MINUTES OF MEETING WEDNESDAY, 25 NOVEMBER 2020 OF RESOURCES COMMITTEE

RESOLVED: - That the proceedings of the Resources Committee held on 25 November 2020 be noted and endorsed.

102/19 MINUTES OF MEETING FRIDAY, 27 NOVEMBER 2020 OF AUDIT COMMITTEE

RESOLVED: - That the proceedings of the Audit Committee held on 27 November 2020 be noted and endorsed.

103/19 MINUTES OF MEETING MONDAY, 30 NOVEMBER 2020 OF STRATEGY GROUP

RESOLVED: - That the proceedings of the Strategy Group held on 30 November 2020 be noted and endorsed.

104/19 REPORTS FROM MEMBERS ON OUTSIDE BODIES

The Clerk presented a report received on behalf of County Councillor Hennessy which detailed background information and key points raised at Local Government Association meetings of: the Firefighters Pensions Scheme Advisory Board, the Fire Commission and the Fire Service Management Committee which she had attended on behalf of the Authority.

Following Member questions and discussion County Councillor Hennessy asked that a clear and concise report for Members be provided to a future meeting of the Authority on the person-centred approach to Home Fire Safety Checks which included involvement of the Authority's champion responsible for older people. The Chairman requested that this include the numbers of home fire safety checks completed over time and the impact this had had on the risk map in Lancashire.

In response to a question raised by Councillor Williams in relation to the building safety update, the Chairman confirmed that all buildings in Lancashire over 18 metres high had been identified, however the scope of this work had changed and therefore work continued in this area.

County Councillor Hennessy urged Members to view the member development videos on the LGA website.

RESOLVED: - That the recommendations be noted and endorsed.

105/19 AERIAL APPLIANCE STRATEGY

Acting Assistant Chief Fire Officer, Jon Charters presented the report. The report provided an overview of Lancashire Fire and Rescue Service's aerial appliance provision and detailed key drivers for change based upon the ability to manage risk in Lancashire and cognisant of learning emerging from the Grenfell Tower inquiry and other incidents of national significance.

Members considered detailed proposals for changes to the current aerial fleet which

included options for Aerial Ladder Platforms, Turntable Ladders and Water Towers with the aim of strengthening response arrangements whilst providing an effective and efficient distribution of these assets across the county.

County Councillor O'Toole was concerned that the 4 Aerial Ladder Platforms (ALPs) were based in the north and Preston thereby leaving a lack of facilities in the south of the county (Chorley, South Ribble and West Lancashire). Although he had been assured there were facilities at Bootle and Southport and he appreciated there were not the same number of high-rise buildings in the south of the county there had however, been a proliferation of multi-storey buildings at Edge Hill University with, over the last 10 years, green belt land being taken up with new University buildings or student accommodation. He was therefore concerned that any fire in residential accommodation may require ladders longer than those based at Skelmersdale and Ormskirk.

In response, the Chief Fire Officer advised that increasing the fleet through the purchase of a turntable ladder located at the centre of the county gave the opportunity to primary crew the appliance which would enable it to be moved instantly. He advised that none of the ALPs were permanently crewed, they were switched crewed; which could lead on occasion to respond to an incident without knowing that an ALP was required and one would then need to be brought from elsewhere in the county. The aim was to achieve the best distribution as possible against the number of high-rise buildings across Lancashire. He confirmed that if the picture changed significantly ie: an increase in student high-rise accommodation, a report seeking further investment would be presented to the Authority for consideration.

In response to a question raised by County Councillor Shedwick, the Chief Fire Officer provided reassurance that the number of vehicles that were off the run due to maintenance and training etc was monitored with the aim of ensuring that this was limited to one vehicle at a time.

RESOLVED: - That the Authority approved a capital uplift of £661k required to:

- i) Support the purchase of a Turntable Ladder to replace the 4th Aerial Ladder Platform (subject to further evaluation of 32m and 42m options); and
- ii) Purchase 2 further Water Tower appliances (aligned to scheduled replacement of 2 B-type fire engines).

106/19 ANNUAL STATEMENT OF ASSURANCE

The Chief Fire Officer presented the report. The Fire and Rescue National Framework for England (2018) set out the Government's high-level expectations, priorities and objectives for Fire and Rescue Authorities (FRA's) in England. Included within the framework was the requirement that all FRA's must provide assurance on financial, governance and operational matters.

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

This statement sat alongside the Integrated Risk Management Plan (IRMP), Statement of Accounts, the Annual Governance Statement, the Annual Service Plan and Annual Progress Report. It detailed what measures were in place to assure that the Combined Fire Authority's performance was efficient, economic, and effective and provided further evidence that LFRS continued to deliver under the expectations detailed within both the National Framework and its own IRMP.

RESOLVED: - That the Authority approved the Annual Statement of Assurance 2019-20 as presented and approved the signing of this by the Chairman of the Authority and the Chief Fire Officer.

107/19 POLICY UPDATE REPORT (VERBAL REPORT)

The Clerk and Monitoring Officer to the Authority, Mark Nolan advised that he was undertaking a review of a number of policies. He had been waiting for the publication by the Local Government Association of a model code of conduct for local authorities which had recently been completed. He would now review this in relation to other governance policies and present a report to the next meeting of the Authority.

RESOLVED: - That the report be noted.

108/19 FIRE PROTECTION REPORTS

The Acting Deputy Chief Fire Officer presented the report which detailed significant fire safety prosecutions, arson convictions within the period 1 September 2020 to 30 November 2020. The report also detailed relevant changes to Fire Protection policy and delivery.

County Councillor Shedwick expressed his thanks to the staff who dealt with the prosecutions as the report demonstrated the resultant severity of prison sentences.

Councillor Williams echoed County Councillor Shedwick's comments. In addition, he expressed concern regarding the number of hotels in Blackpool that for some time had been closed (reopened and then closed again); with a lot of owners who had not received an income. It was concerning if properties were not being maintained. He queried whether this was giving the Service any additional work to ensure those buildings were safe from fire. In response the Acting Deputy Chief Fire Officer advised that the Service resourced to risk; this was an area of focus with high levels of staffing in that part of the county. He advised that sadly, over a number of years higher numbers and more significant safety failings had been seen in hotels in Blackpool as these premises were not being maintained. He also advised that a piece of work which had been postponed during covid would enable wholetime staff on frontline fire engines to carry out building checks (post-covid) to identify compliance and non-compliance. Training was scheduled for as soon as whenever possible in the New Year to enable this work to begin. This would then allow competent inspecting officers to undertake inspections of non-compliant premises.

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

109/19 COMMUNITY FIRE SAFETY REPORTS

Acting Assistant Chief Fire Officer, Steve Morgan presented the report. 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 Acting Assistant Chief Fire Officer highlighted the adaptability of the community safety team particularly their ability to:

- continue to deliver safe and well visits to vulnerable people in Lancashire in addition to other visits to vulnerable people as part of working within the resilience forum;
- continue to develop partnership work with Lancashire Constabulary;
- focus on the delivery of the Bright Sparx education campaign to schools via digital engagement across the county which culminated in a virtual bonfire evening. This was viewed 103,000 times predominantly by families with young children, there were 3,500 comments and the event was considered to be very positive;
- continue to deliver campaigns primarily for winter safety which was aimed at vulnerable people. Within that there was a focus on cooking safely and the Diwali celebrations which took place in the period; and
- continue to work closely with the local authorities to provide support to people who are hoarding.

County Councillor O'Toole requested that incidents in the report be reflective of the geographical area the incident occurred.

County Councillor Hennessy requested a link to view the video of the firefighter who was also a student at Edge Hill (as referenced on page 180 of the agenda pack).

County Councillor Riggott congratulated officers for the virtual bonfire which was a great alternative. He asked that this be considered for future years as it was a benefit to those people who could not get out and it took some pressure away from residents who raised concerns regarding parking congestion during these events. In response Acting Assistant Chief Fire Officer Morgan advised that the covid-19 period had given the Service the opportunity to review a number of approaches and it would be considering a virtual bonfire for 2021.

County Councillor Eaton gave thanks to staff at Bacup for their support to the gentleman referred to on page 178 of the agenda pack.

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

110/19 MEMBER COMPLAINTS

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

RESOLVED: - That the current position be noted.

111/19 DATE OF NEXT MEETING

The next meeting of the Authority would be held on Monday 22 February 2021 at 10:00am – venue to be confirmed.

112/19 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.

113/19 PENSIONABILITY OF ALLOWANCES

(Paragraph 3)

The Director of People and Development presented a report in respect of pensionability of allowances.

RESOLVED: - That the Authority approved the recommendation as set out in the report.

114/19 SERVICE HEADQUARTERS BUSINESS CASE

(Paragraph 3)

The Director of Corporate Services presented Members with options for the proposed relocation of Service Headquarters.

RESOLVED: - That the position be noted and the course of action outlined at the meeting endorsed including Member engagement through a politically balanced working group of 10 Members, names to be provided by Political Group Leaders, with a report back to a future Authority meeting.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Wednesday, 16 December 2020, at 10.00 am - Virtual Meeting accessible via MS Teams and YouTube (as a live webcast).

MINUTES

PRESENT:

Councillors

S Holgate (Chairman)
M Khan CBE (Vice-Chair)
L Beavers
P Britcliffe
H Khan
Z Khan
D O'Toole (for S Clarke)
A Riggott
D Smith
D Stansfield

In accordance with the resolution of the predecessor Performance Review Committee at its inaugural meeting on the 30th 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

B Norman, Acting Deputy Chief Fire Officer (LFRS)
J Charters, Acting Assistant Chief Fire Officer (LFRS)
S Morgan, Acting Assistant Chief Fire Officer (LFRS)
L Wilson, Community Protection Manager (LFRS)
D Brooks, Principal Member Services Officer (LFRS)
N Bashall, Member Services Officer (LFRS)

In attendance

G Basson, North West Fire Control
K Matthews, North West Fire Control

33/19 CHAIRMAN'S WELCOME AND INTRODUCTION

The Chairman, County Councillor Holgate welcomed Authority Members and members of the press and public to the virtual committee meeting of the Lancashire Combined Fire Authority. He advised that in response to the Covid-19 Pandemic the Government had made regulations that enabled virtual meetings. This meeting was accessible for Committee Members via Microsoft Teams and for members of the press and public via a live webcast on YouTube.

A roll call was undertaken and Members individually confirmed their attendance.

34/19 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor Stephen Clarke.

35/19 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

36/19 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 16 September 2020 be confirmed as a correct record for signature by the Chairman.

37/19 PERFORMANCE MANAGEMENT INFORMATION

Acting Assistant Chief Fire Officer Steve Morgan presented the report. This was the 2nd quarterly report for 2020/21 as detailed in the Risk Management Plan 2017-2022.

Members considered the Key Performance Indicators that were in positive and negative exception as detailed on pages 26 and 27 of the agenda pack. This showed 1 positive exception (KPI 1.4, Accidental Dwelling Fires) and 1 negative exception (KPI 4.2.1, Staff Absence – excluding on-call duty system).

Members then examined each indicator in turn as follows:

KPI 1 – Preventing, fires and other emergencies from happening and Protecting, people and property when fires happen

1.1 Risk Map

This indicator measured the fire risk in each Super Output Area. Risk was determined using fire activity over the previous 3 fiscal years along with a range of demographic data, such as population and deprivation.

The standard was to reduce the risk in Lancashire – an annual reduction in the County risk map score.

The current score 32,448, previous year score 31,816.

1.2 Overall Activity

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

Quarter 2 activity 4,582, previous year quarter 2 activity 4,544 an increase of 0.84% over the same quarter.

Year to Date	2020/21 Quarter 2	Previous year to Date	2019/20 Quarter 2
9,498	4,582	9,076	4,544

Incidents attended consisted of a myriad of different types. The report presented a chart which represented the count and percentage that each activity had contributed to the overall quarter's activity; most notably was that 50% were false alarms.

Acting Assistant Chief Fire Officer Morgan introduced Acting Assistant Chief Fire Officer Jon Charters to present information to Members on the current policy position in relation to automatic fire alarms and unwanted fire signals.

Acting Assistant Chief Fire Officer Charters advised that an unwanted fire signal (UWFS) was "Attendance by one or more Fire Appliances to a premises where, on arrival there was found to be no fire or emergency; where the initial call to North West Fire Control was generated by an Automatic Fire Alarm system (AFA)." It was noted that the term UWFS was only applied after arrival.

Automatic Fire Alarm systems were typically found in commercial buildings incorporating systems that detected a fire (smoke/heat detectors) and raised the alarm (sounders etc) which might link to other systems such as a sprinkler system. The Service would receive a call from a variety of sources (ie: telecare provider, fire alarm monitoring organisation, or other monitoring system provider) into North West Fire Control (NWFC) where call challenge procedures were used but could lead to appliance mobilisation. Where, after attendance and faulty equipment was determined as the cause, the call would be categorised as an UWFS.

The organisational cost of AFAs included: the diversion of essential resources from emergencies; creation of disruption for businesses that employed on-call Firefighters; the risk created to staff and public whilst responding; disruption to community and business safety activities; disruption to operational training; impact on the environment; a drain on public finances and potential call handling delays at NWFC. Data presented in graphical form showed that a significant proportion of activity (circa one-third of calls year-on-year) was attendance to UWFS.

The National Fire Chiefs Council (NFCC) had published national guidance to assist Fire and Rescue Services in reducing the risks created by UWFS.

Tactics to reduce risk at the time of call included:

- Undertaking call challenge in Fire Control rooms (used by the Service at NWFC to query calls and filter those that did not require attendance);
- Ensuring Fire Alarm Monitoring Organisations undertook call-back to originators premises;
- Sending reduced or no attendance, under risk-based and defined conditions.

The NFCC also provided guidance on tactics to reduce risk by reducing recurrence including:

- Setting reasonable expectations for UWFS;
- Providing Business Advice to nudge compliance;
- Using Fire Safety Enforcement to secure compliance;
- Exercising capability to raise charges which some Fire and Rescue Services (FRS) had adopted to perhaps the most persistent premises.

To proactively manage UWFS, the Service's Business Safety Advisors undertook business engagement and dealt with poor AFA performance using the following triggers: 2 or more UWFS received in a 4-week period; 3 or more UWFS received in

a 26-week period and where the cause of the UWFS had not been remedied within 7 days. Where advice was not followed the case was escalated and a Fire Safety Audit undertaken by an Inspecting Officer, legal powers could be used and where necessary an Enforcement Notice issued to secure compliance. To withstand legal scrutiny the Service had to demonstrate the fire alarm system generating the AFA was poorly installed, defective or poorly managed against criteria detailed in standard BS5839:1.

A breakdown of the distribution of AFAs over the last 3 years across different building and types were shown (in decreasing order) as: self-contained sheltered housing, single-occupancy house, hospitals and medical care, education, retail, industrial manufacturing, multi-occupancy purpose built flat/maisonette, single-occupancy bungalow, multi-occupancy converted flat/maisonette and offices/call centres. These were the property types that officers worked with on a routine basis. In addition, there were a lot of other commercial premises which might only have one or two AFAs per year and the trigger system would be used before these became a significant issue.

Recent changes in social care and improvements in technology had enabled people to live safely in their own homes for longer which had resulted in a steady but significant increase in AFA calls to domestic properties generated by telecare systems.

Findings from Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection stated: *“We found that Lancashire FRS may be attending more false alarm calls than it needs to. It shares the North West Fire Control Centre with other services but does not use the call challenging protocols they use”*.

This highlighted that Lancashire FRS was potentially attending more false alarms than needed and was out of alignment with protocols undertaken by other Fire & Rescue Services in North West Fire Control (Cumbria, Cheshire and Greater Manchester) who currently employed exemptions based on building risks, ie: building types exempt from the wider AFA policy (as demonstrated in the table below where for example there would always be an attendance made either day or night or during the times shown).

Cheshire FRS	Day & Night Care Home/Nursing Home/EPH Hospital Penal institution Police or Fire Station Airport Domestic Dwelling Highrise COMAH Site Sleeping Risk	
Cumbria FRS	Day & Night Care Home/Nursing Home/EPH Hospital Penal institution Police or Fire Station Airport Domestic Dwelling	

	Highrise COMAH Site Sleeping Risk	
Greater Manchester FRS	0800 – 1700 Sleeping Risk Care Home/Nursing Home/EPH COMAH Site Highrise Hospital Penal Institute Police or Fire Station Unknown	1700 – 0800 hours Sleeping Risk

Lancashire FRS position was different as it did not presently use exemption principles. Using incident data from the last 3 years a comparison was provided to demonstrate the difference had Lancashire FRS adopted the same exemption principles as Cheshire FRS and this showed a significant decrease:

Year	Fire alarm due to Apparatus incidents	AFA incidents following Cheshire approach	Difference	% Difference
2017/18	4,379	2,543	-1,836	-41.9%
2018/19	4,362	2,731	-1,631	-37.4%
2019/20	4,810	3,032	-1,778	-37.0%
Total	13,551	8,306	-5,245	-38.7%

Should Members wish to review the AFA policy, the following was noted: a national report from NFCC was due imminently, LFRS could review its call challenge policy or use fire alarm monitoring organisations differently. Exemption principles could be considered and there were powers under the Localism Act to levy a charge. An example was provided of Humberside FRS who levied a charge per incident where a business had 4 or more calls to an UWFS within a 12-month period. Also, there was an opportunity to consider refreshing the false alarm policy to address the emergent risk in domestic premises, particularly in some communities. Any proposed changes to the domestic policy would need consultation with telecare providers. From a performance reporting perspective, it may be beneficial to separately report domestic and commercial type incidents. Members considered in graphical form the number of incidents received during 2019/20 as AFAs which subsequently became a primary fire (by property type) and these were very low, with the Service attending a total of only 30 incidents (which equated to 0.5%). Potential benefits of a change in policy included: simplifying and thereby speeding up call handling times; increased appliance availability; Lancashire FRS alignment with other North West FRS and National Fire Chiefs Council guidance; potential reduction in attendances to non-exempted premises (typically non-sleeping risk during the day) and charging provided a deterrent and possible cost recovery option.

The Chairman advised that the use of exemption principles in the same way as neighbouring FRSs had previously been discussed with the agreement not to apply these in Lancashire however, as the dynamics and the areas from which the UWFS calls were being received had shifted, he did think it now worthy of debate again although as this could be a major policy change he thought the Performance Committee should make a recommendation for further debate at a full Authority meeting.

Acting Deputy Chief Fire Officer advised that detail had purposefully been shared with the Committee to provide the background for new Members and an update for more long-standing Members. In addition, the intention was to share what had occurred since the last time this was discussed which was at a time when most FRS were making changes. There now was clarity that: i) FRSs were using the charging levy (and it was noted that the most prolific premises types that would most likely be charged would be hospitals, care homes and educational establishments); and ii) there was now a level of insight and confidence gained from neighbouring FRS as to what happened when you made these type of changes and LFRS was better placed to understand the short, medium and long-term impact any changes made would have on levels of organisational risk.

In response to questions raised by County Councillor Riggott to understand the relationship between changes in the market and the response to those changes the Acting Deputy Chief Fire Officer advised that in terms of the domestic setting there were 2 key issues: i) fire alarm systems, CCTV systems and other installations in the home were far more affordable and therefore more widespread which meant it was more likely LFRS would be called out to incidents which turned out to be false-alarm calls; and ii) the domiciliary care sector was changing significantly where not all people who required huge elements of support were in care home commercial settings, therefore there was a true need to respond to alarms in domestic settings. It was noted that this would be considered as part of the next Integrated Risk Management Plan and the Strategic Assessment of Risk which would be carried out the following year. He confirmed that over time there had been successes made ie: Lancaster University, Preston University and some hospitals had welcomed the business support advice provided and after their investment in management and infrastructure huge improvements had been achieved.

He advised that growth in AFA numbers was from a variety of factors including: i) given economic challenges some businesses were not investing in maintenance of their systems and were not being proactive; and ii) there were many different systems. Previously, alarm receiving centres (ARCs) were often huge multi-national companies that were easy to deal as there were a few of them however, now there were a great many businesses with some operating from home settings without means to call challenge (and double-check whether a response is required), without which NWFC mobilised and the current policy enabled that.

It was noted however, that there would only be a significant difference made to the volume of AFAs to free up capacity to carry out other work by accepting there was some risk of commercial / financial loss by not attending UWFS.

County Councillor O'Toole commented that calls that could cause loss of life and property should not be ignored however, regular offenders should pay a penalty and positive action taken to include making the names of offenders' public.

In addition, the Chairman commented and there was general agreement that 0.5% of the calls initially perceived to be false alarms which were proven to be actual incidents was a very small percentage but there was also the possibility life risk therefore, stopping attending altogether was not an option however, there were policy changes that should be considered; an exemptions list could be introduced and consideration should be given to charge repeat offenders. This was the start of a fuller and wider debate with the wider membership of the Authority to capture all opinions before any change to policy.

It was agreed that a report be presented to the next Performance Committee meeting detailing proposed policy changes including: exemption principles, a penalty system and a small number of case study examples be provided by independent fire alarm engineers to evidence negligence which could be published on the website to raise awareness. The Committee could then make recommendations to a subsequent full Authority meeting.

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'.

It was noted that quarter 2 activity was 197, the previous year quarter 2 activity was 200, which represented a decrease of 1.50% over the same quarter. Year to date performance was 421 which was broadly comparable with the strong position held over the last 2 years where the lowest number of accidental dwelling fires was reported in the history of the Service.

In response to a question raised by County Councillor Riggott regarding the longer-term trends in performance, Acting Assistant Chief Fire Officer Morgan advised that the aim was to maintain throughout the year the position seen at quarter 2 however, quarters 3 and 4 could be really challenging therefore, there was a focus on community engagement through the winter safety campaign. It was noted that because of the level of detail scrutinised, a 3% change in high risk equated to 6 incidents.

1.3.1 Accidental Dwelling Fires – Extent of Damage (Fire Severity)

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.

The extent of fire and heat damage was recorded at the time the 'stop' message was sent and included all damage types. The report charted a rolling quarterly severity of accidental dwelling fire over the previous two years with each quarter broken down into high, medium and low severity. Each quarter included the percentage (out of 100%) that each severity type represented of the total, with an indicator to illustrate the direction against the same quarter of the previous year.

The latest quarter recorded a combined 'low' and 'medium' severity of 96.4% which was an increase of 2.9% against the 93.5% recorded in the same quarter of the previous year.

Severity <i>(Direction against the same quarter of previous year)</i>	Previous Rolling 4 Quarters				Quarter 2
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	
High ↓	6.5%	4.9%	8.2%	7.1%	3.6%
Medium ↓	51.5%	57.8%	51%	52.7%	43.7%

Low	↑	42.0%	37.4%	40.8%	40.2%	52.8%
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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 to the fire occurring.

	2020/21		2019/20	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC
Q1	26	12%	23	11%
Q2	21	11%	26	13%
Q3			31	15%
Q4			27	14%

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.

There were no fatalities during the latest quarterly period. One casualty was recorded as serious and 6 slight. The same quarter of the previous year recorded 1 fatality, 4 serious and 5 slight.

Casualty Status	2020/21 Quarter 2	2019/20 Quarter 2
Fatal	0	1
Victim went to hospital visit, injuries appeared Serious	1	4
Victim went to hospital visit, injuries appeared Slight	6	5
TOTAL	7	10

This was a positive exception report as the number of Accidental Dwelling Fire casualties met the lower control limit during the month of July 2020.

Acting Assistant Chief Fire Officer Morgan presented Members with the analysis, which showed that during the month of July 2020 there were no recorded Accidental Dwelling Fire casualties. It was noted that it was unusual to have no casualties within a single month, with the previous monthly occurrence being September 2010. Although the numbers involved were thankfully low, the average monthly count for the year to date was 3 casualties; which was also an improvement on the previous 3-year average of 4 casualties per month. It was also noted that there were no Accidental Dwelling Fire fatal incidents in either first or second quarter of 2020/21.

The cumulative casualty figure (up to and including the second quarter) was 17, a reduction of 5 casualties on the previous year; this was likely due to an unusually poor April in 2019 when there were a number of serious incidents involving 3 casualties. This increased the overall casualty figures for 2019/20 and in conjunction with the success of multiple media campaigns (cooking and gardening safety) this was now presenting as a reduction of around 20% during the first and second quarters of 2020/21.

Actions undertaken to maintain performance included the commitment to deliver advice and provide interventions to the most vulnerable within our communities, through the continuation (albeit in a revised format) of the Home Fire Safety Checks. Community Safety Advisors had operated within Covid 19 secure guidelines to maintain the provision of a broad range of fire safety advice and checking / installation of smoke alarms in the domestic setting.

In addition, successful media campaigns continued across a multitude of platforms, which would be used again at key times of the year in line with the Service's Campaign's calendar.

Acting Assistant Chief Fire Officer Morgan introduced Group Manager Liam Wilson who gave a presentation to provide further information in relation to the performance of Key Performance Indicators (KPIs) 1.3, accidental dwelling fires and 1.4 accidental dwelling fire casualties, as follows:

Accidental Dwelling Fires (KPI 1.3)

The number of accidental dwelling fires from the previous 3 years were noted as:

2017-18 = 944

2018-19 = 815

2019-20 = 811

This demonstrated an almost 16% reduction in activity over the period.

It was noted that cooking activity was the main cause, shown as a percentage by year as:

2017-18 = 49%

2018-19 = 51%

2019-20 = 51%

Upon further investigation the three main causes of cooking fires were:

1. Negligent use of equipment or appliance;
2. Cooking - chip pan / deep fat fryer;
3. Combustible articles, too close to heat source.

Electrical defects / misuse of electrical appliances, smoking materials and heating sources were the other main causes of accidental dwelling fires in Lancashire.

Accidental Dwelling Fire Casualties (KPI 1.4)

The number of accidental dwelling fire casualties from the previous 3 years were noted as:

2017-18 = 44

2018-19 = 49

2019-20 = 56 (this included 4 incidents each with multiple casualties)

It was noted that by comparison, in the first six months of 2020-21 the number of casualties was 18 which pro-rata gave a reduction overall of over 22%.

Group Manager Wilson advised Members of the prevention activities and safety campaigns undertaken by the Service to inform and educate:

- Home Safety campaign – delivered as part of the safe and well package in response to an uplift in casualty numbers during the winter of 2019. Advice and information were provided particularly, detailed evacuation plans and the safe evacuation of premises when a fire did occur; this was communicated through the safe and well visit;
- Cook Safe Campaign (#cooksafe) - cooking safety advice had been provided;
- Home Fire Safety Advice provide re: nuisance fires - particularly in relation to those in the gardening environment and subsequent development into accidental dwelling fires, in response to the spike in these type of fires in spring;
- Community Engagement - as part of the Service response to Covid staff had provided support to the most vulnerable and people had been encouraged through the Nosey Neighbour Campaign to check on vulnerable people in the community.

In response to a question raised by County Councillor Britcliffe on the use of chip pans at home, Acting Assistant Chief Fire Officer Morgan confirmed that the advice provided was to replace them with a deep fat fryer as this was much safer. Further to a point raised at the recent Authority meeting regarding a person-centred approach to the delivery of a Home Fire Safety Checks (HFSCs), he advised that during 2016/17 the HFSC visit was expanded into a safe and well visit to encompass consideration of health inequalities within the domestic setting and to provide advice on: falls prevention, social isolation, dementia, type 2 diabetes and cooking and as part of the wider safety looking at how homes were heated ie: advising the use of oil filled radiators as opposed to using naked flames.

In response to a query from County Councillor O'Toole, Acting Assistant Chief Fire Officer Morgan advised that on occasion the Service received a late fire call after the occupant had dealt with a small fire but then required assistance re: heat/smoke damage. This was viewed as an opportunity to provide advice: do not tackle the fire yourself, close your doors and call the Fire Service.

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'.

Quarterly activity decreased 2.63% over the same quarter of the previous year.

Total number of incidents	2020/21 Quarter 2	2019/20 Quarter 2
	74	76

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

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.

The extent of fire and heat damage was recorded at the time the 'stop' message was sent and included all damage types. The report charted a rolling quarterly severity of accidental building fires over the previous two years with each quarter broken down into high, medium and low severity. Each quarter included the percentage (out of 100%) that each severity type represented of the total, with an indicator to illustrate the direction against the same quarter of the previous year.

The latest quarter recorded a combined 'low' and 'medium' severity of 60.8%. This was a decrease of 19.5% against a combined severity of 80.3% in the same quarter of the previous year.

Severity (Direction against the same quarter of previous year)		Previous Rolling 4 Quarters				Quarter 2
		Quarter 2	Quarter 3	Quarter 4	Quarter 1	
High	↑	19.7%	12.5%	16.4%	43.4%	39.2%
Medium	↓	57.9%	58.3%	64.4%	47.8%	44.6%
Low	↓	22.4%	29.2%	19.2%	8.8%	16.2%

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	2020/21 Quarter 2	2019/20 Quarter 2
1.6.1 Deliberate Fires – Anti-Social Behaviour	367	394
1.6.2 Deliberate Fires – Dwellings	36	36
1.6.3 Deliberate Fires – Non-Dwellings	31	43

1.7 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 high.

An improvement was shown if: i) the total number of HFSC's completed was greater than the comparable quarter of the previous year; and ii) the percentage of high HFSC outcomes was greater than the comparable quarter of the previous year.

The number of HFSCs undertaken during the quarter had decreased by 39% over

the same quarter of the previous year and the percentage of those with a high-risk outcome had increased by 11%.

	2020/21	2019/20
	% of High HFSC outcomes	% of High HFSC outcomes
Q1	71%	65%
Q2	72%	61%
Q3		60%
Q4		61%

Acting Assistant Chief Fire Officer Morgan advised that while the total HFSCs had decreased to 3,298 during the quarter when compared with the previous year, Lancashire FRS had also delivered over 5,500 visits to vulnerable people carried out on behalf of the Lancashire Resilience Forum.

In addition, a footnote had now been included in the report to show properties were being monitored where they had previously refused a HFSC but had subsequently suffered an accidental dwelling fire. During the quarter, 2 properties were recorded during the previous rolling 12-month period.

1.8 Road Safety Education Evaluation

This indicator reported the percentage of participants of the Wasted Lives and Road Sense 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.

Total participants were a combination of those engaged with at Wasted Lives and Road Sense events.

	2020/21 (cumulative)		2019/20 (cumulative)	
	Total participants	% positive influence on participants' behaviour	Total participants	% positive influence on participants' behaviour
Q1	The covid-19 pandemic led to the closure of educational facilities which meant it was not possible to deliver road safety activities in the normal way.		4,354	85%
Q2			8,158	85%
Q3			16,417	85%
Q4			21,516	85%

It was noted that the pandemic had led to the closure of educational facilities and the Service had been unable to deliver road safety activities in the normal way. However, to ensure road safety messages continued to be available, the Service had undertaken Wasted Lives sessions via an online video chat service. During quarter 2 there had been 8 Wasted Lives sessions, involving 120 attendees. The Service also continued to engage with people via social media platforms and shared information via the Biker Down webpage.

1.9 Fire Safety Enforcement

This indicator reported the number of Fire Safety Enforcement inspections carried out within the period resulting in supporting businesses to improve and become

compliant with fire safety regulations or to take formal action of enforcement and prosecution of those that failed to comply.

Formal activity was defined as one or more of the following: enforcement notice or an action plan, alterations notice or prohibition notice.

An improvement was shown if the percentage of adults ‘requiring formal activity’ was greater than the comparable quarter of the previous year. This helped inform that the correct businesses were being identified.

*The ‘number of inspections’ count included business safety advice and advice to other enforcement authorities not captured within the formal/informal or satisfactory counts.

	2020/21				2019/20	
	*No. of Inspections	Requiring		Satisfactory Audit	% requiring Formal Activity	% requiring Formal Activity
		Formal Activity	Informal Activity			
Q1	18	5	7	4	28%	9%
Q2	48	7	29	9	15%	9%
Q3						10%
Q4						13%

KPI 2 – Responding, to fire and other emergencies quickly and competently

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 2 – 1st pump response increased 0.70% of total first fire engine attendances over the same quarter of the previous year.

Year to Date	2020/21 Quarter 2	Previous year to Date	2019/20 Quarter 2
88.40%	88.31%	88.43%	87.61%

2.1.2 Emergency Response Standards - Critical Fires – 2nd 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 of call. 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 2 – 2nd pump response increased 1.82% of total second pump attendances over the same quarter of the previous year.

Year to Date	2020/21 Quarter 2	Previous year to Date	2019/20 Quarter 2
85.64%	87.97%	87.83%	86.15%

2.2.1 Emergency Response Standards - Critical Special Service – 1st 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 was 13 minutes.

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

The latest quarter 1st pump response decreased 0.42% over the same quarter of the previous year.

Year to Date	2020/21 Quarter 2	Previous year to Date	2019/20 Quarter 2
89.23%	87.14%	88.69%	87.56%

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

Standard: 99.5%

Year to date availability of 99.43% was an increase of 0.01% over the same period of the previous year.

Year to Date	2020/21 Quarter 2	Previous year to Date	2019/20 Quarter 2
99.36%	99.43%	99.50%	99.42%

2.4 Fire Engine Availability – On-Call Duty System

This indicator measured the availability of fire engines that were crewed by the on-call 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.

Fire engines were designated as unavailable (off the run) for the following reasons which include the percentage of off the run hours that each reason contributed to the total. Members noted that fire engines can be off the run for more than one reason; hence the percentages were interpreted individually (rather than as a proportion of the total):

- Manager deficient 57%
- Crew deficient 61%
- Not enough BA wearers 54%
- No driver 35%

Standard: above 95%

Year to date availability 91.76%, a 5.6% increase against the previous year to date total availability of 86.16%.

Year to Date	2020/21 Quarter 2	Previous year to Date	2019/20 Quarter 2
91.76%	87.31%	86.16%	85.50%

2.4.1 Fire Engine Availability – On-Call 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 on-call duty system (OC) 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

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

The percentage of time that OC crewed engines were available for quarter 2 was 84.97%. This excluded the wholetime detachments shown in KPI 2.4.

North West Fire Control Update

Acting Assistant Chief Fire Officer Morgan introduced Ged Basson, Senior Operations Manager, North West Fire Control (NWFC). Mr Basson introduced Kellie Matthews who was the new point of contact for Lancashire FRS. He then updated Members on key areas of interest from throughout quarters 1 and 2 as follows:

- Business as usual services had been provided throughout the pandemic;
- Callers were asked covid questions for reporting symptoms to the fire crew which enabled preparation while on route to incidents;
- There had been a number of significant incidents which included:
 - fires on the moors at Longridge and Rivington which lasted several days; and
 - a 5-storey building fire in Blackpool. This was the first time a Highrise Immediate Residential Evacuation (HIRE) message was sent which worked really well. This allowed the incident commander to change call handling advice to inform callers to get out of the premises immediately, regardless of their building evacuation policy;
- Business continuity arrangements for mobilising had been tested; Lancashire FRS had upgraded their mobile data terminal gateway which enabled testing of the 'fallback' arrangements over a 3-day period and NWFC had been able to consolidate their mapping software;
- Performance statistics had now been included on the NWFC website;
- A graph was presented which showed the number of incidents created against the number of incidents where the call challenge procedure meant no attendance was made. This showed the percentage of calls that resulted in no mobilisation was between 39% - 43% of calls per month;
- Lancashire paid 25.5% of the running costs for NWFC. A graph was presented which showed the percentage of activity was between 26% - 27% therefore demonstrating Lancashire received good value for money;
- A graph was presented which showed the length of time from answering a call to mobilising the first resource; the graph and data evidenced continuous improvement year on year;
- A graph was presented that benchmarked Lancashire with other FRS for call handling times for fires. All average call handling times for fires for each FRS were consistently 90 seconds or below throughout the period. Overall average call handling time for fires for 2019 – 2020 was 94 seconds which, after a thematic review, had improved for Q1 and Q2 for 2020 – 2021 to 79 seconds;
- Graphs were presented which showed the length of time from answering a Special Service Call and how Lancashire benchmarked against other FRS. Special Service calls took longer as more information was extracted from the caller; data showed an improvement over the past 6 months;
- 95% of calls were being answered within 10 seconds with the average time taken being 5 seconds;
- Lancashire FRS had been consistently the highest requisitioner for changes to the mobilising system since transition to NWFC. Currently work was being undertaken regarding attendance to vulnerable people and requests for specialist officers;
- In response to previous Committee Member requests, benchmarking data against other FRS across the country had been sought; although not readily available it had been possible to extract data from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspection reports that demonstrated: i) NWFRS supported more fire stations; ii) it mobilised more

incidents per control room operator and iii) the cost per incident mobilised was cheaper than any other control room in the country;

- NWFC continued to respond to high risk incidents and review action plans to be more efficient;
- NWFC was involved in the Manchester Arena bomb inquiry with staff expected to present evidence in March 2021;
- One of the key areas for improvement would be Multi-Agency Incident Transfer between agencies instead of ringing someone to pass on the information it could be electronically transferred from one control room to another however, as NWFC did not generate income it would be working with North West partner FRSs regarding this.

The Chairman thanked Mr Basson for his attendance and update.

In response to a question from County Councillor O’Toole regarding approaching Merseyside FRS to be included as a partner in North West Fire Control (as originally planned) the Acting Deputy Chief Fire Officer advised that the greater the consortium the greater the benefit for all parties and NWFC had capacity to grow. However, from insight as regional lead for Airwave systems and the investment Merseyside FRS had made with Merseyside Police in a joint control room led him to think this was unlikely.

2.5 Staff Accidents

This indicator measured the number of staff accidents.

The number of staff accidents during the latest quarter decreased by 10.00% against the same quarter of the previous year.

