

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

Monday, 13 September 2021 in Washington Hall, Service Training Centre, Euxton commencing at 10.00 am

Car parking is available on the Main Drill ground.

If you have any queries regarding the agenda papers or require any further information please initially contact Diane Brooks on Telephone Number Preston 01772 866720 and she will be pleased to assist.

Rooms have been made available for Political Group meetings from 0900 hours onwards.

Conservative Group - Lecture Hall 5

Labour Group – Lecture Hall 6

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: dianebrooks@lancsfirerescue.org.uk

AGENDA

PART 1 (open to press and public)

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

This meeting will be held in line with Covid-19 restrictions.

Combined Fire Authority Members will attend in person.

Members of the press and public can attend in person (subject to national Covid-19 restrictions) or view the meeting via a live webcast on YouTube.

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

1. CHAIRMAN'S WELCOME AND INTRODUCTION

Standing item.

2. APOLOGIES FOR ABSENCE

3. DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

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

the Agenda.

4. MINUTES OF PREVIOUS MEETING (Pages 1 - 12)
5. MINUTES OF MEETING THURSDAY, 1 JULY 2021 OF STRATEGY GROUP (Pages 13 - 14)
6. MINUTES OF MEETING WEDNESDAY, 7 JULY 2021 OF RESOURCES COMMITTEE (Pages 15 - 34)
7. MINUTES OF MEETING MONDAY, 12 JULY 2021 OF PLANNING COMMITTEE (Pages 35 - 48)
8. MINUTES OF MEETING TUESDAY, 20 JULY 2021 OF AUDIT COMMITTEE (Pages 49 - 58)
9. MINUTES OF MEETING WEDNESDAY, 28 JULY 2021 OF PERFORMANCE COMMITTEE (Pages 59 - 76)
10. SAFETY, HEALTH AND ENVIRONMENT POLICY (Pages 77 - 96)
11. MEMBER CHAMPION ACTIVITY REPORT (Pages 97 - 102)
12. FIRE PROTECTION REPORTS (Pages 103 - 108)
13. OPERATIONAL INCIDENTS OF NOTE (Pages 109 - 114)
14. MEMBER COMPLAINTS

Standing item.

15. DATE OF NEXT MEETING

The next meeting of the Authority will be held on Monday 13 December 2021 at 1000 hours at Washington Hall Training Centre, Euxton.

16. 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.

17. 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.

PART 2

18. RE-APPOINTMENT OF CLERK AND MONITORING OFFICER

(Paragraphs 1 and 2)

Verbal report.

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Agenda Item 4

LANCASHIRE COMBINED FIRE AUTHORITY

Monday, 28 June 2021 at 10.00 am in Washington Hall, Service Training Centre, Euxton

MINUTES

PRESENT:

D O'Toole (Chairman)

Councillors

J Shedwick (Vice-Chair)

P Britcliffe

S Clarke (part)

M Dad

F De Molfetta

N Hennessy

D Howarth

J Hugo

K Iddon

A Kay (part)

H Khan

J Mein

G Mirfin

S Morris

M Pattison

J Rigby

P Rigby

S Serridge

J Singleton

D Smith

T Williams

R Woollam

1-20/21 APPOINTMENT OF CHAIRMAN

The Clerk invited nominations for the appointment of Chairman for 2021/22. County Councillor John Shedwick proposed County Councillor O'Toole which was seconded by County Councillor John Singleton. No further nominations were received. The Clerk held a vote. There were 13 Members who voted in favour, none against and 10 abstained.

The motion was therefore CARRIED and it was:

RESOLVED: - That County Councillor O'Toole be appointed Chairman of the Combined Fire Authority (CFA) for 2021/22.

2-20/21 APPOINTMENT OF VICE-CHAIRMAN

The Chairman invited nominations for the appointment of Vice-Chairman. County Councillor John Singleton proposed County Councillor John Shedwick which was seconded by County Councillor Andrea Kay. No further nominations were received. The Clerk held a vote. There were 13 Members who voted in favour, none against and 10 abstained.

The motion was therefore CARRIED and it was:

RESOLVED: - That County Councillor Shedwick be appointed Vice-Chairman of the Combined Fire Authority (CFA) for 2021/22.

3-20/21 CHAIRMAN'S WELCOME AND INTRODUCTION

The Chairman welcomed to the Authority new County Council Members: Keith Iddon, Ged Mirfin, Stuart Morris, John Singleton, Ron Woollam, Munsif Dad, Jennifer Mein and Sean Serridge and also welcomed a new Blackburn with Darwen Council Member, Councillor Jean Rigby.

The Chairman took the opportunity to recognise the work of the outgoing Chairman, County Councillor Frank De Molfetta who had been an excellent Chairman to work with over the past 8 years and the Authority Members applauded. County Councillor Nikki Hennessy also took the opportunity to thank County Councillor De Molfetta for his support to the Authority particularly his enthusiasm and commitment to the residents of Lancashire.

The Chairman also gave thanks to Members who had now left the Authority for their contributions to the work of the Authority and making Lancashire safer.

4-20/21 COMPOSITION OF THE COMBINED FIRE AUTHORITY

RESOLVED: - That the Composition approved by the 3 Constituent Authorities for 2021/22 for the Combined Fire Authority be noted and endorsed, and the new Members appointed by Lancashire County Council and Blackburn with Darwen Council to serve on the CFA for 2021/22 be welcomed.