Year to Date	2020/21 Quarter 2	Previous year to Date	2019/20 Quarter 2
35	18	41	20

KPI 3 – Delivering, value for money in how we use our resources

3.1 Progress against Savings Programme

The annual budget for 2020/21 was set at £57.3m with a budget to 30 September of £27.5m. The spend for the same period was £26.7m which gave an underspend of £0.8m; a variance of -1.40%. This was a result of the pandemic continuing to affect planned spend activity during the period. This position would continue to be monitored in the forthcoming months.

3.2 Overall User Satisfaction

There had been 2,526 people surveyed since April 2012 and the number satisfied with the service was 2,498; % satisfied was 98.89% against a standard of 97.50%; a variance of 1.43%.

During the latest quarter, 54 people were surveyed and 51 responded that they were ‘very satisfied’ or ‘fairly satisfied’ with the service they received.

KPI 4 – Valuing, our people so that they can focus on making Lancashire safer

4.2.1 Staff Absence – Excluding on-Call 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 3.156

This was a negative exception report due to the number of shifts lost through absence per employee being above the Service target for the months of August and September.

Acting Assistant Chief Fire Officer Morgan presented Members with the analysis, that:

During quarter 2 (July 2020 to September 2020), absence statistics showed wholetime personnel and non-uniformed personnel were above target for August and September and below target for July.

There were 5 cases of long-term absence which spanned over the 3 months and there were 18 other cases of long-term absence which were recorded within the 3 months with the reasons detailed in the report.

Members also considered the actions undertaken to improve performance which included that the Service aimed to continue with:

- Early intervention by Occupational Health Unit (OHU) doctor / nurse / physiotherapist;
- Human Resources supported managers in following the Absence Management Policy managing individual long-term cases, addressing review periods / triggers in a timely manner and dealing with capability of staff due to health issues;
- To be included again within the leadership conference to assist future managers understanding and interpretation of the policy;
- Encouraging employees to make use of our Employee Assistance Programme provider Health Assured and The Firefighters Charity;
- HR to be in attendance at Stress Risk Assessment meetings, to support managers and to offer appropriate support to the employee along with signposting;
- OHU to organise health checks for individuals on a voluntary basis;
- Support from Service Fitness Advisor / Personal Training Instructors;
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

4.2.2 Staff Absence – On-Call Duty System

This indicator measured the percentage of contracted hours lost due to sickness for all on-call contracted staff.

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

Cumulative on-call absence (as % of available hours cover) at the end of the quarter, 0.88%.

RESOLVED: - That the Committee:

- i) endorsed the Measuring Progress report for Quarter 2 (including noting the contents of the 1 negative and 1 positive KPI exception reports);
- ii) received a report on proposed changes to the Automatic Fire Alarms Policy at its next meeting.

38/19 WILDFIRES POSITION STATEMENT

Acting Assistant Chief Fire Officer, Steve Morgan presented the report.

During the summer 2020 an informal position statement on disposable barbecues was agreed by the Chief Fire Officer and the Chairman, which was used widely following the Darwen and Longridge fires. This called for people to stop using disposable barbecues in the countryside. A number of local and national political leaders took up this call for a ban.

These two large wildfires had a significant impact on performance with a 25% increase in wildfire incidents in 2020 compared to 2019 and a 36% increase in pump deployments, with estimated resourcing costs of approximately £850,000.

It was noted that the National Fire Chiefs Council was also now asking the public to ensure they did their utmost to prevent outdoor fires from occurring. Many outdoor fires started from portable BBQs, litter and campfires. At the current time where fire and rescue services were also working to assist in the Covid-19 response, people were asked to exercise caution and please avoid lighting fires in the countryside.

Lancashire Combined Fire Authority Position Statement

“Lancashire Combined Fire Authority (CFA) is calling for people to stop using disposable barbecues in the countryside to reduce the amount of harm caused by wildfires. Wildfires are easily started and can spread rapidly putting people, property and infrastructure at risk. The terrain makes them challenging to firefight and demands large amounts of resources from the service and our partners.

Lancashire knows only too well the devastating effects of wildfires following a fire on Winter Hill near Bolton in summer 2018 which destroyed 18 square kilometres of moorland. Despite this, we continue to experience avoidable fires in open spaces across the county, causing long-lasting harm to wildlife, habitats and biodiversity.

The CFA believes that the threat to the environment and our communities can be significantly reduced if people enjoy Lancashire’s great outdoors without using disposable barbecues.”

Members considered whether the position statement should include either option 1: a ban on the sale of disposable BBQs or option 2: a restriction on the use of disposable BBQs in public open spaces – specifically around moorlands and forestation.

Councillor Smith proposed option 1 which was a ban on the sale of disposable BBQs and County Councillor Holgate seconded the motion. On being put to the vote: 5 Members were in favour; 4 Members were against and 1 Member did not respond.

The motion was therefore CARRIED.

Fire Safety & Business Support Information

It was noted that preventative work would be carried out 1 June 2021 – 30 September 2021, which would focus on reducing moorland and grassland fires. The objectives of prevention activity were to: i) reduced risk of wildfires during summer period (1 June – 30 Sept 2021); ii) collaborate with partners in key areas; and iii) increase understanding of the risk of wildfires from disposable barbecue, campfire use and discarding of cigarettes and litter.

RESOLVED: - That the report be noted and endorsed including the inclusion in the position statement for a ban on the sale of disposable BBQ's.

39/19 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Wednesday, 17 March 2021 at 1000 hours – venue to be confirmed.

Further meeting dates were noted for 30 June 2021 and 15 September 2021 and agreed for 15 December 2021.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on Monday 22nd February 2021

HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) UPDATE (Appendix 1 refers)

Contact for further information:

ACFO Ben Norman - Telephone 01772 866801

Executive Summary

This paper provides an overview of the recent Covid Thematic report outcomes and detail of imminent publications due from HMICFRS, along with latest update on the second round of inspections as scheduled for 2021/22.

Recommendation

For noting by the Authority.

Information

HMICFRS completed the Thematic Inspection of Lancashire Fire and Rescue Service (LFRS) in September 2020. On 22 January 2021, our thematic report (attached as appendix 1) was released alongside a [covering national report](#) which summarised the findings across the sector. This was the first of three reports expected from HMICFRS in the first quarter of 2021.

LFRS Thematic Inspection.

LFRS received a positive inspection from HMICFRS.

The inspection, which occurred during late September 2020, involved a data return and self-assessment survey followed by digital interviews with key staff members. The HMICFRS Service Liaison Lead (SLL) met, via Microsoft Teams, with the Chief Fire Officer and Chairman of the Combined Fire Authority, Director of People and Development, Director of Corporate Services, Group Manager (GM) Prevention and Protection, GM Response and Emergency Planning, GM Training and Operational Review, and Head of Safety, Health and Environment.

The inspection was light touch and looked at how LFRS delivered its functions safely and how it worked for the greater good of the community alongside partners.

The report notes how prevention and protection work continued, albeit in a modified capacity and how LFRS worked with its partners in the Local Resilience Forum (LRF) providing structure, support and logistics.

LFRS successfully engaged with unions such as the Fire Brigade Union and Unison and was able to put in place effective plans in line with requests from partners in the LRF, many of which came under the tripartite agreement. These activities included antigen testing, face fitting, assisting vulnerable people and packing/repacking food. This differs from the HMICFRS National report which highlights areas of difficulty in reaching these agreements in some other FRS.

The Service was also praised for wellbeing support to staff which was supported by all levels of management and our ability to communicate with staff at all levels using a variety of innovative methods.

LFRS was graded 'outstanding' in the round 1 inspections for culture and values. This further positive result arising from the Thematic Inspection will contribute to our grading under the round 2 inspection.

Further Reports Due

The second report to be produced will be the HMICFRS findings of the phase 1 Inquiry into Grenfell Tower. This is expected on 10th February 2021 and will focus on the recommendations made in the Inquiry and may provide opportunities for learning within LFRS.

The third will be the annual State of Fire and Rescue report; now due in March 2021 and expected to focus upon improvement since the round 1 inspection as well as encompassing the recently published Thematic Inspection outcomes.

The Audit Assurance team will take in to consideration the findings of the national report and establish a position from which we can assess the performance of LFRS ahead of the round two inspection.

Round 2 Inspection planning

As per previous, there are three tranches with the first starting January 2021.

The second tranche (within which sits LFRS) runs from September 2021 until February 2022, and the third and final tranche will run from March 2022 to September 2022.

Based on latest information available, it is reasonable to expect that our report would be published in summer 2022 and tranche three reports in winter 2022, followed by the third State of Fire and Rescue Report in 2023.

Our document and self-assessment request will occur around May/June 2021. This is in addition to six-monthly data requests each May and October.

The Audit Assurance Team previously conducted a gap analysis of the Service using the lines of enquiry that the inspection team will use in the round 2 inspection. Given that improvements have been delivered collaboratively and innovations delivered in response to the changed operating environment, work has commenced to refresh our internal assessment to ensure we are best positioned to provide the most robust evidence base to the inspectors.

Financial Implications

N/A

Sustainability or Environmental Impact

N/A

Equality and Diversity Implications

N/A

Human Resource Implications

N/A

Business Risk Implications

Failure to prepare adequately presents a potential reputational risk.

Local Government (Access to Information) Act 1985

List of Background Papers

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

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Justin Johnston
Chief Fire Officer
Lancashire Fire and Rescue Service

Councillor Francesco De Molfetta
Chair
Lancashire Fire and Rescue Authority

22 January 2021

Dear Mr Johnston and Cllr De Molfetta,

COVID-19 INSPECTION: LANCASHIRE FIRE AND RESCUE SERVICE

In August 2020, we were commissioned by the Home Secretary to inspect how fire and rescue services in England are responding to the COVID-19 pandemic. This letter sets out our assessment of the effectiveness of your service's response to the pandemic.

2. The pandemic is a global event that has affected everyone and every organisation. Fire and rescue services have had to continue to provide a service to the public and, like every other public service, have had to do so within the restrictions imposed.

3. For this inspection, we were asked by the Home Secretary to consider what is working well and what is being learned; how the fire sector is responding to the COVID-19 crisis; how fire services are dealing with the problems they face; and what changes are likely as a result of the COVID-19 pandemic. We recognise that the pandemic is not over and as such this inspection concerns the service's initial response.

4. I am grateful for the positive and constructive way your service engaged with our inspection. I am also very grateful to your service for the positive contribution you have made to your community during the pandemic. We inspected your service between 28 September and 8 October 2020. This letter summarises our findings.

5. In relation to your service, Lancashire Local Resilience Forum (LRF) declared a major incident on 12 March 2020.

6. In summary, the service adapted and responded to the pandemic effectively. It used on-call and wholtime firefighters to respond to emergencies, and it gave additional support to the community during the first phase of the pandemic. Prevention and protection staff made home fire

safety visits to the most vulnerable people and businesses. They used appropriate personal protective equipment (PPE) for these visits. This meant the people of Lancashire were well supported throughout the pandemic. The service was able to effectively deal with some significant incidents, such as wildfires and flooding, during this period.

7. Its financial position was largely unaffected, and it didn't have to use its reserves. It also communicated well with its staff, including through virtual meeting platforms and podcasts. The service has provided its staff with good wellbeing support throughout the pandemic.

8. We recognise that the arrangements for managing the pandemic may carry on for some time, and that the service is now planning for the future. In order to be as efficient and effective as possible, Lancashire Fire and Rescue Service should focus on the following areas:

(a) It should determine how it will adopt, for the longer term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements.

(b) It should consider whether the shared plans it uses, such as plans owned by the LRF, are comprehensive enough to meet the specific needs of the service and its community. If not, the service should make sure the plans change to reflect these needs.

Preparing for the pandemic

9. In line with good governance, the service had business continuity plans in place. The service relied on the county LRF pandemic flu plan as it didn't have its own. These plans were activated. They were detailed enough to enable the service to make an effective initial response, but understandably didn't anticipate and mitigate all the risks presented by COVID-19.

10. The service now has guidance documents on what elements of the service should maintain response capability if loss of staff is greater than normal. These are the degradation arrangements. They include prevention, protection, response and support functions, social distancing, making premises 'COVID secure', remote working, mutual aid, and supply of PPE.

Fulfilling statutory functions

11. The main functions of a fire and rescue service are firefighting, promoting fire safety through prevention and protection (making sure building owners comply with fire safety legislation), rescuing people in road traffic collisions, and responding to emergencies.

12. The service has continued to provide its core statutory functions throughout the pandemic in line with advice from the National Fire Chiefs Council (NFCC). This means the service has continued to respond to calls from the public and attend emergencies. It has also continued to visit vulnerable people who are at the greatest risk of fire in the community. And it has continued to audit its highest risk premises.

Response

13. The service told us that between 1 April and 30 June 2020 it attended broadly the same number of incidents as it did during the same period in 2019.

14. The overall availability of fire engines was better during the pandemic than it was during the same period in 2019. Between 1 April and 30 June 2020, the service's average overall fire engine availability was 98 percent compared with 93 percent during the same period in 2019. We were told that this was as a result of lower sickness levels and an increased number of on-call firefighters being available to respond to emergencies because of being furloughed from their primary employment. The service didn't change its crewing models or shift patterns during this period.

15. The service told us that its average response time to fires remained broadly the same during the pandemic compared with the same period in 2019. This may not be reflected in [official data recently published by the Home Office](#), because services don't all collect and calculate their data the same way.

16. The service is one of four to have a control function provided by North West Fire Control. It had good arrangements in place to make sure that its control room had enough staff during the pandemic.

17. These included effective resilience arrangements, such as having supervisors work from home, changing the control room layout to maintain social distance, and having good fallback provision. There are control rooms at West Midlands Fire Service and London Fire Brigade as part of the tri-services agreement.

Prevention

18. The NFCC issued guidance explaining how services should maintain a risk-based approach to continuing prevention activity during the COVID-19 pandemic. The service adopted this guidance.

19. The service conducted fewer safe and well visits than it would normally undertake. The service reviewed which individuals and groups it considered to be at an increased risk from fire as a result of the COVID-19 pandemic.

20. The service decided to continue offering face-to-face safe and well visits on a risk-assessed basis and gave staff suitable PPE to do so. It also introduced the option of a home fire safety check by telephone instead of face-to-face home fire safety checks. The service carried out vulnerable persons checks on behalf of the district councils. As part of these checks, it was able to identify more high-risk people. It offered them welfare checks and advice by telephone. If necessary, staff made face-to-face visits to fit smoke alarms and offer other preventative measures. The service continued to offer interventions such as a Fire Setters programme, the Fire Cadets scheme, the Prince's Trust and Bright Sparx. It did this through virtual platforms.

Protection

21. The NFCC issued guidance on how to continue protection activity during the COVID-19 pandemic. This included maintaining a risk-based approach, completing desktop audits and issuing enforcement notices electronically. Activity included carrying out audits on those premises that are at the greatest risk from fire. The service adopted this guidance.
22. The service reviewed how it defines premises as high risk during the pandemic. As a result, it used information from sub-groups of the LRF to identify hotels that were being used to rehome homeless people and to accommodate key workers. It worked with the owners of these buildings to ensure fire safety.
23. The service conducted fewer fire safety audits than it would normally undertake. It decided to continue face-to-face fire safety audits and enforcement work on a risk-assessed basis and gave staff suitable PPE to do so. It introduced risk-based desktop appraisals as well as face-to-face audits to minimise face-to-face contact between members of staff and the public.
24. The service continued to issue alteration notices, enforcement notices and prohibition notices and continued responding to statutory building control consultations. It also introduced other measures to reduce social contact. These included making initial contact by telephone and email, and completing more desktop assessments. The service has adapted its IT system to support this new approach.
25. The service has continued to engage with those responsible for fire safety in high-risk premises with cladding similar to that at Grenfell Tower, in particular, premises where temporary evacuation procedures are in place.
26. A recovery centre was located in the service area. The service worked with the responsible person to put in place suitable and reasonable fire safety measures.

Staff health and safety and wellbeing

27. Staff wellbeing was a clear priority for the service during the pandemic. It identified wellbeing problems and responded to any concerns and further needs. Senior leaders actively promoted wellbeing services and encouraged staff to discuss any worries they had.
28. Most staff survey respondents told us that they could access services to support their mental wellbeing if needed. Support put in place for staff included occupational health, counselling, peer support and access to an employee assistance programme. The service also used existing internal communication platforms to offer support and information.
29. Staff most at risk from COVID-19 were identified effectively, including those from a black, Asian and minority ethnic background and those with underlying health problems. The service worked with staff to develop and implement processes to manage the risk. Managers identified staff who were most at risk and offered them personalised support. This support included letting

them work from home. The service also offered hotel accommodation to two firefighters, so they could protect vulnerable people who were living at their homes.

30. Wellbeing best practice was also shared with other services and partners within the LRF. The service is developing plans to support staff with the potential longer-term effects of COVID-19.

31. The service made sure that firefighters were competent to do their work during the pandemic. This included keeping up to date with most of the firefighter fitness requirements. It assessed the risks of new work to make sure its staff had the skills and equipment needed to work safely and effectively.

32. The service provided its workforce with appropriate PPE in a timely manner. It participated in the national fire sector scheme to procure PPE, which allowed it to achieve value for money.

Staff absence

33. Absences have remained stable compared with the same period in 2019. The number of days/shifts lost due to sickness absence between 1 April and 30 June 2020 decreased slightly by 2 percent compared with the same period in 2019.

34. The service updated the absence policy so that it could better manage staff wellbeing and health and safety, and make more effective decisions on how to allocate work. This included information about recording absences, self-isolation, testing, training for managers, and bereavement. Data was routinely collected on the numbers of staff either absent, self-isolating or working from home.

Staff engagement

35. Most staff survey respondents told us that the service provided regular and relevant communication to all staff during the COVID-19 pandemic. This included regular virtual team meetings, written updates, and one-to-one meetings for staff to discuss wellbeing and health and safety with managers.

36. The service and managers made use of virtual platforms to support staff. It had a dedicated site on its intranet, and social media apps, for communicating with on-call staff during COVID-19.

37. The service intends to maintain changes it has made to its ways of working in response to COVID-19, including the use of its IT platforms as part of its communication with staff. It is also likely to retain some remote and flexible working.

Working with others, and making changes locally

38. To protect communities, fire and rescue service staff were encouraged to carry out extra roles beyond their core duties. This was to support other local blue light services and other public service providers that were experiencing high levels of demand, and to offer other support to its communities. The service carried out the following new activities: assisting vulnerable people, fitting of face masks, delivering PPE, antigen testing, and packing/repacking food for vulnerable people.

39. A national 'tripartite agreement' was put in place to include the new activities that firefighters could carry out during the pandemic. The agreement was between the NFCC, National Employers and the Fire Brigades Union (FBU), and specifies what new roles firefighters could provide during the pandemic. Each service then consulted locally on the specific work it had been asked to support, to agree how to address any health and safety requirements, including risk assessments. If public sector partners requested further support outside the tripartite agreement, the specifics would need to be agreed nationally before the work could begin.

40. The service consulted locally to implement the tripartite agreement with the FBU and the Fire Officers' Association. Other unions were engaged, including UNISON, if their members were asked to do extra work, including under the tripartite agreement.

41. Most of the new work done by the service under the tripartite agreement was agreed in time for it to start promptly and in line with the request from the partner agency. There were extra requests for work by partner agencies that fell outside the tripartite agreement, including supporting local authorities with business continuity reviews; co-ordinating support to trial track and trace; supporting Public Health England with its study into antibody testing, which included the blood testing of 300 participants. The service also worked in collaboration with police in the early stages of the pandemic to introduce staff testing for COVID-19. This approach to staff testing was shared with the NFCC. This work was agreed and undertaken on time and in line with the request from the partner agency.

42. All new work, including that done under the tripartite agreement, was risk-assessed and complied with the health and safety requirements.

43. The service monitored all activities to support other organisations during this period. It will review them. The service has already identified some which it may continue. These include the sharing of vulnerable persons' data and joint prevention campaigns (such as staying safe during the winter and looking after your neighbours).

Local resilience forum

44. To keep the public safe, fire and rescue services work with other organisations to assess the risk of an emergency, and to maintain plans for responding to one. To do so, the service should be an integrated and active member of its LRF – in this case, Lancashire LRF.

45. The service was an active member of Lancashire LRF during the pandemic. The service told us that the LRF's arrangements enabled the service to be fully engaged in the multi-agency response. It gave administration and chairperson support to LRF sub-groups. It also co-ordinated and distributed PPE for all LRF partners. The service was able to allocate suitably qualified staff to participate in these groups without affecting its core duties.

Use of resources

46. The service's financial position hasn't yet been significantly affected by the pandemic.

47. The service has made robust and realistic calculations of the extra costs it has faced during the pandemic. At the time of our inspection its main extra costs were £24,000 spent on overtime for staff, £178,000 spent on IT, £578,000 spent on PPE, and £132,000 spent on cleaning and decontamination of buildings. It fully understands the effect this will have on its previously agreed budget and anticipated savings. Where possible, it has exploited opportunities to make savings during this period and used them to mitigate the financial risks it has identified.

48. The service received £1.4m of extra government funding to support its response. At the time of our inspection it had spent £900,000 of this money, and has retained the rest to meet future costs associated with the pandemic. It has shown how it used this income efficiently, and that it mitigated against the financial risks that arose during this period.

49. The service didn't use any of its reserves to meet the extra costs that arose during this period.

50. When used, overtime was managed appropriately. The service made sure that its staff who worked overtime had enough rest between shifts.

Ways of working

51. The service changed how it operates during the pandemic. For example, it conducted most of its meetings virtually, both with staff and its fire and rescue authority. It developed new virtual training packages. And it reused filters in PPE masks. It had the necessary IT to support remote working where appropriate. Where new IT was needed, it made sure that procurement processes achieved good value for money.

52. The service was able to quickly implement changes to how it operates. This allowed its staff to work flexibly and efficiently during the pandemic. The service plans to consider how to adapt its flexible working arrangements to make sure it has the right provisions in place to support a modern workforce.

53. The service has had positive feedback from staff on how they were engaged with during the pandemic. As a result, the service plans to adopt these changes in its usual procedures and consider how they can be developed further to help promote a sustainable change to its working culture.

54. The service made good use of the resources and guidance available from the NFCC to support its workforce planning, and help with its work under the tripartite agreement.

Staffing

55. The service had enough resources available to respond to the level of demand during the COVID-19 pandemic, and to reallocate resources where necessary to support the work of its partner organisations.

56. Arrangements put in place to monitor staff performance across the service were effective. This meant the service could be sure its staff were making the best contribution that they reasonably could during this period. Extra capacity was identified and reassigned to support other areas of the service and other organisations.

57. As well as performing their statutory functions, wholetime firefighters volunteered for extra activities, including those under the tripartite agreement.

58. The on-call workforce took on extra responsibilities. These included community prevention activities in their local area. The service also used the on-call workforce to give emergency response cover at wholetime fire stations.

59. The service started contracts earlier than planned for on-call staff who were successful in a recent recruitment process. It did this to give cover during the pandemic.

Governance of the service's response

60. Each fire and rescue service is overseen by a fire and rescue authority. There are several different governance arrangements in place across England, and the size of the authority varies between services. Each authority ultimately has the same function: to set the service's priorities and budget and make sure that the budget is spent wisely.

61. Members of Lancashire Fire and Rescue Authority were actively engaged in discussions with the chief fire officer and the service on the service's ability to discharge its statutory functions during the pandemic. The service regularly updated the fire and rescue authority about how it was responding to the pandemic and the extra activities of its staff. This included work carried out as part of the tripartite agreement.

62. During the pandemic, the fire and rescue authority maintained effective ways of working with the service. This made sure the service could fulfil its statutory duties as well as its extra work supporting the LRF and the tripartite arrangements. The authority continued to give the service proportionate oversight and scrutiny, including of its decision-making process. It did this by regularly communicating with the chief fire officer and receiving the service's written briefings.

Looking to the future

63. During the pandemic, services were able to adapt quickly to new ways of working. This meant they could respond to emergencies and take on a greater role in the community by supporting other blue light services and partner agencies. It is now essential that services use their experiences during COVID-19 as a platform for lasting reform and modernisation.

64. The service has improved its collaboration with other LRF partners. An example of the benefits includes the sharing of information between partner organisations about vulnerable people in the community. Better collaboration has also led to improved referrals being made to the service for safe and well visits. The service's improved communication and ways of working have had a positive effect on staff wellbeing. The service has transformed its use of technology to support remote working and to create virtual platforms. It plans to continue with these new ways of working to become more efficient and effective. The service has regularly reviewed how it has responded to the pandemic. It will use any lessons learned in future planning.

65. Good practice and what worked was shared with other services through the NFCC and other regional groups. This includes frequent testing of Lancashire FRS's own staff for COVID-19, and the reusing of filters in face masks.

Next steps

66. This letter will be published on our website. We propose to restart our second round of effectiveness and efficiency fire and rescue inspections in spring 2021, when we will follow up on our findings.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M Parr', with a long horizontal line extending to the right below the signature.

Matt Parr CB

Her Majesty's Inspector of Fire & Rescue Services

Her Majesty's Inspector of Constabulary

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LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 22 February 2021

PAY POLICY STATEMENT FOR 2021-2022

Contact for further information:

Bob Warren, Director of People & Development – 01772 866804

Executive Summary

In accordance with the provisions of the Localism Act 2011 a pay policy statement for 2021/22 has been prepared.

The pay policy publishes data on senior salaries and the structure of the workforce and demonstrates the principles of transparency.

The pay policy statement sets 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 includes:

- 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 includes the Authority's policies for the financial year relating to other terms and conditions applying to its chief officers.

Recommendation

The Authority is asked to approve the Pay Policy Statement.

Information

The approval of a pay policy statement cannot be delegated by the Authority to a Panel. The Fire Authority's pay statement must be approved by the 31st March each year. It is recognised when Executive Board pay is raised it will be tightly scrutinised by elected members, staff within the Service and members of the public.

The Authority is asked to approve the Statement hereunder.

Lancashire Fire Authority Pay Policy Statement

Introduction

In accordance with the Localism Act 2011 (Chapter 8 Sections 38 to 43) Lancashire Fire Authority is required to produce a pay policy for each financial year.

Any decision under powers delegated to the Authority's Constitution with regard to remuneration to be taken in 2021/22 will be bound by and must comply with the 2021/22 Statement.

The Director of People & Development must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

In general terms the Fire Authority recognises terms and conditions negotiated nationally by the National Employers with the National Employees' bodies for 3 distinct staff groups. These are:

- 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');
- National Joint Council for Local Government Services (commonly referred to as 'Green Book');
- 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 are 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).

The Treasurer responsibilities are undertaken by the Director of Corporate Services.

The Monitoring Officer duties are undertaken by the Clerk to the Authority who is engaged on a contract for services basis.

The Fire Authority has 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 is the percentage rise in firefighters pay. This is 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 has previously been agreed that the Chief Fire Officer's and other Executive Board members pay should rise by the same amount as firefighters when they receive their annual award. The linkage was originally agreed to last for five 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 will be subject to a satisfactory performance evaluation. This will be undertaken with the Chair of the Authority with regard to the Chief Fire Officer, who will in turn appraise his staff. No bonus payments are made to Executive Board members.

Information relating to chief officers pay and benefits in kind is found in the Fire Authority's Statement of Accounts and on the Authority's website.

Objectives of the Policy

The Fire Authority creates and sustains 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 are 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 take place each year, in January (Gold Book), April (Green Book) and July (Grey Book). The Fire Authority's policy is to implement national agreements, amended as needed to meet local needs.

Pay increase in 2020/21 were:

- 2% for staff covered by the "grey book" (wef 1 July 2020);
- 2.75% for "green book" posts (wef 1 April 2020)
- 2% for Principal Officers (wef 1 July 2020), in accordance with the agreed linkage to "grey book" staff and satisfactory performance.

The next anniversary dates for "grey book" and Principal Officers pay is anticipated to be 1 July 2021, whilst the green book pay-award effective date will be April 2021.

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

There are 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 which is relevant to their occupational group. The schemes are statutory schemes with contributions from employers and the employees.

The Local Government Pension Scheme provides for flexible retirement for which the Fire Authority has approved a Policy statement.

The Firefighters' Pension Schemes allow for re-engagement after retirement. In the unlikely event this is considered, any utilisation of this option is subject to approval

by the Authority based on a business case and demonstrated need and will involve abatement.

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

The “green book” grading is determined and underpinned by the Local Government Job Evaluation Scheme. The salaries utilised are above the ‘living wage’.

A provided car scheme is available to the Chief Fire Officer, Deputy Chief Fire Officer and Assistant Chief Fire Officer. Those Grey Book Managers who are conditioned to the flexible duty system for operational cover a provided car is available or an essential users’ scheme is in operation.

Delegated powers for the payment of honoraria lie with the Chief Fire Officer.

Individual Chief Officers

Changes to chief officer salaries are approved by the Fire Authority.

The chief officers are conditioned to the Gold Book terms and conditions of employment.

A facility exists 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.

Lancashire Fire Authority does 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.

Chief Fire Officer (CFO) - £149,297

The post holder is a member of the 2015 Firefighters Pension Scheme and has a further increment before reaching the maximum of his range.

The current remuneration for this post on recruitment is between £145,656 and £150,858 pa.

The provisions for redundancy are the statutory payments for redundancy.

Deputy Chief Fire Officer (DCFO) – £137,333

The post holder is a member of the 2015 Firefighters’ Pension Scheme and has two further increments before reaching the maximum of his range.

The current remuneration for this post on recruitment is between £135,252 - £140,454 pa.

The provisions for redundancy are the statutory payments for redundancy.

Assistant Chief Fire Officer (ACFO) - £116,525

The post holder is a member of the 2015 Firefighters' Pension Scheme and has two further increments before reaching the maximum of his range.

The current remuneration for this post on recruitment is between £114,444 and £119,646.

The provisions for redundancy are the statutory payments for redundancy.

Director of Corporate Services (DoCS) - £107,072

The post holder is a member of the Local Government Pension Scheme and has reached the maximum of his salary range.

The current remuneration for this post on recruitment is £107,072.

There is no provision to utilise the car leasing scheme nor is any car allowance paid. Any mileage reimbursement utilises the casual car user arrangements

The post holder is entitled to discretionary entitlements in relation to redundancy which include average weekly pay with a multiplier of 2.2 applied and in exceptional cases augmentation of pensionable service to the maximum of 3 years. These provisions apply to all staff eligible to join the Local Government Pension Scheme.

Director of People & Development (DoPD) - £107,072

The post holder is a member of the Local Government Pension Scheme and has reached the maximum of his salary range.

The current remuneration for this post on recruitment is £107,072.

There is no provision to utilise the car leasing scheme nor is any car allowance paid. Any mileage reimbursement utilises the casual users' arrangement.

The post holder is entitled to discretionary entitlements in relation to redundancy which include average weekly pay with a multiplier of 2.2 applied and in exceptional cases augmentation of pensionable service to the maximum of 3 years. These provisions apply to all staff eligible to join the Local Government Pension Scheme.

The Clerk to the Authority

The monitoring officer activity is undertaken under a contract for services, the cost being £15,150 pa.

Recruitment of New Officers

The Fire Authority takes the opportunity in year to review the salaries of the senior officer grouping to determine whether the salary range should be adjusted prior to advert.

Pay Floor

The definition of the 'lowest paid employee' is 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 are on a scale of £17,842 to £18,562 pa. £17,842 equates to £9.44 per hour. The minimum a current employee is receiving is £18,198.

The Chief Fire Officer's earnings ratio is 1: 7.75 using the minima of pay grade 1.

The government statement is a recommendation that this ratio should not exceed 1:25.

As a further comparison, the ratio between a competent firefighter with CPD and the maximum salary for the Chief Fire Officer is 1: 4.22.

Financial Implications

Increased costs will be restricted to the affordable limits as set by the National Joint Council for grey book staff.

Sustainability or Environmental Impact

Nil.

Equality and Diversity Implications

This supports a common transparent approach by linking Executive pay rises to that of firefighters.

Human Resource Implications

Future appointments to the Authority's chief officer positions have to be made in compliance with the pay policy statement, which potentially reduces flexibility. Although the document has been produced in line with the requirements of the Act and accompanying guidance, the Authority's employment obligations are not superseded by the Act's requirements and have to be considered.

Business Risk Implications

If an appropriate pay statement is not approved for 2021/22 then the Authority will be in breach of the Localism Act and might subject the Authority to negative comment.

Conversely complying with the requirements could also engender negative publicity.

Sustainable linkage provides a clear and equitable framework for the future.

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

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

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LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 22 February 2021

TREASURY MANAGEMENT STRATEGY 2021/22 (Appendix 1 refers)

Contact for further information:

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

Executive Summary

The report sets out the Treasury Management Policy and Strategy for 2021/22.

The Strategy is based on the capital programme as presented to the Authority elsewhere on the agenda, and the financial implications of this are reflected in the revenue budget, also presented elsewhere on this agenda.

Recommendation

The Authority is asked to: -

- Approve the revised Treasury Management Strategy, including the Prudential Indicators, as set out in the report;
- Agree the Minimum Revenue Provision (MRP) calculation as set out in the report;
- Agree the Treasury Management Policy Statement at Appendix 1.

Information

Treasury Management is defined as “The management of the Authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Combined Fire Authority adopts the Chartered Institute of Public Finance and Accountancy’s *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. The authority also adheres to investment guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG). In 2018 the MHCLG issued new guidance which widens the definition of investments. For treasury management investments the guidance requires authorities to prioritise security, liquidity and yield in that order of importance. This is consistent with previous guidance. In addition, the guidance definition of investments includes financial and non-financial assets which are held primarily or partially to generate a profit.

Where an authority holds non treasury investments it is required to produce a separate investment strategy. The definition of non-treasury investments is wide ranging covering for example loans to third parties and the holding of property to make a profit. However, it is not considered that the Combined Fire Authority hold any such assets and it does not propose to engage in any such investments in 2021/22.

Statutory requirements

The Local Government Act 2003 (the Act) and supporting Regulations requires 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 are affordable, prudent and sustainable.

This report fulfils the Authority’s legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the MHCLG Guidance.

Treasury Management Strategy for 2021/22

This Strategy Statement has been prepared in accordance with the CIPFA Treasury Management Code of Practice. Accordingly, the Lancashire Combined Fire Authority's Treasury Management Strategy will be approved by the full Authority, and there will also be a mid-year and a year-end outturn report presented to the Resources Committee. In addition there will 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 is to ensure that those with ultimate responsibility for the treasury management function appreciate fully the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.

This Authority has adopted the following reporting arrangements in accordance with the requirements of the revised Code: -

Area of Responsibility	Committee/ Officer	Frequency
Treasury Management Policy Statement	Resources Committee/Authority	Annually
Treasury Management Strategy / Annual Investment Strategy / MRP policy – scrutiny and approval	Resources Committee/ Authority	Annually before the start of the year
Treasury Management mid-year report	Resources Committee	Mid-year
Treasury Management Strategy / Annual Investment Strategy / MRP policy – updates or revisions at other times	Resources Committee	As required
Annual Treasury Management Outturn Report	Resources Committee/ Authority	Annually by 30 September after the end of the year
Treasury Management Monitoring Reports	Director of Corporate Services	Quarterly
Treasury Management Practices	Director of Corporate Services	Annually

The Treasury Management Strategy, covers the following aspects of the Treasury Management function:-

- Prudential Indicators which will 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 2021/22

In setting the treasury management strategy the following factors need to be considered as they may have a strong influence over the strategy adopted:

- economic forecasts;
- Interest rate forecasts;
- the current structure of the investment and debt portfolio;
- Future Capital Programme and underlying cash forecasts.

Economic Context

The impact on the UK from coronavirus, lockdown measures, the rollout of vaccines, as well as the new trading arrangements with the European Union (EU), will remain major influences on the Authority's treasury management strategy for 2021/22.

The Bank of England (BoE) maintained Bank Rate at 0.10% in December 2020 and Quantitative Easing programme at £895 billion having extended it by £150 billion in the previous month. The Monetary Policy Committee (MPC) voted unanimously for both, but no mention was made of the potential future use of negative interest rates. In the November Monetary Policy Report (MPR) forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast. By the time of the December MPC announcement, a COVID-19 vaccine was approved for use, which the Bank noted would reduce some of the downside risks to the economic outlook outlined in the November MPR.

UK Consumer Price Inflation (CPI) for November 2020 registered 0.3% year on year, down from 0.7% in the previous month. Core inflation, which excludes the more volatile components, fell to 1.1% from 1.5%. The labour market data for the three months to October 2020 showed the unemployment rate rose to 4.9% while the employment rate fell to 75.2%. Both measures are expected to deteriorate further due to the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In October, the headline 3-month average annual growth rate for wages were 2.7% for total pay and 2.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up by 1.9% while regular pay was up 2.1%.

GDP growth rebounded by 16.0% in Q3 2020 having fallen by -18.8% in the second quarter, with the annual rate rising to -8.6% from -20.8%. All sectors rose quarter-on-

quarter, with dramatic gains in construction (41.2%), followed by services and production (both 14.7%). Monthly GDP estimates have shown the economic recovery slowing and remains well below its pre-pandemic peak. Looking ahead, the BoE's November MPR forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.

GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation, however, remains extremely weak, registering -0.3% year-on-year in November, the fourth successive month of deflation. Core inflation registered 0.2% y/y, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time but expanded its monetary stimulus in December 2020, increasing the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

The US economy contracted at an annualised rate of 31.4% in Q2 2020 and then rebounded by 33.4% in Q3. The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% and announced a change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.

Interest Rate Forecast and Prospects for Market Liquidity

The treasury management consultant Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the first quarter of 2024. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the new EU trading arrangements. The latest forecast is shown in the table below:

	Bank Rate %	3 month money market rate%	1 year money market rate%	5 year gilt yield %	10 year gilt yield %	20 year gilt yield %	50 year gilt yield %
March 21	0.10	0.10	0.15	0.00	0.25	0.70	0.60
June 21	0.10	0.10	0.15	0.00	0.30	0.70	0.60
September 21	0.10	0.15	0.25	0.05	0.35	0.75	0.65
December 21	0.10	0.15	0.25	0.10	0.25	0.75	0.65
March 22	0.10	0.20	0.30	0.15	0.40	0.75	0.65
June 22	0.10	0.20	0.30	0.20	0.40	0.80	0.70
September 22	0.10	0.20	0.30	0.20	0.45	0.80	0.70
December 22	0.10	0.20	0.30	0.20	0.45	0.85	0.75
March 23	0.10	0.20	0.30	0.25	0.50	0.85	0.75
June 23	0.10	0.20	0.30	0.25	0.55	0.85	0.75
September 23	0.10	0.20	0.30	0.25	0.55	0.85	0.75
December 23	0.10	0.20	0.30	0.25	0.55	0.90	0.80
March 24	0.10	0.20	0.30	0.25	0.60	0.90	0.80

In the above table 'bank rate' refers to the policy rate of the Bank of England. PWLB borrowing rates are based on 'Gilt Yield' and so this is a forecast of long term interest rates. The Authority can borrow at 80 basis points above the gilt yield, so for example a fixed interest rate to borrow PWLB money for 10 years would be 1.05%, 0.25% plus 0.80%.

Current Treasury Portfolio Position

At the 31 December 2020 the debt and investments balances were: -

Debt	Principal £m	%
Fixed rate loans from the Public Works Loan Board	2.000	100%
Variable rate loans		-
	2.000	100%
Investments		
Variable rate investments with Lancashire County Council	24.110	61.6
Fixed rate investments	15.000	38.4
	39.110	100%

The level of investments represents 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 is a net investment figure of £37.110m.

Borrowing and Investment Requirement

In the medium term LCFA borrows for capital purposes only. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The table below compares the estimated CFR to the debt which currently exists, this gives an indication of the borrowing required. It also shows the estimated resources available for investment. An option is to use these balances to finance the expenditure rather than investing, often referred to as internal borrowing. The table gives an indication of the minimum borrowing or investment requirement through the period.

The CFR forecast includes the impact of the latest forecast of the funding of the Capital Programme which currently assumes that there will be no borrowing in the next three years. A voluntary MRP was made in 2019/20 to take the future loans element of the MRP to nil.

	31/3/2020	31/3/2021	31/3/2022	31/3/2023
	£m	£m	£m	£m
Capital Financing Requirement	13.799	13.382	12.930	12.439
<i>Less long term liabilities (PFI and finance leases)</i>	(13.799)	(13.382)	(12.930)	(12.439)
<i>Less external borrowing</i>	(2.000)	(2.000)	(2.000)	(2.000)
Borrowing requirement	(2.000)	(2.000)	(2.000)	(2.000)
Reserves and working capital	33.116	36.366	24.690	21.702
Borrowing/(investment) need	(31.116)	(34.366)	(23.690)	(19.702)

CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. However, the table above shows that the level of loans was above the CFR at 31.3.20. 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.

The table above indicates that rather than having a need for borrowing it is estimated that the authority has an underlying need to invest although the available balances are forecast to reduce.

Although the Authority does not have plans for new borrowing in the next three years it does currently holds £2.0m of loans as part of its strategy for funding previous years' capital programmes. The draft capital programme, reported elsewhere on the agenda, identifies a borrowing requirement in 2025/26.

Borrowing Strategy

The draft Capital Programme implies there may be a requirement to use borrowing to fund the capital programme in the later years. At this stage it is extremely unlikely that borrowing will be required in 2021/22. However, it is still best practice to approve a borrowing strategy and a policy on borrowing in advance of need. In considering a borrowing strategy the Authority needs 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.

In the past the Authority has raised all of its long-term borrowing from the Public Works Loan Board, but if long term borrowing was required other sources of finance, such as local authority loans, and bank loans, would be investigated that may be available at more favourable rates.

Short term borrowing if required would most likely be taken from other local authorities.

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

- 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.

Policy on Borrowing in Advance of Need

In line with the existing policy the Authority will 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 may be taken if it is considered that current rates are more favourable than future rates and that this advantage outweighs the cost of carrying advance borrowing. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Authority can ensure the security of such funds and relationships.

In determining whether borrowing will be undertaken in advance of need the authority will:-

- Ensure that there is a clear link between the capital programme and the maturity profile of the existing debt portfolio which supports the need to take funding in advance of need;
- Ensure the on-going revenue liabilities created, and the implications for the future plans and budgets have been considered;
- Evaluate the economic and market factors that might influence the manner and timing of any decision to borrow;
- Consider the merits and demerits of alternative forms of funding;
- Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

Debt Restructuring

The Authority' debt has arisen as a result of prior years' capital investment decisions. It has not taken any new borrowing out since 2007 as it has been utilising cash balances to pay off debt as it matures, or when deemed appropriate with the authority making early payment of debt. The anticipated holding of debt at 31 March 2021 is £2.0m. All the debt is from the Public Works Loans Board (PWLb) and is all at fixed rates of interest and is repayable on maturity. The table below shows the maturity profile and interest rate applicable on these:-

Loan Amount	Maturity Date	Interest rate
£650k	December 2035	4.49%
£650k	June 2036	4.49%
£700k	June 2037	4.48%

(Note, this debt was taken out in 2007 when the 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 have again reviewed opportunities for debt repayment/restructuring.

The level of penalty applicable on early repayment of loans now stands at £1.180m. (As previously reported the level of penalty is dependent upon two factors, the difference between the interest chargeable on the loan and current interest rates, the greater this difference the greater the penalty, and the length to maturity, the greater the remaining time of the loan the greater the penalty. Hence as interest rates increase or as loans get closer to maturity the level of penalty will reduce.)

Outstanding interest payable between now and maturity is £1.407m.

Penalty incurred	1.180
Savings on interest payable	(1.407)
Gross Saving	(0.277)

However as highlighted previously, any early repayment means that cash balances available for investment will be reduced and hence interest receivable will also be reduced. The extent of which is dependent upon future interest rates. It is estimated that if interest rate on investments are at 0.7% over the remaining period of the loan then repaying the loans now will be broadly neutral.

It is also worth noting that the capital budget does allow for additional borrowing within the next 5 years. Current long-term borrowing rates are 1.67% for a 25-year loan and 1.49% for a 50-year loan, both of which exceed the breakeven position noted above. Hence given the penalties it is considered beneficial to retain these loans.

Investment Strategy

At 31st December 2020 the Authority held £39.110m invested funds, representing income received in advance of expenditure plus existing balances and reserves. During the year the Authority's investment balance has ranged between £28.6m and £52.0m. The variation arises principally due to the timing of the receipt of government grants. It is anticipated that similar levels will be maintained in the forthcoming year.

Both the CIPFA Code and the MHCLG Guidance require 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 is 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 is developed to ensure the Fire Authority will only use very high quality counterparties for investments.

The Authority may invest its surplus funds with any of the counterparties in the table below, subject to the cash and time limits shown.

Counterparty	Cash limit	Time limit †
Banks and other organisations and securities whose lowest published long-term credit rating from Fitch, Moody's and Standard & Poor's is:	AAA	5 years
	AA+	3 years
	AA	2 years
	AA-	2 years
Call Accounts with banks and other organisations with minimum AA- credit rating	£10m	next day
Call Account with Lancashire County Council	unlimited	next day
UK Central Government (irrespective of credit rating)	unlimited	50 years
UK Local Authorities (irrespective of credit rating)	£5m each	10 years
Secured Bond Funds AA rating and WAL not more than 3 yrs	£5m each	n/a
Secured Bond Funds AAA rated and WAL not more than 5 yrs	£5m each	n/a

Allowable bond funds are defined by credit rating and weighted average life (WAL). Investing in senior secured bonds backed by collateral provides a protection against bail-in. Although the average life of the securities within the fund will be either 3 or 5 years, funds can be redeemed within 2 days of request but in general these should be seen as longer term investments.

Regarding the risk of investing with another local authority, only a very few authorities have their own credit rating, but those that do are the same or one notch below the UK Government reflecting the fact that they are quasi-Government institutions. On the whole credit ratings are seen as unnecessary by the sector because the statutory and prudential framework within which the authorities operate is amongst the strongest in the world. In addition any lender to a local authority has protection, under statute, by way of a first charge on the revenues of that authority. No local authority has ever defaulted to date and this also may be an indication of security. However, following the downgrade of the UK credit rating by the rating agencies those local authorities with a rating saw a reduction in their ratings. Therefore, consideration has been given to reducing the risk associated with the investment with other local authorities. Arlingclose, the County Council's Treasury Management advisor, state they are "comfortable with clients making loans to UK local authorities for periods up to two years, subject to this meeting their approved strategy. For periods longer than two years we recommend that additional due diligence is undertaken prior to a loan being made." On this basis it is proposed that the investments to local authorities are limited as follows:

	Maximum individual investment (£m)	Maximum total investment (£m)	Maximum period
Up to 2 years	5	30	2 years
Over 2 years	5	25	10 years

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

Whilst the investment strategy has been amended to allow greater flexibility with investments any decision as to whether to utilise this facility will 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 forms part of the on-going meetings that take place throughout the year.

The legislative context referred to earlier in the report effectively means that, because taxpayers will no longer bail-out failed banks, the required funds will be paid by equity investors and depositors. Local authorities' deposits will be at risk and consequently although currently available within the policy it is unlikely that long term unsecured term deposits will be used at the present time.

Currently all of the Authority's investments are with other local authorities.

The Authority currently has access to a call (instant access) account with a local authority, which pays bank base rate, this is currently 0.10%. Each working day the balance on the Authority's current account is invested to ensure that the interest received on surplus balances is maximised.

In addition longer term loans have been placed with an UK local authorities to enhance the interest earned. To this end at the following investments are already impacting 2021/22

Start Date	End Date	Principal	Rate	Interest 2021/22
10/12/19	10/06/21	£5,000,000	1.20	£11,506
20/04/20	20/04/22	£5,000,000	1.45	£72,500
24/04/20	25/04/22	£5,000,000	1.45	£72,500

Consideration is given to fixing further investments if the maturity fits with estimated cash flows and the rate is considered to be attractive. This will continue to be reviewed.

Suggested rates payable by other local authorities indicated:

3 month investment	0.05-0.11%
6 month investment	0.05-0.15%
12-month investment	0.12-0.28%
3-year investment	0.53-0.68%
4-year investment	0.62-0.77%

The overall combined amount of interest earned on Fixed/Call balances as at 31st December 2020 is £0.197m on an average balance of £42.6m at an annualised rate of 0.61%. This compares favourably with the benchmark 7 day LIBID rate which averages 0.12% over the same period, and is 0.51% above the current bank rate.

Minimum Revenue Provision (MRP)

Under Local Authority Accounting arrangements the Authority is required to set aside a sum of money each year to reduce the overall level of debt. This sum is known as the minimum revenue provision (MRP).

The Authority will assess their MRP for 2021/22 in accordance with guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

The Authority made a voluntary MRP in 2019/20 and it is anticipated that the MRP on loans will be nil in 2021/22 this will be the case until capital expenditure is financed by borrowing.

Whilst the Authority has no unsupported borrowing, nor has any plans to take out any unsupported borrowing in 2021/22 it is prudent to approve a policy relating to the MRP that would apply if circumstances change. As such in accordance with the Local Government Act 2003, the MRP on any future unsupported borrowing will be calculated using the Asset Life Method. This will be based on a straightforward straight – line calculation to set an equal charge to revenue over the estimated life of the asset. Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Authority. However, the Authority reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also,

whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

Assets held under a PFI contracts and finance leases form part of the Balance Sheet. This has increased the overall capital financing requirement and on a 4% basis the potential charge to revenue. To prevent the increase the guidance permits 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 forms part of the payment due to the PFI contractor.

Revenue Budget

The capital financing budget currently shows that income received exceeds expenditure. This excludes the PFI and Finance lease payments, which are included in other budgets. Based on the Strategy outlined above then the proposed budget for capital financing are:

	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m
Interest payable	0.090	0.090	0.090	0.090
MRP	0.010	0.010	0.010	0.010
Interest receivable	(0.322)	(0.175)	(0.075)	(0.060)
Net budget	(0.222)	(0.075)	0.025	0.040

Although the MRP requirement is currently nil the budget includes a provision for making a charge either due to incurring a small amount of borrowing or to make a voluntary MRP to offset against future requirements.

Prudential Indicators for 2020/21(revised) to 2023/24 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 produces each year a set of prudential indicators which regulate and control its treasury management activities.

The following table sets out the debt and investment-related indicators which provide the framework for the Authority's proposed borrowing and lending activities over the coming three years. These indicators will also be approved by members as part of the Capital Programme approval process along with other capital expenditure-related indicators, but need to be reaffirmed and approved as part of this Treasury Management Strategy.

It should be noted that contained within the external debt limits, there are allowances for outstanding liabilities in respect of the PFI schemes and leases. However, accounting standards are likely to change in relation to recording leases. In effect more leases are likely to be included on the balance sheet and therefore will be included against the other long term liabilities indicators. At this stage work is on-going to quantify the impact of the change and therefore the other long-term liabilities limits may be subject to change.

Treasury Management Prudential Indicators

Treasury Management Prudential Indicators	2020/21 (Revised) £m	2021/22 £m	2022/23 £m	2023/24 £m
1. Adoption of the Revised CIPFA Code of Practice on Treasury Management (2011)	Adopted for all years			
2. Authorised limit for external debt - A prudent estimate of external debt, which includes sufficient headroom for unusual cash movements.				
Borrowing	6.000	6.000	6.000	6.000
Other long-term liabilities	30.000	30.000	30.000	30.000
TOTAL	36.000	36.000	36.000	36.000
3. Operational boundary for external debt - A prudent estimate of debt, but no provision for unusual cash movements. It represents the estimated maximum external debt arising as a consequence of the Authority's current plans.				
Borrowing	3.000	3.000	3.000	3.000
Other long-term liabilities	18.000	17.000	16.000	15.000
TOTAL	21.000	20.000	19.000	18.000
4. Upper limit for fixed interest rate exposure				
Upper limit of borrowing at fixed rates	100%	100%	100%	100%
Upper limit of investments at fixed rates	100%	100%	100%	100%
5. Upper limit for variable rate exposure				
Upper limit of borrowing at variable rates	25%	50%	50%	50%
Upper limit of investments at variable rates	100%	100%	100%	100%
6. Upper limit for total principal sums invested for over 364 days (per maturity date)	25.000	25.000	25.000	25.000
7. Maturity structure of Debt	Upper Limit %	Lower Limit %		
Under 12 months	100	-		
12 months and within 24 months	50	-		
24 months and within 5 years	50	-		
5 years and within 10 years	50	-		
10 years and above	100	-		

Financial Implications

It is worth noting that the Authority currently utilises Lancashire County Council to undertake its Treasury Management Activities, at an annual cost of £7,600, which is built into the current and future budgets.

Human Resource Implications

None

Equality and Diversity Implications

None

Environmental Impact

None

Business Risk Implications

The Treasury Management strategy is designed to minimise the Authority's financial risk associated with investment decisions, whilst maximising the return on any investments made. As such the adoption of the CIPFA's Code of Practice on Treasury Management and the monitoring arrangements in place ensure that any risks faced by the Authority are managed.

However, it must be acknowledged that there will always be a balance between risk and return and hence the strategy does not completely eliminate the risk of any further default on investments in the future.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact
CIPFA Treasury Management Code of Practice and Guidance	2018	Keith Mattinson
The Ministry of Housing, Communities and Local Government (MHCLG) guidance on local authority investments	2018	Keith Mattinson
Treasury Management in the Public Services: Code of Practice	2018	Keith Mattinson
Revenue and Capital Budget Reports	February 2021	Keith Mattinson
Reason for inclusion in Part II, if appropriate:		

APPENDIX 1

Treasury Management Policy Statement

The Authority's financial regulations require it to create and maintain a Treasury Management Policy Statement, stating the policies, objectives and approach to risk management of its treasury activities, as a cornerstone for effective treasury management.

Definition

The Authority defines its treasury management activities as: the management of the Authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Risk management

The Fire Authority regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

Value for money

The Fire Authority acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

Borrowing policy

The Fire Authority greatly values revenue budget stability and will therefore borrow the majority of its long-term funding needs at long-term fixed rates of interest. However, short term and variable rate loans may be borrowed to either offset short-term and variable rate investments or to produce revenue savings. The Authority will also constantly evaluate debt restructuring opportunities of the existing portfolio.

The Fire Authority will set an affordable borrowing limit each year in compliance with the *Local Government Act 2003*, and will have regard to the *CIPFA Prudential Code for Capital Finance in Local Authorities* when setting that limit. It will also set limits on its exposure to changes in interest rates and limits on the maturity structure of its borrowing in the treasury management strategy report each year.

Investment policy

The Fire Authority's primary objectives for the investment of its surplus funds are to protect the principal sums invested from loss, and to ensure adequate liquidity so that funds are available for expenditure when needed. The generation of investment income to support the provision of local authority services is an important, but secondary, objective.

The Fire Authority will have regard to the Ministry of Housing, Communities and Local Government Guidance on Local Government Investments. It will approve an Investment Strategy each year as part of the Treasury Management Strategy. The strategy will set criteria to determine suitable organisations with which cash may be invested, limits on the maximum duration of such investments and limits on the amount of cash that may be invested with any one organisation.

LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 22 February 2021

RESERVES AND BALANCES POLICY

(Appendix 1 refers)

Contact for further information:

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

Executive Summary

The Fire Authority needs to hold reserves to meet potential future expenditure requirements.

The reserves policy is based on guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

The policy explains the difference between general reserves (those held to meet unforeseen circumstances) earmarked reserves (those held for a specific purpose) and provisions (where a liability exists but the extent and/or timing of this is uncertain). In addition, the policy identifies how the Authority determined the appropriate level of reserves and what these are.

The policy confirms that the level of and the appropriateness of reserves will be reported on as part of the annual budget setting process and as part of the year end accounting process.

The most significant issues are: -

- General reserves are sufficient to meet funding gaps identified in the draft revenue budget for the next 2/3 years. However, no allowance has been made for potential costs arising from the McCloud pension remedy;
- Earmarked reserves will reduce over the 5-year period, with the PFI reserve accounting for the majority of them;
- Capital reserves will be fully utilised over the 5-year programme;
- Provisions will remain at broadly the same level.

Recommendation

The Authority is requested to approve the policy and note the Treasurer's advice on the level of reserves included within it.

Reserves and Balances Policy

The National Framework includes a section on reserves. The main components of which are: -

- General reserves should be held by the fire and rescue authority and managed to balance funding and spending priorities and to manage risks.

This should be established as part of the medium-term financial planning process.

- Each fire and rescue authority should publish their reserves strategy on their website. The reserves strategy should include details of current and future planned reserve levels, setting out a total amount of reserves and the amount of each specific reserve that is held for each year. The reserves strategy should provide information for at least two years ahead.
- Sufficient information should be provided to enable understanding of the purpose for which each reserve is held and how holding each reserve supports the fire and rescue authority’s medium-term financial plan.
- Information should be set out in a way that is clear and understandable for members of the public, and should include:
 - how the level of the general reserve has been set;
 - justification for holding a general reserve larger than five percent of budget;
 - whether the funds in each earmarked reserve are legally or contractually committed, and if so what amount is so committed; and
 - a summary of what activities or items will be funded by each earmarked reserve, and how these support the fire and rescue authority’s strategy to deliver good quality services to the public.

The reserves policy complies with these requirements.

General Reserves

These are non-specific reserves which are kept to meet short/medium term unforeseeable expenditure and to enable significant changes in resources or expenditure to be properly managed in the medium term.

The Authority needs to hold an adequate level of general reserves in order to provide: -

- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing;
- A contingency to cushion the impact of unexpected events;
- A means of smoothing out large fluctuations in spending requirements and/or funding available.

The following table sets out the purpose of this reserve, how it is utilised, controlled and reviewed.

Name	General Fund
Purpose	This covers uncertainties in future years budgets, such as: <ul style="list-style-type: none"> • future grant settlements being lower than forecast; • higher levels of inflation than budgeted; • increasing cost of and changes to pensions; • service demands increasing, putting additional pressure on demand led budgets; • changes in legislation impacting on future service provision;

	<ul style="list-style-type: none"> • potential cost of industrial action.
Utilisation	This is utilised to offset any in-year overspend that would occur when comparing budget requirement to the level of funding generated.
Controls	The utilisation of this is agreed as part of the annual budget setting process. Any further utilisation requires the approval of the Resources Committee.
Review	The adequacy of this is reviewed annually, as part of the budget setting process.

Review of Level of Reserves

In determining the appropriate level of general reserves required by the Authority, the Treasurer is required to form a professional judgement on this, taking account of the strategic, operational and financial risk facing the Authority. This is completed based on guidance issued by CIPFA, and includes 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 elsewhere on this agenda).

For Lancashire Combined Fire Authority this covers 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 changes to pension schemes and the remedy for the McCloud judgement; demand led pressures; risk of default associated with our investments as set out in the Treasury Management Strategy, cost associated with maintaining operational cover in the event of Industrial Action etc.

Funding for 2021/22 is subject to a one-year settlement, with a further four-year Spending Review planned for 2022/23. Based on December's the Local Government Finance Settlement, the Authority will receive a 0.2% inflationary increase for 2021/22.

There is greater degree of uncertainty over long term funding than in recent years as the impact of both Brexit and the Pandemic on public finances and the national economy are still unknown. Furthermore, the outcome of the fair funding review of relative needs and resources and the Government intention to move to greater retention of Business Rates will take effect over the next Spending Review period.

As such the Treasurer considers it prudent to increase the minimum target reserves level at £3.5m, 6% of the 2021/22 net revenue budget, reflecting the increasing level of uncertainty. This is slightly higher than the 5% threshold identified by the Home Office above which the Authority is required to justify why it holds the level of reserves, reflecting the increasing uncertainty about future funding, pension costs and pay awards.

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

Whilst this exercise sets a minimum level of reserves it does not consider what, if any, maximum level of reserves is 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 means that if you hold reserves that are too high you are 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 is 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 feels that this should be maintained at £10.0m.

Should this be exceeded the following financial year's budget will contain options for applying the excess balance in the medium term, i.e. over 3-5 years.

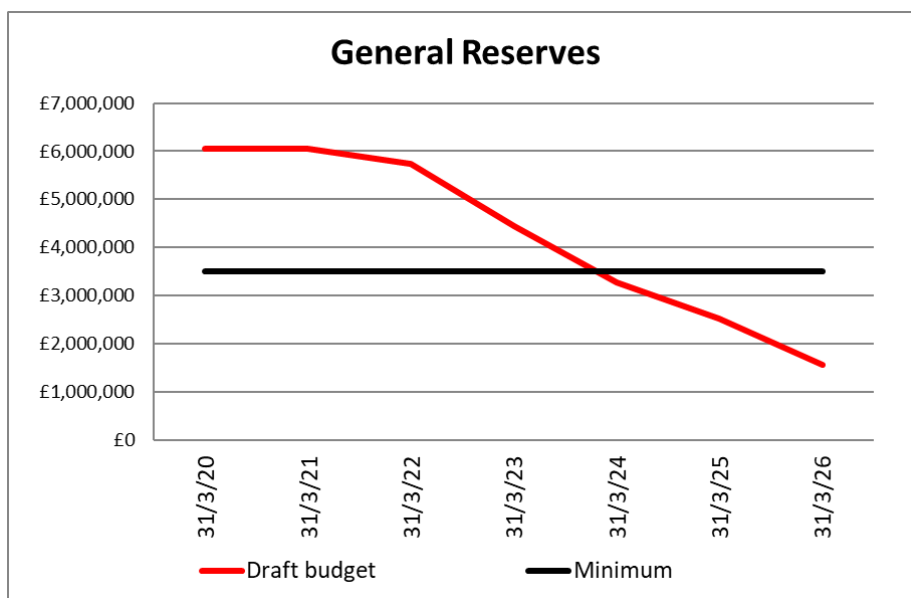
Level of General Reserves

The overall level of the general fund balance, i.e. uncommitted reserves, anticipated at the 31 March 2021 is £6.0m, providing scope to utilise approx. £2.5m of reserves.

The proposed drawdown of £0.3m in 21/22 would reduce the general balance to £5.7m. After allowing for this the Treasurer considers these are at an appropriate level to meet expenditure requirements in 2021/22. (No allowance has been made in the revenue budget shortfall for potential costs arising from the McCloud pension remedy, as it is assumed these are reflected in future changes to pension contribution rates.)

It should be noted that reserves are being used to fund recurring expenditure and hence this can only be a short-term solution, with recurring savings being required to offset the shortfall.

Future requirements are less clear but based on our existing draft revenue budget general reserves are sufficient to balance the budget over the next 3 years, falling below our current minimum level by 31 March 2024, however that is subject to a great deal of uncertainty, particularly around pension costs, funding, vacancy profiles, future inflation and pay awards and council tax increases.



Earmarked Reserves

These are reserves created for specific purposes to meet known or anticipated future liabilities and as such are not available to meet other budget pressures. They can only be used for that specific purpose, for which they were established, and as such it is not appropriate to set any specific limits on their level, but as part of the annual accounts process their adequacy will be reviewed and reported on.

The following table sets out the purpose of this reserve, how it is utilised, controlled and reviewed.

Name	Earmarked
Purpose	This covers monies set aside for specific purposes.
Utilisation	Once set up these reserves can only be used for the specific purpose for which they were established.
Controls	The utilisation of these are discussed at quarterly DFM meetings between the budget holder, relevant Executive Board member, and the Director of Corporate Services.
Review	The level of earmarked reserves is reviewed each year as part of the revenue outturn/annual accounts process to ensure these are reasonable and remain relevant.

The Director of Corporate Services has delegated authority to create new earmarked reserves valued at up to £100,000; any request which exceeds this must be reported to the Resources Committee for approval.

Specific earmarked reserves will be closed when there is no longer a requirement to hold them, at which point they will either hold a nil balance or when any outstanding balance will be transferred into the general reserve.

Level of Earmarked Reserves

The following table provides a breakdown of the £10.1m of earmarked reserves forecast to be held at 31st March 2021, and a forecast of the anticipated position as at 31 March 2026: -

	Forecast at 31 March 2021	Forecast at 31 March 2026	
	£m	£m	
Section 21 Business Rate Relief Grant	1.9	-	The Government provided Section 31 Rate Relief grant to individual billing authorities, in order to cover the additional in-year reliefs provided as a result of the pandemic. Business rates are split between the Government, billing authorities, Lancashire County Council and ourselves, we receive 1% of the total. As such this grant should be split in line with business rates. However, the Govt allocated all of this to billing authorities to aid cash flow, with the correct distribution anticipated in the new year, once the outturn business rates position has been agreed. As such we have accrued for our anticipated share of this in 20/21 but need to carry this forward via this reserve in order to meet the business rate collection fund shortfall that has arisen due to these additional reliefs. This is fully committed against our 21/22 budget.
C/Fwd. 20/21 Underspend Relating to Timing of Activities	0.5	-	Within the revenue budget there are a number of items that have been delayed by the pandemic, and which therefore need funding carried forward from 20/21 to 21/22. These relate to areas such as fire safety, training provision, property maintenance, organisational development and Digital transformation, and are purely a timing issue. At present there are no contractual or legal obligations against this reserve, although we anticipate utilising all of this in 21/22 as we catch up on delayed activities
Specific Grant C/Fwd. 20/21	0.2	-	This reserve carries forward unspent specific grants provided in 20/21 in respect of <ul style="list-style-type: none"> • Protection Uplift Grant • Building Risk Review Grant • Grenfell Infrastructure Grant The first two grants are committed in the new financial year, predominantly against staff costs. There are no contractual or legal obligations against the outstanding Grenfell Infrastructure Grant, but this will be used in 21/22 for the purchase of appropriate equipment.
Covid Funding	0.2	-	The Government provided £1.4m of total funding to meet costs associated with the Covid pandemic in 2020. As at 31 March 2021 we anticipate

			<p>having spent £1.2m, with the balance of this being held in an earmarked reserve.</p> <p>It is assumed that this funding is either fully utilised or is returned to the Government in 2021/22.</p> <p>There are no contractual commitments against this at the present time.</p>
DFM Reserve	0.3	0.2	<p>Devolved Financial Management Reserve enables budget holders to carry forward any surplus or deficit from one financial year to the next, within prescribed limits.</p> <p>The Service has strong financial management ethos and hence has a track record of managing within individual budget allocations, hence has not previously utilised these reserves to a large degree. However, as the Service comes under increasing pressure and departmental budgets are squeezed this provides greater flexibility to individual budget holder and optimises the use of resources.</p> <p>Examples of areas where these balances have been used previously would-be one-off replacements of equipment, or enhancement to station facilities etc.</p> <p>The levels of individual DFM reserves are reviewed each year as part of the revenue outturn/annual accounts process, to ensure that they are reasonable and that budget holders are not building up excessive reserves.</p> <p>At present there are no contractual or legal obligations against this reserve, as any such commitments would be included in the base revenue budget.</p>
PFI Reserves	4.4	3.7	<p>Private Finance Initiative Reserve, which is used to smooth out the annual net cost to the Authority of the existing PFI scheme, and will be required to meet future contract payments. The utilisation of this is set out in the budget agreed at the start of the year, any variance in requirements from this are agreed by the Treasurer as part of the revenue outturn/annual accounts process.</p> <p>Assuming CPI continues at 2% the whole of this reserve is contractually committed over the next 20 years.</p>
Insurance Aggregate Stop Loss (ASL)	1.1	1.1	<p>The Authority has aggregate stop losses (ASLs) on both its combined liability insurance policy (£0.4m) and its motor policy (£0.3m). This means that in any one year the Authority's maximum liability for insurance claims is capped at the ASL. As such the Authority can either meet these costs direct from its revenue budget or can set up an earmarked reserve to meet these. Within Lancashire we have chosen to meet the potential costs through a combination of the two. Hence</p>

			<p>the amount included in the revenue budget reflects charges in a typical year, with the reserve being set up to cover any excess over and above this. As such the reserve, combined with amounts within the revenue budget, provides sufficient cover to meet 2 years' worth of the maximum possible claims, i.e. the ASL. (It is worth noting that the revenue budget allocation has also been reduced in recent years reflecting the claims history. Without holding this reserve to cushion any major claims that may arise this would not have been possible.)</p> <p>None of this reserve is legally committed at the present time, although as soon as a claim arose this position would change.</p>
Prince's Trust	0.5	0.1	<p>This reserve has been established to balance short term funding timing differences and also to mitigate the risk of loss of funding and enable short term continuation of team activities, whilst alternative funding is found.</p> <p>Without this reserve any significant loss of funding would have an immediate impact on our ability to deliver the PT programme, and hence improve the lives of younger people.</p> <p>This reserve has been capped at £0.5m.</p> <p>There are no legal or contractual commitments against this, however forecasts show this budget reducing reflecting the uncertainty over future funding</p>
Apprentices	0.1	-	<p>This reserve was created from previous in-year underspends relating to the appointment of apprentices, which was delayed awaiting national developments.</p> <p>As such the reserve was set up to offset some of the pay/training costs that will be incurred in future years, with the balance being met direct from the revenue budget.</p> <p>This clearly contributes to addressing apprenticeship targets, set by the Government, as well as addressing capacity issues within departments. There are no contractual commitments against this.</p>
Fleet & Equipment	0.2	-	<p>This reserve was created to meet the cost of replacement projects which were not completed by year end, hence whilst we anticipate carrying some over into 22/22 but anticipate this being fully utilised by March 2022.</p> <p>There are no contractual or legal commitments against this at the present time.</p>
Innovation Fund	0.5	-	<p>The Authority created an Innovations Fund to meet costs arising from new initiatives/developments which improve service delivery or fire fighter safety but which are not included in the capital programme.</p>

			Any requests to utilise the fund require the approval of the Executive Board. None of this reserve is contractually or legally committed at the present time.
	9.9	5.1	

It is worth noting that of the anticipated balance of £5.1m at 31 March 2026, £3.7m (nearly 75%) of this relates to the PFI reserve.

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

Capital Reserves and Receipts

Capital Reserves have been created from under spends on the revenue budget in order to provide additional funding to support the capital programme in future years; as such they cannot be used to offset any deficit on the revenue budget, without having a significant impact on the capital programme that the Authority can support.

Capital Receipts are generated from the sale of surplus assets, which have not yet been utilised to fund the capital programme. Under revised regulations receipts generated between April 2016 and March 2020 can be used to meet qualifying revenue costs, i.e. set up and implementation costs of projects/schemes which are forecast to generate on-going savings. The on-going costs of such projects/schemes do not qualify. Whilst the Authority currently holds £1.7m of capital receipts only £0.2m of this arose in the relevant time period. Given the small amount eligible we do not currently have any plans to use this in line with new regulations and hence for the purpose of planning all capital receipts will be used to meet future capital costs, not qualifying revenue expenditure.

The following table sets out the purpose of this reserve, how it is utilised, controlled and reviewed.

Name	Capital reserves and receipts
Purpose	This covers monies set aside to fund the future capital programme.
Utilisation	Once set up these reserves can only be used to fund capital expenditure
Controls	The proposed utilisation of these is reported to the Authority as part of the capital programme setting and monitoring arrangements.
Review	These are reviewed on an annual basis as part of the year end outturn, reported to Resources Committee and as part of the capital budget setting report to the Authority.

At 31 March 2021 the Authority anticipates holding £20.4m of capital reserves and receipts, after allowing for the transfer of the anticipated £0.5m year-end underspend into this reserve. Based on the capital programme presented elsewhere on this agenda we anticipate fully utilising these by 31 March 2025. Of the total reserve £3.5m is contractually committed.

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

Provisions

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

Insurance Provision

This covers potential liabilities associated with outstanding insurance claims. Any claims for which we have been notified and where we are at fault will result in a legal commitment, however as the extent of these cannot be accurately assessed at the present time this provision is created to meet any element of cost for which we are liable, i.e. which are not reimbursable from insurers as they fall below individual excess clauses and the annual self-insured limits. This provision fully covers all estimated costs associated with outstanding claims.

The following table sets out the purpose of this provision, how it is utilised, controlled and reviewed.

Name	Insurance Provision
Purpose	This covers monies set aside to meet future insurance claims.
Utilisation	Once set up the provision can only be utilised to meet insurance claims.
Controls	The utilisation of these are reported on an annual basis as part of the year end outturn report presented to Resources Committee.
Review	The level of the provision is reviewed annually based on existing and anticipated outstanding insurance claims to ensure these are reasonable and remain relevant.

This provision stood at £0.5m at 31 March 2020. Given the uncertainty in terms of future insurance claims we have assumed that the provision will be maintained at this level throughout the 5-year period. There are no existing legal obligations associated with this provision, as the legal obligation only arises when settlement of outstanding claims is agreed.

Business Rates Collection Fund Appeals Provision

This covers the Authority's share of outstanding appeals against business rates collection funds, which is 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.

The following table sets out the purpose of this provision, how it is utilised, controlled and reviewed.

Name	Business Rates Collection Fund Appeals Provision
Purpose	This covers monies set aside to meet the Authority's share of the cost of successful business rates appeals.

Utilisation	Once set up the provision can only be utilised to meet costs associated with settlement of such appeals.
Controls	The utilisation of these are reported on an annual basis as part of the year end outturn report presented to Resources Committee.
Review	The level of the provision is reviewed annually based on each billing authority's assumptions regarding success rates to ensure these are reasonable and remain relevant.

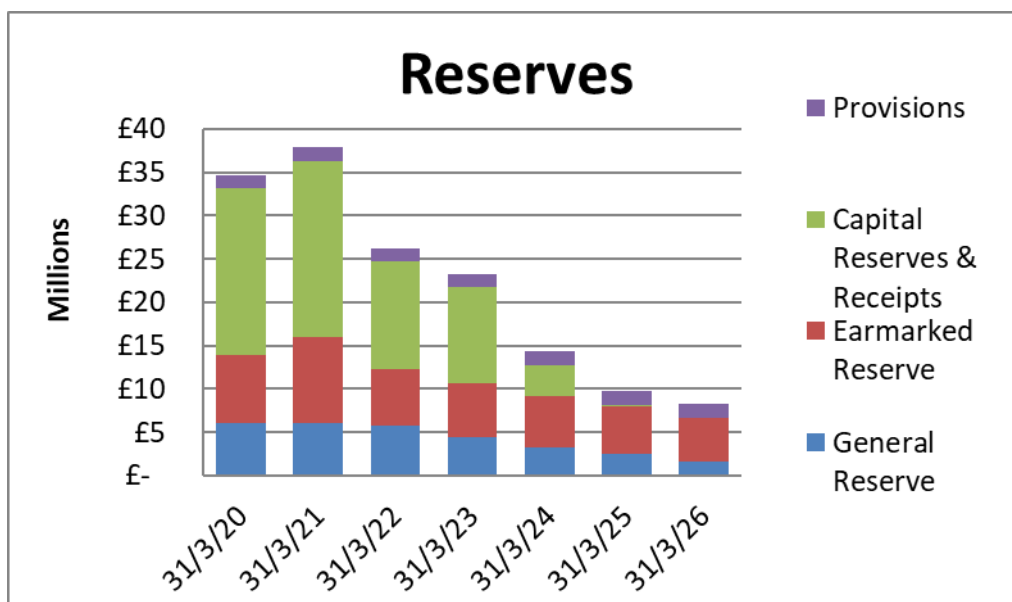
At 31 March 2020 this provision stood at £1.0m to cover anticipated costs of outstanding business rates appeals. Whilst a significant element of this will be utilised in the current financial year, reflecting the settlement of outstanding appeals, it is impossible to accurately predict the extent of this usage or the need for any additional provision to meet appeals that arise in year, until such time as a full review is undertaken by billing authorities as part of the financial year end process. Therefore, for the purpose of this report we have assumed that the level of business rates appeals provision remains unchanged. Until the outcome of any appeal is known there is no legal obligation arising from the appeal.