5-20/21 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Simon Blackburn and Councillor Zamir Khan.

6-20/21 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

7-20/21 APPOINTMENT OF CHAIRMEN AND VICE-CHAIRMEN OF COMMITTEES

The Chairman, County Councillor O'Toole presented the proposed Chairmen and Vice Chairmen for the Authority's Committees. County Councillor Nikki Hennessy commented that this was an opportunity to demonstrate equality of opportunity to female Members of the Authority.

It was confirmed that the Chairman and Vice-Chairman of the Strategy Group were the Chairman and Vice-Chairman of the Authority.

RESOLVED: -

(1) That in accordance with Standing Order 5.1(b) of the Authority, the following Members be appointed as Chairmen and Vice-Chairmen of Committees of the CFA for 2021/22.

(i) Appeals	Chairman	County Councillor P Britcliffe
	Vice-Chairman	County Councillor M Pattison

(ii) Audit	Chairman Vice-Chairman	County Councillor J Shedwick To be agreed by the Labour Group and the Clerk advised accordingly
(iii) Performance	Chairman Vice-Chairman	County Councillor K Iddon County Councillor P Rigby
(iv) Planning	Chairman Vice-Chairman	County Councillor G Mirfin County Councillor S Clarke
(v) Resources	Chairman Vice-Chairman	Councillor T Williams County Councillor D O'Toole

(2) That County Councillor S Morris be appointed as Chairman and Councillor D Smith be appointed as Vice-Chairman of the Member Training and Development Working Group for 2021/22.

(3) That County Councillor S Serridge be appointed as Chairman of the Injury Pensions Sub-Committee for 2021/22.

(4) That County Councillor D O'Toole be appointed as Chairman of the Service Headquarters Relocation Working Group for 2021/22 and that the proposed terms of reference, as now considered be approved.

(5) That the Authority confirmed appointment of the following four Member Champions for 2021/22 as:-

- Community Safety - Councillor Jean Rigby;
- Equality, Diversity and Inclusion - Councillor Zamir Khan;
- Health & Wellbeing - County Councillor Andrea Kay;
- Road Safety – County Councillor Ron Woollam.

8-20/21 REPRESENTATION ON OUTSIDE BODIES 2021/22

The Authority was requested to determine its representation on outside bodies for the 2021/22 municipal year.

RESOLVED:-

- i) That County Councillor D O'Toole, Chairman of the Authority be authorised to cast the Authority's vote at the LGA Annual General Assembly;
- ii) That County Councillors D O'Toole and J Shedwick (as Chairman and Vice-Chairman of the Authority) be appointed to the Local Government Association Fire Commission;
- iii) That County Councillor D O'Toole, Chairman of the Authority can authorise additional representation(s) to either the LGA Fire Commission or the Fire Services Management Committee as appropriate;
- iv) That 2 members of the Conservative Group and 1 member of the Labour Group (County Councillors D O'Toole, J Shedwick and N Hennessy as Chairman, Vice-Chairman and main Opposition Spokesperson) be appointed

- to serve as representatives on the North West Fire Forum for 2021/22;
- v) That County Councillors D O'Toole and J Shedwick (as Chairman and Vice-Chairman of the Authority) be appointed as North West Fire Control Directors for 2021/22.

9-20/21 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the CFA held on 26 April 2021 be confirmed and signed by the Chairman.

10-20/21 PROGRAMME OF MEETINGS FOR 2021/22 AND 2022/23

RESOLVED: - That the proposed programme of meetings for the Combined Fire Authority for 2022/23 be agreed as: -

25 April 2022
27 June 2022 (Annual meeting of the CFA)
19 September 2022
19 December 2022

27 February 2023 (Budget Setting Meeting)

11-20/21 MINUTES OF MEETING THURSDAY, 29 APRIL 2021 OF MEMBER TRAINING & DEVELOPMENT WORKING GROUP

RESOLVED: - That the proceedings of the Member Training and Development Working Group held on 29 April 2021 be noted and endorsed.

12-20/21 REPORTS FROM MEMBERS ON OUTSIDE BODIES

County Councillors S Clarke and A Kay left the meeting at this point.

The Clerk presented a report received on behalf of County Councillor Hennessy which detailed key points raised at Local Government Association (LGA) meetings of the Fire Service Management Committee attended on behalf of the Authority.

County Councillor Hennessy highlighted that the LGA had established a Fire Diversity and Inclusion Champions Network in late 2019 to bring together Fire and Rescue Authority Members. Equality, diversity and inclusion (EDI) was a key priority for the sector with the LGA considering annual training. The report proposed EDI be a standard agenda item for future meetings which was noted.

RESOLVED: - That the report be noted.

13-20/21 RE-APPOINTMENT OF INDEPENDENT PERSON

Chapter 7 of Part 1 of the Localism Act 2011 made provision in relation to standards matters. The Authority had a duty to promote and maintain high standards of conduct by Members and co-opted Members which included the

appointment of one or more Independent Persons.

At its meeting held 17 June 2019 Mrs Hilary Banks was re-appointed to the role of Independent Person for a further term of 2 years, continuing in that role until June 2021 with the option for Mrs Banks to continue to hold office after that date if the Authority so wished and she was prepared to do so (resolution 12/19 refers). The Authority was asked to consider formally extending the period of office until the Authority's meeting in February 2022 to enable the Authority to make arrangements for a replacement.