The Treasurer feels that the levels of provisions are sufficient to meet future requirements in the medium term.

Summary Reserve Position

The following table sets out the summary anticipated position in terms of reserves and balances, a more detailed year on year analysis by reserve is attached as appendix 1: -

	General Reserve	Earmarked Reserve	Capital Reserves & Receipts	Total Usable Reserves	Provisions
	£m	£m	£m	£m	£m
Balance 31/3/20	6.0	7.8	19.2	33.1	1.6
Change in year	0.0	2.1	1.1	3.3	(0.0)
Balance 31/3/21	6.0	9.9	20.4	36.4	1.6
Change in year	(0.3)	(3.3)	(8.0)	(11.7)	0.0
Balance 31/3/22	5.7	6.6	12.3	24.7	1.6
Change in year	(1.3)	(0.4)	(1.3)	(3.0)	0.0
Balance 31/3/23	4.4	6.2	11.0	21.7	1.6
Change in year	(1.2)	(0.4)	(7.4)	(8.9)	0.0
Balance 31/3/24	3.3	5.9	3.6	12.8	1.6
Change in year	(0.7)	(0.4)	(3.5)	(4.6)	0.0
Balance 31/3/25	2.5	5.5	0.2	8.2	1.6
Change in year	(1.0)	(0.4)	(0.1)	(1.5)	0.0
Balance 31/3/26	1.6	5.1	0.0	6.7	1.6



As this shows, next year we remain in a healthy position. The reduction in the level of reserves becomes more of a concern thereafter with the overall level reducing by over £20m over the next three financial years. With our general reserve potentially moving below our minimum target level from April 24 onwards. However, this position will be subject to significant change as pension costs, funding, inflation, pay awards and other pressures all become clearer in future years. The annual refresh of this policy will identify the impact of any changes as they develop.

Financial Risk

There is a risk that the level of reserves will not be sufficient to meet future requirements, this policy and the subsequent reporting mechanism is designed to mitigate this.

HR Risk

None.

Equality and Diversity Implications

None.

Environmental Impact

None.

Business Risk Implications

The management of reserves forms a key element of our budget strategy. Having an agreed policy, within which we are able to manage our reserves, provides clearer accountability, and reduces the risk of the Authority maintaining an inappropriate level of reserves, either too high or too low.

Appendix 1

Reserve Balances by Year

	31/03/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
	£m	£m	£m	£m	£m	£m	£m
General	6.0	6.0	5.7	4.4	3.3	2.5	1.6
Earmarked							
Section 31 Business Rate Relief Grant	-	1.9	-	-	-	-	-
C/Fwd Timing Issues	-	0.5	-	-	-	-	-
Specific Grants	-	0.2	-	-	-	-	-
Covid Funding	0.2	0.2	-	-	-	-	-
DFM	0.3	0.3	0.2	0.2	0.2	0.2	0.1
PFI	4.5	4.4	4.3	4.2	4.0	3.9	3.7
Insurance ASL	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Princes Trust	0.4	0.5	0.5	0.4	0.3	0.2	0.1
Apprentices	0.2	0.1	0.1	-	-	-	-
Equipment	0.6	0.2	-	-	-	-	-
Innovation Fund	0.5	0.5	0.4	0.3	0.2	0.1	-
	7.7	9.9	6.6	6.2	5.8	5.5	5.1
Capital Reserves & Receipts	19.2	20.4	12.3	11.0	3.6	0.2	0.0
Provisions							
Insurance	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Business Rate Collection Fund Appeals	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	1.6	1.6	1.6	1.6	1.6	1.6	1.6
	34.5	37.9	26.2	23.2	14.3	9.7	8.2

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LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 22 February 2021

CAPITAL STRATEGY & BUDGET 2021/22-2025/26 (Appendix 1 refers)

Contact for further information:

Keith Mattinson - Director of Corporate Services Tel No: 01772 866804

Executive Summary

The report sets out the draft capital programme for 2021/22-2025/26.

As in previous years, the draft programme allows for items included within various asset management plans. Estimated slippage of £9.2m has been moved from the 2020/21 capital programme into the 2021/22 capital programme, in line with anticipated spending forecasts. The resultant 21/22 budget is extremely large, and will undoubtedly include slippage into 22/23 and beyond, however given the continuing pandemic it is too early to estimate this; hence it remains in 21/22.

The draft programme as set out is not affordable as there is a funding shortfall of £11.1m in the final year of the programme. This shortfall would either require an amended (reduced) programme, or to take out external borrowing. Assuming £9.1m borrowing is taken out this would lead to an additional revenue charge of between £0.3m-£0.5m per annum.

Recommendation

The Combined Fire Authority is asked to approve: -

- The Capital Strategy;
- The proposed Capital Budget;
- The Prudential Indicators as set out at Appendix 1.

Capital Budget Strategy

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

- assists in delivering the corporate objectives;
- provides the framework for capital funding and expenditure decisions, ensuring that capital investment is in line with priorities identified in asset management plans;
- ensures statutory requirements are met, i.e. Health and Safety issues;
- supports the Medium-Term Financial Strategy by ensuring all capital investment decisions consider the future impact on revenue budgets;
- demonstrates value for money in ensuring the Authority's assets are enhanced/preserved;
- describes the sources of capital funding available for the medium term and how these might be used to achieve a prudent and sustainable capital programme.

Managing capital expenditure

The Capital Programme is prepared annually through the budget setting process, and is reported to the Authority for approval each February. The programme sets out the capital projects taking place in the financial years 2021/22 to 2025/26, and will be updated in May to reflect the effects of the final level of slippage from the current financial year (2020/21).

The majority of projects originate from approved asset management plans, subject to assessments of ongoing requirements. Bids for new capital projects are evaluated and prioritised by Executive Board prior to seeking Authority approval.

A budget manager is responsible for the effective financial control and monitoring of their elements of the capital programme. Quarterly returns are submitted to the Director of Corporate Services on progress to date and estimated final costs. Any variations are dealt with in accordance with the Financial Regulations (Section 4.71). Where expenditure is required or anticipated which has not been included in the capital programme, a revision to the Capital Programme must be approved by Resources Committee before that spending can proceed.

Proposed Capital Budget

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

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

The 2021/22 programme includes various items of estimated slippage expected from the 2020/21 programme as they are not expected to be incurred within the year due to the ongoing pandemic and associated capacity issues – which are: -

Aerial Ladder Platform (to be replaced with a Turn Table Ladder)	£0.590m
Command Units (Mobile Fire Stations)	£0.580m
Pumping appliances x 5 (1920 & 2021 budgets)	£1.060m
Water tower	£0.500m
Softrack All-Terrain Vehicle	£0.083m
Pod x 3 (1819, 1920 & 2021 budgets)	£0.083m
Various support vehicles	£0.174m
Future firefighting – reserve appliances	£0.027m
CCTV on appliances	£0.150m
Fleet Workshop	£3.375m
Morecambe NWS co-location	£0.132m
Enhanced station dormitory and shower facilities	£0.350m

Drill tower replacements	£0.200m
Performance management system	£0.100m
Hydrant management system	£0.050m
Incident command system (linked to command units)	£0.100m
VMDS/MDT hardware replacement (linked to ESMCP)	£0.400m
Incident ground radios (linked to ESMCP)	£0.180m
On-Call alerters (linked to ESMCP)	£0.065m
ESMCP (Airwave replacement)	£1.000m
Total	£9.199m

A summary of all capital requirements is set out in the table below: -

	2021/22 (inc Slippage)	2022/23	2023/24	2024/25	2025/26	TOTAL
	£m	£m	£m	£m	£m	£m
Vehicles	4.525	0.996	0.947	1.592	1.712	9.772
Operational Equipment	0.444	1.000	0.250	0.530	-	2.224
Buildings	4.325	1.200	8.450	3.400	11.200	28.575
IT Equipment	2.005	0.350	-	0.220	0.600	3.175
	11.299	3.546	9.647	5.742	13.512	43.745

Vehicles

The Fleet Asset Management plan has been used as a basis to identify the following vehicle replacement programme, which is based on current approved lives: -

Type of Vehicle	No of Vehicles				
	2021/22 (inc Slippage)	2022/23	2023/24	2024/25	2025/26
Pumping Appliance	7	3	3	5	6
Command Unit	2	-	-	-	-
Water Tower	2	-	-	-	-
Turntable Ladder	1	-	-	-	-
All-Terrain Vehicle	1	1	-	-	-
Prime mover	2	-	-	-	-
Pod	3	-	-	-	-
Operational Support Vehicles	17	16	10	17	12
	35	20	13	22	18
	Budget (£m)				
Pumping Appliance	1.490	0.661	0.677	1.158	1.424
Command Unit	0.580	-	-	-	-
Water Tower	1.000	-	-	-	-
Turntable Ladder	0.675	-	-	-	-
All-Terrain Vehicle	0.083	0.016	-	-	-
Prime mover	0.215	-	-	-	-

Pod	0.083	-	-	-	-
Operational Support Vehicles	0.400	0.319	0.270	0.434	0.288
	4.525	0.996	0.947	1.592	1.712

This is a very large programme and hence some slippage may occur. However, as the previous Head of Fleet Services retired in December and his replacement only started in February it is not possible to predict this with any accuracy at this point in time.

It is worth noting that Lancashire Fire & Rescue Service (LFRS) currently has several vehicles provided and maintained by Communities and Local Government (CLG) under New Dimensions (5 Prime Movers and 1 Incident Response Units), which under LFRS replacement schedules would be due for replacement during the period of the programme. However, our understanding is that CLG will issue replacement vehicles if they are beyond economic repair, or if the national provision requirement changes. Should LFRS be required to purchase replacement vehicles, grant from CLG may be available to fund them. Based on the current position, we have not included these vehicles (or any potential grant) in our replacement plan.

In addition, Fleet Services continue 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 are completed, and future replacement programmes will be adjusted accordingly.

Operational Equipment

The following plan allows for the replacement of items at the end of their current asset lives, based on current replacement cost:

	2021/22 (inc Slippage)	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Thermal Imaging Cameras	-	-	0.250	-	-
Breathing Apparatus (BA) and Telemetry equipment	-	-	-	0.530	-
Cutting and extrication equipment	-	1.000	-	-	-
Future firefighting – reserve appliances	0.027				
Light Portable Pumps	0.150	-	-	-	-
Defibrillators	0.087	-	-	-	-
CCTV on appliances	0.150	-	-	-	-
Drone	0.030	-	-	-	-
	0.444	1.000	0.250	0.530	-

Each of these groups of assets is 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 must be noted that we are still developing requirements/designs hence costings are to provide some context for decision making.

Again, this is a very large programme of works, which will be a challenge to deliver alongside on-going day to day property issues, and any new initiatives that are identified at a later date.

	2021/22 (inc Slippage)	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Fleet workshop/trainer facilities/etc	3.375	-	-	-	-
Preston fire station rebuild	-	-	-	-	8.000
Service Headquarters relocation	0.150	0.750	8.000	3.100	-
Fulwood replacement	-	-	-	-	2.500
Morecambe NWS	0.150	-	-	-	-
STC works - Astley House	-	-	-	-	0.400
Dormitories:					
W30	0.200	-	-	-	-
E70	0.150	-	-	-	-
Community room - S56		0.150			
P73 Extension & porta cabin	-	-	0.150	-	-
Drill tower replacements (notional 2 per year)	0.300	0.300	0.300	0.300	0.300
	4.325	1.200	8.450	3.400	11.200

The costs and timing for both Preston Fire Station and the Service Headquarters relocation are estimates only at this stage, based on current information. As plans are refined further updates will be provided for specific approval.

ICT

The sums identified for the replacement of various ICT systems are in line with the software replacement lifecycle schedule incorporated into the ICT Asset Management Plan. All replacements identified in the programme will 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.

	2021/22 (inc Slippage)	2022/23	2023/24	2024/25	2025/26
Replace Existing Systems	£m	£m	£m	£m	£m
Performance management	0.100	-	-	-	-
Hydrant Management system	0.050	-	-	-	-
Incident Command system	0.100	-	-	-	-
Vehicle specification crash recovery software	-	0.020	-	-	-
Pooled PPE system	-	0.080	-	-	-

Asset Management system	0.050	-	-	-	-
HR & Payroll system*	-	0.150	-	-	-
Community Fire Risk Management Information System (CFRMIS)	-	0.100	-	-	-
Rota management package (WT/On call)	-	-	-	0.100	-
Storage Area Network	-	-	-	0.120	-
GIS Risk Info (Cadcorp)	-	-	-	-	0.100
WAN (Intrinsic)	-	-	-	-	0.450
IRS/MIS (3TC)	-	-	-	-	0.050
	0.200	0.350	-	0.220	0.600
Operational Communications					
ESMCP (Airwave replacement – assumed fully funded by government grant)	1.000	-	-	-	-
Vehicle Mounted Data Systems (VMDS) hardware replacement	0.400	-	-	-	-
Alerters for RDS/DCP staff	0.065	-	-	-	-
Incident Ground Radios	0.180	-	-	-	-
UPS batteries replacement	0.060	-	-	-	-
	1.705	-	-	-	-
Total ICT Programme	2.005	0.350	-	0.220	0.600

* The HR & Payroll system appears on the plan in line with allocated asset lives, however it is unlikely that we would be replacing these in the timeframes shown as it is outsourced and forms part of on-going SLA.

Capital Funding

Capital expenditure can be funded from the following sources: -

Prudential Borrowing

The Prudential Code gives 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 will incur a financing charge against the revenue budget for the period of the borrowing.

Given the financial position of the Authority we have not needed to borrow since 2007, and repaid a large proportion of our borrowing in October 2017.

Capital Grant

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

The ESMCP project carried forwards from 2020/21 is anticipated to receive £1.0m grant funding which is included in the programme. To date no other capital grant funding has been made available for 2021/22, nor has any indication been given that capital grant will be available in future years, and hence no allowance has been included in the budget.

Capital Receipts

Capital receipts are 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.

The Authority expects to hold £1.7m of capital receipts as at 31 March 2021. This will be fully utilised during the 5-year programme.

There is no allowance for the potential sale of the existing Fulwood site as this cannot be disposed of until such time as any changes required to Fulwood Fire Station are enacted. Once this is complete sale proceeds are forecast to be in excess of £2m, depending on which Fulwood Fire Station option is undertaken.

Capital Reserves

Capital Reserves have been created from under spends on the revenue budget in order to provide additional funding to support the capital programme in future years. The Authority expects to hold £18.7m of capital reserves as at 31 March 2021. Over the life of the programme we anticipate utilising all these reserves.

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 remains the same over the life of the programme, at £2.25m

Drawdown of Earmarked Reserves

No allowance has been made for the drawdown of any earmarked reserves.

Drawdown of General Reserves

No allowance has been made for the drawdown of any of the general reserve.

Total Capital Funding

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

	2021/22 (inc Slippage)	2022/23	2023/24	2024/25	2025/26	TOTAL
	£m	£m	£m	£m	£m	£m
Capital Grant	1.000	-	-	-	-	1.000
Capital Receipts	-	-	-	1.663	-	1.663
Capital Reserves	8.049	1.296	7.397	1.828	0.150	18.720
Revenue Contributions	2.250	2.250	2.250	2.250	2.250	11.250
	11.299	3.546	9.647	5.741	2.400	32.633

Summary Programme

Based on the draft capital programme as presented we have a shortfall of £11.1m:

	2021/22 (inc Slippage)	2022/23	2023/24	2024/25	2025/26	TOTAL
	£m	£m	£m	£m	£m	£m
Capital Requirements	11.299	3.546	9.647	5.741	13.512	43.745
Capital Funding	11.299	3.546	9.647	5.741	2.400	32.633
Surplus/(Shortfall)	-	-	-	-	(11.112)	(11.112)

This a very large funding gap, demonstrating that the programme as set out is not achievable without significant borrowing.

Impact on the Revenue budget

It is worth noting that the capital programme and its funding directly impacts on the revenue budget in terms of capital financing charges and in terms of the revenue contribution to capital outlay.

The capital programme shows the Authority utilising all of its capital reserves and receipts part way through 2025/26, meaning that the remainder of the capital programme will need to be met from either capital grant (if available), additional revenue contributions or from new borrowing.

Based on the provisional 1-year settlement, and future forecasts, the position in respect of the revenue budget appears sustainable until March 2024. Dependent upon the outcome of the next Spending Review and its impact on future funding the revenue contribution to capital (RCCO) could come under increasing pressure. It therefore appears unlikely that there will be any scope to increase RCCO in future years. (It is worth noting that the existing contribution of £2.25m is only sufficient to meet the current vehicle replacement programme, any capital requirements over and above must be funded in another way.)

This means that the Authority needs to borrow to meet future capital requirements and this will impact the revenue budget as capital financing (interest payable and Minimum Revenue Provision) charges.

As we have already set aside funds (prepaid MRP) to offset our existing £2.0m of PWLB borrowing we would need to take out new borrowing of £9.1m. This would have a significant impact on the revenue budget, in terms of interest payments and setting aside a sum equivalent to the Minimum Revenue Provision (MRP). Two examples are provided below showing the position over a 25 and a 50-year period, based on current long-term interest rates.

	25 Year	50 Year
	1.67%	1.56%
Interest per annum	£159k	£142k
MRP	£364k	£182k
	£523k	£324k

The final year of the revenue budget, presented elsewhere on this agenda, includes the sum of £142k to meet the costs associated with this borrowing, however the impact on the MRP Is not felt until 2026/27.

Programme Assumptions

It is also worth highlighting that the programme is based around a number of assumptions which could change: -

- The programme allows for two additional Water Towers in 2021/22. An option for an enhanced facility incorporating a further 2 water towers was presented to the Authority in December and will be considered further at some point in the next 5 years;
- New Dimensions vehicle replacements are expected to be carried out by CLG, however this position may change;
- All operational equipment item replacements are at estimated costs, and would be subject to proper costings nearer the time;
- The costs and timing for both Preston Fire Station and the Service Headquarters relocation are estimates only at this stage, based on current information, but clearly if/when either of them goes ahead will create a need for external borrowing;
- Property project timings are front-loaded and as such are expected to vary between years;
- Operational Communications replacements (ESMCP) are subject to a great deal of uncertainty in terms of both timing and costs as they are related to a national replacement project, in addition there may be grant funding available for this which is also unknown at this time;
- The HR & Payroll system appear on the plan in line with allocated asset lives, however it is unlikely that we would be replacing these in the timeframes shown;
- ICT software replacements are based largely on the ICT asset management plan, and are subject to review prior to replacement, which has led in the past to significant slippage;
- Capital grant may be made available in future years, in order to assist service transformation and greater collaboration.

Summary

Over the next three years the programme is balanced, and as such can be considered prudent, sustainable and affordable. Should all the items in the five-year programme go ahead, significant external borrowing would be required in the final year of the programme.

However as noted above, should any of the funding assumptions or expenditure items within the programme change, this will have an impact on the overall affordability of the programme.

Prudential Indicators

The Prudential Code gives 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 is affordable, prudent and sustainable. These Indicators are set out at Appendix 1, along with a brief commentary on each. The Prudential Indicators are based on the programme set out above. These indicators will be updated to reflect the final capital outturn position, and reported to the Resources Committee at the June meeting.

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

- In terms of prudence, the level of capital expenditure, in absolute terms, is considered to be prudent and sustainable at an annual average of £8.2m over the 3-year period. The trend in the capital financing requirement and the level of external debt are both considered to be within prudent and sustainable levels. No new borrowing is currently planned during the three years;
- In terms of affordability, the negative ratio of financing costs arising from borrowing reflects interest receivable exceeding interest payable and Minimum Revenue Provision payments in each of the three years. This reflects the effect of the previous decision to set aside monies to repay debt.

Financial Implications

The financial implications are set out on the report.

Human Resources Implications

None

Equality and Diversity Implications

The capital programme in respect of replacement/refurbishment of existing property will include some element of adaptations to ensure compliance with the Disability Discrimination Act.

Environmental Impact

The environmental impact of decisions relating to the capital programme will be considered as part of the project planning process, and where possible we will look to minimise the environmental impact of this where it is practical and cost effective to do so.

Business Risk Implications

The capital programme is designed to ensure that the Service has the appropriate assets in order to deliver its services; as such it forms a key element in controlling the risk to which the Authority is exposed.

Local Government (Access to Information) Act 1985

List of Background Papers

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

PRUDENTIAL CODE FOR CAPITAL FINANCE

Information

The Prudential Code for capital finance, issued by the Chartered Institute of Public Finance and Accountancy (CIPFA), is in the form of a professional code of practice to support local authorities in taking decisions on capital expenditure, borrowing and investments. In reaching these decisions the Authority must follow good professional practice and must assess the implications of capital expenditure in terms of affordability, prudence and sustainability. To enable authorities to demonstrate that its decisions reflect these principles, the code sets out indicators that must be used and factors which must be considered.

Capital Expenditure and Financing

The objective in consideration of the affordability of the Authority's capital plans is to ensure that total capital expenditure remains within sustainable limits.

Capital expenditure 2019/20 to 2023/24

The actual expenditure for 2019/20 and forecast expenditure 2020/21, and estimates of capital expenditure to be incurred in future years, as per the proposed capital programme and allowing for slippage from the 2020/21 programme, are:

	2019/20 Actual	2020/21 Forecast	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£m	£m	£m	£m	£m
Capital Expenditure	2.860	2.020	11.299	3.546	9.647

This indicator for 2020/21 will also be updated at the year-end to reflect actual capital expenditure incurred.

Capital financing 2019/20 to 2023/24

All capital expenditure must be financed, either from external resources (government grants and other contributions), the Authority's own resources (revenue contributions, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

	2019/20 Actual	2020/21 Forecast	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£m	£m	£m	£m	£m
Grants and Contributions	-	-	1.000	-	-
Own Resources	2.860	2.020	10.299	3.546	9.647
Debt	-	-	-	-	-
Total	2.860	2.020	11.299	3.546	9.647

Borrowing Strategy

Capital Financing Requirement (CFR) 2019/20 to 2023/24

	2019/20 Actual	2020/21 Forecast	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£m	£m	£m	£m	£m
Capital Financing Requirement (Debt only)	-	-	-	-	-

The capital financing requirement measures the authority's underlying need to borrow for a capital purpose, and reflects the effects of previous investment decisions as well as future planned expenditure. In accordance with best professional practice, the Authority does not associate borrowing with particular items or types of expenditure. External borrowing arises as a consequence of all the financial transactions of the Authority and not simply those arising from capital spending, but in the medium term the Treasurer anticipates that borrowing is undertaken for capital purposes only. These capital financing requirements then feed through into the anticipated level of external debt as reported in the Treasury Management Strategy elsewhere on the agenda, but repeated here for completeness. As reported in the Treasury Management Strategy the Authority has made additional MRP provisions since 2010/11 in order to reduce capital financing requirements to nil.

Authorised limit and operational boundary for its total external debt

In respect of its external debt the Authority is required to set two limits over the three-year period: an authorised limit and an operational boundary. Both are based on the planned capital expenditure, estimates of the capital financing requirement and estimates of cash flow requirements for all purposes. It should be noted that these limits have then been uplifted to include potential borrowing associated with a future decision to go ahead with a replacement Headquarters.

The operational boundary is based on the most likely, but not worst case, scenario and represents the maximum level of external debt projected by these estimates. However, unexpected cashflow movements can occur during the year and some provision needs to be made in setting the authorised limit to deal with this.

The two indicators are as follows:

	2019/20 Actual	2020/21 Forecast	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£m	£m	£m	£m	£m
Authorised Limit for External Debt					
Borrowing	6,000	6,000	6,000	6,000	6,000
Other long-term liabilities	30,000	30,000	30,000	30,000	30,000
Total	36,000	36,000	36,000	36,000	36,000
Operational Boundary for External Debt					
Borrowing	3,000	3,000	3,000	3,000	3,000
Other long-term liabilities	18,000	18,000	17,000	16,000	15,000
Total	21,000	21,000	20,000	19,000	18,000

Gross debt and the Capital Financing Requirement

The Prudential Code requires that debt does not exceed the Capital Financing Requirement except in the short term, in order to ensure that over the medium term that debt will only be for capital purposes. This is a key indicator of prudence.

As reported in the Treasury Management Strategy, the Authority has made additional MRP provisions since 2010/11 in order to reduce Capital Financing Requirements and hence the charges associated with this, and in order to set monies aside to pay off debt as it matures. It used these monies to pay off £3.2m of debt in October 2017. As a result of this the level of debt now held, £2.0m, exceeds the capital financing requirement, which will be zero after MRP payments made during 2019/20: -

	2019/20 Actual	2020/21 Forecast	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£m	£m	£m	£m	£m
Debt	2.000	2.000	2.000	2.000	2.000
Capital Financing Requirement	-	-	-	-	-

Revenue Budget Implications

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and Minimum Revenue Provision (MRP, or debt repayments) are charged to revenue, offset by interest receivable. The net annual charge is known as financing costs.

As shown within the Treasury Management Strategy report elsewhere on the agenda, the financing costs are as follows:

	2019/20 Actual	2020/21 Forecast	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£m	£m	£m	£m	£m
Interest payable	0.090	0.090	0.090	0.090	0.090
MRP	0.197	0.010	0.010	0.010	0.010
Interest receivable	(0.332)	(0.322)	(0.175)	(0.075)	(0.060)
Net financing costs	(0.045)	(0.222)	(0.175)	0.025	0.040

Proportion of financing costs to net revenue stream

	2019/20 Actual	2020/21 Forecast	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Net financing costs	(£0.045m)	(£0.222m)	(£0.175m)	£0.025m	£0.040m
Ratio of Financing Costs to Net Revenue Stream	(0.42%)	(0.39%)	(0.13%)	0.04%	0.07%

The negative percentage of this indicator reflects the low level of underlying debt (following the repayment of the majority of our long-term loans during 2017/18) for the Authority in comparison to the authority's level of investment income, i.e. interest receivable is greater than interest payable.

LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 22 February 2021

REVENUE BUDGET 2021/22-2025/26

(Appendix 1 – Detailed Council Tax Resolution)

(Appendix 2 – Analysis of Budget by Service Area)

(Appendix 3 – Analysis of Budget by Type of Expenditure)

Contact for further information: Keith Mattinson - Director of Corporate Services

Telephone Number 01772 866804

Executive Summary

The report sets out the draft revenue budget for 2021/22-2025/26 and the resultant council tax implications.

Budget requirement has been re-assessed taking account of known/anticipated changes, incorporating current year-end forecast projections, and forecast vacancy factors based on anticipated recruitment. The most significant unknowns are: -

- Future pay awards, we have assumed a freeze in 21/22 and 2% each subsequent year;
- What impact the McCloud judgement will have on the budget, such as increased employer contributions, transfer of personnel between schemes, retirement profiles and hence vacancy factors, whether a new pension scheme will be introduced and if so what contribution rates will be set. None of these changes have been factored into the budget;
- Section 31 Grant in respect of the additional pension costs has been confirmed for 21/22 and will be incorporated into the subsequent Spending Review, and we have therefore assumed this continues throughout the Medium-Term Financial Strategy.

The draft Local Government Settlement showed funding increasing by 0.19%. Until such time as a future Spending Review is announced we have no indications of future funding levels, as such the draft budget allows for a funding increase of 1.5% each year.

Both the council tax base and collection fund, and the business rates collection fund have all been affected by the pandemic.

- The council tax base has fallen by 0.25%, predominantly due to an increase in the Local Council Tax Support Scheme. Hence the Government has allocated additional grant of £0.8m to offset the short-term reduction in the tax base;
- The council tax collection fund is £0.1m in deficit;
- The business rate collection fund is £1.9m in deficit, but this is offset by anticipated additional section 31 grant in respect of new in-year rate reliefs agreed by the Government in response to the pandemics impact on businesses;
- To offset both the collection fund deficits the Government is allowing any relevant in-year deficits to be spread over 3 years, thus smoothing the impact, and has agreed to provide additional grant equivalent to 75% of the relevant reduction in specific elements of the collection fund deficits. However as billing authorities haven't yet calculated this we have excluded this from our estimates.

In terms of council tax, the referendum limit has been maintained at 2%.

Overall next year's budget shows a funding shortfall of approx. £0.3m, assuming council tax is increased by 2%.

Looking longer term the key variables remain pay awards, pension costs and funding. There is an increase in the funding gap as no allowance has been made for the Local Council Tax Support Scheme continuing, and hence the estimated funding gap increases to approx. £1m.

However, any pay award in 21/22 or further increases in pension costs will add in further financial pressures, as will a reduction in funding as part of the next Spending Review. As such additional scenarios are presented showing the potential impact of these. As always, the longer the forecast the less accurate it will be.

There are too many uncertainties in the budget to produce meaningful longer-term plans, however it is clear that we remain in a strong position to face these challenges, once future funding becomes clearer.

Recommendation

The Combined Fire Authority is asked to agree the detailed resolutions set out in appendix 1.

Information

In line with the Authority's objective to deliver affordable, value for money services the Authority's Budget Strategy remains one of: -

- Delivering services as outlined in the Risk Management Plan and other plans;
- Continuing to invest in improvements in service delivery;
- Continuing to invest in improving facilities;
- Continuing to deliver efficiencies;
- Setting a robust budget;
- Maintaining an adequate level of reserves
- Maintaining future council tax increases at reasonable levels;

Draft Budget

In order to determine the future budget requirement, the Authority has used the approved 2020/21 budget as a starting point, and has 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 below: -

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Preceding Years Draft Net Budget Requirement	57.3	58.5	60.0	61.4	62.6
Add back previous years unidentified savings target	0.5	-	-	-	-
Add back previous years Vacancy Factors	1.3	1.4	1.2	1.1	1.2
Inflation	0.6	1.2	1.4	1.4	1.5
Other Pay Pressures	(0.3)	-	-	-	-

Committed Variations	0.1	0.1	0.1	-	0.2
Growth	0.6	-	(0.2)	(0.1)	0.1
Efficiency Savings	(0.2)	-	-	-	-
Gross Budget Requirement	59.9	61.2	62.5	63.8	65.6
Vacancy Factors	(1.4)	(1.2)	(1.1)	(1.)	(1.3)
Net Budget Requirement	58.5	60.0	61.4	62.6	64.3

Inflation

The following amounts have been added to the budget in respect of inflationary pressures: -

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
A pay freeze in 2021/22 (the increase of £0.2m representing the full year effect of previous pay awards plus the increase of £250 per annum for employees paid less than £24k) followed by 2% for all future pay-awards	0.2	0.8	1.0	1.0	1.0
Non-pay inflation, average of 2.5% each year	0.4	0.4	0.4	0.4	0.5
	0.6	1.2	1.4	1.4	1.5

Each 1% pay award in excess of the above assumptions equates to an additional cost of £400k per year for grey book personnel, and if this is mirrored for green book personnel and additional £75k. To give a flavour of the potential impact of significant increases over and above those budgeted for a 2.5% pay award would add in a further £0.9m in year and a recurring additional cost of £1.2m.

Other Pay Pressure

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Pay has been re-costed, taking account of changes to personnel, grades etc. Given this accounts for the majority of the overall budget it is worth highlighting some of the assumptions used: - <u>Whole-time Pay</u>	(0.3)	-	-	-	-
<ul style="list-style-type: none"> Approx. 25% of personnel are currently paid at development rates of pay, it is assumed that this continues at this level throughout the budget period. (If all personnel were paid at competent rates of pay this would cost an additional £1.0m) Approx. 75% of personnel are currently paid Continuing Professional Development allowance (CPD), it is assumed that this continues at this level throughout the budget period. (if all personnel were paid CPD this would cost an additional £0.1m) Approx. 5% of personnel are currently 'opted out' of the FF pension scheme, it is assumed that this continues at this level throughout the budget period (if all personnel were in the pension scheme this would cost an additional £0.3m) 					

<ul style="list-style-type: none"> The mix of personnel in the various FF pension schemes reflects the original timing of retirements and/or transfers to the 2015 scheme. Obviously, this will be subject to change as a result of the transitional arrangements however it is assumed that the additional cost of this will be met by additional Govt grant. <p><u>On-Call Pay</u></p> <ul style="list-style-type: none"> Approx. 50% of all on-call personnel are currently paid at development rates of pay, it is assumed that this continues at this level throughout the budget period (if all personnel were paid at competent rates of pay this would cost an additional £0.2m) Approx. 25% of on-call personnel are currently paid either CPD, it is assumed that this continues at this level throughout the budget period (if all personnel were paid CPD this would cost an additional £0.1m) Approx. 25% of personnel are currently 'opted out' of the FF pension scheme, it is assumed that this continues at this level throughout the budget period (if all personnel were in the pension scheme this would cost an additional £0.2m) The mix of personnel in the various FF pension schemes reflects the assumed timing of retirements and/or transfers to the 2015 scheme. Obviously, this will be subject to change as a result of the transitional arrangements however it is assumed that the additional cost of this will be met by additional Govt grant <p><u>Support Pay</u></p> <ul style="list-style-type: none"> The budget is based on the assumed scale points of personnel in post at 1 April 2021. No allowance has been made for future incremental progression or staff turnover where typically new starters commence at the bottom of the pay grade. Approx. 15% of personnel are currently 'opted out' of the LGPS pension scheme, it is assumed that this number remains consistent throughout the budget period (if all personnel were in the pension scheme this would cost an additional £0.1m) 					
	(0.3)	-	-	-	-

Committed Variations

Committed variations are those items which are unavoidable, or which arise from previously agreed policy decisions.

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
The Service currently draws down approx. £200k from the apprentice levy and a further £50k from the apprentice reserve previously created in order to support training	-	0.1	0.1	-	-

requirements for apprentice Fire-fighters. This will reduce in future years as the historic surplus on the levy fund runs out and as the reserve is fully utilised.					
Last year's operational equipment budget was increased as a one off reflecting the scale of equipment scheduled for replacement in that year, the adjustments shown reflect current planned expenditure levels in subsequent years	(0.1)	(0.1)	-	-	-
Additional financing cost associated with reduction in cash balances, and interest rates and new borrowing to support the 5-year capital programme, as reported elsewhere on the agenda	0.2	0.1	-	-	0.2
	0.1	0.1	0.1	-	0.2

Growth

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
It is assumed that the Protection Transformation Team continue to be funded from specific additional grant of £300k throughout the duration of the budget plans	-	-	-	-	-
Recruitment of apprentice FFs each year (this is the cost whilst on the recruit's course): - <ul style="list-style-type: none"> • 21/22 – 48 apprentices • 22/23 – 54 apprentices • 23/24 – 24 apprentices • 24/25 – 18 apprentices • 25/26 – 42 apprentices Note these numbers will be subject to change to reflect actual retirements/leavers	0.2	-	(0.2)	(0.1)	0.1
Additional capacity within corporate support functions' such as HR, Procurement and Property, the latter including the cost of a project manager to lead the SHQ relocation project	0.3	-	-	-	-
Additional budget to address maintenance issues relating to drill towers and other facilities	0.1				
	0.6	-	(0.2)	(0.1)	0.1

Efficiency Savings

The Authority has a good track record of delivering efficiency savings, with the following savings identified below: -

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Removal of fixed term temporary posts	(0.1)	-	-	-	-
Reduction in Fleet vehicle R&M budget due to management of LCES contract (this offsets part of the increase factored in last year)	(0.1)	-	-	-	-
	(0.2)	-	-	-	-

Gross Budget Requirement

As set out above the overall gross budget requirement for each year is as follows: -

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Draft Gross Budget Requirement	59.9	61.2	62.5	63.8	65.6

Vacancy Factors

The budget needs to take account of forecast vacancy factors arising from retirement and recruitment profiles: -

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
The vacancy factor for whole-time has also been updated (see appendix 2) and is based on the following: - <ul style="list-style-type: none"> It is assumed that all personnel will retire as soon as they accrue full pension rights There will be 6 'early leavers' in the year, this includes personnel who retire before reaching forecast retirement date or who resign or are dismissed. Recruit numbers are as set out earlier This provides a broadly balanced position each year. However, actual retirements may vary from this due to the impact of either the transitional pension arrangements or making allowances pensionable, which may increase early leavers leading to a higher vacancy factor.	(0.2)	(0.1)	0.1	-	(0.1)
The On-call vacancy factor has been increased marginally to 18% reflecting the current level of staffing, and assuming this remains constant.	(0.9)	(0.9)	(1.0)	(1.0)	(1.0)
The support staff vacancy factor has been set at 3.75% in 21/22, which is closer to the average over the last 2 years. However, this is mainly due to one or two problem areas (ICT and Service Development) and has therefore reduced to 2.5% in subsequent years on the assumption that this is a temporary problem.	(0.3)	(0.2)	(0.2)	(0.2)	(0.2)
	(1.4)	(1.2)	(1.12)	(1.2)	(1.3)

Net Budget Requirement

As set out above the overall net budget requirement for each year is as follows: -

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Draft Budget Requirement	58.5	60.0	61.4	62.6	64.3
Budget Increase	2.0%	2.6%	2.3%	2.1%	2.7%

Grant Funding

The Government's Budget sets overall total for public sector spending which will be then allocated out to departments as part of the Spending Review, and these are in turn allocated out to individual Authorities as part of the Local Government Finance Settlement.

Due to economic uncertainty the anticipated 4 year Sending Review was reduced to a single year review, covering 2021/22, with a new Spending Review planned for next year. This is anticipated to cover 2022-2025.

This year should have seen the outcome of the Fair Funding review, which looked to re-assess the methodology under which funding was allocated to individual authorities, and the implementation of a 75% Business Rates Retention Scheme, however given current pandemic and economic uncertainty both of these have been put on hold for at least a further 12 months.

The 2021/22 Local Government Finance Settlement showed an increase in the Government's Settlement Funding Assessment of 0.19%. (The Settlement Funding Assessment comprises: -

• Revenue Support Grant	£8.5m
• Business Rates (from local billing authorities)	£4.4m
• Business Rates Top-Up (from the Government)	£11.3m
	<u>£24.2m</u>

Looking beyond this, it is assumed that this will grow in line with anticipated inflation, and hence we have allowed for 1.5% growth each year. The table below sets out our assumed level of funding (Settlement Funding Assessment) over the next 5 years: -

	2021/22	2022/23	2023/24	2024/25	2025/26
Estimated Settlement Funding Assessment	(£24.2m)	(£24.6m)	(£25.0m)	(£25.4m)	(£25.7m)
Growth	-	1.5%	1.5%	1.5%	1.5%

Business Rates

The actual Business Rates calculated by billing authorities are lower than the Government's estimate allowed for above, £4.3m as opposed to £4.4m.

In addition to the above Business Rates the Authority receives Section 31 grant from the Government to compensate for specific reliefs it has agreed as part of policy decisions, i.e. small business relief etc. This year the anticipated grant remains at £1.3m, the same as last year. We have assumed this increase in line with inflation in future years.

During the year the Government announced additional business rate reliefs, such as retail, nursery and newspaper reliefs, recognising the impact of the pandemic on businesses. The Government provided Section 31 grants direct to billing authorities to offset these new reliefs, however as they have to account for these outside the business rate collection fund, this results in a very large deficit across the collection funds of all authorities. Our share of this deficit is £2.0m. The rate relief grant will eventually feed through to preceptors as part of the business rate year end reconciliation, when billing authorities will be required to repay a proportion of the reliefs provided and when the Govt will make an additional grant to ourselves for our share of these. Until the year end it is impossible to accurately calculate these figures, hence we have used an approximation of the amount due based on the NNDR1 returns already submitted by billing authorities, in line with the latest CIPFA guidance. In our case we anticipate receiving an extra £1.9m grant in respect of this in 21/22. (It is worth emphasising that the actual additional grant in respect of in-year rate reliefs will not be known for some time and may vary from this.)

The Government also announced proposals to support billing authorities by allowing authorities to spread the remaining in-year deficit over 3 years to smooth the effect of this

and providing additional grant equivalent to 75% of the relevant reduction in collection rates. Billing authorities have provided details of the 3-year spread of the deficit, with the net in-year collection fund deficit of £0.2m being spread £79k each year. However, they are not in a position to calculate the 75% additional grant at the present time and hence for the purpose of budget setting we have ignored this. (It is also worth noting that the relevant reduction in collection rates on which the 75% additional grant is calculated excludes some items and hence this will not cover the full deficit.)

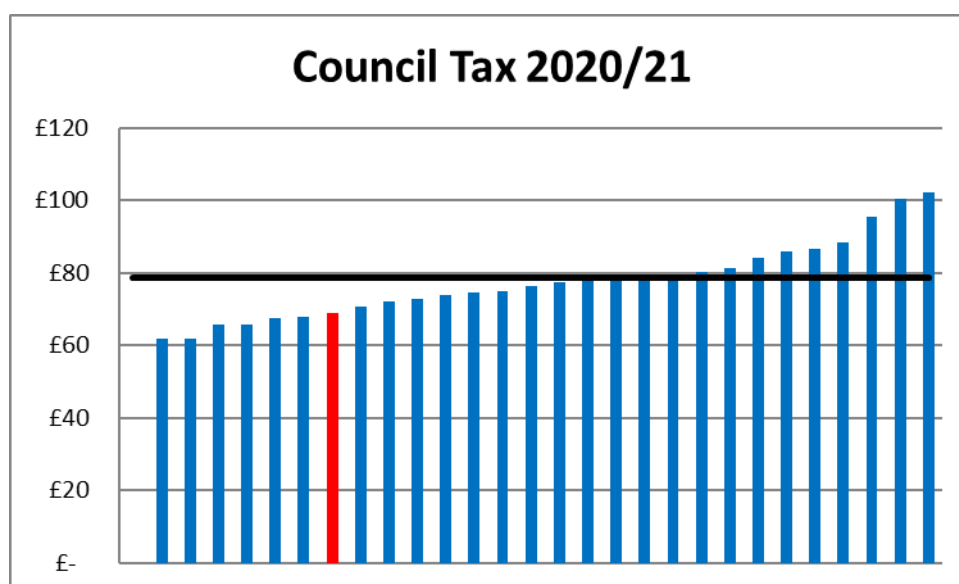
As such the net collection fund position for 21/22 is a marginal surplus of £63k. We have assumed that future collection rates will broadly breakeven and hence the only deficit in future years relates to the 3-year spread set out above.

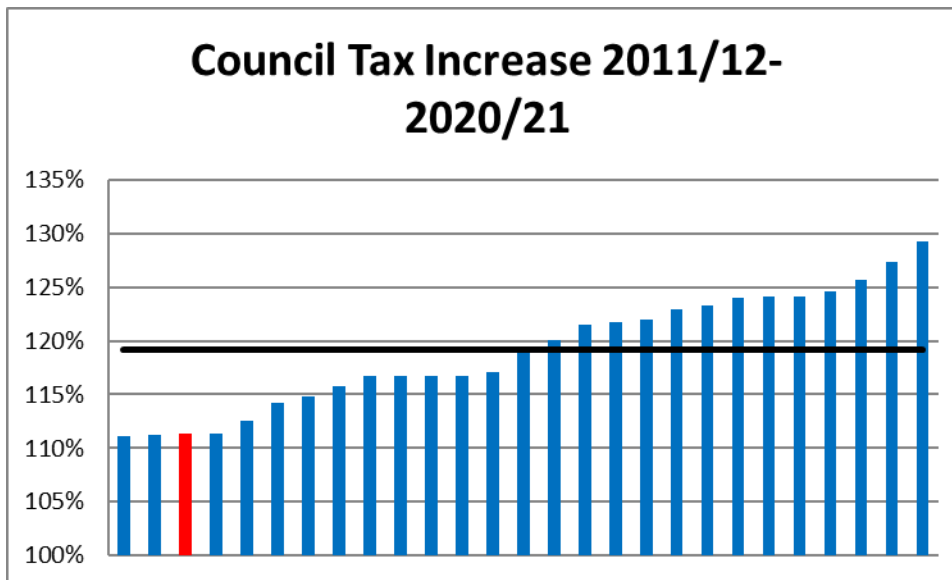
	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Business Rates Adjustment	0.1	0.1	0.1	0.1	0.1
Section 31 Grant – Business Rates Reliefs	(1.3)	(1.3)	(1.4)	(1.4)	(1.4)
Less Business Rates Collection Deficit	2.0	-	-	-	-
Add Outstanding Section 31 Grant new rate reliefs	(1.9)	-	-	-	-
3-year spread of in-year collection fund deficit	(0.2)	0.1	0.1	-	-
Total Business Rates Adjustment	(1.3)	(1.1)	(1.2)	(1.3)	(1.3)

Council Tax

In setting the council tax, the Authority aims to balance the public’s requirement for our services with the cost of providing this. As such the underlying principle of any increase in council tax is that this must be seen as reasonable within the context of service provision.

The Authority became a precepting authority on 1 April 2004. Since this our council tax increases have been limited by either capping or the current referendum thresholds set by the Government. As such our council tax increases and hence budget increases have been constrained by these and our desire to deliver value for money services. Our council tax of £70.86 is still below the national average of £78.56, and our increase of just 11.3% since 2010/11 compares with an average increase of 19.1% over the same period and is the third lowest of any Fire Authority.





The Spending Review confirmed that the Government would retain the council tax referendum threshold at 2%.

Council Tax-Base

Billing authorities have confirmed a council tax base of 442,730 a 0.25% reduction on last year's position. This compares to historic position which has seen a year on year growth averaging approx. 1.7%. A significant proportion of this is due to the increase in the Local Council Tax Support Scheme, whereby discounts are provided to council tax payers recognising their personnel circumstances. The take up of this has increased in year therefore eroding the tax base. In order to offset the impact next year, the Government has allocated £670m of Local Council Tax Support Grant to councils, of which our share is £0.8m. If we allow for this the net impact on our tax base is an increase of 2.2%. There is no indication whether this will be one off funding or whether it will be maintained in future years, hence for the purpose of medium term planning we have assumed that it is a one-off grant, and that the tax base in future years grows by 1% per annum.

In terms of the council tax collection fund this has historically generated a surplus of approx. £0.4m per year. The billing authorities have now confirmed that this has moved into a deficit position, with our share standing at £0.4m. We have assumed this gradually returns to a £300k surplus over the following 3 years.

The Government also announced proposals to support billing authorities by allowing authorities to spread the in-year deficit over 3 years to smooth the effect of this and providing additional grant equivalent to 75% of the relevant reduction in collection rates. Billing authorities have provided details of the 3-year spread of the deficit, with the net in-year collection fund deficit of £0.4m being spread £121k each year. However, they are not in a position to calculate the 75% additional grant at the present time, and hence for the purpose of budget setting we have ignored this. (It is also worth noting that the relevant reduction in collection rates on which the 75% additional grant is calculated excludes bad debt provision, which will account for the majority of the in-year deficit.)

In terms of medium-term financial planning we have allowed for the 3-year spread as set out by billing authorities and have assumed that excluding this the collection fund would be in a breakeven position in subsequent years.

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Local Council Tax Support Grant	(0.8)	-	-	-	-
Less Council Tax Collection Deficit/(Surplus)	0.4	(0.1)	(0.2)	(0.3)	(0.3)
3-year spread of in-year collection fund deficit	(0.2)	0.1	0.1	-	-
	(0.6)	-	(0.1)	(0.3)	(0.3)

Draft Council Tax Requirements

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Draft Budget Requirement	58.5	60.0	61.4	62.6	64.3
Less Settlement Funding Assessment	(24.2)	(24.6)	(25.0)	(25.4)	(25.7)
Net Business Rates Adjustment	(1.3)	(1.1)	(1.2)	(1.3)	(1.3)
Net Local Council Tax Adjustment	(0.6)	-	(0.1)	(0.3)	(0.3)
Equals Precept	32.3	34.3	35.1	35.7	37.0
Estimated Number of Band D equivalent properties	442,730	447,158	451,629	456,146	460,707
Equates to Council Tax Band D Property	£72.97	£76.60	£77.78	£78.31	£80.30
Increase in Council Tax	3.0%	5.0%	1.5%	0.7%	2.5%

(For information, a 1% change to the council tax equates to £0.3m.)

As can be seen the increase in 21/22 is above the referendum limit. Subsequent years vary with 22/23 seeing a large increase significantly above the referendum limit, due to the removal of the additional Government Grant in respect of the Local Council Tax Support Scheme. It is worth re-iterating that there is a great deal of uncertainty about future funding

As in previous years we have modelled different scenarios based on council tax increases: -

- 2% increase in council tax each year;
- 1% increase in council tax each year;
- Council tax freeze each year.

The following table sets out the funding gap/surplus based on these: -

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
2% increase in council tax each year	(0.3)	(1.3)	(1.2)	(0.7)	(1.0)
1% increase in council tax each year	(0.6)	(1.89)	(2.2)	(2.1)	(2.7)
Council tax freeze each year	(0.9)	(2.6)	(3.1)	(3.4)	(4.3)

Reserves

As set out on the Reserves and Balances Policy, reported elsewhere on this agenda, a reasonable level of reserves is needed to provide an overall safety net against unforeseen circumstances, such as levels of inflation/pay awards in excess of budget provision, unanticipated expenditure on major incidents, and other “demand led” pressures, such as increased pension costs, additional costs associated with national projects, etc. which cannot be contained within the base budget. In addition, they also enable the Authority to provide for expenditure, which was not planned at the time the budget was approved, but which the Authority now wishes to implement.

As such a review of the strategic, operational and financial risk facing the Authority is undertaken each year to identify an appropriate level of reserves to hold, this incorporates

issues such as higher than anticipated pay awards, increased number of ill health retirements, etc. This has identified a minimum requirement of £3.5m. As at 31 March 2021 we anticipate holding £6.0m, providing scope to utilise approx. £2.5m of reserves.

The potential drawdown of £0.3m required to deliver balanced budget in 21/22 would reduce the general balance to £5.7m, still within our target range. It should be noted that reserves are being used to fund recurring expenditure and hence this can only be a short-term solution, with recurring savings being required to offset the shortfall. However, having reviewed the level of general reserves required and the anticipated utilisation of these, the Treasurer considers these are at an appropriate level to meet future expenditure requirements in 2021/22.

Summary Council Tax options 2021/22

Based on the scenarios outlined the council tax options for 2021/22 are as follows: -

	2%	1%	Freeze
	£m	£m	£m
Gross Budget Requirement	58.5	58.5	58.5
Utilisation of reserves/additional savings	(0.3)	(0.6)	(0.9)
Final Budget Requirement	58.2	57.9	57.6
Less Settlement Funding Assessment	(24.2)	(24.2)	(24.2)
Net Business Rates Adjustment	(1.3)	(1.3)	(1.3)
Net Local Council Tax Adjustment	(0.6)	(0.6)	(0.6)
Equals Precept	32.0	31.7	31.4
Estimated Number of Band D equivalent properties	442,730	442,730	442,730
Equates to Council Tax Band D Property	£72.27	£71.56	£70.86
Increase in Council Tax	1.99%	0.99%	Freeze

The increases equate to: -

- 2% is £1.41 per annum, £0.03 per week;
- 1% is £0.70 per annum, £0.01 per week.

Robustness of the Revenue Budget 2020/21

Under Section 25 of the Local Government Act 2003, the Chief Finance Officer is required to make a statement about the robustness of the budget.

The professional opinion of the Treasurer is that the budget has been prepared on a robust basis for the following reasons:

- The budget is reflective of existing service plans;
- The budget takes account of the anticipated on-going revenue impact of current and future capital programmes (no allowance has been made for any potential borrowing associated with the capital programme as we are still finalising this);
- The allowances included for inflation and pay awards represent a best estimate of the likely cost of this, at:

	2021/22	Subsequent Years
Uniformed Pay Award	-	2.0%
Non-Uniformed Pay Award	-	2.0%
Non-Pay Inflation	2.5%	2.5%

- As part of the budget setting process all estimates, including savings and income forecast, are assessed for reasonableness;
- The situation in respect of future funding, and in particular the outcome of next year's Spending Review and the longer-term impact of the pandemic on business rates and council tax will be kept under review and reported to the Authority in due course;
- The level of and appropriateness of reserves has been reviewed by the Treasurer, based on the potential risks faced by the Authority;
- The following significant financial risks have all been assessed and the Treasurer feels that these are adequately covered within the budget estimates presented or within the level of reserves currently held: -
 - Reductions in funding levels over and above those forecast;
 - Reduction in funding via Business Rates retention scheme;
 - Reduction in council tax funding due to changes in collection rates, localisation of council tax support, reducing tax base and/or council tax referendum limits;
 - Higher than anticipated inflation;
 - Larger increases in future pension costs/contributions;
 - Significant changes in retirement profiles;
 - Increase in costs arising from demand led pressures, i.e. increasing staff numbers, overtime due to spate conditions or major equipment replacement requirements;
 - Inadequacy of insurance arrangements.

Summary and Conclusions

The pandemic has had an impact on council tax base, local business rates and on the collection funds for both of these. Comparing the current year projections for these with those that based on last year's budget shows a loss of income of £0.25m in 21/22.

As a result, and despite the budget not providing for any increase in pay costs there is still funding shortfall of £0.3m. Therefore, in order to deliver a balanced budget based on a 2% increase in council tax the Service needs to either deliver additional savings or draw down general reserves to offset the shortfall: -

	2020/21
	£m
Gross Budget Requirement	58.5
Utilisation of reserves/additional savings	(0.3)
Final Budget Requirement	58.2
Less Settlement Funding Assessment	(24.2)
Business Rates Adjustment	0.1
Section 31 Grant – Business Rates Reliefs	(1.3)
Add Business Rates Collection Deficit	2.0
Less Outstanding Section 31 Grant new rate reliefs	(1.9)
Less 3-year spread of in-year business rate collection fund deficit	(0.2)
Less Local Council Tax Support Grant	(0.8)
Add Council Tax Collection Deficit	0.4
Less 3-year spread of in-year council tax collection fund deficit	(0.2)
Equals Precept	32.0
Estimated Number of Band D equivalent properties	442,730
Equates to Council Tax Band D Property	£72.27
Increase in Council Tax	1.99%

The council tax of £72.27, represents a 1.99% increase (£1.41 per annum, 3p per week).

If any of the assumptions outlined in the report prove to be inaccurate further review will be required, which may include both the use of reserves and the identification of additional savings in order to deliver a sustainable budget.

The following table compares 2020/21 funding with the proposed funding set out above: -

	2020/21	2021/22	% Change
	£m	£m	
Settlement Funding Assessment (Grant)			
• Revenue Support Grant, direct from the Government	8.5	8.5	
• Individual Authority Business Rates Baseline	4.4	4.4	
• Business Rates Top-Up, from the Government	11.3	11.3	
	24.2	24.2	-
Other Business Rates			
• Section 31 Grant - Business Rates Reliefs	1.3	3.3	
• Business Rates collection fund surplus/(deficit)	0.1	(1.9)	
• Other Business Rate adjustments	(0.1)	(0.1)	
	1.3	1.3	-
Council Tax			
• Council Tax	31.4	32.0	
• Local Council Tax Support Grant	-	0.8	
• Council Tax collection fund surplus/(deficit)	0.4	(0.1)	
	31.8	32.7	2.8%
Total Funding	57.3	58.2	1.6%

Until such time as the outcome of next year's Spending Review is published it is impossible to provide any meaningful funding forecast, however for the purpose of medium term financial planning we have assumed that funding is increased by 1.5% in subsequent years, based on this, and assuming council tax is increased in line with 2% council tax increase referendum principles in future years the Authority is still faced with a funding gap in the region of £1.0m in subsequent years.

Looking at the medium-term plans it is clear that the key variables remain pay awards, pension costs and funding. As such additional scenarios are presented below showing the potential impact of a 2% pay award in 21/22, a funding freeze in 2022/23 and beyond, a 10% reduction in funding in 2022/23 and beyond, and a potential 5% increase in employer pension contributions as a result of the McCloud pension judgement. As can be seen all of these have a significant impact on the remainder of the medium-term strategy ranging up to a £4.0m loss of funding or a £1.5m increase in costs.

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Current Budget Gap	(0.3)	(1.3)	(1.2)	(0.7)	(1.0)
Revised Gap - 2% Pay award in 21/22 (2% is already allowed for in subsequent years)	(1.1)	(2.3)	(2.2)	(1.7)	(2.0)
Revised Gap - Funding Freeze 2022/23-2025/26	(0.3)	(1.7)	(1.9)	(1.9)	(2.5)
Revised Gap - 10% Funding Reduction 2022/23-2025/26	(0.3)	(2.3)	(3.2)	(3.8)	(5.0)
Revised Gap – Increased Pension costs	(0.3)	(1.3)	(2.7)	(2.2)	(2.5)

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

Resolution based on a council tax increase of 1.99%, £1.41, resulting in a council tax of £72.27

The Combined Fire Authority is requested to: -

1. note the Treasurer's advice on the robustness of the budget
2. note the Treasurer's advice on the appropriate level of reserves/balances
3. agree the revised budget requirement of £58.175m for 2021/22
4. note the level of Revenue Support Grant Funding £8.570m
5. note the level of Business Rates Retention Top Up Funding £11.295m
6. note the level of Local Business Rates Retention Funding £4.279m
7. note the section 31 grant of £1.320m due in respect of the business rate reliefs
8. note the business rate tax collection fund deficit of £1.862m, after allowing for the 3-year spread
9. note the section 31 grant of £1.925m due in respect of the additional in-year business rate reliefs for 2020/21
10. note the Local Council Tax Support Grant of £0.789m
11. note the net council tax collection fund deficit of £0.137m after allowing for the 3-year spread
12. agree the council tax requirement, calculated in accordance with Section 42A(4) of the Localism Act of £31.996m
13. note the council tax base of 442,730 determined for the purposes of Section 42B of the Local Government Finance Act 1992
14. agree a council tax band D equivalent of £72.27, an increase of £1.41 (1.99%), 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	£48.18
Band B	£56.21
Band C	£64.24
Band D	£72.27
Band E	£88.33
Band F	£104.39
Band G	£120.45
Band H	£144.54

15. agree, based on each district and unitary councils share of the total band D equivalent tax base of 442,730, the share of the total LCFA precept of £31.996m levied on each council as follows:

Blackburn With Darwen Borough Council	£2,524,981
Blackpool Borough Council	£2,663,367
Burnley Borough Council	£1,681,579
Chorley Borough Council	£2,708,405
Fylde Borough Council	£2,238,564
Hyndburn Borough Council	£1,462,673
Lancaster City Council	£2,999,205
Pendle Borough Council	£1,727,109
Preston City Council	£2,834,574
Ribble Valley Borough Council	£1,734,986
Rosendale Borough Council	£1,472,863
South Ribble Borough Council	£2,617,577
West Lancashire District Council	£2,657,662
Wyre Borough Council	£2,672,593
TOTAL	£31,996,138

Analysis of Budget by Service Area

	2020/21 Budget £m	2021/22 Budget £m	2022/23 Budget £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m
Central Admin Hub	0.807	0.828	0.855	0.872	0.889	0.907
Control	1.251	1.298	1.363	1.431	1.502	1.577
Corporate Communications	0.314	0.361	0.348	0.333	0.340	0.347
Executive Board	1.058	1.039	1.063	1.085	1.107	1.129
Finance	0.142	0.148	0.153	0.156	0.159	0.162
Fleet Services	2.822	2.724	2.708	2.780	2.872	2.940
Health & Safety	0.234	0.242	0.250	0.255	0.261	0.267
Human Resources	0.651	0.731	0.754	0.724	0.739	0.754
ICT	2.817	2.710	2.800	2.807	2.886	2.968
Occupational Health	0.241	0.244	0.251	0.257	0.263	0.269
Procurement	0.892	0.959	0.985	1.008	1.032	1.056
Property	1.353	1.586	1.630	1.671	1.714	1.708
Areas	34.970	35.261	36.029	36.914	37.623	38.366
Service Development	4.351	4.569	4.650	4.714	4.810	4.908
Special Projects	0.035	0.035	0.035	0.035	0.036	0.036
Training	4.130	4.443	4.495	4.425	4.449	4.743
Pensions Expenditure	1.309	1.287	1.326	1.355	1.394	1.434
Other Non-DFM Expenditure	0.404	0.020	0.308	0.541	0.576	0.754
Gross Budget Requirement	57.779	58.484	60.001	61.363	62.651	64.326
Unidentified Savings/Use of Reserves	(0.440)	(0.309)				
Net Budget Requirement	57.339	58.175	60.001	61.363	62.651	64.326

Analysis of Budget by Type of Expenditure

	2020/21 Budget £m	2021/22 Budget £m	2022/23 Budget £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m
Employee						
Uniformed	39.329	39.155	39.874	40.557	41.202	42.148
Support staff	6.542	7.033	7.223	7.361	7.507	7.606
Pensions	1.302	1.280	1.318	1.347	1.387	1.427
Other Employee Related Exp	0.056	0.058	0.059	0.061	0.062	0.064
	47.230	47.526	48.475	49.326	50.158	51.245
Premises						
R&M	0.898	1.023	1.048	1.074	1.101	1.129
Utilities	0.583	0.598	0.613	0.628	0.643	0.660
Cleaning	0.276	0.282	0.289	0.296	0.304	0.311
PFI	0.690	0.707	0.725	0.743	0.761	0.780
Other	0.037	0.038	0.039	0.040	0.041	0.042
Rent/Rates	1.329	1.395	1.464	1.537	1.613	1.692
	3.813	4.043	4.178	4.317	4.463	4.613
Transport						
Repairs	0.825	0.778	0.798	0.818	0.838	0.859
Running Costs	0.475	0.435	0.446	0.457	0.468	0.479
Travel costs	0.640	0.666	0.683	0.700	0.718	0.735
insurance	0.182	0.198	0.203	0.208	0.213	0.219
Other	0.005	0.005	0.005	0.005	0.006	0.006
	2.127	2.083	2.135	2.188	2.243	2.298
Supplies & Services						
Hydrants	0.114	0.075	0.076	0.078	0.080	0.082
Operational equipment	0.738	0.684	0.614	0.660	0.702	0.720
Clothing & Uniform	0.598	0.615	0.629	0.644	0.660	0.675
Printing, stationery, postage	0.183	0.188	0.192	0.197	0.201	0.206
Comms-Network Costs	1.021	1.046	1.072	1.099	1.127	1.155
Telephony	0.195	0.199	0.204	0.209	0.214	0.219
Computers	1.319	1.349	1.383	1.417	1.452	1.489
Subsistence	0.093	0.096	0.098	0.100	0.103	0.105
Fire Safety Expenses	0.295	0.302	0.310	0.317	0.325	0.333
Training Expenses	0.448	0.459	0.471	0.482	0.494	0.507
insurance	0.299	0.309	0.315	0.322	0.329	0.336
Members Expenses	0.166	0.175	0.179	0.184	0.189	0.193
Misc Equipment	0.087	0.090	0.092	0.094	0.096	0.098
Other	1.295	1.547	1.744	1.880	1.969	2.062
Catering	0.084	0.086	0.088	0.090	0.092	0.095
PTV Residential	0.095	0.098	0.100	0.103	0.105	0.108
	7.029	7.316	7.567	7.876	8.138	8.382
Other						
Contracted Services	0.793	0.875	0.897	0.920	0.943	0.967
Other	0.004	0.004	0.004	0.004	0.004	0.004
	0.796	0.879	0.901	0.924	0.947	0.971
Capital Financing Costs						
Capital Financing Costs	2.250	2.350	2.350	2.350	2.350	2.493
	2.250	2.350	2.350	2.350	2.350	2.493
Income						
Income	(5.465)	(5.713)	(5.606)	(5.619)	(5.647)	(5.677)
	(5.465)	(5.713)	(5.606)	(5.619)	(5.647)	(5.677)
Gross Budget Requirement	57.779	58.484	60.001	61.363	62.651	64.326
Unidentified Savings/Use of Reserves	(0.440)	(0.309)				
Net Budget Requirement	57.339	58.175	60.001	61.363	62.651	64.326

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LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 22 February 2021

REPORT ON REVIEW OF THE AUTHORITY'S GOVERNANCE AND OPERATIONAL POLICIES

(Appendices 1 – 5 refer)

Contact for further information:

Mark Nolan, Clerk and Monitoring Officer - Telephone 01772 866720

Executive Summary

The Clerk to the Authority agreed to undertake a review of various constitutional and procedural governance policies and the corresponding Constitutional and Procedural Standing Orders to bring them in line with changes to legislation and to promote continuing best local government practice and to sustain and support the current needs of the Authority.

Recommendation

Members are asked to note the proposed changes outlined in the report and endorse those changes as amendments to the Authority's policies and to its corresponding Constitutional and Procedural Standing Orders.

Information

The Clerk to the Authority has completed a comprehensive Review of the relevant governance and procedural policies of the Authority to ensure that they remain fit for purpose and are up to date with any changes to legislation. The Clerk was also mindful the publication of the Evans Committee Report on Standards in Public Life in January 2019 and after noting some anomalies within in Standing Orders to relevant numbered paragraphs of the current Members Code of Conduct, which no longer existed in the most recent version of the Code, it was apparent there was a disconnection between those relevant Standing Orders and the current Code of Conduct.

A Review of policies against recent developments in governance legislation and good practice had not been undertaken thoroughly since 2014, when the current version of the Member's Code of Conduct was approved by the Authority.

Of the policies reviewed by the Clerk to the Authority, the following items have in all but one case undergone minor amendments:

1. Code of Conduct for Fire Authority Members;
2. The Role of Members (Appendix 1 to the Member Training and Development Strategy and Generic Member Champions - Role Description (Appendix 2 to the Member Training and Development Strategy));

3. Members Allowance Scheme;
4. Member Officer Relations Protocol;
5. Constitutional and Procedural Standing Orders.

The only significant change in terms of content relates to the current Members Code of Conduct. Draft changes were made by the Clerk to the Authority last year following the publication of the Evans Report, with many of those recommendations being incorporated in to a draft, which was due to be tabled at the Meeting of the Authority in September 2020.

Meanwhile the Local Government Association ('LGA') initiated a nationwide consultation on a draft version of the Model Code of Conduct at a similar time. The Clerk therefore considered it prudent to await the outcome of the national consultation.

After processing the feedback the LGA Leadership Board met to conclude its agreement to a final model. The final Model Code was published on 23 December 2020. The Model Code is not quite as far reaching as the Evans Committee recommendations but remains consistent with the current Authority Code of Conduct, with some relevant updates.

The Current Code of Conduct and the proposed adaptation based on the LGA Model are to be found **(in Appendix 1a and 1b, respectively,)** attached to the report for Members to compare and contrast.

As Members will be very experienced and proficient in the levels of self-regulation expected of them in public office within their own primary authority, it is not anticipated that the request to endorse these proposals will present any unwelcome challenges. The Clerk will be on hand to chat through any concerns and provide as much support as is necessary, either individually in private or collectively through Members' respective leaders.

All other proposed changes to policy are sufficiently minor to be represented as being highlighted with tracked changes in the respective new documents **(and are at Appendices 2-5.)** Again should there be any concerns then the Clerk to the Authority will happily answer them.

If one or more proposed changes cannot be ratified at this stage then they will be stood down for further discussion and tabled at a subsequent Meeting of the Authority.

Financial Implications

None

Sustainability or Environmental Impact

None

Equality and Diversity Implications

None

Human Resources Implications

None

Business Risk Implications

None

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact
Revised Protocol on Member/Officer Relations	20.06.11	Clerk to the Authority
Constitutional and Procedural Standing Orders. Approved: CFA Minutes	18.06.12	Clerk to the Authority
Members Code of Conduct. Approved: CFA Minutes	10.02.14	Clerk to the Authority
Reason for inclusion in Part II, if appropriate: n/a		

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(Adopted at CFA meeting held 10 February 2014)

CODE OF CONDUCT

Introduction

This code applies to you as a member of this Authority when you act in your role as a member and it is your responsibility to comply with the provisions of this Code.

You are a representative of this Authority and the public will view you as such therefore your actions impact on how the Authority as a whole is viewed and your actions can have both positive and negative impacts on the Authority.

This Code is based upon the “Nolan Principles-the seven principles of public life” which are set out at Annex A.

Interpretation

In this Code:-

“Meeting” means any meeting of:-

- (a) the Authority;
 - (b) the executive of the Authority;
 - (c) any of the Authority’s or its executives committees, sub-committees, joint committees or area committees;
- whether or not the press and public are excluded from the meeting in question by virtue of a resolution of members.

“Member” includes a co-opted member and an appointed member.

General Obligations

1. When acting in your role as a member of the Authority:

1.1 **DO** treat others with respect;

1.2 **DO NOT** conduct yourself in a manner which is contrary to the Authority’s duty to promote and maintain high standards of conduct of members;

1.3 **DO NOT** disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:-

- (i) you have the consent of a person authorised to give it;
- (ii) you are required by law to do so;
- (iii) the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or
- (iv) the disclosure is:-

- (a) reasonable and in the public interest; and
- (b) made in good faith and in compliance with the reasonable requirements of the authority; and
- (c) you have consulted the Monitoring Officer prior to its release.

1.4 **DO NOT** prevent another person from gaining access to information to which that person is entitled by law.

2. When using or authorising the use by others of the resources of the authority:-

2.1. **DO** act in accordance with the Authority's reasonable requirements including the requirements of the Authority policies; copies of which can be provided to you on request;

2.2 **DO** make sure that such resources are not used improperly for political purposes (including party political purposes); and

2.3 **DO** have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

Interests

3. As a public figure, your public role may, at times, overlap with your personal and/or professional life and interests however when performing your public role as a member, **DO** act solely in terms of the public interest and **DO NOT** act in a manner to gain financial or other material benefits for yourself, your family, your friends, your employer or in relation to your business interests.

4. You are required to register "pecuniary and other interests" (these will be laid out in Regulations subject to these not being sensitive). Failure to declare or register a pecuniary interest will be a criminal offence if this is done without a reasonable excuse. If you knowingly or recklessly provide false or misleading information about a pecuniary interest this will also be a criminal offence.

5. There will be no requirement for you to declare or register any gifts and hospitality; (subject to any future Regulations) however **DO NOT** accept any gifts in excess of £50.00 (fifty pounds).

Disclosure and participation

6. At a meeting where such issues arise, **DO** declare any personal and/or professional interests relating to your public duties and **DO** take steps to resolve any conflicts arising in a way that protects the public interest.

7. Certain types of decisions, including those relating to a permission, licence, consent or registration for yourself, your friends, your family members, your employer or your business interests, are so closely tied to your personal and/or professional life that your ability to make a decision in an impartial manner in your role as a member may be called into question and in turn raise issues about the validity of the decision of the authority. **DO NOT** become involved in these decisions any more than a member of the public in the same personal and/or professional position as yourself is able to be and **DO NOT** vote in relation to such matters (Annex B).

8. **DO NOT** improperly use knowledge gained solely as a result of your role as a member for the advancement of yourself, your friends, your family members, your employer or your business interests.

Pre-determination or bias

9. Where you have been involved in campaigning in your political role on an issue which does not impact on your personal and/or professional life you should not be prohibited from participating in a decision in your political role as a member, however **DO NOT** place yourself under any financial or other obligation to outside individuals or organisations that might seek to influence you in the performance of your official duties.
10. When making a decision, **DO** consider the matter with an open mind and on the facts before the meeting at which the decision is to be taken.

[Interests arising in relation to scrutiny Localism Bill provisions

11. In relation to any business before an overview and scrutiny committee of the authority (or of a sub-committee of such a committee) where:-
 - 11.1.1 that business relates to a decision made (whether implemented or not) or action taken by your authority's executive or another of your authority's committees, sub-committees, joint committees or joint sub-committees; and
 - 11.1.2 at the time the decision was made or action was taken, you were a member of the executive, committee, sub-committee, joint committee or joint sub-committee mentioned in paragraph 11.1 and you were present when that decision was made or action was taken; Or
 - 11.1.3 that business relates to a decision made (whether implemented or not) or action taken by you (whether by virtue of the Authority's Constitution or under delegated authority from the Leader):

You may attend a meeting of the overview and scrutiny committees of your Authority or of a sub committees of such a committee but only for the purpose of making representations, answering questions or giving evidence relating to the business, provide that the public are also allowed to attend the meeting for the same purposes, whether under a statutory right or otherwise.]

NB: The paragraphs contained in square brackets apply only to District/Unitary Councils.

THE SEVEN PRINCIPLES OF PUBLIC LIFE

SELFLESSNESS

Holders of public office should act solely in terms of the public interest.

INTEGRITY

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

OBJECTIVITY

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

ACCOUNTABILITY

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

OPENNESS

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

HONESTY

Holders of public office should be truthful.

LEADERSHIP

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Where the decision referred to in Clause 7 above relates to one of the functions of the Authority set out below, and the conditions which follows that function does not apply to you when making that decision, you may participate in the decision:

- (i) housing where you are a tenant of your authority *unless* those functions relate particularly to your tenancy or lease;
- (ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or a parent governor of a school unless it relates particularly to the school which the child attends,
- (iii) statutory sick pay under Part XI of the School Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of such pay;
- (iv) an allowance, payment or indemnity given to members;
- (v) any ceremonial honour given to members; and
- (vi) setting council tax or a precept under the Local Government Finance Act 1992

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LANCASHIRE COMBINED FIRE AUTHORITY

CODE OF CONDUCT FOR MEMBERS.

[Proposed 22 February 2021.]

Definitions

For the purposes of this Code of Conduct, a “councillor” means a member or co-opted member of a local authority. A “co-opted member” is defined in the Localism Act 2011 Section 27(4) as “a person who is not a member of the authority but who

- a) is a member of any committee or sub-committee of the authority, or;
- b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority;

and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee”.

For the purposes of this Code of Conduct, “local authority” includes combined authorities and district and town councils.

Purpose of the Code of Conduct

The purpose of this Code of Conduct is to assist you, as a councillor, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow councillors, local authority officers and the reputation of local government. It sets out general principles of conduct expected of all councillors and your specific obligations in relation to standards of conduct. The Authority encourages the use of support, training and mediation prior to action being taken using the Code. The fundamental aim of the Code is to create and maintain public confidence in the role of councillor and local government.

General principles of councillor conduct

Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, councillors and local authority officers; should uphold the [Seven Principles of Public Life](#), also known as the Nolan Principles.

Building on these principles, the following general principles have been developed specifically for the role of councillor and will apply to your role as councillor co-opted on the Combined Fire Authority.

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons fairly and with respect; and

- I lead by example and act in a way that secures public confidence in the role of councillor.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with my local authority's requirements and in the public interest.