The Authority expressed gratitude to Mrs Banks who had been closely associated with the Fire Authority for 20 years.

RESOLVED: - That the Authority re-appointed Mrs Hilary Banks as the Authority's Independent Person as required by the Localism Act until February 2022.

14-20/21 UNWANTED FIRE SIGNALS POLICY - PROPOSALS FOR CHANGE

The report and presentation provided an overview of the current policy relating to fire engine attendance at False Alarms caused by Automatic Fire Alarm (AFA) actuations and the high proportion of these which were subsequently categorised as Unwanted Fire Signals (UWFS).

Members noted that the March 2021 Performance Committee meeting considered the implications of the current policy and the resultant performance, endorsing two options for change which were presented for full Fire Authority consideration. The two options were framed around i) non-attendance to non-sleeping risk premises; and ii) the development of a new policy relating specifically to domestic false alarms (which were growing at pace due to increased use of Telecare in Social Care provision for the most vulnerable).

It was noted that a third option, 'charging for attendance at UWFS', was considered by Performance Committee but discounted as ineffective due to the disproportionate financial impact on other Public Sector organisations and the failure of the policy to address the underlying need to reduce unnecessary mobilisations.

The proposals would bring Lancashire Fire and Rescue Service (LFRS) into greater alignment with other North West services and with sector direction of travel.

The Deputy Chief Fire Officer, Steve Healey highlighted that false alarm mobilisations consistently accounted for approximately 50% of all LFRS attendances, compared to 42% nationally. This disparity was noted by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in their last inspection. It was reasonable therefore to expect further scrutiny in this area during the next round of HMICFRS inspections later in 2021. He advised that the latest national statistics for Automatic Fire Alarm actuations per 100,000 population showed South Yorkshire Fire and Rescue Service was at

the top of the list with 27 mobilisations per 100,000 population with Lancashire second with 26 mobilisations. Other North West FRS were: Greater Manchester 14, Cheshire 10 and Cumbria 9 per 100,000 population which demonstrated Lancashire was the worst when compared with other local FRS.

The Deputy Chief Fire Officer provided a presentation setting out: i) the impact of UWFS on the Service and the communities of Lancashire; ii) the national guidance published by the National Fire Chiefs Council to assist Fire and Rescue services to reduce risks created by UWFS; iii) details of the advice provided and enforcement powers used to secure compliance; iv) false alarm incidents during October – December 2020; v) UWFS demand as a proportion of overall incident activity over 10 years up to 2019/20; vi) national performance; vii) Lancashire performance by premises type; viii) breakdown by occupancy type over 10 years; ix) impact of domestic alarms; x) observations from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services; xi) details of the improvement option to remove attendance to automatic fire alarms as non-sleeping premises; xii) benefits of alignment to other North West Fire and Rescue Services and xiii) details of the improvement option to introduce a domestic false alarm policy.

It was noted that the percentage of false alarm calls would increase if the 1,500 – 1,600 mobilisations per annum to support North West Ambulance Service were excluded from the overall mobilisation figures.

In response to a question raised by Councillor J Rigby, the Deputy Chief Fire Officer advised that North West Fire Control did call challenge on our behalf. He reassured Members that the Service would always mobilise where there was potential occupancy / life risk and where a 999 call had been received.

In response to a question raised by Councillor Williams regarding additional activity the Service could provide to improve the effectiveness of the apparatus which caused the majority of the false alarm calls, the Deputy Chief Fire Officer advised that the Service worked very closely with businesses and was now ready for frontline crews to begin to inspect low risk buildings. In addition, there were many occasions where the Service enforced legislation which was the subject of a report later on the agenda.

In addition, in response to a comment from County Councillor Woollam regarding public responsibility for ensuring their equipment was in good working order, the Deputy Chief Fire Officer advised that the Service did carry out inspections and there were British Standards that needed to be achieved. Where a breach was identified the Service had the ability to enforce activity which in turn aimed to reduced mobilisations to false alarm calls.

In response to a question raised by County Councillor Hennessy regarding the consultation process, the Deputy Chief Fire Officer advised that public consultation would be through the Community Risk Management Plan later in the year; this would be discussed in detail with Members at the forthcoming Strategy Group meeting.

In response to a question raised by Councillor Hugo, the Deputy Chief Fire Officer

confirmed that the introduction of any new Domestic False Alarm Policy would involve collaboration with partners across Lancashire which included the 2 unitary authorities.

In response to a question raised by County Councillor Mein regarding the number of calls considered as false alarms that proved to be a life risk, the Deputy Chief Fire Officer confirmed that the percentage of these calls was between 1% and 2%. He advised that in any revised policy, the Authority could exempt certain buildings for example, to ensure mobilisations to hospitals.

RESOLVED: that the Authority:

- i) Endorsed for public consultation a recommendation made by the Performance Committee at its meeting held 17 March 2021 (45/19 refers) to remove attendance to Automatic Fire Alarms at Non-Sleeping premises staged over 2 years; to be introduced during the day in year 1 and during the night from year 2;
- ii) Endorsed for public consultation the development of a new policy relating specifically to domestic false alarms.

15-20/21 ANNUAL HEALTH, SAFETY AND ENVIRONMENTAL REPORT

The Authority considered the Annual Safety, Health and Environment Report for Lancashire Fire and Rescue Service covering the period 1 April 2020 to 31 March 2021.