Application of the Code of Conduct

This Code of Conduct applies to you as soon as you sign your declaration of acceptance of the office of councillor or attend your first meeting as a co-opted member and continues to apply to you until you cease to be a councillor.

This Code of Conduct applies to you when:

- you are acting in your capacity as a councillor and/or as a representative of your council
- you are claiming to act as a councillor and/or as a representative of your council
- you are giving the impression that you are acting as a councillor and/or as a representative of your council
- you refer publicly to your role as a councillor or use knowledge you could only obtain in your role as a councillor.

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements and comments.

You are also expected to uphold high standards of conduct and show leadership at all times.

Your Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from your Monitoring Officer on any matters that may relate to the Code of Conduct.

Standards of councillor conduct

This section sets out your obligations, which are the minimum standards of conduct required of you as a councillor. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

Guidance is included to help explain the reasons for the obligations and how they should be followed.

General Conduct

1. *Respect*

As a councillor:

1.1 I treat other councillors and members of the public with respect.

1.2 I treat local authority employees, employees and representatives of partner organisations and those volunteering for the local authority with respect and respect the role they play.

Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a councillor, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in councillors.

In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the local authority, the relevant social media provider or the police. This also applies to fellow councillors, where action could then be taken under the Councillor Code of Conduct, and local authority employees, where concerns should be raised in line with the local authority's councillor-officer protocol.

2. *Bullying, harassment and discrimination*

As a councillor:

2.1 I do not bully any person.

2.2 I do not harass any person.

2.3 I promote equalities and do not discriminate unlawfully against any person.

The Advisory, Conciliation and Arbitration Service ('ACAS') characterises bullying as

offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Councillors have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

3. Impartiality of officers of the council

As a councillor

3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority.

Officers work for the local authority as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

4. Confidentiality and access to information

As a councillor:

4.1 I do not disclose information:

- a. given to me in confidence by anyone**
- b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless**
 - i. I have received the consent of a person authorised to give it;**
 - ii. I am required by law to do so;**
 - iii. the disclosure is made to a third party for the purpose of**

obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or

iv. the disclosure is:

- 1. reasonable and in the public interest; and**
- 2. made in good faith and in compliance with the reasonable requirements of the local authority; and**
- 3. I have consulted the Monitoring Officer prior to its release.**

4.2 I do not improperly use knowledge gained solely as a result of my role as a councillor for the advancement of myself, my friends, my family members, my employer or my business interests.

4.3 I do not prevent anyone from getting information that they are entitled to by law.

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the local authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

5. Disrepute

As a councillor:

5.1 I do not bring my role or local authority into disrepute.

As a councillor, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other councillors and/or your local authority and may lower the public's confidence in your or your local authority's ability to discharge your/it's functions. For example, behaviour that is considered dishonest and/or deceitful can bring your local authority into disrepute.

You are able to hold the local authority and fellow councillors to account and are able to constructively challenge and express concern about decisions and processes undertaken by the council whilst continuing to adhere to other aspects of this Code of Conduct.

6. Use of position

As a councillor:

6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the local authority provides you with certain opportunities, responsibilities and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

7. Use of local authority resources and facilities

As a councillor:

7.1 I do not misuse council resources.

7.2 I will, when using the resources of the local or authorising their use by others:

- a. act in accordance with the local authority's requirements; and**
- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the local authority or of the office to which I have been elected or appointed.**

You may be provided with resources and facilities by the local authority to assist you in carrying out your duties as a councillor.

Examples include:

- office support
- stationery
- equipment such as phones, and computers
- transport
- access and use of local authority buildings and rooms.

These are given to you to help you carry out your role as a councillor more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the local authority's own policies regarding their use.

8. Complying with the Code of Conduct

As a councillor:

8.1 I undertake Code of Conduct training provided by my local authority.

8.2 I cooperate with any Code of Conduct investigation and/or determination.

8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.

8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.

It is extremely important for you as a councillor to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the local authority or its governance. If you do not understand or are concerned about the local authority's processes in handling a complaint you should raise this with your Monitoring Officer.

Protecting your reputation and the reputation of the local authority

9. *Interests*

As a councillor:

9.1 I register and declare my interests.

You need to register your interests so that the public, local authority employees and fellow councillors know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be declared by you or other councillors when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or declare a disclosable pecuniary (i.e. financial) interest is a criminal offence under the Localism Act 2011.

Appendix B sets out the detailed provisions on registering and declaring interests. If in doubt, you should always seek advice from your Monitoring Officer.

10. *Gifts and hospitality*

As a councillor:

10.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the local authority or from persons who may apply to the local authority for any permission, licence or other significant advantage.

10.2 I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.

10.3 I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.

In order to protect your position and the reputation of the local authority, you should

exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a councillor. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a councillor, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a councillor. If you are unsure, do contact your Monitoring Officer for guidance.

Appendices

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix B

Registering interests

1. Within 28 days of this Code of Conduct being adopted by the local authority or your election or appointment to office (where that is later) you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests) and Table 2 (Other Registerable Interests). Disclosable Pecuniary Interests means issues relating to money and finances.
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
3. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor/member or co-opted member, or a person connected with the member or co-opted member, being subject to violence or intimidation.
4. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Declaring interests

5. Where a matter arises at a meeting which directly relates one of your Disclosable Pecuniary Interests, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest, just that you have an interest.
6. Where a matter arises at a meeting which directly relates to one of your Other Registerable Interests, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', again you do not have to declare the nature of the interest.
7. Where a matter arises at a meeting which *directly relates* to your financial interest or well-being (and is not a Disclosable Pecuniary Interest) or a financial interest or well-being of a relative or close associate, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room

unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

8. Where a matter arises at a meeting which *affects* –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a friend, relative, close associate; or
 - c. a body included in those you need to declare under Disclosable Pecuniary Interests

you must disclose the interest.

9. Where the matter affects the financial interest or well-being:
 - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the

	<p>councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the council.</p> <p>‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licences	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the councillor’s knowledge)—</p> <p>(a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor’s knowledge) has a place of business or land in the area of the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/ her spouse or civil partner or the person with whom the councillor is living as if they were</p>

	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registerable Interests

Any Body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the council;	
Any Body -	(a) exercising functions of a public nature;
	(b) directed to charitable purposes; or
	(c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
of which you are a member or in a position of general control or management.	

Appendix C – the Committee on Standards in Public Life

The Local Government Association has undertaken this review whilst the Government continues to consider the recommendations made by the Committee on Standards in Public Life in their report on [Local Government Ethical Standards](#). If the Government chooses to implement any of the recommendations, this could require a change to this Code.

The recommendations cover:

- Recommendations for changes to the Localism Act 2011 to clarify in law when the Code of Conduct applies
- The introduction of sanctions
- An appeals process through the Local Government Ombudsman
- Changes to the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012
- Updates to the Local Government Transparency Code
- Changes to the role and responsibilities of the Independent Person
- That the criminal offences in the Localism Act 2011 relating to Disclosable Pecuniary Interests should be abolished

The Local Government Ethical Standards report also includes Best Practice recommendations. These are:

Best practice 1: Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour covered by such a definition.

Best practice 2: Councils should include provisions in their code of conduct requiring councillors to comply with any formal standards investigation and prohibiting trivial or malicious allegations by councillors.

Best practice 3: Principal authorities should review their code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities.

Best practice 4: An authority's code should be readily accessible to both councillors and the public, in a prominent position on a council's website and available in council premises.

Best practice 5: Local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV.

Best practice 6: Councils should publish a clear and straightforward public interest test against which allegations are filtered.

Best practice 7: Local authorities should have access to at least two Independent Persons.

Best practice 8: An Independent Person should be consulted as to whether to undertake a formal investigation on an allegation, and should be given the option to

review and comment on allegations which the responsible officer is minded to dismiss as being without merit, vexatious, or trivial.

Best practice 9: Where a local authority makes a decision on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on its website, including a brief statement of facts, the provisions of the code engaged by the allegations, the view of the Independent Person, the reasoning of the decision-maker, and any sanction applied.

Best practice 10: A local authority should have straightforward and accessible guidance on its website on how to make a complaint under the code of conduct, the process for handling complaints, and estimated timescales for investigations and outcomes.

Best practice 11: Formal standards complaints about the conduct of a parish councillor towards a clerk should be made by the chair or by the parish council as a whole, rather than the clerk in all but exceptional circumstances.

Best practice 12: Monitoring Officers' roles should include providing advice, support and management of investigations and adjudications on alleged breaches to parish councils within the remit of the principal authority. They should be provided with adequate training, corporate support and resources to undertake this work.

Best practice 13: A local authority should have procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation.

Best practice 14: Councils should report on separate bodies they have set up or which they own as part of their annual governance statement and give a full picture of their relationship with those bodies. Separate bodies created by local authorities should abide by the Nolan principle of openness and publish their board agendas and minutes and annual reports in an accessible place.

Best practice 15: Senior officers should meet regularly with political group leaders or group whips to discuss standards issues.

The Combined Fire Authority will review this Code of Conduct on a regular basis to ensure it is still fit for purpose.

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Lancashire Combined Fire Authority Member Training & Development Strategy



1. Background

Lancashire Combined Fire Authority is committed to modernisation, high performance and high standards in learning and development. As such, each Member of the Fire Authority has agreed to fulfil the requirements of the job description set out as Annex 1 and Member Champion's agree to fulfil the expectations as set out in Annex 2.

The Government, Local Government Association and Improvement and Development Agency (IDeA) recognise the importance of the Community Leadership Role of Elected Members. The purpose of the Member Training and Development Strategy is to ensure that all Fire Authority Members can carry out their role effectively. To support this, a budget has been set aside specifically for Member Training and Development and associated resources.

Member Training and Development has an important part to play in the achievement of the strategic objectives set out in the Vision Statement for the Lancashire Combined Fire Authority.

Aims & Objectives

The overall aim of the strategy is to ensure that all Members have access to adequate training and development opportunities to better enable them to cope with the demands of office. It has supported the achievement of the Charter for Member Development at exemplar level which confirmed the Fire Authority's commitment to learning and development for Members. The strategy sets out some of the main activities that will be undertaken to support Members' development.

The specific objectives of this strategy are to support Members to: -

- ◆ Develop confidence and skill in undertaking their role as a Member of the Combined Fire Authority;
- ◆ Broaden their knowledge about key aspects of the Authority's business;
- ◆ Prepare for forthcoming challenges and to manage change effectively;
- ◆ Function effectively as quickly as possible, particularly during the induction phase;
- ◆ Encourage Members to assist colleagues' personal development; acting as mentor.

2. Member Training & Development Programme

A comprehensive Training & Development Programme has been drawn up to enable Members to identify training and development needs in relation to their role on the Combined Fire Authority. The Programme has been set out as a phased approach to assist Members to prioritise within a realistic timeframe. The four stages are: -

- ◆ Stage 1 – New Member Induction;
- ◆ Stage 2 – Essential Knowledge and Skills;
- ◆ Stage 3 – Development;

◆ Stage 4 – Continuing Development.

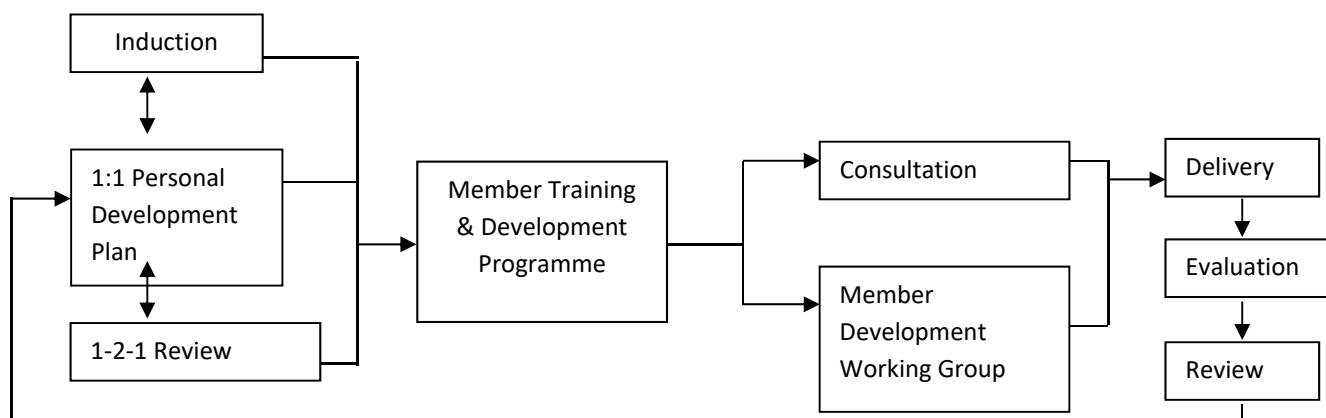
To support Members to make informed decisions the Programme includes a range of training and development opportunities which are detailed on the Member Training & Development – Personal Development Plan.

3. Implementation & Review

The Member Development Working Group is responsible for the development, monitoring, evaluation and amendment of the Strategy.

Implementation of the Strategy is the responsibility of the Director of People and Development.

4. Strategy



As this diagram shows, the starting point for the strategy is to support Members when they join the Fire Authority. The Training & Development Programme sets out the stages of development including the learning outcomes of each stage. Members are also issued with the current CFA Yearbook which sets out contact details and roles of all Authority Members, explanations of the terms of reference and constitution for all the Authority's meetings, calendar of meetings and Key Issues affecting the Authority together with Lancashire Fire and Rescue Service contacts and general information.

Individual 1-2-1 sessions will take place between Members and an officer from Democratic Services. At the initial 1-2-1 session the attached Personal Development Plan (annex 3) will be completed followed by a Review at a later stage. The Member Development Working Group will meet regularly to plan and co-ordinate Member development activities and address individual and group needs.

As far as practicable, all Member development activities will be subject to a qualitative evaluation once completed. Furthermore, year by year, all planned development activities will be reviewed and all Members will be consulted on their ongoing development needs. The Member Development Working Group will ensure that activities, when proposed, meet Members' needs and are scheduled and delivered appropriately and effectively.

New Members will be advised of the benefits of the web based system which will give them secure access to documents via the website. At their initial 1-2-1 session they will be asked to confirm if they wish to receive a paper copy of the agenda packs for all CFA meetings or to use the link in the email provided which will give them access to agenda papers from the website immediately they are published rather than wait to receive a paper copies via the post.

The Member Training and Development Working Group will offer to collaborate with the Constituent Authority in the delivery of joint Member training activities and promote the sharing of best practice.

All Members will receive the published internal annual learning and development plan/programme of events, information about learning opportunities available through the North West Employers Organisation and others as a matter of course.

The Member Training and Development Strategy will be subject to an annual review to be presented to the Member Training and Development Working Group.

ROLE OF MEMBERS OF THE LANCASHIRE COMBINED FIRE AUTHORITY

CHAIR OF THE FIRE AUTHORITY AND VICE CHAIR IN THE CHAIR'S ABSENCE ALSO CHAIRS /VICE CHAIRS OF COMMITTEES AND GROUP MEETINGS

You are expected to:

1. Act as the Civic Head of the Authority (Chair of the Fire Authority)
2. Effectively chair meetings and manage the performance of Committees and Working Groups to achieve objectives.
3. Engage in local regional and national networks to support the work of the Authority, promoting partnership and collaboration

MEMBERS OF THE FIRE AUTHORITY

You are expected to:

1. Lead and support the establishment and realisation of the Authority's purpose, objectives, priorities and values:

Our Purpose

- 'Making Lancashire Safer'

Our Objectives

- Fewer emergency incidents;
- Fewer deaths and injuries from fires and other emergencies;
- Less damage to property, the business economy and our environment from fires.

Our Priorities – The most important aspects of our work:

Reduce Risk to the Community

We will reduce risk in the community by delivering an integrated approach to developing and delivering:

- Prevention activities designed to reduce the risk of fire and other emergencies, particularly among those most vulnerable or at risk of harm;
- Protection activities designed to minimise the consequences to life and property should a fire occur;
- Response arrangements to make sure that we are resilient and effective in responding to emergencies.

We will continue to work with other organisations or agencies to address shared objectives and will tailor what we do to meet the needs of local communities.

We will also continue to work closely with other emergency services including the Police and Ambulance Services to deliver initiatives designed to make Lancashire safer for its communities.

Deliver Affordable and Sustainable Services

We will deliver an affordable value for money service by:

- Ensuring resources are available and used in the best way possible;
- Working collaboratively where appropriate;
- Planning for future grant reductions;
- Striving to continually identify efficiency and cost savings;
- Effective management of staff attendance, performance and safety.

Our Values – What we expect of our employees and what the public can expect of us:

Lancashire Fire and Rescue Service strives to be the best fire service in the country, operating from a set of values that guide how we achieve this success:

- Serving our diverse communities and making them safe is our priority. We seek to provide people with the very best service that meets their needs, irrespective of ethnicity or background – treating everyone with dignity and respect;
- We encourage all staff to seek continuous improvement and innovation in what we do; promoting individual responsibility for performance and use of our resources; using good project management practice and listening to feedback to learn from our experiences;
- We take seriously the health, safety and welfare needs of staff; investing in training and development and are committed to quality of opportunity. In return we expect our staff to demonstrate leadership, enthusiasm and commitment.

2. Agree the strategy and resources required for making Lancashire safer.

- Develop and agree risk management strategy for future services relating to Community safety and cohesion.
- Determine resources required to implement agreed strategy.
- Develop policies to support the delivery of the strategy.

3. Lead and support the delivery of effective services consistent with National Framework and local needs.

- Lead service strategy through effective decision making whilst delivering value for money.
- Secure resources required to deliver risk managed strategic plans.
- Assess the effectiveness of service delivery:
- Agree performance indicators, objectives and evaluation measures for Authority and Service performance.
- Review effectiveness of performance against targets.

4. Demonstrate commitment to equality and diversity in line with core values of the Authority.
5. Represent individual communities within the Authority areas in relation to fire and rescue matters and perform an ambassadorial role representing the Fire Authority at appropriate external functions.
6. Engage in local and regional networks to support the work of the Authority, promoting partnership and collaboration.
7. Be committed to continuing self-development including attendance on *an induction programme for new members*.
8. All Members are expected to have or acquire competency in the above areas and attend relevant training courses.
9. Members are expected to attend all meetings of the Authority and the Strategy Group and other committees and working groups of which they are members unless they provide an appropriate reason for their absence.

I shall endeavour to meet the expectations of the Combined Fire Authority.

Signed by:

PRINT NAME

Date

GENERIC MEMBER CHAMPIONS – ROLE DESCRIPTION

Champions are expected to:

- Promote and take an active interest in the designated subject area.
- Ensure issues of concern regarding the designated subject area are taken into account in the preparation of key plans, for the organisations champions have influence with.
- Ensure issues of concern on the designated subject area are taken into account during decision making processes, in the organisations champions have influence with.
- Advocate good practice within the Fire Authority on matters relating to the designated subject area.
- Engage with other Fire Authority Members to promote awareness of the designated subject area and to seek their views.
- Engage with relevant community groups on issues related to the designated subject area regarding the Fire Authority.
- Engage with relevant partners on issues related to the designated subject area regarding the Fire Authority.
- Work with relevant LFRS officers to promote better understanding of the designated subject area including regular briefings with the Lead Officer as appropriate.
- Provide challenge on matters relating to the designated subject area
- Following approval from the Chairman and in line with the Members' Allowance Scheme attend conferences, seminars events etc to represent the Fire Authority where this is appropriate to the designated subject area.
- Undertake awareness training, as necessary, in respect of the designated subject area.
- In conjunction with the designated officer lead, allocate member champion funding.
- Compile quarterly reports on the work of the member champion in the designated subject area and present to the full Combined Fire Authority.
- Where relevant and possible to work with other emergency services including the Police and Ambulance Services in creating, developing and delivering initiatives relevant to the designated subject area.

Member Training & Development - Personal Development Plan



Name: _____ Date: _____

Ward: _____ LFRS Area: _____

Role currently held within the Authority:
CFA Member, Member of the Strategy Group

Date Joined Authority: _____

This Personal Development Plan enables you to identify your training and development needs in relation to your role on the Combined Fire Authority and its Committees and Working Groups. In addition, the information that you provide will form the basis of a training needs analysis. An Annual Review will be conducted to look at progress with your Personal Development Plan and at that stage you will also have the opportunity to identify any further personal development needs.

What do you think are your particular strengths - for example, what do you bring to the role of a Councillor that you think is particularly good?

What are your preferred learning styles?
 (Structured courses, open learning, e-learning)

Evaluate previous training activities (This is about what you have undertaken or any events you have attended over the past 12 months and the benefits to you, the Authority and the community.

Welcome Meeting with the Chief Fire Officer
 ◆ Discussion likely to include an outline of key responsibilities and a discussion around the Service and current issues.

Welcome from Democratic Services
 Key information for signature and return:
 ◆ Role Description
 ◆ Code of Conduct - Notification of any Financial and Other Interests
 ◆ Code of Conduct - Declaration to Observe the Code of Conduct

Key information via Welcome Pack
 ◆ Covers, the role of the CFA, Committee references, Dates of future Committee meetings, details of venues, Member training and development opportunities, Members Allowances & MiPlace training guidance notes & login details, badges, CFA Members and Officer contact details.

Induction Session - 1 (Half Day)
 ◆ Covering the Long-Term Vision; Aims and Objectives of the Service, Performance, Equality and Diversity, Member Training and Development, Finance and topical issues.

Induction Session - 2 (Half Day)
 ◆ Practical Demonstration of firefighting equipment at Washington Hall, Training Centre

Personal Development Plan (½ - 1 hour)
 ◆ Have an initial 1-2-1 meeting with a Member Services Officer to identify and agree training and development needs and complete a Personal Development Plan (PDP).
 ◆ Authorisation to receive Authority and Committee papers electronically Yes or No

Area Involvement - Attend nearest fire station to: - (1 - 2 hours)
 Have a meeting with Area Personnel in your area. To discuss the area structure, highlight local variances and discuss protocols for visits to stations or areas. Take a tour of the station including a review of appliances and to meet the watch for a two-way discussion.

Do you wish to meet:

◆ Head of Service Delivery for _____ area = _____ ?

◆ Community Protection Manager = _____ ?

➢ Do you wish to meet with the Technical Fire Safety Team to gain further understanding of Legislative role in enforcing the Regulatory Reform Order; how the priorities link to corporate objectives and gain knowledge of ongoing enforcement/prosecution work in the area?

➢ Do you wish to meet with the Community Fire Safety Team to understand targeted group work, discuss campaigns, the campaign calendar, local initiatives and the work of the Princes Trust Teams?

➢ Do you wish to make arrangements to meet above personnel directly by contacting Area Admin Office on: 01772 705085 / or do you wish Democratic Services make arrangements?

Member Training & Development - Personal Development Plan Continued

Committees/Working Groups

◆ Do you wish to read previous minutes from relevant Committees and Working Groups?

◆ Would you like to meet with lead Officers to discuss current Committee issues?: -

➢ Audit Committee	<input type="checkbox"/>	➢ Planning Committee	<input type="checkbox"/>
➢ Training & Development Group	<input type="checkbox"/>	➢ Resources Committee	<input type="checkbox"/>
➢ Performance Committee	<input type="checkbox"/>		

◆ Do you wish to meet with relevant officers to understand key issues in relation to: -

➢ Communications	<input type="checkbox"/>	➢ Performance	<input type="checkbox"/>
➢ Equality & Diversity	<input type="checkbox"/>	➢ Policy	<input type="checkbox"/>
➢ Finance	<input type="checkbox"/>	➢ Planning	<input type="checkbox"/>

◆ You will receive a CFA Yearbook - this is a general information pack that that supports Member Development and includes contact details and roles of Authority Members and Senior Officers, explanations of the terms or reference and constitution for all the Authority's meetings, Service specific information and other general information.

Other Opportunites - (you will be invited via emails, Member Information Bulletin etc)

◆ Attend Passing Out Parades

◆ Attend Princes Trust Presentation

◆ Attend Safe Drive Stay Alive Events

◆ Attend Practical Demonstrations/Practice Sessions

◆ Attend relevant Conferences

◆ We have a E-learning facility - Workbooks which can be accessed on the Member's Library

➢ Business Planning and Strategic Management	<input type="checkbox"/>	➢ Introduction to Business Planning	<input type="checkbox"/>
➢ Chairing Skills	<input type="checkbox"/>	➢ Joining the Chain Gang	<input type="checkbox"/>
➢ Community Leadership	<input type="checkbox"/>	➢ Media and Communications	<input type="checkbox"/>
➢ Councillors Guide 2016	<input type="checkbox"/>	➢ Neighbourhood and Community Engagement	<input type="checkbox"/>
➢ Effective Member and Officer Relations	<input type="checkbox"/>	➢ Performance Management	<input type="checkbox"/>
➢ Engaging Young People	<input type="checkbox"/>	➢ Providing Gypsy and Travellers Sites	<input type="checkbox"/>
➢ Equalities and Councillors	<input type="checkbox"/>	➢ Purdah: Guide to Publicity During the Pre-Election Period	<input type="checkbox"/>
➢ Ethical Governance	<input type="checkbox"/>	➢ Scrutiny of Finance	<input type="checkbox"/>
➢ Facebook Guide	<input type="checkbox"/>	➢ Social Media To Support Local Leadership	<input type="checkbox"/>
➢ Handling Casework	<input type="checkbox"/>	➢ Supporting Constituents with Complex Issues	<input type="checkbox"/>
➢ Health and Safety in the Council	<input type="checkbox"/>	➢ The 21st Century Guide for New Members	<input type="checkbox"/>
➢ Help for Helping your Residents - Working with CAB	<input type="checkbox"/>	➢ The FRS Making Our Nation Safer	<input type="checkbox"/>
➢ How Planning Works - An Introductory Guide	<input type="checkbox"/>	➢ Twitter Guide	<input type="checkbox"/>
➢ Influencing Skills	<input type="checkbox"/>	➢ Working with Town and Parish Councils	<input type="checkbox"/>

◆ Use of E-learning - Member Development Gateway for information, advice and signposting of development opportunities: -

➢ Accredited Member Programmes	<input type="checkbox"/>	➢ Workbooks on various subjects	<input type="checkbox"/>
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◆ Attend North West Employers (NWEQ) Learning and Development Events - Various

◆ Attend Member Development Network (NWEQ)

◆ Links with Home Authorities for General, Committee Related and IT Skills Training: -

➢ Time Management	<input type="checkbox"/>	➢ Representing the Community	<input type="checkbox"/>
➢ Communication and Media	<input type="checkbox"/>	➢ Increasing Participation	<input type="checkbox"/>
➢ Presentation Skills	<input type="checkbox"/>	➢ Democratic Decision-Making	<input type="checkbox"/>
➢ Assertiveness	<input type="checkbox"/>	➢ Chairing Meetings	<input type="checkbox"/>
➢ Equality & Diversity	<input type="checkbox"/>	➢ Basic Keyboard Skills	<input type="checkbox"/>
➢ Effective Reading	<input type="checkbox"/>	➢ Use of email and Intra and Internet	<input type="checkbox"/>
➢ Local Government Finance	<input type="checkbox"/>	➢ Use of Microsoft Office Packages	<input type="checkbox"/>

Personal Training and Development Needs - Plan

In addition to any training needs already identified:

If you have any other personal training or development needs which have not yet been identified in this plan, please indicate the main priority areas below: -

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LANCASHIRE COMBINED FIRE AUTHORITY

MEMBERS' ALLOWANCE SCHEME

Lancashire Combined Fire Authority, in exercise of the powers conferred by the Local Authorities (Members' Allowances) (England) Regulations 2003, hereby makes the following Scheme:

1.0 This Scheme shall have effect for the year commencing 1st April 2020 and subsequent years.

2.0 In this Scheme

"Authority" means Lancashire Combined Fire Authority.

"Member" means a Member of the Combined Fire Authority who is an elected Member of one of the constituent Authorities.

"Year" means the twelve months commencing 1st April.

"Meetings" means a meeting of the Authority, its Committees or a body of Members formally established by the Authority or its Committees.

3.0 In this scheme, the total allowances shall consist of Basic Allowance, Special Responsibility Allowances and Co-optees' Allowance. (For the avoidance of doubt, Attendance Allowance shall not be payable under this Scheme.)

3.1 These total allowances shall be index linked on an annual basis in line with the annual local government pay percentage increase at new spinal column point 43 (formerly point 49).

4.0 Basic Allowance.

4.1 Subject to paragraph 7.0 below, an equal Basic Allowance shall be paid to every Member. The amount of Basic Allowance is detailed in paragraph 1.0 of Schedule 'A' of this Scheme.

4.2 This Basic Allowance is intended to recognise the time commitment expected of Members to enable them to carry out their duties effectively and to recognise that Members use their own homes and facilities in carrying out their work.

5.0 Special Responsibility Allowance.

5.1 Subject to paragraph 7.0 below, each Member who holds a special responsibility as specified within this Scheme, will normally receive a Special Responsibility Allowance as detailed in paragraph 2.1 of Schedule 'A' of this Scheme in addition to the Basic Allowance.

- 6.0 A Member (including a co-opted Member) may elect to forego any part of his/her entitlement to an Allowance under this Scheme. Such election shall be in the form of a written notice delivered to the Treasurer to the Authority.
- 7.0 The provisions of this section shall regulate the entitlements of a Member (including a Co-opted Member) to Allowances where, in the course of a year:
- (a) The scheme is amended.
 - (b) A person becomes, or ceases to be, a Member.
 - (c) A Member accepts or relinquishes a special responsibility in respect of which a Special Responsibility Allowance is payable.
 - (d) A Member is suspended from the Authority.
- 7.1 If, during the year, the Scheme is amended and this results in a change to a Member's entitlement to a Special Responsibility Allowance and/or Basic Allowance and/or Co-optees' Allowance, the actual entitlement shall be based on:
- (a) A proportion of the original annual Allowance based on the number of days up to the date of amendment plus
 - (b) A proportion of the revised annual Allowance based on the number of days from the date of amendment.
- 7.2 When the term of office of a Member either begins and/or ends during the course of a year, the entitlement to a Basic/Co-optees' Allowance shall be based on the number of days in office during that year. Similar pro rata entitlements will apply in situations where a Basic/Co-optees' Allowance is amended under sub-paragraph 7.1 above.
- 7.3 Where a Member has special responsibilities (as defined within this Scheme) for part of a year, the entitlement to a Special Responsibility Allowance shall be based on the number of days during that year that the Member has held such special responsibilities. The entitlement shall be pro rata to a full year. Similar pro rata entitlement will apply in situations where Special Responsibility Allowances have been amended under sub-paragraph 7.1 above.
- 7.4 A member must not receive an allowance from any other authority for his duties as a Member of the Combined Fire Authority
- 8.0 Travel Allowances
- 8.1 Members (including Co-opted Members) may be reimbursed for reasonable and necessary travelling expenses by public transport, including the actual and receipted cost of taxi fares, where appropriate, incurred in order to undertake Authority business. If travelling by rail, Members are entitled to travel first class. If air travel is required prior approval of the Clerk should be obtained.

- 8.2 Where a Member (including a Co-opted Member) uses his/her own motor car/motor cycle or bicycle, an appropriate mileage rate may be claimed. These mileage rates are set out in Schedule 'B' of this Scheme.

9.0 Subsistence Allowances

- 9.1 Subsistence Allowances are payable where such expenditure has been **actually and necessarily incurred** in the performance of an approved duty (as defined in Schedule C) where a councillor or co-opted member is absent from their normal place of residence.
- 9.2 Where the nature of the duties being undertaken result in a Member being absent overnight from his/her usual place of residence, hotel accommodation will either be booked and paid for directly by the Authority or paid by the Member and subsequently reimbursed based on actual receipted expenditure. This reimbursement shall be subject to the maximum allowances detailed in paragraph 3.1 of Schedule 'B'.
- 9.3 In the case of an absence from the usual place of residence an appropriate subsistence allowance may be claimed in accordance with the rates of allowances set out in Schedule 'B' of this Scheme.
- 9.4 Subsistence allowances are not normally subject to taxation. However, where these allowances are paid for a period of attendance at the place where the meetings of the Authority or Committee normally take place, such payments are subject to tax and national insurance.
- 9.5 When main meals (i.e. full breakfast, lunch or dinner) are taken on trains during a period for which there is entitlement to day subsistence, the actual cost of meals (based on receipted expenditure and including VAT) may be reimbursed in full.
- 9.6 A Councillor or co-opted Member submitting a claim for subsistence allowances should, wherever possible, produce receipts to accompany their claim in respect of expenditure incurred.

10.0 Co-optees' Allowance for Independent Person(s)

- 10.1 Subject to section 7.0 above, an annual Co-optees' Allowance shall be payable to the Independent Person(s) for attendance at meetings and conferences. The amount of this annual Allowance, which shall be the same for each Independent Person(s), is set out in paragraph 3.0 of Schedule 'A' of this Scheme.

11.0 Method of Payment.

- 11.1 Payments of Basic Allowance, Special Responsibility Allowance and Co-optees' Allowance shall be made monthly in arrears by the last working day of each month. The monthly amount payable shall be one-twelfth of the annual allowance(s) specified in this Scheme and subject to paragraph 7.0 above.
- 11.2 Separately, individual claims for travel, subsistence and other incidental allowances shall be made on a monthly basis and be submitted to the Treasurer to the Authority as soon as possible at the end of each month. In particular, it should be noted that claims for allowances covering the period up to 31 March must be submitted to the Treasurer by the end of May. Failure to submit these year end claims within this time scale could result in non-payment.

- 11.3 Each travel and subsistence claim shall be certified by the claiming Member that he/she has not made and will not make any other claim in respect of the matter to which the claim relates otherwise than under this Scheme.
- 11.4 Claims received by the Treasurer on or before the 6th of each month will be paid with that month's end payment of Basic/Special Responsibility Allowance(s). Claims received after the 6th of the month will be paid with the following month end payment.
- 11.5 Any claims that are over three months old will only be considered under exceptional circumstances, such as when the delay is due to absence through sickness.

LANCASHIRE COMBINED FIRE AUTHORITY

MEMBERS' ALLOWANCES SCHEME

SCHEDULE 'A'

1.0 Basic Allowance.

An annual Basic Allowance of £2,918.77 is payable to each Member.

2.0 Special Responsibility Allowance.

2.1 The individual annual Allowances are as follows:

<u>OFFICE</u>	£
Chairman of the Authority	16,949.80
Vice-Chairman of the Authority	8,476.03
Majority Opposition Group Spokesperson	4,238.01
Minority Opposition Group Spokesperson	3,390.41
North West Fire & Rescue Management Board Representative	1,305.75
Chairmen of Resources, Planning, Performance and Audit Committee	2,118.45
Vice-Chairmen of Resources, Planning, Performance and Audit Committee	1,059.22
Chairman of Appeals Committee and Member Training and Development Working Group	1,059.22
Vice-Chairman of Appeals Committee and Member Training and Development Working Group	530.18
Member Champions	1,059.22

3.0 Co-optees' Allowance for Independent Person(s)

An annual Co-optees' Allowance of £718.16 is payable to each Independent Person(s).

LANCASHIRE COMBINED FIRE AUTHORITY

MEMBERS' ALLOWANCES SCHEME

SCHEDULE 'B' – TRAVEL AND SUBSISTENCE ALLOWANCES

- 1.0 Travel Allowance – Mileage Rate
- 1.1 The appropriate mileage rate for travel by a Member's own motor car is 45p per mile in line with the Lancashire County Council's rate and any future changes to the County Council's rate will be mirrored by changes in the CFA's rate.
- 1.2 The rate set out in 1.1 above may be increased by not more than the amount of any expenditure incurred on public transport, on tolls, ferries or parking fees, including overnight garaging.
- 1.3 The appropriate mileage rate for travel by a Member's own motor cycle or moped is 24p per mile in line with the Lancashire County Council's rate and any future changes to the County Council's rate will be mirrored by changes in the CFA's rate.

For the purposes of the rate specified in 1.1 and 1.3 above, the cylinder capacity (cc) shall be that entered in the vehicle registration book or document by the Secretary of State under the Vehicles (Excise) Act 1971.

- 1.4 The mileage rate for use of a bicycle is 20p per mile. This rate should be revised in accordance with the maximum allowance for Income Tax purposes as determined by the Inland Revenue.

2.0 Subsistence Allowances

2.1 Members may claim up to the maximum amounts of the following fixed allowances when absent for the period stated below from their normal place of residence; subject to costs being actually and necessarily incurred in the performance of their duties for and on behalf of the Authority:-

- a) a period less than 4 hours - £6.95
- b) a period between 4 and 8 hours - £13.81
- c) a period between 8 and 12 hours - £27.66
- d) a period in excess of 12 hours - £41.45

Actual expenditure in excess of £41.45 may be reimbursed subject to production of receipts.

These allowances shall be reviewed annually in line with the consumer price index (as agreed at the CFA meeting held 20 June 2016).

3.0 Overnight Allowance

3.1 Wherever possible, Members should organise their accommodation requirements through the Authority, which pre book and pre pay in advance.

In exceptional circumstances, where it is not possible for the Authority to make a direct booking on behalf of a Member, the actual receipted cost of accommodation, including breakfast will be reimbursed to the Member. Such reimbursement will be subject to a maximum allowance per night of £158.80 for London and £138.27 elsewhere in the UK. These maximum allowances shall be reviewed annually in line with the consumer price index (as agreed at the CFA meeting held 20 June 2016).