As the body with ultimate responsibility for staff health, safety and environmental compliance it was important that all CFA Members were aware of performance in this respect. The report therefore provided a summary of key actions, overall progress and outturn performance in respect of accidents and near misses and carbon emissions, together with a look forward.

The report summarised the arrangements in place to deliver the Service's Safety, Health and Environment Policy and provided a summary of safety, health and environment performance data. It included the reporting on occupational safety, health and environmental issues that had arisen during the period 1 April 2020 to 31 March 2021.

It was noted that Covid-19 had been a significant challenge to the Service during 2020/21 which had required significant focus across all areas to ensure that operational response and safety critical community work continued to be carried out safely for both staff and members of the public. While the vaccination programme was providing a route out of the restrictions, the Service would continue to comply with Covid-19 workplace safety requirements which would be reviewed as restrictions changed.

External Audit

Since initial certification in November 2011 annual surveillance visits had been conducted with re-certification every 3 years to maintain external certification of

the Health and Safety and Environment Management Systems. In April 2021 the auditor from British Assessment Bureau carried out a virtual audit against health and safety standard ISO 45001:2018 and environment ISO 14001:2015. The scope for both standards was 'The Provision of Fire, Rescue and Supporting Services across Lancashire'. This included all operational activity with virtual visits to five fire stations that operated different duty systems and to a number of supporting departments. Continued certification was granted without any non-conformance and five opportunities for improvement identified. Areas for improvement identified by staff had been developed into an Improvement Action Plan which would be taken forward through the Service's Health, Safety and Environment Advisory Group. The report included examples of improvements carried out during 2020/21.

Health and Safety Performance

During 2020/21 there were 57 accidents, 117 near misses and 9 RIDDOR events. The report provided a summary of the total accident and ill-health statistics for 2020/21. A comparison against previous performance showed an overall downward trend from absence following work related injury/illness and demonstrated a positive increase in near miss reporting.

Health and Wellbeing

The management of sickness absence for 2020/21 showed that absence had remained above target. To improve performance the Service aimed to continue with: i) early intervention by occupational health; ii) support to managers in following absence management policy; iii) encouraging employees to make use of the employee assistance programme and the Firefighters Charity; iv) HR to attend stress risk assessment meetings to support managers and offer appropriate support to the employee; and v) support from Service fitness advisor/personal training instructors.

During 2020/21 the focus for health and wellbeing had been on supporting staff, colleagues, families, and friends in response to the Covid-19 pandemic. A range of material, as outlined in the report had been developed to support staff through this difficult time.

Environmental Performance

The Service continued to support the Firefighters Charity with eighteen fire stations currently having recycling banks on site. In 2020/21 the banks collected over 82 tonnes of textiles.

There had been a 2% increase in waste collected from April – March 2019/20 to April - March 2020/21. The total waste collected was 113 tonnes. The percentage of recycled waste during 2020/21 was 30% which showed a slight decrease from the previous year.

The Carbon Management Plan agreed by the Resources Committee in September 2010 included a target of 40% carbon emission reduction by March 2030 from a baseline of 4352 tonnes of CO² in 2007/08. The Service had achieved an overall reduction of 23% by March 2021 which equated to 1020 tonnes of CO².

A look ahead to 2021/22

The report also detailed key safety, health and environmental priorities for 2021/22 which included: the continued management of the impact of Covid-19 on activities and ensuring that the Service complied with Government Covid-19 workplace safety requirements; the implementation of revised National Guidance, the maintenance of certification standards, reducing energy and waste and the continued review of Health and Wellbeing arrangements.

RESOLVED: - That the Authority noted and endorsed the report and associated safety, health and environment performance outcomes.

16-20/21 POLICY ON DEALING WITH HABITUAL AND VEXATIOUS COMPLAINTS - ANNUAL UPDATE

At its meeting held 20 June 2016 the Authority adopted a formal Policy on Dealing with Habitual and Vexatious Complaints (resolution 13/16 refers) which was fair and proportionate, yet which did not prevent genuine complaints from being properly investigated and fair and equitable outcomes promulgated.

On an annual basis the Clerk and Chief Fire Officer reviewed the status of complainants judged to be unreasonably persistent or vexatious and reported this to the Authority. In addition, each year the Clerk reviewed the Policy, as now presented. This year's review concluded that the effectiveness of the Policy was demonstrable, accordingly the Policy remained appropriate, proportionate and effective to the needs of Members, Officers and staff.

During the previous 12 months there had been 2 complainants who were judged to be unreasonably persistent or vexatious. These individuals had given cause for concern and would be informed in writing of this status in open correspondence from the Clerk.

RESOLVED: - That the report be noted and endorsed.

17-20/21 FIRE PROTECTION REPORTS

A report summarising Lancashire Fire and Rescue Service's fire safety prosecutions and arson related incidents was provided.

Members noted there was 1 successfully completed prosecution and 2 arson convictions during the period.