LANCASHIRE COMBINED FIRE AUTHORITY

MEMBERS' ALLOWANCES SCHEME

SCHEDULE 'C' – Travel & Subsistence – Approved Duties

Appropriate travel and subsistence allowances may be claimed in accordance with the above details where such travelling and / or subsistence has been undertaken in connection with one or more of the following duties:

- (a) The attendance at a meeting of the Authority or of any Committee, Sub-Committee, Task Group, Working Group, Board, Forum, Panel or of any body to which the Authority makes appointments or nominations, or of any Committee or Sub-Committee of such a body.
- (b) The attendance at any other meeting or event, the holding of which is authorised by the Authority, or a Committee or Sub-Committee of the Authority.
- (c) For the purposes of paragraphs (a) and (b) above, claims for travel and subsistence can only be made in respect of attendance at meetings of which the Councillor claiming is a Member.
- (d) The carrying out of any other duty approved by the Authority, or any duty of a class so approved, for the purpose of, or in connection with, the discharge of the functions of the Authority or any of its Committees or Sub-Committees. All duties which derive from a position of responsibility for which a Member receives a special responsibility allowance are approved duties for the purpose of this paragraph.

Version 1 – wef: 1 April 2020 – figures for Appendices A are to be uplifted following confirmation of the employee pay settlement for 2020/21 which will take effect from 1 April 2020, B (no change) and C (in line with Consumer Prices Index (from November 2018) at 1.5%.

Version 2 – wef: 1 April 2020 – figures for Appendix A updated to reflect NJC agreed 2.75% uplift (agreed in August 2020)

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**LANCASHIRE COMBINED FIRE AUTHORITY
REVISED PROTOCOL ON MEMBER/OFFICER RELATIONS**

REVIEWED AT NEW STANDARDS ARRANGEMENTS WORKING GROUP HELD
24 APRIL 2012 AND SUBSEQUENTLY RATIFIED AT COMBINED FIRE AUTHORITY
HELD 18TH JUNE 2012

General Principles

Councillors who serve on the Combined Fire Authority and professional officers who are its employees or appointed to serve it, have complementary roles in providing local governance which is transparent and accountable. Effective partnership requires mutual respect and a proper understanding of the status and obligations of the individuals concerned.

Councillors and Officers are expected to adhere to the principles relating to conduct and behaviour as laid down in their respective codes.

This protocol applies, where appropriate, to voting co-opted members of the Combined Fire Authority or any of its committees.

Expectations of Officers by Councillors

Councillors are the elected representatives of their communities and are accountable to the electorate for the delivery of policies and services. Officers are required to respect the representational role of Councillors. Councillors should not involve themselves in the day to day management of services but they are entitled to be listened to when raising issues on behalf of the people they represent. In fulfilling their role, the following standards can be expected of officers:

- Officers to provide objective unbiased information and advice on matters of Authority business;
- Officers to act with integrity and respect confidentiality within the limits of their own responsibilities;
- Officers to respect and support the representational and leadership role of councillors and associated workloads and pressures.

Expectations of Councillors by Officers

Officers are accountable to the Authority for the implementation of policies and the delivery of services, and are responsible for the day to day management of services. In fulfilling these roles, officers can expect:

- To be treated with dignity, courtesy and respect by councillors;
- Councillors to provide mutual support and respect appropriate confidentiality;
- Not to be put under any undue or unnecessary pressure by councillors, who will have regard to the respective seniority of officers and demands that can reasonably be made upon relevant grades of officers;
- Councillors reasonably to fulfil commitment to attend and participate in public meetings and events;

- Respect for their own working time and requirements of their posts.

Officers

Officers employed by the Fire and Rescue Service are accountable to the Chief Fire Officer. Although they should always seek to assist a Councillor, in doing so they must not exceed the powers which they have been authorised to exercise by the Chief Fire Officer.

Relationships between Officers and Councillors performing particular roles

The Chairman of the Authority and the Vice-Chairman require regular briefings from the Chief Fire Officer, the Clerk and the Treasurer.

Chairs and deputies of committees will be consulted and briefed routinely as part of the process of preparing agenda reports for committees. Any advice given by officers must be considered by chairs and members of committees in reaching a decision.

Group Briefings

Group spokespersons are entitled to request and receive regular briefings on issues of Authority business.

Non group councillors

Councillors who do not belong to a party group are entitled to seek and receive information on authority business on a similar basis.

Officer relationships with party groups

Officers will not normally provide advice or information to a party group. Similarly officers should not normally be asked to brief party group meetings or discussions which involve non-authority representatives.

Councillors access to documents and information

Councillors can approach the Chief Fire Officer, the Clerk or the Treasurer to provide them with such information, explanation and advice as they may reasonably need in order to assist them in discharging their role as a Councillor. A request might be for general information about a particular aspect of activities or a request for specific information on behalf of the constituent. If councillors wish to visit Authority premises, they should, whenever possible, contact the Chief Fire Officer or Head of Service Delivery/Community Protection Manager so that the necessary arrangements can be made.

Councillors have legal rights of access to documents and information held by the Authority. However, these rights are not absolute and in some instances a councillor may have to establish a "need to know" to justify access. Data Protection and Human Rights considerations may also apply in particular circumstances.

When Part II reports are provided to councillors this is on the basis that they are private and confidential and disclosure may be unlawful. Any information contained within a Part II report must not be given to the Press or members of the public unless permission is specifically given by the Chairman or Chair of a Committee following advice from the monitoring officer.

A Councillor of one party group does not have the right to inspect a document that forms part of the internal workings of another party group or any document or part of a document containing advice provided by a political adviser or assistant.

Confidential Information

The requirements of confidentiality referred to in the Code of Conduct 2020 for councillors must be strictly observed. Any material provided on a confidential basis must remain so unless permission to share that information is given by the person providing it. Those councillors or officers acting under permission should be mindful that any data breaches relating to sensitive personal or otherwise restricted data precipitated in the course of their involvement will necessitate their cooperation in any resulting investigation by the Office of the Information Commissioner. Officers must also at all times consider Data Protection and any other statutory provision relating to confidentiality and confidential material. Should any councillor or officer be in doubt as to their responsibility then they should seek the guidance of the Information Governance team, or advice from their own principal or manager.

Local Government Act 1986 - Publication of Material

Material must not be published which in whole or in part appears to affect public support for political party and information published is restricted to the provision of information relating to the functions of the authority only. Restrictions also apply to the publication of material within 28 days of any local election or referendum.

Correspondence

Correspondence between an individual councillor and an officer should not normally be copied by the officer to any other councillor. Where it is felt necessary to copy the correspondence to another councillor, this should be made clear to the councillor who originated the enquiry. If the correspondence includes information relating to another councillor then it will automatically be copied to the other councillor concerned, without reference to the councillor originating the enquiry.

Support Services to Councillors and Party Groups

The only basis on which the authority can lawfully provide support services such as stationery, typing, printing, photocopying, transport to councillors is to assist them in discharging their role as councillors. Such support services must therefore only be used for authority business. The services should not be used in connection with party political campaigning activity. Any service used for this type of activity can only be provided with prior approval and is subject to payment of an appropriate charge by the individual councillor or group. Councillors must ensure that they adhere to the relevant codes of conduct or procedures relating to the use of computers. They should also follow Health and Safety procedures. The Code of Recommended Practice on Local Authority Publicity is attached to this Protocol (Annexes 1 and 2). They should also follow Health and Safety procedures.

Monitoring and Evaluation of the Protocol

The operation of this protocol will be monitored by the Authority itself or an appropriate Authority Committee.

Advice on the Operation of the Protocol

The protocol is intended to act as a guide for both councillors and officers. The Clerk to the Authority will offer advice on the implementation and operation of the protocol.

LANCASHIRE COMBINED FIRE AUTHORITY
CONSTITUTIONAL, PROCEDURAL AND CONTRACTUAL STANDING
ORDERS
APPROVED AS AT 18 JUNE 2012

CONSTITUTIONAL AND PROCEDURAL STANDING ORDERS

INTERPRETATION

In these Standing Orders any reference to a paragraph is a reference to a paragraph of these Standing Orders, and any reference to the masculine include the feminine, and -

Interpretation

'The Authority' means the Lancashire Combined Fire Authority.

'Constituent Authorities' means Lancashire County Council, Blackburn with Darwen Borough Council and Blackpool Borough Council.

1 CONSTITUTION OF THE AUTHORITY

1.1 The Authority shall consist of not more than 25 members

Constitution of the Authority

1.2 Each member of the Authority shall be appointed by a Constituent Authority from its own members.

Appointment of Members

1.3 A member of the Authority shall come into office on the date of his appointment and shall subject to paragraphs 1.4 and 1.5 hold office for such period or periods as shall be determined by the Constituent Authority which appointed him.

Period of Office

1.4 A member of the Authority may resign his membership by giving notice in writing to that effect to the Clerk to the Authority

Resignation

1.5 A member of the Authority who ceases to be a member of the Constituent Authority which appointed him shall cease to be a member of the Authority.

1.6 (a) A person is disqualified from being a member of the Authority if he holds any paid office or employment with the Authority.

Disqualification

(b) Nothing in paragraph 1.6 (a) shall apply to a member because of election as Chairman or Vice-Chairman of the Authority or any of its Committees.

- | | | |
|-----|--|--|
| 1.7 | <p>(a) Subject to paragraph (b) below, if a member of the Authority resigns, becomes disqualified or otherwise ceases to be a member of the Authority before the expiry of his period of office, the Constituent Authority which appointed him shall appoint a representative to replace him who shall come into office on the date of his appointment and unless he resigns, becomes disqualified or otherwise ceases to be a member of the Authority shall hold office for the remainder of the period for which his predecessor would have held office had he not resigned, become disqualified or otherwise ceased to be a member of the Authority.</p> <p>(b) If a member of the Authority resigns, becomes disqualified or otherwise ceases to be a member of the Authority within six months before the end of his period of office, the Constituent Authority which appointed him shall not be required to appoint a representative to replace him for the remainder of such period unless on the occurrence of such a vacancy (or in the case of a number of simultaneous vacancies, the occurrence of the vacancies) the total number of unfilled vacancies in the membership of the Authority exceeds one third of the number of members of the Authority referred to in paragraph 1.1.</p> | Ceasing to hold office |
| 1.8 | <p>(a) The Authority shall, at its annual meeting, elect a Chairman, and may elect a Vice-Chairman, from among its members.</p> <p>(b) The Chairman and Vice-Chairman, if elected, shall, subject to paragraphs 1.3 to 1.6, remain in office until the next annual meeting unless sooner determined.</p> <p>(c) Sub paragraph (b) shall not prevent a person who holds office or has held office as Chairman or Vice-Chairman, as the case may be, from being re-elected to either of those offices.</p> <p>(d) On a vacancy arising during the term of Chairman or Vice-Chairman the Authority shall elect from its members a person to replace the Chairman and may so elect a person to replace the Vice-Chairman.</p> <p>(e) The election to replace the Chairman under sub paragraph (d) shall take place not later than the next meeting of the Authority.</p> | <p>Election of Chairman and Vice-Chairman</p> <p>Period of office of Chairman and Vice-Chairman</p> <p>Re-election of Chairman and Vice-Chairman</p> <p>Election to replace Chairman and Vice-Chairman</p> |

2 MEETINGS

- | | | |
|-----|--|-----------------------------------|
| 2.1 | The administrative year shall commence on the 1 April. | Administrative Year |
| 2.2 | The Authority shall hold an Annual Meeting between the 1 April and the 30 June each year at an appropriate venue. | Annual Meeting |
| 2.3 | (a) The programme of scheduled meetings for the Authority shall be determined annually by the Authority and additional meetings of the Authority may be held as determined by the Authority, or at the discretion of the Chairman. | Scheduled and Additional Meetings |
| | (b) Meetings of Committees appointed in accordance with Standing Order 4 below shall be held as and when necessary or at the discretion of the chairman of the Authority or the Chairman of the Committee. | Meetings of Committees |
| 2.4 | The Chairman may at any time call an Extraordinary Meeting of the Authority | Extraordinary Meetings |
| 2.5 | The venue of all meetings of the Authority except the Annual Meeting shall be fixed by the Clerk to the Authority in consultation with the Chairman of the Authority or of a particular Committee. | Venue |

3 MATTERS RESERVED TO THE AUTHORITY

- | | | |
|-----|--|-------------------------------|
| 3.1 | The following matters shall be reserved for decision by the Authority and are excepted from the terms of any delegation to any Committee | Matters reserved to Authority |
| | (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; | |

<p>4.3 The adoption of the recommendations of a Committee shall be moved by the Chairman of the Committee, or in the absence of the Chairman by the Vice-Chairman, or in the absence of both, by the person presiding at the Authority's meeting, and shall be seconded.</p>	<p>Recommendations to the Combined Fire Authority</p>
<p>4.4 The Authority may disapprove, amend or refer back for further consideration any recommendation of a Committee relating to a matter for decision by the Authority.</p>	
<p>4.5 Members of the Authority may ask questions regarding any matter contained in the report of a Committee.</p>	
<p>5. APPOINTMENT OF CHAIRMEN AND VICE-CHAIRMEN</p>	
<p>5.1 The Authority shall:</p> <ul style="list-style-type: none"> (a) at its Annual Meeting as the first business, elect one of its members to the office of Chairman and Vice-Chairman. (b) appoint a Chairman and Vice-Chairman for each Committee appointed under Standing Order 4.1 (a). 	<p>Chairmen and Vice-Chairmen</p>
<p>6 CONDUCT OF MEETINGS</p>	
<p>6.1 The Chairman of the Authority shall preside at meetings of the Authority. The Chairman of each Committee shall preside at the meeting of that Committee.</p>	<p>Chairing of meetings</p>
<p>6.2 In the absence of the Chairman at any meeting, the Vice-Chairman shall preside at the meeting. In the absence of both, the members present shall, as their first item of business, appoint one of their number to be Chairman of the meeting.</p>	
<p>6.3 The Quorum for any meeting shall be one third of the membership (or to the nearest whole number above such number) including, in the case of meetings of the Authority only, at least one representative from each constituent Authority.</p>	<p>Quorum</p>
<p>6.4 In the event of any meeting being inquorate, it shall stand temporarily adjourned for 30 minutes and if, thereafter, there is still not a quorum the meeting shall stand finally adjourned. At the point of adjournment, or subsequently, the Chairman may agree arrangements for the meeting to be reconvened.</p>	

6.5	(a) The order of business for any meeting shall be determined by the agenda for that meeting.	Order of Business
	(b) With the exception of the appointment of Chairman, the order of business as set out in the agenda may be varied by the Chairman at his discretion.	
	(c) Members may submit requests to the Clerk to the Authority for items to be included in an agenda. Save in exceptional circumstances, which are governed by paragraph 6.5(d), requests are to be submitted as early as possible, and not less than 10 working days prior to the relevant meeting.	Requests for items by members
	(d) An item of business not included in the Agenda shall only be considered where by reason of special circumstances which shall be specified in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.	Urgent Business
6.6	Motions relating to items on the agenda must be moved and seconded and will then be open to debate.	Conduct of Meetings
6.7	Subject to Standing Orders 6.8 and 6.9, a Member may not be interrupted whilst speaking or asking a question	
6.8	If the Chairman acts to call a Member to order or to direct the course of the proceedings, the Member speaking shall give way.	Calls to order
6.9	A member may at any time raise a point of order, whereupon the Member speaking shall give way to allow the Chairman to give his decision.	Points of Order
6.10	Where an amendment to a motion is moved and seconded, this will be debated and, if carried upon being put to the vote, will replace the original motion as the substantive motion.	Amendments
6.11	When an amendment is moved and seconded, no other amendment shall be taken into consideration until the first amendment has been disposed of.	
6.12	A motion or amendment, once seconded, may be withdrawn only with the permission of the Authority or a Committee who will decide upon the question of withdrawal without debate.	Withdrawal of Motion or Amendment
6.13	Unless otherwise agreed by the Authority or a Committee in a particular instance, voting shall be by show of hands.	Voting

6.14 The Chairman, or person presiding at a meeting, shall have, in case of equality of votes, a second or casting vote.	Casting Vote
6.15 Where any Member so requires immediately following a vote, it shall be recorded in the minutes of the proceedings of the meeting whether that Member voted for or against the question or abstained from voting.	Recording of Vote
6.16 A member may require his dissent from a decision of the Authority or a Committee to be recorded in the minutes thereof.	Dissent from Decision
6.17 Members of the Authority shall be entitled to attend meetings of Committees other than those on which they are placed, but shall not take part in any proceedings without the consent of the Committee nor in any case vote.	Attendance at Committees
6.18 (a) Agendas for meetings of Committees shall, subject to (b) below, be furnished only to Members of such Committees. Reports contained in Part II of Agenda for the Authority and Committees shall be marked as "Private and Confidential. Not for publication by virtue of paragraph () of Part I of Schedule 12A to the Local Government Act 1972". (b) Members not serving on such Committees may, on request in writing to the Clerk, be supplied with Part I of the Agenda and Part II of the Agenda for the Committees concerned, where allowed under the provisions of the Local Government Act 1972 subject to those reports in Part II being treated as private and confidential.	Supply of Agenda
6.19 A motion or amendment which is not carried shall not again be moved for a period of six calendar months from the date of the Authority meeting at which it was moved unless the Authority decide otherwise on the grounds of altered circumstances or other good reason.	Motions not carried not to be revived
6.20 If any Member refuses to obey the ruling of the Chairman, the Chairman shall be empowered to 'name' such offending Member and thereupon it may be moved and seconded (without debate thereon) that the offending Member be suspended from the meeting and, if upon such motion being carried, the offending Member refuses to comply therewith, the Chairman may take steps for the removal of the offending Member.	Suspension of Member

6.21 If a member of the public interrupts the proceedings at any meeting the Chairman shall warn him. If he continues the interruption the Chairman shall order his removal. The Chairman if he considers it essential for the purpose of the effective conduct of business may adjourn the meeting to another place, day or time.	Disturbances by members of the public
6.22 (a) The Authority or a Committee may, by resolution, exclude the Press and other members of the public from a meeting during an item of business upon a motion duly made and seconded being carried by a majority wherever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information as defined in Section 100I of the Local Government Act 1972. (b) The Press and other members of the public shall be excluded from a meeting whenever it is likely that confidential information as defined in S100A(3) of the Local Government Act 1972 would be disclosed to them in breach of the obligation of confidence. (c) The business the subject of a resolution under this Standing Order shall stand adjourned until all other business of the meeting has been transacted whereupon the Press and other members of the public shall leave the meeting and the adjourned business shall be considered.	Exclusion of the Public
6.23 Any one or more of the Standing Orders relating to the order of debate and voting may be suspended at any meeting so far as regards any business at such meeting, providing the Authority or Committee so determine.	Suspension of Standing Orders
6.24 Smoking shall not be permitted at meetings.	Smoking
6.25 The ruling of the Chairman upon the construction and application of these Standing Orders shall be final.	
6.26 For the avoidance of doubt, this Standing Order shall apply to meetings of any Committees of the Authority.	Application of Standing Orders

7 **PERSONAL AND PREJUDICIAL INTERESTS**

7.1 A member with a personal interest in a matter as defined in paragraph 89 and Appendix B of the Authority's 2021 Code of Conduct who attends a meeting of the Authority or its Committees at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that meeting or when the interest becomes apparent.

7.2 A member with a prejudicial interest in any matter

- (a) shall withdraw from the room where the meeting is being held whenever it becomes apparent that the matter is being considered at that meeting, unless he has obtained a dispensation from the Monitoring Officer of the Authority, and
- (b) shall not seek improperly to influence a decision about the matter.

8 **NOTIFICATION OF FINANCIAL AND OTHER INTERESTS, GIFTS AND HOSPITALITY**

8.1 A member must within 28 days of being appointed to the Authority register his or her financial and other interests with the Clerk to the Authority in accordance with section 10.4 of the Authority's Code of Conduct.

8.2 A member must notify the Clerk to the Authority of any change to those interests referred to in paragraph 9 and Appendix B of the Member's Code of Conduct 2021 within 28 days.

8.3 ~~There is no longer a requirement for a~~ Members are required to declare or register any gifts and hospitality valued in excess of £50, with the Monitoring Officer within 28 days and all gifts and hospitality and all gifts or hospitality should be processed in accordance with the provisions of the Members Code of Conduct 2021.; however, gifts in excess of £50.00 should not be accepted.

9 **COMMON SEAL**

9.1 The Common Seal of the Authority shall be kept in a secure place, determined by the Clerk to the Authority.

Safe Custody of common seal

9.2	The Common Seal of the Authority shall not be affixed to any document unless the sealing has been authorised by a resolution of the Authority or a Committee to which the Authority have delegated their powers in that behalf, or by an officer exercising delegated powers under the Authority's Scheme of Delegation. Such a resolution or authorisation for the acceptance of any tender, the purchase, sale, letting or taking of any property, the presentation of any petition, memorial or address, the making of any contract, or the doing of any other thing, shall be a sufficient authority for sealing any document necessary to give effect to the decision.	Sealing of Documents
9.3	An entry of the sealing of every Deed and other document to which the Common Seal shall have been affixed shall be registered in a separate book to be provided for the purpose.	Records of Deeds Sealed
9.4	Every document sealed shall be attested by the actual sign manual of the Clerk to the Authority or Lancashire Fire and Rescue Service, Head of Democratic Services or Lancashire Fire and Rescue Service, Solicitor.	Attestation of Sealed Deeds

LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 22 February 2021

PERSON CENTRED HOME FIRE SAFETY CHECKS AND HOME FIRE SAFETY CHECK EFFECTIVENESS

(Appendix 1 refers)

Contact for further information:

Deputy Chief Fire Officer Steve Healey – Tel. 01772 866801

Executive Summary

At the December Combined Fire Authority meeting enquiries were raised by Members seeking further information on the development of the '*Person Centred*' Home Fire Safety Check (HFSC). Although this term refers to a specific project currently under development at a national level through the National Fire Chief Council (NFCC) Prevention Committee, this paper sets out the aspects of the existing Lancashire Fire and Rescue Service (LFRS) Home Fire Safety Check and Safe and Well offer which already incorporate many of the objectives of the emerging work. Notwithstanding this robust existing position, as LFRS is represented on the NFCC Prevention Committee Members are assured that LFRS will closely follow project developments and will reflect these appropriately within future Integrated Risk Management Planning and the refreshed Prevention Strategy, with a view to demonstrating strong recognition of emerging Fire Standards in this area.

In a related question, information was also requested to evidence the overall effectiveness of the existing LFRS HFSC (Safe and Well) Offer. Ten years of data shows that although HFSC numbers have generally reduced in quantity, societal fire risk (the number of very high and high-risk areas, number of accidental dwelling fires and casualties) also continues to decline, evidencing in an indicative sense, the increasing effectiveness of both the offer itself and associated targeting of resources.

Recommendation

The Authority is asked to note the content of the report for information.

Information

Person Centred Approach

Put succinctly, a 'person-centred approach' places the Service recipient at the centre of the offer and ensures they are treated as a person first. LFRS has a number of prevention activities and campaigns that have been developed around this personalised approach by focussing on the importance of well-informed risk assessments, dignity, choice and close partnership working. The Home Fire Safe Check (HFSC) and Safe and Well visit deliver a bespoke, personalised fire risk

assessment, which is tailored towards individual need and, by working with partners for inward and onward referrals, ensures resources are focussed on, and tailored to, high risk and vulnerable individuals.

Background

Fire and Rescue Services in the UK have a statutory duty to prevent fires and considerable effort and resources have been focused on reducing risk using a variety of prevention activities. LFRS' largest prevention offer is the HFSC which assesses risk in the home and enables specific fire safety advice and equipment to be provided to meet the needs of the individual.

Historically, following the widespread availability of affordable smoke alarms, the HFSC service was target driven wherein perception of 'success' tended to equate to a high number of HFSCs being carried out. This approach had an impact on risk, as smoke alarm ownership was initially low at the time and widespread efforts (targeted on large geographic areas such as electoral wards) would tend to 'find' a sufficiently large number of high-risk homes that did not have smoke alarms to have a tangible impact on risk. As time progressed however it was recognised that targeting at such a wide geographic level was becoming increasingly inefficient and a shift occurred towards targeting the individual's presenting greatest risk by using lifestyle and societal factors that closely linked to fire to focus inward referral generation. Taking this approach also recognised that simply warning someone about the presence of fire (the purpose of a smoke alarm) belied the underlying complexity of what constitutes fire risk and the benefits more far reaching individual and societal change could have on overall levels of fire risk.

The Introduction of Safe and Well Visits

In 2015 the Chief Fire Officers Association, now the National Fire Chiefs Council (NFCC), the Local Government Association (LGA), Public Health England and Age UK produced a joint consensus statement setting out their intention to collaborate and strengthen efforts to tackle a range of shared health risks. The aim of this was to improve safety and quality of life thereby reducing pressures on the NHS.

To address this, LFRS established a project team with specific terms of reference in realising this organisational ambition, aligned to improving outcomes and narrowing the gap in health inequalities. In practical terms, determining the road map and shaping the transition from a Home Fire Safety Check (HFSC) to a new, co-designed, more holistic visit centred on the person/family, drawing upon a brief advice and intervention approach. This is the Safe and Well visit and now forms part of our complete HFSC Service.

The Safe and Well visit includes additional questions relating to seven areas which were selected not only because they linked to the types of health risks

partners were seeking to address, but also because they were inexorably linked to fire risk. These are:

- Falls prevention
- Social isolation
- Living with dementia
- Diabetes
- Healthy homes/ winter pressures
- Home security/ arson vulnerability
- Mental health

During the visit questions around these areas are asked and, if appropriate and with the person's consent, a referral can be made to the appropriate service/organisation to access further support (and reduce risk). The Service recognises the benefit of individuals making their own decisions and being involved with their fire risk assessment so that they are fully engaged with the process.

In essence, the opportunity for FRS and strategic health and social care partners to work more effectively together is based on one important factor, the individuals wishes and needs. The evidence that can be derived from fire fatalities across the UK indicates that there remain common risk factors. Research shows that health and care issues, when coupled with fires in the home, result in worse outcomes including a much higher likelihood of fatalities.

These factors include multi-morbidity and frailty, cognitive impairment, smoking, drugs, alcohol, physical inactivity, obesity, loneliness and cold homes. Some of these factors such as smoking increase the likelihood of having a fire and others such as frailty increase the likelihood of sustaining more serious injuries or fatalities.

Risk Scoring

Alongside this refined approach a new risk scoring criteria was implemented which provides a score against each of the 19 questions that are asked as part of the referral assessment (by phone or internet). Any referrals scoring 22 or above are automatically offered a Safe and Well Visit, any scoring lower than 22 are provided with bespoke fire safety advice, according to their answers, and this will be emailed or sent in the post.

This has enabled LFRS to triage all referrals and identify the most vulnerable and high-risk people across Lancashire so that the Service provides a more focused, person centred and targeted approach to prevention activities.

Partner Referrals

LFRS works closely with over 241 partner organisations and provides a FastTrack mechanism for referrals for any of their service users.

Risk Reduction, Use of Resources and Societal Fire Risk

The following tables show how Home Fire Safety Check figures and the number of accidental dwelling fires and casualties has varied over the past decade. The tables also show how the fire risk map has changed in that time. In 2010 the Service was delivering over 55,000 HFSC utilising Operational Crews and Community Safety Teams. By 2020 that number had reduced to just below 20,000 (a reduction of 64%) whilst in the same period the number of accidental dwelling fires continued to fall by over 30% (from 1164 to 811). In the same period annual casualty figures reduced by a similar percentage. It isn't statistically sound to fully link HFSC delivery to accidental dwelling fire rate and casualty outcomes, as to do so ignores the multitude of other risk reduction methods utilised over the same period (campaigns, partnership work with Telecare Providers, Early Action Teams etc). It should also be borne in mind that fire risk tends to link with deprivation and other associated determinants, such as fuel poverty, so the data presented should be taken in the context of the wider decade which covered the austerity period. What the data tends to show is that it is possible to reduce the absolute number of HFSC whilst at the same time continuing to reduce risk provided the risk reduction activity is targeted effectively. Taking this approach enables finite resources to be used for other activities which, when looked at holistically, are associated with broader risk reduction in our local communities (eg youth engagement, training and risk information gathering etc.)

Completed HFSCs 2010 - 2020

Year	Completed HFSCs
2010/11	55,430
2011/12	46,506
2012/13	44,959
2013/14	41,824
2014/15	31,611
2015/16	16,575
2016/17	12,614
2017/18	14,340
2018/19	17,522
2019/20	19,581
Total	300,962

Risk Map Score (Number of Super Output Areas¹) 2010-2020

Year	Risk Score	Count of SOA			
		Very High	High	Medium	Low
2010/11	36,532	60	118	310	452
2011/12	36,238	60	114	303	463
2012/13	35,558	53	100	313	474
2013/14	34,228	40	93	301	507
2014/15	33,648	32	95	306	508
2015/16	33,268	41	86	281	533
2016/17	32,990	32	76	314	519
2017/18	32,398	25	74	321	521
2018/19	32,114	22	74	321	524
2019/20	31,816	21	68	310	542

The risk map is calculated annually using data which includes number of dwelling fires, dwelling fire casualties, number of commercial fires and deprivation data.

Accidental Dwelling Fires and Casualties 2010-2020

Year	Accidental Dwelling Fires (KPI 1.3)	Accidental Dwelling Fire Casualties (KPI 1.4)
2010/11	1,164	72
2011/12	1,120	57
2012/13	984	51
2013/14	966	66
2014/15	896	59
2015/16	941	49
2016/17	850	48
2017/18	944	44
2018/19	815	49
2019/20	811	56
Total	9,491	551

¹ Super Output Areas (SOAs) are a set of geographical areas developed for the 2001 census, the aim was to produce a set of areas of consistent size, whose boundaries would not change, suitable for the publication of data. Super Output Areas typically contain a population of around 1500 with relatively consistent demographic characteristics.

Quality Assurance

As the Safe & Well Offering has significant 'depth' and the referral pathways vary significantly based on local provisions, LFRS has introduced a quality assurance process and checks a minimum of one Safe and Well visit per area per month to ensure that agreed standards are being consistently delivered, the appropriate questions are being asked and the relevant advice and equipment provided. This enables the Service to identify any gaps in training for staff and to also ensure the HFSC/Safe and Well process remains appropriate and fit for purpose.

Targeted Campaigns

LFRS also delivers evidence-based campaigns to raise awareness regarding certain risks and behaviours and these are focused and targeted on geographical and demographics that are experiencing the highest risk of fire. A key objective of suitable campaigns is to increase referrals and HFSCs which will deliver our person-centred approach Safe and Well visit to people we may previously not had any contact with (see Appendix 1 for examples of typical campaign activity).

National Fire Chief's Council Project Work & Evolving Prevention Fire Standards

LFRS is sighted to ongoing work which is being developed through the NFCC Prevention Committee to further refine the risk factors which lead to fire in the home and the effectiveness of the associated control measures and referral pathways necessary to mitigate them. The project is currently being initiated at a national level and strategically is intended to support FRS' to deliver against objectives in the future Prevention Fire Standard (currently in draft for consultation) which is likely to include objectives along the lines of:

1. Has a culture where it works collaboratively with other stakeholders to be innovative and maximise resources;
2. Demonstrates prevention planning and implementation of activities that are inclusive, support equality and are non-discriminatory;
3. Utilises and shares accurate data and learning (from both internal and external sources) to target with evidence-based activity and address the changing needs of the community;
4. Demonstrates how outcomes are measured, quality assured and evaluated to ensure the efficiency and effectiveness of prevention;
5. Appropriately recruits, trains and develops competent staff to support and deliver prevention activities;
6. Promotes fire, road and water prevention to all stakeholders in the community.

If services are to provide a person-centred HFSC then the following characteristics should be evident:

- Being person-centred means affording people dignity, respect and compassion. Whenever someone interacts with services, they should

always be treated with dignity, respect and compassion. These 'experience standards' are basic human rights.

- Being person-centred means offering coordinated support. It's not just individual encounters that matter – services should offer or be part of coordinated support across multiple episodes and over time if needed. Coordination is particularly crucial when an individual's circumstances are changing and are being seen by a range of local partners.
- Being person-centred means offering personalised support. Because we are all different, person-centred support is tailored to the needs and aspirations of each individual, not standardised to their condition or circumstances. It means that the things that are important to the person receiving support and their family are discussed and form the basis of the advice we provide and the support that we give.
- Being person-centred means being enabling. The starting point for being enabling is seeing people as assets, not burdens and seeking to support them to recognise, engage with and develop their sense of resourcefulness, and to build on their unique range of capabilities. Being 'enabling' means that systems and services orientate themselves towards supporting people to recognise and build upon their strengths and/or to recover from setbacks or negative episodes so that they can live an independent and fulfilling life.
- The person-centred approach to HFSV should recognise these characteristics and that individuals may have varying and increasing fire risk based upon numerous and changing factors which can be categorised under three headings as follows:

Financial Implications

None at this stage.

Sustainability or Environmental Impact

None

Equality and Diversity Implications

Fire risk is not evenly distributed across society. Research undertaken to shape the future Person Centred HFSC project showed that fire fatalities are most likely to occur in the following groups;

- Over 70 years old, particularly in combination with any pre-existing mental or physical impairment including frailty.
- Children under 11 years old, but especially under 5 years who are less likely to be able to self-rescue.
- Being male (particularly when combined with other risk factors)
- Smokers – especially if combined with poor mobility or other health condition.
- Low Socioeconomic Status (SES) i.e. deprivation.
- Disability or long-term health condition (including dementia).

- Mental and/or physical impairment caused by alcohol and/or drugs.
- Non-owned property or mobile home – this may be a proxy indicator for low SES.
- Single-parent families, and households with more children.

Fire casualties and accidental dwelling fires are more likely to occur for those who;

- Live alone.
- Have had a fire before, and lack of basic fire safety knowledge.
- Are in the 40-49 age group.

Human Resource Implications

None

Business Risk Implications

Impact of COVID and associated Recovery

Utilising NFCC and PHE guidance the HFSC process has been revised during the pandemic to ensure the safety of both our communities and staff. Referrals continue to be received in the range of 700 a month. A modified (low risk) and critical (high risk) process has been developed and every referral receives a telephone call wherein the fire risk assessment questions are asked and scored. Smoke alarms are provided (and fitted where necessary applying appropriate risk assessment and PPE) however, the full Safe and Well aspects of the visit are not deliverable under current risk assessments which designed to limit time in the household as a component of reducing risk to both occupier and staff.

The Incident Management Team and Prevention Recovery Group will consider what proportion of households will eventually be re-visited, and over what time-scale, to deliver the full Safe and Well Offer.

Local Government (Access to Information) Act 1985

List of Background Papers

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

APPENDIX 1

Examples of Campaign Activity (2020-21 Campaign Calendar)

Each external activity has target groups / geographic areas identified based on data and intelligence which in turn drives the communication method utilised.

Level 1 Service Wide Campaigns

Level 2 Area-based campaigns to tackle local issues

Level 3 National campaigns

Level 4 Internal campaigns

Date	Activity	Level
30 March - 17 April	LFRS Annual Service Plan	4
12 April - 3 September	Water safety campaign incorporating NFCC Be Water Aware Week (20-26 April) and RLSS UK Drowning Prevention Week (12-19 June)	2
April and May	Nuisance fires and 'Nosey Neighbour' in relation to Covid	1
14 April - 5 June	On-call recruitment	1
23 April - 23 May	Ramadan (hot oils cooking and Wasted Lives)	2
13-19 May	National Roads Partnership 2Wheels campaign	3
18-24 May	NFCC Sprinkler Week	3
25-31 May	Boat Fire Safety Week	2
3-28 August	Cooking safety - distractions	1
20 September 1 October	Positive Action - wholetime recruitment	1
7-13 September	NFCC Business Fire Safety Week	3
21-27 September	Fire Door Safety Week	3
1-31 October	National Roads Partnership Tyre Safety Month	3
5 October - 18 December	Staff survey 2020	1
October and December	Cooking safety - injuries/casualties	1
12-18 October	Candle Fire Safety Week	3
19 October - 7 November	Halloween/Bright Sparx/Bonfire Night	1
26 October - 1 November	Student Fire Safety Week	3
1 - 31 November	Star Awards	1
16-22 November	Electrical Fire Safety Week	3
16-22 November	BRAKE Road Safety Week	3
4 January - 26 March	Winter safety - electrical equipment fires (including heating equipment)	1

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LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 22 February 2021

FIRE PROTECTION REPORTS

Contact for further information:

Deputy Chief Fire Officer Steve Healey – Tel. 01772 866801

Executive Summary

This report summarises LFRS fire safety prosecutions and arson incidents (where evidence has been provided by Fire Investigators into the Criminal Justice system) where court proceedings have progressed to trial and sentencing stage.

Fire Protection and Business Support information are also included.

Recommendation

The Authority is asked to note the report.

FIRE SAFETY CONVICTIONS

Fire Safety Prosecutions.

Sentencing related to the Plaza Beach Hotel, Albert Road Blackpool at Preston Crown Court is listed for the 22nd February 2020. On the 4th September 2017 an inspection identified a number of serious breaches of the Fire Safety Order that had the potential to cause serious injury or death in the event of a fire situation. The owner was charged with 10 offences at Blackpool Magistrates Court on the 15th May 2017, pleading guilty to 8 at Preston Crown Court on the 4th February 2020. Subsequently sentencing has been adjourned on several occasions due to ill health.

Prosecution case files continue to be prepared in relation to six further premises.

FIRE PROTECTION & BUSINESS SUPPORT INFORMATION

Risk Based Inspection programme

The Inspection Programme for 2021-24 is currently being quality assured before release to Inspection Teams during planning seminars in February.