Fire protection and business support information was provided which included: i) risk-based inspection programme - in addition to targeting inspections based on risk, protection officers were focussing on premises most likely to present greatest risk when they reopened following the recent lockdown easing; ii) protection transformation team – the function continued to develop in line with evolving national expectations and legislation. The Fire Safety Act 2021 received Royal Assent on 29 April 2021 and was expected to come into force over the summer. The Act gave additional powers to Fire and Rescue Services with respect to the

suitability of external wall systems and apartment front doors in all buildings comprising more than 2 domestic dwellings. The Service continued to contribute to the Government Building Risk Review project with inspectors having completed full audits of all 70 premises that meet the review criteria. Technical reports were awaited on external wall systems from 37 premises and to date, 6 premises had been found to have unsatisfactory external wall systems. Inspectors were working with responsible persons regarding remediation and all premises were subject to interim measures. Development of the new Building Safety Act and associated guidance was likely to receive Royal Assent late in 2022; and, iii) business fire safety checks – a project for these checks to be provided by operational fire crews in order to support businesses and reduce risk had been delayed by covid-19 but the project would now go live at the end of June commencing from pilot stations in northern and western areas.

In response to a question raised by County Councillor Pattison regarding attendance by the Service to small shops, the Chief Fire Officer advised that a response would be made to any concern raised by a member of the public. He confirmed that the focus for Inspecting Officers was high risk premises, prosecutions and supporting investigations.

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

18-20/21 COMMUNITY FIRE SAFETY REPORTS

This report provided an overview of community safety activities and incidents of operational interest across the 14 district authorities during April 2021 – May 2021. It highlighted the continued work to deliver prevention activity, making use of digital technology and adapted working practices to ensure Lancashire's communities continued to receive a high level of service.

Community Safety

After careful preparation, various prevention activities were re-introduced across community safety teams and operational crews including: i) the delivery of Home fire Safety Check visits in people's homes; ii) Prince's trust teams had started their final programmes, which included the 100th team to be run from Blackburn; iii) the Fire Cadet units had started to meet up again and were preparing for recruitment for the coming year; iv) the water safety campaign was launched to align with the National Fire Chiefs Council 'Be Water Aware' campaign which involved a digital delivery to all schools in Lancashire, partnership work at local hot spots, posters displayed at hot spot locations, radio interviews and a presence on several social media platforms; v) a wildfire campaign involving a great deal of partnership working was ongoing to encourage people to look after the countryside; vi) an incident involving composite fencing in Blackburn with Darwen was subject to a comprehensive post incident analysis. In response to a question raised by Councillor Smith regarding whether there would be an investigation into these types of common, flammable materials, the Chief Fire Officer advised that these were significant events which were reported nationally and learning would be shared. It was noted that a presentation on this topic would be presented to Members at the forthcoming Strategy Day.

Covid-19

The Service continued to support the national pandemic response and was the first Fire and Rescue Service nationally to engage in the roll out of the vaccination programme. Locally, our firefighters, community safety staff and support staff had delivered some outstanding work in support of the national vaccination programme. As at the end of March 2021, staff had supported the 5 mass vaccination sites (Blackburn, Blackpool, Lancaster, Burnley and Preston) and assisted in the delivery of 187,000 vaccinations of which 21,800 were injections delivered directly by our staff. Staff had also been widely involved in marshalling, administration and coordination at the centres. The Service had received wide ranging praise from members of our communities. There were currently 309 volunteers and 33 staff repurposed full time to assist with the vaccination programme. Internally, the health and safety of staff had been a continued priority and the ability to roll out Lateral Flow Testing (LFT) arrangements across our sites was an early ambition. LFT was now in place across all Service locations and integrated into working practices to ensure our staff, their families and our communities can be as safe as possible during this pandemic.

Members then considered operational incidents of note during the period.

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

19-20/21 MEMBER COMPLAINTS

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

RESOLVED: - That the current position be noted.

20-20/21 DATE OF NEXT MEETING

The next meeting of the Authority would be held on Monday 13 September 2021 at 10:00am in Washington Hall at the Training Centre, Euxton.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 13 September 2021

NOTES OF STRATEGY GROUP HELD ON THURSDAY, 1 JULY 2021

Contact for further information:

Diane Brooks, Principal Member Services Officer - Tel No (01772) 866720

Executive Summary

Report on proceedings of Lancashire Combined Fire Authority Strategy Group held at the Service Training Centre, Euxton on Thursday, 1 July 2021.

Recommendation

That the Authority note the proceedings as set out in this report.

PRESENT:

Councillors

D O'Toole (Chairman)
J Shedwick (Vice-Chair)
M Dad
N Hennessy
J Hugo
F Jackson
A Kay

J Mein
S Morris
M Pattison
J Rigby
P Rigby
R Woollam

Information

1/20-21 TRANSFORMATION OF THE FIRE SERVICE

The Chief Fire Officer highlighted key issues for Member consideration which included: the national context for the fire sector, the proposed Community Risk Management Plan, national changes in the building industry and the forthcoming inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

Presentations were provided on the Service's response to a composite fencing incident in Blackburn which included other similar incidents; and on the proposed changes to the Service's response to automatic fire alarm calls.

2/20-21 STRATEGIC PLANNING AND INTEGRATED RISK MANAGEMENT PLAN (IRMP)

The Assistant Chief Fire Officer presented Members with an overview of the Service's strategic planning processes which included details of the proposed Community Risk Management Plan (formerly Integrated Risk Management Plan) which looked at risks in Lancashire through a detailed data-led Strategic Assessment. In addition to the 5-year Community Risk Management Plan the Service produced Annual Service Plans and reported on progress to the Planning Committee each year via an Annual Service Report. A high-level update was provided in relation to the 5 core strategies of Prevention, Protection, Response, Finance and People.

3/20-21 OVERVIEW OF CONTEXT AND DRIVERS THAT INFLUENCE SERVICE ACTIVITY

The Deputy Chief Fire Officer presented Members with an overview of some of the local context and drivers that would influence Service activity over the next few years, including:

- National Trade Union influence on local delivery;
- Ongoing changes / remedy to Pensions;
- Emergency Cover Review (duty systems / resources to meet risk / demand);
- Fire Protection Reform;
- Equality, Diversity and Inclusion;
- Duty to Collaborate / Blue Light Collaboration;
- Key Performance Indicators.

Business Risk

None

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 N/A	Date	Contact
Reason for inclusion in Part II, if appropriate:		

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

LANCASHIRE COMBINED FIRE AUTHORITY

RESOURCES COMMITTEE

Wednesday, 7 July 2021, at 10.00 am in the Washington Hall, Service Training Centre, Euxton.

MINUTES

PRESENT:

Councillors

T Williams (Chairman)
D O'Toole (Vice-Chair)
K Iddon
J Mein
G Mirfin
M Pattison
J Rigby (for R Woollam)
S Serridge

Officers

B Norman, Assistant Chief Fire Officer (LFRS)
K Mattinson, Director of Corporate Services (LFRS)
B Warren, Director of People and Development (LFRS)
J Bowden, Head of Finance (LFRS)
D Brooks, Principal Member Services Officer (LFRS)

In attendance

K Wilkie, Fire Brigades Union

1-20/21 APOLOGIES FOR ABSENCE

Apologies were received from County Councillors Lorraine Beavers, Stuart Morris and Ron Woollam.

2-20/21 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

3-20/21 MINUTES OF THE PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 24 March 2021 be confirmed as a correct record and signed by the Chairman.

4-20/21 MATERNITY POLICY

The Director of People and Development updated Members on the proposed changes to the Service's Maternity Policy following a review of the arrangements as part of Equality, Diversity and Inclusion (EDI) considerations.

Members noted that the Maternity and Childcare policy set out the entitlements and benefits for pregnant employees, adoptive parents and fathers. The aim of the policy was: to set out a consistent and supportive approach across the Service; to increase awareness about the provisions available for employees; to ensure the protection of the health and well-being of the mother and their child/unborn child and to ensure compliance with legislative requirements. It set out the contractual and statutory maternity rights to which all pregnant employees were entitled both before and after the birth of a child. The policy dovetailed with the Service's Flexible Working policy.

The Service wanted to be an employer of choice and for the role of a firefighter to be appealing as a role of preference to a diversity of applicants. With this in mind, policies had been reviewed and consultation with staff and our Trade Union colleagues undertaken in relation to improving maternity and paternity provision.

It was proposed to increase maternity pay provisions available to women on maternity leave to 26 weeks full pay. This meant that in future, women commencing their maternity leave would receive full pay for the first 6 months of their maternity leave period.

It was noted that the Service's adoption leave arrangements had always mirrored maternity arrangements and this would continue. This supported the Service's diversity objectives in terms of supporting those employees who wish to become adoptive parents. Those accessing paternity pay would be entitled to 2 weeks full pay following the birth of the baby.

Subject to Member approval, the new policy would be subject to final consultation with staff and would be supported by a comprehensive update on the Service's flexible working policy which was also being updated in light of new hybrid working arrangements going forward.

It was proposed to make the changes with effect from any utilisation of these provisions from August.

In response to questions raised by County Councillor Pattison, the Director of People and development confirmed that shared parental leave was a legal requirement and that consultation on the policy had already taken place with Trade Unions, Focus Groups and the Equality, Diversity and Inclusion Forum.

RESOLVED: - That the report be noted and endorsed.

5-20/21

YEAR END TREASURY MANAGEMENT OUTTURN 2020/21

The report set out the Authority's borrowing and lending activities during 2020/21. All borrowing and investment activities undertaken throughout the year were in accordance with the Treasury Management Strategy 2020/21.

Economic Overview

The coronavirus pandemic dominated 2020/21. The start of the financial year saw lockdowns which caused economic activity to grind to a halt in many countries including the UK. The Bank of England cut Bank Rate from 0.75% to 0.10% in March 2020 and it remained at this level throughout the 2020/21 financial year. The UK government also provided a range of fiscal stimulus

measures, the size of which had not been seen in peacetime. GDP figures for the financial year were detailed in the report. In its March 2021 interest rate announcement, the Bank of England noted that while GDP would remain low in the near-term due to Covid-19 lockdown restrictions, the easing of these measures meant growth was expected to recover strongly later in the year. The UK government's response included the furlough scheme which had protected many jobs. Despite this unemployment still rose. Labour market data showed that in the three months to January 2021 the unemployment rate was 5.0%, in contrast to 3.9% recorded for the same period 12 months ago. The year also saw an agreement on a Brexit trade deal.

Inflation remained low over the 12-month period. Latest figures showed the annual headline rate of UK Consumer Price Inflation (CPI) fell to 0.4% year/year in February, below expectations (0.8%) and still well below the Bank of England's 2% target. A similar economic picture had occurred in various economies. The gilt yields (which were a key determinant of borrowing costs for local authorities) fluctuated in line with the economic conditions.