Inspection activity is currently being prioritised towards High Rise premises and Residential Care / Nursing Homes. The latter is being undertaken utilising additional information and data from the Care Quality Commission and Care Commissioners to assist effective targeting.

Recognising the ongoing challenges of Covid 19 infection control in the care sector, inspectors will initially undertake a telephone audit, requesting key records by e-mail, with full audits being undertaken where compliance cannot be demonstrated.

Building Risk Review

The Building Risk Review work to audit and assess all Lancashire's 72 residential High-Rise premises over 18m continues. The findings are being reported to the NFCC Protection Policy Reform Unit who in turn update the commissioners of the work, MHCLG and Home Office. The project concludes in Dec 21 and LFRS is currently ahead of schedule (39 of 72 inspections completed). LFRS aims to have all audits completed by June in recognition that the provision of technical reports by building owners and managers can be a lengthy process due to the paucity of suitably qualified building surveyors and competing national demand for the skill.

Currently Lancashire has six premises with interim measures due to the presence of non-compliant cladding and a further three due to compartmentation issues

Business Safety

The Residential Care sector is receiving ongoing fire safety business support in the form of a 7-minute briefing (a recognised format to effectively share key messages) to all Lancashire Care and Nursing Home providers which has been produced in conjunction with the Lancashire Safeguarding Adults Board. In addition, Fire Protection staff are delivering fire safety talks to providers via on-line webinars.

ARSON RISK REDUCTION

R v Mark BIRD

FLAT 1 132 ST HELIERS ROAD BLACKPOOL FY1 6JD

Date and time of call 08/10/2019 20:50:16

This Incident involved deliberate ignition of cloth materials by the occupier.

On 26th November Mr BIRD pleaded Guilty to a charge accepted by the court and received 27 months in prison and a victim surcharge of £181.

R v Declan HUTCHFIELD

122 St. Heliers Road, Blackpool FY1 6JD

Date and time of call 05/07/2020 11:21:53

This incident was a late fire call relating to fire which had occurred at the property in the early hours of 5/7/20. Fire was out on arrival. The incident involved deliberate ignition, in separate locations, to carpet, clothing, furniture, and a mattress.

Declan HUTCHFIELD was sentenced to 5 years imprisonment in a Young Offenders Institution with a 20% reduction for guilty plea.

R v Joshua BIBBY

26-28 St Oswalds Close Knuzden

Date and time of call 07/04/2020 12:00:58

Late Fire call received on 8th April 2020, initial incident occurred on Monday 6th April 2020 at 20:20hrs. This incident involved ignition of an ignitable liquid on a driveway following a disagreement with relatives. The fire was captured on CCTV and a suspect subsequently arrested.

Joshua BIBBY was sentenced to a Community Order which included a rehabilitation Activity Requirement, 100 hours of unpaid work and a £90 victim surcharge.

8 Boundary Court, Dinmore Avenue, Blackpool, FY3 7TU,

Date and time of call 20/08/2020, 1648hrs

At a trial at Preston Crown Court on Tuesday 12th January 2021 the defendant was found guilty of arson with intent to endanger life. Sentencing is due to take place on Monday 10th May 2021, although this could change due to the pandemic situation. A further update will be provided.

13-15 Barton Avenue, Blackpool, FY1 6AP.

Date and time of call - 26/09/2019, 23:55hrs

The accused has been charged with arson with intent to endanger life and also arson reckless as to whether life is endangered.

The trial was originally set for April 2020, however it has been moved on several occasions and is now scheduled for 7th June 2022.

All outstanding court hearings have been delayed until 2021, partly due to Covid 19.

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, 22 February 2021

COMMUNITY FIRE SAFETY REPORTS

(Appendix 1 refers)

Contact for further information:

Deputy Chief Fire Officer Steve Healey, 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 detailed reports for the two unitary and twelve district authorities in relation to:

- Community Safety initiatives;
- Incidents of Operational interest.

The report covers the period from December 2020 - January 2021.

1. Countywide summary:

- 1.1 **Community Safety:** The following bullet points capture some of the countywide community safety activity over the two-month period from 01 December 2020 – 31 January 2021. Further detail is provided in Appendix 1 in relation to the specific activity across the 12 District and 2 Unitary areas.

Covid 19

- 1.2 Since mid-December 2020, Lancashire Fire and Rescue Service (LFRS) has been at the forefront of the global fight against the Covid 19 pandemic. Locally, our firefighters, community and support staff have delivered incredible work and Authority Members are asked to note that LFRS **were the first Fire and Rescue Service nationally** to engage in the roll out of the vaccination programme. As

of the end of January, LFRS staff had supported across 22 vaccination sites, including 3 new mass vaccination sites in Blackburn, Blackpool and Lancaster. Our staff have assisted in the delivery of (stats as of 8/2/21):

- 85,600 vaccinations across Lancashire with;
 - 5,100 injections delivered by our firefighter/community/support staff
- 1.3 Staff have also been widely involved in marshalling, administration and coordination at the centres and the Service has received wide ranging praise from people right across our communities
- 1.4 To ensure staff safety, Members should note that LFRS were the **first to commence** Lateral Flow Testing (LFT) on fire stations. The Service has now rolled out LFT across all of our 42 sites to ensure our staff, their families and our communities can be as safe as possible during this pandemic.

Wider Community Safety

- 1.5 In addition to our focus on the response to the pandemic, LFRS has also continued to deliver its prevention agenda on a risk assessed basis. The Service has made use of digital technology and adapted working practices to ensure our communities still receive a high level of service. Activity includes:
 - Virtual delivery of our Fire Cadets programme
 - Home Fire Safety Checks / Safe and Well Assessments via a modified or critical pathway
 - Winter Safety campaign, focusing on the distribution of thermometers and Christmas cards, which included fire safety messages
 - Road Sense package adapted for virtual delivery into schools and for pupil's currently home schooling (Year 6 Primary Children)
 - Hot strike campaigns following tragic fatal dwelling fires
- 1.6 Planning is underway for Water Safety and Wildfire Campaigns for delivery in March / April as weather warms. Package will include virtual delivery of education sessions to schools.
- 1.7 **Operational Incidents of note:** The following bullet points capture some of the countywide operational response activity over the two-month period from 01 December 2020 – 31 January 2021. Further detail is provided in Appendix 1 in relation to the specific activity across the 12 District and 2 Unitary areas.
 - Birtwistle Mill, in Haslingden – 14 fire engines from LFRS and Greater Manchester, including aerial appliances (LFRS Stinger). Fire in a Mill building with difficult access
 - Support to Cheshire FRS - provide mutual aide at mass flooding incident. 4 swift water rescue units responded and carried out numerous rescues

- Derelict single storey commercial building in Chorley - 12 fire engines from LRFS attended, supported by one fire engine from Greater Manchester and several specialist appliances (including Stinger)
- Tabley Lane, Higher Bartle Preston - 8 fire engines and an Aerial Ladder Platform attended a building fire at an industrial unit
- Queens Promenade, Blackpool - 8 fire engines and an Aerial Ladder Platform attended a 5-storey derelict Hotel fire
- Navigation Way, Preston, 8 Pumps and 2 Aerial Ladder Platforms attended a disused former restaurant on fire.
- Centurion Way, Leyland, 6 pumps attended 3 cars on fire, which had spread to the adjacent industrial unit.
- 2 Fatal house fires in Chorley and Leyland
- Dunsop Road, Whitewell, Fatal Incident in which a tipper trailer overturned. Attended by USAR and Clitheroe
- Blackpool Kitchen Fire - Three persons rescued
- Fylde - 85-year-old occupant rescued from property fire
- Hyndburn - Special Service Call - adult male with right arm trapped inside the mixing drum of a petrol cement mixer on building site
- Road Traffic Collisions including:
 - 3 vehicle incident in Lancaster area
 - Fire Engines from Bamber Bridge and Preston attended a multiple Road Traffic Collision involving 17 vehicles on the M6 motorway, Northbound near to Junction 30. Approximately six people injured
- Lancaster – Swift Water Rescue response to a lady and dog in river
- Tarleton - major gas leak on the Moss in Tarleton. The incident involved a fractured high-pressure gas main resulting in the evacuation of 6 people from their homes

Business Risk

None

Environmental Impact

Potential impact on local environment in relation to operational incidents. A number of significant incidents benefitted from the attendance of specialist water tower resources (Stingers) which made a positive impact on firefighting operations and ultimately reducing the environmental impact.

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:		

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	BLACKBURN-WITH-DARWEN
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Home Fire Safety Check / Winter Safety & Covid-19 Volunteers</u>	
<p>The community safety team has continued to work in line with COVID guidelines to deliver Home Fire Safety Checks via a modified or critical pathway. These completed Home Fire Safety Checks have all been referred via the maintaining of existing partnership routes or following the attendance of crews at incidents.</p> <p>The period has also covered our Winter Safety campaign, which has focused on the distribution of thermometers and Christmas cards, which included fire safety messages by partners in the borough on our behalf.</p> <p>Mid-December saw the Covid vaccination roll out in the borough and the introduction of Lancashire Fire & Rescue Service (LFRS) volunteers from operational crews, admin staff, community safety team and existing volunteers who have continued to undertake marshalling and logistic activities at Barbara Castle Way and Darwen Health Centre.</p> <p>These activities have continued with opening of the mass vaccination site at Blackburn Cathedral and the inclusion of a team of LFRS vaccinators who have recently completed their training.</p>	

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	BLACKPOOL
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Winter Safety Campaign</u>	
<p>As part of the Winter Safety Campaign, Community Safety Advisors have been sharing fire safety information with local partners in the form of leaflets that include thermometers. A large quantity of fire safety Christmas cards were also distributed to vulnerable persons via a network of partners. This information gives the vulnerable persons contact details to request a Home Fire Safety Check, an aide memoire of the bed time routine and a reminder of fire safety advice.</p>	
<u>Covid-19 Vaccination Centre</u>	
<p>Blackpool Area Community Safety Advisors have been supporting the National Health Service in the delivery of Covid-19 vaccinations in the community. During December and January Community Safety advisors assisted with the management of patients in four Health centres in the Blackpool area. Each day saw approximately 400/500 patients arrive for their vaccination.</p>	
<p>As of early January, the Community Safety Advisors have been re-deployed to the Blackpool Winter Gardens mass vaccination site to assist with marshalling.</p>	
<u>Road Sense</u>	
<p>The Road Sense package has been adapted for virtual delivery, during January a total of 2 Road Sense sessions have been delivered to Schools within Blackpool. The Road Sense package is specifically aimed at the Year 6 Primary Children as these young people will be over the coming months transitioning into Secondary schools, this increases their independence as they will be travelling via other means to school and require additional awareness of the dangers that they may not be familiar with.</p>	
<u>Safe & Well</u>	
<p>During the Covid-19 period the core duties of the Community Safety team have been adapted to manage the ever-changing risk associated with the pandemic.</p>	
<p>The team have used this time to focus on collaboration with local partners and organisations such as Blackpool Adult services to highlight the Home Fire Safety Check Service incorporating the Safe and Well aspect.</p>	
<p>The team have also forged partnerships with Turning Tides a project that will be based out of Claremont Digital Library - In partnership with Claremont Park</p>	

Community Centre, offering Claremont residents the use of a data ready tablet for up to 6 months to support them with isolation and improving digital and social networks. A timetable of online sessions for residents to log into will be arranged, with LFRS contributing an electronic educational fire safety session.

INCIDENTS OF OPERATIONAL INTEREST (brief details)

Charles Street, Blackpool

Date: 24 December 2020

Time: 11:38

North West Fire Control received a call to a property reporting that there was a fire in the building and stating that people were inside. Due to the nature of the incident three fire appliances were mobilised from Blackpool and South Shore fire stations.

On arrival, the crews found a fire in the kitchen. Three persons were rescued by firefighters wearing breathing apparatus (BA), all of whom were assessed and treated at the scene for smoke inhalation by North West Ambulance Service (NWSAS).

Fire crews spent 1 hour at the scene; used 6 Breathing Apparatus sets and 1 high pressure hose reel jet to bring the fire under control. Fire crews also used a thermal imaging camera to ensure the fire was fully extinguished and a positive pressure ventilation unit to clear the property of smoke.

There is a requirement for fire crews to undertake an investigation to determine the cause of fire. This work is important as the findings support the Service with the development of Prevention and Protection strategies. In this instance the fire was caused by the occupiers leaving a pan containing cooking oil on a hob and accidentally turning on the ring under the pan.

Details of the incident were passed to Prevention and Protection departments so follow-up activities could be undertaken. This is standard practice and aimed at ensuring victims of fire in residential settings are supported post fire, that prevention equipment is installed and working, education becomes embedded and in relation to Protection, that where relevant the building complies with the requirements of Fire Safety legislation.

INCIDENTS OF OPERATIONAL INTEREST (brief details)**Queens Promenade, Blackpool**

Date: 01 December 2020

Time: 14:21

Report of a derelict hotel on fire was reported to NWFC. It was believed people may have been inside prior to the fire being noticed.

The Hotel consisted of 5 floors and approximately 30m x 15m in area. The property was in a poor state of repair and LFRS already had risk information that the building was unsafe internally.

The initial attendance was 2 pumps, 1 from Bispham and 1 Blackpool. This was eventually made up to 8 pumps and an Aerial Ladder Platform.

At the height of the fire 6 Breathing Apparatus and HRJ's were in use and crews were in attendance for 7 hours.

Unfortunately, due to the report that people may have been inside, teams had to be committed into the building, risking the safety of Firefighters, no people were found to be within the building.

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

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	BURNLEY
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Thank You NHS</u>	
<p>Since the mass roll out of the Covid 19 vaccination sites began in December, the NHS have teamed up with LFRS to ensure the efficient running of the sites. The teams have worked tirelessly out on areas and Community Safety have been humbled to be part of the huge ongoing efforts. Dedicated staff have gone the extra mile for those that have come through the doors for their 1st vaccine. With this in mind Community Fire Safety staff thought it would be a touching gesture for the NHS staff to receive a good will gift by teaming up with Tesco`s community champions. Tesco have since donated a series of hampers which CFS staff delivered – containing refreshments and snacks to support the medical teams who are delivering the vaccines at St Peters Health Centre Burnley.</p>	

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	CHORLEY
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<p><u>Hot Strike</u></p> <p>The Service responded to an incident in early January within the Chorley District Area, this incident unfortunately was a fatal incident. Hot Strike Leaflets were distributed within the local area at the time of the incident, due to COVID restrictions the Community Fire Safety Team were unable to carry out door to door activities. Due to these restrictions the Community Fire Safety Team adapted the Hot Strike method and delivered Home Fire Safety Booklets to all the properties in the area of the incident, these booklets provided Key Fire Safety Messages and provided reassurance to the local residents, with details on how to make a Home Fire Safety Check Referral. Post Incident HFSC's have taken place since the incident as a direct action of the information shared.</p> <p><u>Year 6 Road Sense</u></p> <p>This year the Year 6 Road Sense Package is being delivered through a virtual platform of Microsoft Teams to all Primary Schools within Lancashire. The Community Safety Team for Southern area are providing two members of the team to support the delivery of this package, which is being broadcast from Chorley Community Fire Station. The delivery is being facilitated by a team of six people to ensure consistency. So far engagement from schools has been good, with most sessions booked up, and positive feedback and praise shared with the staff involved.</p> <p><u>Volunteer Vaccination Support</u></p> <p>The Community Fire Safety Team were asked to consider volunteering to support the vaccination programme across Lancashire, as a team we have been able to support this with 5 staff offering to perform different roles across the different centres. One of the team has undertaken training to become a vaccinator and has been signed off to deliver the vaccinations and has undertaken their first session vaccinating people. Each of the team is providing at least 2 days per week to this workflow, with some of the team offering additional time, outside of their normal working days.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)**Fatal House Fire, Euxton, Chorley****Date:** 02 January 2021**Time:** 15:21

The fire involved the ground and first floor of a terraced property. Six Firefighters wearing BA entered the property with Hose reel jets. Unfortunately, a deceased casualty was discovered during search and rescue operations.

At the height of the incident 4 pumps and 1 Aerial ladder Platform were utilised. This was due to smoke spread to the roof space of the adjoining terraced properties.

A joint fire investigation took place with LFRS, Lancashire Police CSI and Forensic Scientists.

INCIDENTS OF OPERATIONAL INTEREST (brief details)**Chorley Retail Park, George St, Chorley****Date:** 23 January 2021**Time:** 04:14

Twelve fire engines from Chorley, Preston, Fulwood, Blackburn, Darwen, Leyland, Bamber Bridge, and Skelmersdale – supported by one fire engine from Greater Manchester and several specialist appliances from Lancashire attended a fire at a derelict single storey commercial building in Chorley. Firefighters used four breathing apparatus three hose reel jets, one stinger appliance and one aerial ladder platform to bring the fire under control. One casualty was rescued and received precautionary checks from NWAS. Fire engines were engaged for several hours. The cause of fire is being investigated.

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	FYLDE
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Vaccination Volunteering</u>	
<p>Fylde Area Community Safety Advisors have been supporting the National Health Service in the delivery of Covid-19 vaccinations in the community. During December and January Community Safety advisors assisted with the management of patients in Health centres in the Fylde area. Each day saw approximately 400/500 patients arrive for their vaccination.</p> <p>As of early January, the Community Safety Advisors have been re-deployed to the Blackpool Winter Gardens mass vaccination site to assist with marshalling.</p>	
<u>Road Sense</u>	
<p>The Road Sense package has been adapted for virtual delivery and has been delivered to a number of schools during January. The Road Sense package is specifically aimed at the Year 6 Primary Children as these young people, over the coming months, will be transitioning into Secondary schools. This increases their independence as they will be travelling via other means to school and require additional awareness of the dangers that they may not be familiar with.</p>	
<u>Winter Safety Campaign</u>	
<p>As part of the Winter Safety Campaign, Community Safety Advisors have been sharing fire safety information with local partners in the form of leaflets that include thermometers. A large quantity of fire safety Christmas cards were distributed to vulnerable people via a network of partners. This information gives the vulnerable persons contact details to request a Home Fire Safety Check, an aide memoire of the bed time routine and a reminder of fire safety advice.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
<p>St David's Road South, Lytham St Annes Date: 11 January 2021 Time: 02:41</p> <p>On arrival the smoke alarm was sounding, there was smoke in the communal hallway and the door to the flat was open. The flat was smoke logged and the 85-year-old occupant was inside. Firefighters led the occupant to safety, the occupant</p>

was then monitored with a pulse oximeter prior to North West Ambulance Service attending.

Firefighters assessed the situation and concluded that the fire was out on arrival. The cause of the fire was an item of clothing that had been drying on an electrical heater. There were three portable heaters in the flat, a Halogen electrical heater in the bedroom being fed from the hallway via a trailing lead, a small oil filled radiator and an electric convector heater in the lounge which was the point of origin for the fire. The result was burn marks to the carpet and the occupant suffered smoke inhalation and singed hair. North West Ambulance Service conveyed the occupant to Blackpool Victoria for precautionary checks. Firefighters liaised with the Community Safety Team for further support for the occupant.

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	HYNDBURN
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Home Fire Safety Checks & Winter Safety</u>	
<p>The Community Safety team has continued to work in line with COVID guidelines, in order to deliver HFSCs via a modified or critical pathway. These completed HFSCs have all been referred via the maintaining of existing partnership routes or following the attendance of crews at incidents.</p> <p>The period has also covered our Winter Safety campaign, which has focused on the distribution of thermometers and Christmas cards, which included fire safety messages by partners in the borough on our behalf</p> <p>Mid December saw the Covid vaccination roll out in the borough and the introduction of LFRS volunteers from operational crews, admin staff, community safety team and existing volunteers who have continued to undertake marshalling and logistic activities at the ACORN health Centre.</p> <p>These activities have continued with the opening of the Mass Vaccination site at Blackburn cathedral and the inclusion of a team of LFRS vaccinators who have recently completed their training.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)	
Britannia Wharf, Rishton	
Date:	04 December 2020
Time:	14:11
<p>LFRS were Called to an adult male with his right arm trapped inside the mixing drum of a petrol cement mixer on building site. The male who had sustained significant injuries/ fractures to the upper and lower arm, was conscious and breathing on arrival of emergency services. He was stood in a hole, approximately 1 metre deep that was partially filled with water and rising due to the inclement weather conditions. A battery-operated grinder was used to remove the fixing bolts on the outside of the drum, whilst being assisted by NWAS with pain relief for the casualty. Due to the ground being muddy and soft as a result of the weather, an improvised walkway was constructed utilising building materials to prevent personnel falling and sinking in the mud during the extrication of the casualty. The Casualty was then safely extricated and conveyed to hospital.</p>	

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT
REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	LANCASTER
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Winter Safety</u>	
<p>Due to the current pandemic, it was clear that LFRS activities as part of the winter safety campaign were going to be reduced. A Christmas card and safety message were produced centrally and sent out to all areas.</p> <p>The Lancaster CFS team, ensured a stock of cards was provided to all agencies, where the winter safety campaign was relevant to their customers. The plan was for this card to be distributed as they delivered their core service.</p> <p>The key focus of the campaign was to enable the elderly, isolated and vulnerable members to stay safe, warm and well this winter. This was achieved by agencies distributing cards to their clients. The agencies delivering on our behalf are listed below:</p> <p>Integrated Care Co-Ordinators. Local Foodbanks. Health Professionals. Care Agencies Lancaster City Council for distribution to their vulnerable person list.</p> <p>To supplement this, Northern area procured a small stock of oil heated radiators, for those who were at risk from using unsafe sources of heating, such as defective boilers, candles, unswept fires, amongst other sources of gas heaters and naked flames.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
<p>M6 Motorway, Near to Lancaster Date: 11 January 2021 Time: 17:26</p> <p>3 x appliances and 1 x Station Manager attended a RTC on the M6 Northbound, with multiple vehicles involved and persons trapped.</p> <p>Upon attendance of LFRS, it was identified that 3 vehicles were involved, a DAF wagon had collided with a car and this had led to a collision with another car, which had been wedged on its side against the central reservation. A female was trapped within this car, which was an electric vehicle.</p>

This incident proved complex due to the positioning of the electric vehicle pinned on its side against the central reservation. It affected rescue operations and safety of staff, due to the complexities of isolating the live parts of the car.

Dynamic decisions were made that ensured the stability of the car was not compromised and a safe working platform was established prior to carrying out any rescue operations. FRS personnel had to utilise up to date crash data from the Vehicle mounted data system on the Fire Engine, in order to ensure the isolation of the battery was carried out correctly and ensuring no parts remained live.

A rescue plan was established, which would see unique extrication techniques implemented, in order to ensure a successful rescue was carried out, in a challenging situation.

Low Road, Crook O Lune, Lancaster

Date: 15 January 2021

Time: 09:49

Two appliances, one of which had Swift Water Rescue capability, plus a Station Manager attended the above incident.

The initial call was to a dog trapped within the river lunge. Upon arrival of LFRS there was an elderly lady and a dog by the river bank. The elderly lady had gone into the river and rescued the dog however both the dog and elderly lady were suffering from the effects of hypothermia.

A medical assessment at the scene was carried out by FRS personnel due to NWAS not yet being in attendance. FRS personnel administered hypothermic intervention practices, as well as oxygen to the elderly lady, in order to ensure her condition did not decline. This was the same for the hypothermic dog which also suffered from epilepsy. Due to the dog's hypothermic condition, it was inducing seizures, so the dog received care from LFRS staff.

Northwich Fire Station, Cheshire**Date:** 21 January 2021**Time:** 11:50

LFRS was requested by Cheshire FRS to provide mutual aide at a flooding incident. The request was for 4 swift water rescue units, one of which was Lancaster's pump. All resources were deployed to a rendezvous at Northwich fire station, from there they were deployed to affected areas accordingly. Lancaster formed part of a rescue mission which was already established to access affected properties and move people to a safe place. Upon arrival Cheshire's boat was being used as was Lancashire's boat and rescue sleds. While all these assets were providing a great rescue aide, Lancaster's 10-person raft came in to its own with the number of individuals it rescued, being the most effective of the assets in attendance. Within that period of response Lancashire rescued 48 people. The efforts of LFRS was commended throughout the incident and after with praise and recognition by Cheshire FRS.

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	PENDLE
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Winter Safety Campaign</u>	
<p>Working in partnership with local organisations, the Community Safety advisors at Pendle delivered Safe and Warm packs to the Open-Door charity. The Charity has links with local housing providers who provide recycled furniture, which is surplus to requirements and is given to those in need in a bid to help them furnish their home. The teams coordinate the delivery of warm meals to elderly vulnerable people, who depend on the good will of the service. Community Fire Safety (CFS) teams promoted the winter safety campaign by donating resources which contained items such as Fleece blankets, thermo flasks and safety literature. Again, the winter campaign focuses heavily on keeping people safe when temperatures fall. People are advised on the safe usage of heating appliances and are offered a free Home Fire Safety Check from LFRS.</p>	

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	PRESTON
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Winter Safety Campaign</u>	
<p>Central CFS have been working with partners to identify any vulnerable tenants for a critical/modified Home Fire Safety Check. Campaign postcards have also been distributed to all partnerships across the district and relevant information from the virtual library has been shared via social media in order to provide key messages whilst still under a national lockdown. A full evaluation of the Winter Safety Campaign will be provided upon completion of the campaign.</p>	
<u>Mass Vaccination Assistance</u>	
<p>Staff from Central CFS have been assisting with the logistics and administration of the COVID vaccine at mass sites throughout Lancashire. A staffing rota has been set up to ensure sufficient cover for core prevention work and support will continue to be provided until the situation is relaxed and hopefully sees a return to business as usual.</p>	
<u>Fire Cadets</u>	
<p>Teams meetings have been taking place to cover any outstanding elements of the Fire Cadets Assessment Portfolio for their Skills for Justice Level 2 Award. Cadets have been logging on weekly to complete outstanding work and all folders have now been submitted for final marking.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
Hazlehurst Road, Preston
Date: 06 December 2020
Time: 10:15
<p>A gas fire had been left on by elderly occupier, possibly for several hours. Two Breathing Apparatus wearers were committed into the property to ascertain gas levels. The mains gas was isolated from outside property and electric isolated from inside property. A Positive Pressure Ventilation Unit was used to ventilate the property and clear any harmful gases present. The occupier complained of suffering effects of inhaling gas and received first aid from LFRS personnel and was ultimately conveyed to hospital by NWAS.</p>

INCIDENTS OF OPERATIONAL INTEREST (brief details)**Tabley Lane, Higher Bartle, Preston****Date:** 20 January 2021**Time:** 09:39

A call was received to a commercial fire on Tabley Lane, 4 pumps were sent due to the commercial nature of the site. The building was a Multi Occupied Industrial Unit, consisting of 1 floor with an approximate area of 50m x 20m.

At the height of the fire, 8 pumps were in attendance along with the Command Unit from Blackburn and an Aerial Ladder Platform.

Pumps from Fulwood, Preston, Penwortham, Leyland, Wesham, Longridge, Chorley and Blackpool attended.

The damage was confined to a 20m x 20m area of the building.

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	RIBBLE VALLEY
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Winter Safety & Open Fire / Wood Burners</u>	
<p>The Community Safety team has continued to work in line with COVID guidelines to deliver HFSCs via a modified or critical pathway. These completed HFSCs have all been referred via the maintaining of existing partnership routes or following the attendance of crews at incidents.</p> <p>The period has also covered our Winter Safety campaign, which has focused on the distribution of thermometers and Christmas cards, which included fire safety messages by partners in the borough on our behalf</p> <p>During January operational crews, admin and community safety staff have been involved the opening of the Mass vaccination centre at Blackburn cathedral. This site is available to households living within 45 minutes of Blackburn. Activities include marshalling and logistics along with a team of recently qualified vaccinators.</p> <p>December has also included a targeted leaflet drop at “point of sale” outlets within the Ribble Valley, who sell fuel for open fire and wood burners. The leaflets offer simple fire safety advice on their safe use, storage of fuel and maintenance.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
<p>Dunsop Road, Whitewell Date: 11 January 2021 Time: 13:22</p> <p>LFRS were called to a farm where there had been an accident with a delivery of gravel on a building site. A large articulated tractor unit and trailer had tipped onto its side trapping the driver under the metalwork.</p> <p>Crews from Clitheroe and the Urban Search and Rescue Team from Chorley and Bamber Bridge were mobilised.</p> <p>Unfortunately, the casualty was pronounced deceased by Air Ambulance medics on LFRS arrival. The USAR with assistance from Clitheroe crews devised a lifting plan using wooden cribbing and on-site plant equipment to free the casualty from under the heavy vehicle.</p>

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	ROSSENDALE
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Virtual Fire Safety Session</u>	
<p>Following a request from an Air Cadet unit in Rossendale to deliver a fire safety session to their team of Air Cadets, the Community Safety Advisors put together a bespoke education package which contained a range of information including a quiz, which they were able to present over Teams. The group of Air Cadets received information regarding fire science, the roles within the fire services, including some information which encompasses part of the fire cadet learning modules. This was a very successful combined effort, where the 2 services came together and helped to shape the future for these young people.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)
<p>Jubilee Road, Haslingden Date: 07 January 2021 Time: 12:30</p> <p>Birtwistle Mill, in Haslingden - Four Fire Appliances were mobilised to a commercial fire. Upon arrival the first attending crews were faced with a challenging situation of a single storey building of traditional construction that had been extended over time to include a portal framed section, resulting in an overall size of approximately 200m x 90m. At this time there were large volumes of thick black smoke. Another challenge facing crews was the adverse weather with sub zero temperatures and snow.</p> <p>An initial assistance message was sent to Increase fire appliances to 8, along with the request for a Stinger and Aerial Ladder Platform (ALP). Early priorities included the evacuation of local residents, fire stops between the affected building and an adjoining mill, as well as road closures to allow crews to establish a safe system of work.</p> <p>Operation Merlin was declared due to the large volume of smoke that was affecting not only local residents, but a major road link, A56.</p> <p>The fire continued to develop quickly and was breaking through the roof structure. Due to the complex layout and access issues a further assistance message was</p>

sent to increase Fire Appliances to 14, along with requesting the HVP to assist with water.

At its height crews were utilising 8 hand held jets, a ground monitor, a Stinger as a water tower and the ALP in a strategic position to protect property.

The overall result was the extinguishment of a fully developed fire that was contained to the building of origin, the protection of adjoining property including domestic dwellings and the return to their homes of local residents.

It is believed that bulk storage of roller blinds had been ignited by sparks from metal cutting processes. Rogue sparks from the use of an angle grinder had embedded into a large quantity of roller blinds where it had caused unnoticed smouldering.

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	SOUTH RIBBLE
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Winter Safety</u>	
<p>The Community Safety Team has distributed Winter Safety Christmas Cards across the South Ribble Community Hubs and local Care Agencies, in total 250 were shared across these services. The team also established a link with Progress Lifeline Falls Response Team, who took 450 cards to leave with people that they responded to during the December Period. The cards contained a Christmas message from the Service, which had key fire safety information and information on how to make a referral to the Service.</p>	
<u>Volunteer Vaccination Support</u>	
<p>The Community Fire Safety Team were asked to consider volunteering to support the vaccination programmed across Lancashire, as a team we have been able to support this with 5 staff offering to perform different roles across the different centres. One of the team has undertaken training to become a vaccinator and has been signed off to deliver the vaccinations and has undertaken their first session vaccinating people. Each of the team is providing at least 2 days per week to this workflow, with some of the team offering additional time, outside of their normal working days.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)	
M61 Motorway, Bamber Bridge area	
Date:	27 December 2020
Time:	15:49
<p>Fire Engines from Bamber Bridge and Preston attended a multiple Road Traffic Collision involving 17 vehicles on the M6 motorway, Northbound near to Junction 30. Approximately six people were treated for minor injuries, and fire service personnel made the vehicles safe before leaving after approximately ninety minutes.</p>	

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

INCIDENTS OF OPERATIONAL INTEREST (brief details)**Navigation Way, Preston****Date:** 01 December 2020**Time:** 00:01

4 Pumps were initially sent to reports of a building fire. On attendance the building was confirmed to be involving a disused restaurant and an assistance message was sent for 8 Pumps and 2 Aerial Ladder Platforms.

The building consisted of 2 floors with an area of approximately 50m x 20m. The fire was in the roof void.

At the height of the blaze, 6 BA were in use, along with 2 Aerial Ladder Platforms. Crews were in attendance for approximately 12 hours.

The fire was attended by Fulwood, Preston, Penwortham, Bamber Bridge, Blackburn, Leyland, Chorley, Blackpool, Wesham, Nelson, Hyndburn, Fleetwood and Darwen.

INCIDENTS OF OPERATIONAL INTEREST (brief details)**Centurion Way Industrial Estate, Leyland****Date:** 02 January 2021**Time:** 23:44

One pump from Leyland was initially sent to reports of a fire in the open, whereby smoke and flames were visible. Due to the vague location given by the caller, NWFC spent a further few minutes, confirming the accurate location.

The first pump immediately made pumps 6, as the fire involved 3 cars and had spread to the adjacent industrial unit.

The swift action of the crews meant that the fire didn't damage the building beyond the external walls. However, there was severe damage to 3 cars and the external fascia of the building.

Pumps from Leyland, Bamber Bridge, Preston, Chorley and Penwortham attended, along with the Command Unit from Blackburn.

INCIDENTS OF OPERATIONAL INTEREST (brief details)**Fatal House fire in Leyland**

Date: 30 January 2021

Time: 12:25

LFRS were mobilised to a late fire call, in which a deceased male had been found at a property, where there had been a fire.

A pump from Leyland, along with a Fire Investigation team from LFRS attended.

The fire was out on arrival, so the main emphasis was on the investigation.

The investigation was carried out in conjunction with LFRS, Lancashire Police CSI and Forensic Scientists. The investigation into the circumstances is still taking place, via a multi-agency approach.

SUMMARY REPORT FOR:	WEST LANCASHIRE
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Winter Safety</u>	
<p>The Community Fire Safety Team has set up a new link with a community group within Skelmersdale to provide Christmas Cards and Thermometers Cards. The community group works with older vulnerable residents and have distributed 100 of the cards and Thermometers with the bags that they provide to these residents. The Christmas cards and Thermometers contained key fire safety messages and information on how to make a self-referral to the service.</p>	
<u>Volunteer Vaccination Support</u>	
<p>The Community Fire Safety Team were asked to consider volunteering to support the vaccination programmed across Lancashire, as a team we have been able to support this with 5 staff offering to perform different roles across the different centres. One of the team has undertaken training to become a vaccinator and has been signed off to deliver the vaccinations and has undertaken their first session vaccinating people. Each of the team is providing at least 2 days per week to this workflow, with some of the team offering additional time, outside of their normal working days.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)	
Green Lane, Tarleton	
Date:	26 January 2021
Time:	07:59
<p>The Fire Engine from Tarleton and a Hazardous Materials and Environmental Protection Officer attended a major gas leak on the Moss in Tarleton. The incident involved a fractured high-pressure gas main. This was a multiagency incident including Fire, Police, Highways, Cadent Gas and Lancashire County Council. Six persons were evacuated from their homes. Firefighters made the scene safe while gas engineers isolated the leak. All agencies were detained for several hours.</p>	

LANCASHIRE FIRE AND RESCUE SERVICE
COMMUNITY SAFETY REPORT

REPORTING PERIOD: DECEMBER 2020 – JANUARY 2021

SUMMARY REPORT FOR:	WYRE
LOCAL COMMUNITY SAFETY ACTIVITIES (brief details)	
<u>Prevention</u>	
<p>A telephone call from a concerned member of the public, was received at Fleetwood Fire Station. They raised concerns regarding a property, which had not only severe hoarding issues, but means of access and egress were blocked by white goods which had to be continually moved.</p> <p>Upon investigation it was found that this property has been previously visited by LFRS in 2017 and a hoarding issue was highlighted to the Housing Association who owned the property.</p> <p>The Housing Manager stated they were aware of the problem and had been working on reducing the amount of hoarding, but due to COVID regular visits have been restricted</p> <p>This case was referred to Wyre and Fylde Integrated Team (WFIT) Self Neglect Group, as a result of this Social Services are now involved.</p> <p>The occupiers next of kin has arranged removal of the white goods and in conjunction with The Housing Association are removing unwanted items from the property.</p> <p>This shows that during a time of reduced Public Sector personnel highlighting safeguarding issues, LFRS staff continue to carry out their prevention work to a high standard, even during a global pandemic. Had they not followed up this concern, a fire may have occurred with serious consequences to the occupier and neighbours.</p>	

INCIDENTS OF OPERATIONAL INTEREST (brief details)	
Date:	Various
Time:	Various
<p>Over the period of 1st December 2020 to 31st January 2021, Fleetwood has seen a spike of Fires relating to Anti-Social Behaviour. Most, if not all fires involved wheelie bins at the properties.</p>	

The response by LFRS has been to raise the issue at both the Community Safety Partnership and Anti-Social Behaviour Partnership meetings. The latter of which has resulted in a targeted meeting held on 1 February 2021 involving: LFRS, Wyre District Council, Wyre District Police and the property owners to focus on this issue at the two properties and implement measures to reduce / prevent fires and the impact they cause as well as establishing ways of identifying possible offenders.

Longmoor Lane, Nateby

Date: 20 January 2021

Time: 14:33

One Fire Appliance from Garstang was mobilised to reports of a member of the public trapped in their vehicle by flood waters. On arrival, 2 of the Garstang crew entered the water wearing flood suits in order to rescue the occupant of the vehicle, which they did successfully. Assisted by a local farmer, the crew were then able to connect a line to the vehicle from the farmers tractor and pull the vehicle from the flood water.

In response to the flooding, the crew also collaborated with the local authority by requesting highways officers to close the road, preventing further incidents.

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