Borrowing

The borrowing of the Fire Authority had remained unchanged at £2m in 2020/21. The current capital programme had no requirement to be financed from borrowing until 2025/26 and the debt related to earlier years' capital programmes. While the borrowing was above its Capital Financing Requirement (CFR), the underlying need to borrow for capital purposes, this was because the Fire Authority had a policy of setting aside monies in the form of statutory and voluntary minimum revenue provision (MRP) in order to repay debt as it matured or to make an early repayment. Consideration had been given to repaying the £2m but the penalties incurred on repaying the loans early would incur significant costs currently estimated at £0.967m. Also, any early repayment meant that cash balances available for investment would be reduced and hence interest receivable would also be reduced. It was estimated that if interest rates on investments were at 1.4% over the remaining period of the loan, then repaying the loans during 2020/21 would be broadly neutral. It was concluded that the repayment was not considered to be financially beneficial at the time. However, the situation was periodically reviewed by the Director of Corporate Services.

Investments

Both the Chartered Institute of Public Finance and Accountancy (CIPFA) Code and the Ministry of Housing, Communities and Local Government (MHCLG) Guidance required the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. Throughout the year when investing money, the key aim was to strike an appropriate balance between risk and return.

In order to reduce credit risk to the Authority, Lancashire County Council (LCC) (credit rating by Moodys Aa3) was the main counterparty for the Authority's investments via the operation of a call account. However, the Treasury Management Strategy did permit investment with other high-quality counterparties including other local authorities. During the year the cash held by the Authority had been positive with the highest balance being £52.1m and the lowest £34.0m. The monies invested with Lancashire County Council ranged between £34.2m to £14.0m. Therefore, given that the expectation was that interest rates would remain low, the opportunity was taken to undertake some

fixed term investments with other local authorities rather than keeping all the monies in the call account. This aimed to enhance the investment return while keeping the credit risk low. At the year-end, fixed investments of £15m were in place. However, during the year one fixed term investment had matured.

The table on page 15 of the agenda pack showed the interest earned on fixed term investments. Investing in these fixed term deposits, rather than leaving the money in the call account had increased the interest received in 2020/21, although having fixed term deals did reduce the liquidity of the investments.

The call account provided by LCC paid the base rate throughout 2020/21. Each working day the balance on the Authority's current account was invested in this to ensure that the interest received on surplus balances was maximised. The average balance in this account during the year was £24.7m earning interest of £0.025m.

The overall interest earned during this period was £0.253m at a rate of 0.60% which compared favourably with the benchmark 7-day index (Sterling Overnight rate 7 day rate) which averaged 0.17% over the same period.

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

Cash flow and interest rates continued to be monitored by the Director of Corporate Services and the County Council's treasury management team, and when rates were felt to be at appropriate levels further term deposits would be placed.

County Councillor O'Toole stated that the Authority was in a very fortunate position in relation to its level of reserves. The Authority's borrowing as set out on page 15 of the agenda pack was at an average interest rate of 4.49% with the return on investments between 1.15% to 1.45%. County Councillor O'Toole proposed that a report be brought to a future meeting for consideration as to whether it was sensible to continue to pay the interest on the Authority's borrowing; this proposal was seconded by Councillor Williams.

Prudential Indicators

In order to control and monitor the Authority's treasury management functions, a number of prudential indicators had been determined against which performance could be measured. The revised indicators for 2020/21 were presented alongside the actual outturn position.

RESOLVED: - That the Committee: i) noted and endorsed the outturn position report; and, ii) agreed that a report would be brought to a future meeting on whether repayment of the Authority's borrowing would be financially beneficial.

6-20/21 YEAR END CAPITAL OUTTURN 2020/21

The report presented the year end position for the Authority's capital programme including how this had been financed and the impact of slippage from the 2020/21 capital programme into the 2021/22 programme.

At the March meeting the revised capital budget was approved at £2.0m following a re-assessment of potential slippage from the approved 2020/21

programme into the next financial year; reflecting forecast timing of spend. It was noted that since then 2 areas of work had progressed further in 2020/21 than originally expected, these were:

- The STC workshop building works - progress was valued on 31 March at £1.7m, £0.6m more than the earlier forecast had predicted – therefore £0.6m had been moved back from 2021/22 budget into 2020/21. The overall contract sum remained the same, this was purely a timing issue which demonstrated the difficulties in accurately forecasting the phasing of large capital projects which spanned financial years;
- £15k of reserve appliance equipment was received in March which had been anticipated in April 2021.

As a result of these £0.6m of the slippage had been reversed, increasing the 2020/21 capital programme with a corresponding reduction in the 2021/22 programme. This change left the final capital programme for 2020/21 at £2.665m. Total capital expenditure for the year was £2.654m, reflecting £21k of slippage and an overspend of £10k, as set out in the report as now considered, and in appendix 1.

Prudential Indicators 2020/21

Under the prudential framework the Authority was required to identify various indicators to determine whether the capital programme was affordable, prudent and sustainable.

The revised indicators, after allowing for the various changes to the capital programme, were set out in the report alongside the actual outturn figures which confirmed that performance had been within approved limits.

The Impact of Slippage from the 2020/21 Capital Programme into the 2021/22 Programme

The original approved capital programme for 2021/22 was £11.3m. In addition to the timing adjustments for the STC workshop and reserve appliances the budget for North West Ambulance Service (NWAS) co-location works at Morecambe Fire station had been removed, following the mutual decision by NWAS and Lancashire Fire and Rescue Service not to proceed with the project. As a result, the final proposed capital programme for 2021/22 was £10.5m, which was funded from capital grant, revenue contributions, and capital reserves. The revised programme and its funding were considered by Members as set out in appendix 2. It was clear that due to the Covid-19 pandemic more slippage would occur during 2021/22 and the potential effect of this would be reviewed. An updated position would be provided to Members at the next meeting.

The report set out revised prudential indicators for 2021/22-2023/24, showing that the revised programme remained affordable, prudent and sustainable.

Capital Reserves

The capital programme over the next 5 financial years would use all the capital reserves and receipts.

County Councillor Mirfin queried the life span, depreciation, and replacement planning for fire appliances. In response, the Director of Corporate Services advised that the vehicle life span varied by vehicle and usage however the approved live for a service vehicle was 96 years, a fire appliance was 12 years,

and an aerial ladder platform had a life of 15 years with depreciation written off over the approved life span.

Councillor Williams added that most appliances had a second-hand value. The Director of Corporate Services confirmed that older vehicles were used at the Service Training Centre and that 2 main options for disposal were at auction or through Operation Florian (a UK Fire Service Humanitarian charity) which shipped vehicles abroad to other countries struggling for equipment.

County Councillor O'Toole commented that new vehicles went to stations where usage was high and older vehicles then moved to another station with not as much usage. The Assistant Chief Fire Officer added that there was slight variance in purchase year on year but broadly speaking circa a twelfth of the fleet was replaced every year. He advised that 7 new appliances had arrived in last 6 months which had all been allocated to busier stations ie: to cities, Preston, Lancaster and the large urbanisations; the previous appliances at those stations (would be 3 – 4 years old) and these would move to smaller urbanisations and quieter stations. The optimum for the Fleet Manager was for a vehicle to leave the fleet before it lost its reliability. Vehicles did move to Service Training Centre as part of the training fleet where reliability was less critical.

RESOLVED: - That the Committee: -

- i) Noted the capital outturn position, the financing of capital expenditure 2020/21 and the prudential indicators; and
- ii) Approved the revised 2021/22 capital programme, and the financing of this and the prudential indicators.

7-20/21 YEAR END REVENUE OUTTURN 2020/21

This report presented the revenue outturn position and the impact of this on usable reserves. The annual budget for the year was set at £57.339m. The final outturn position showed net expenditure of £56.976m, giving a total underspend for the financial year of £363k which was broadly in line with previous forecasts.

As set out in the Year End Usable Reserves and Provisions Outturn report (reported elsewhere on the agenda) it was proposed to transfer £15k to the DFM earmarked reserves and given the Authority's current general fund balance stood at £6.0m and the scale of the capital programme, it was proposed the remaining balance of £348k be transferred into the capital funding reserve, reducing future borrowing requirement.

The detailed final revenue position was set out in Appendix 1, with major variances being summarised in the report.

The Director of Corporate Services highlighted:

Covid-19

Funding of £1.6m had been received of which £1.3m had been spent to date, with the balance being held in an earmarked reserve. It was expected that any further costs associated with the ongoing pandemic would be met from this fund. £0.1m of underspends would be transferred from savings against the Fleet &

Technical Services budget in relation to the reduced use of vehicles during the pandemic.

Non DFM

The £792k variance reflected the £440k funding gap identified at the time of setting the budget in February 2020 and the additional £341k revenue contribution to capital outlay approved during the year.

Wholetime Pay

The underspend was attributed to reduced staffing costs, with early retirements and resignations resulting in average of 18 vacant wholetime posts throughout the course of the year.

Delivery against savings targets

It was noted that performance exceeded the efficiency target for the year largely due to savings in respect of staffing costs and procurement savings.

Councillor Williams commented that £189k had been put back into reserves in relation to back log maintenance programmes. He was concerned that there had been in some cases a 30% increase in basic raw materials used in the construction industry which could impact on forward work plans for maintenance. The Director of Corporate Services advised that one of the risks presented to the Audit Committee was the risk of increasing prices. He confirmed that prices of raw materials had started to increase, and delays had started to be seen. Given the ability to drawdown against this earmarked reserve, the 2021/22 revenue budget should be able to cope with the increase, but this may be challenging going forwards. In addition, contracts let on construction projects were coming through over budget which would need to be considered in the future, particularly in relation to the capital programme.

RESOLVED: - That the Committee noted and endorsed the outturn position on the 2020/21 revenue budget, the associated transfer of £15k to the DFM earmarked reserve and a contribution of £348k to the capital funding reserve.

8-20/21 YEAR END USEABLE RESERVES AND PROVISIONS OUTTURN 2020/21

The report presented the year end outturn position in respect of usable reserves and provisions based on the information reported in the Revenue Outturn, Capital Outturn and Treasury Management Outturn reports.

The Authority approved the reserves and balances policy as part of its budget setting process in February, with the year-end outturn position being reported to Resources committee and included in the statement of accounts. The previously reported Revenue Outturn, Capital Outturn and Treasury Management Outturn all fed the Authority's overall reserves position, which was considered by Members as summarised in the report.

General Reserve

These were non-specific reserves 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 needed 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.

As a precepting Authority any surpluses or deficits were transferred into/out of reserves in order to meet future potential commitments. Given the Authority's current general fund balance stood at £6.0m and the scale of the capital programme was proposed that the revenue underspend, £348k was transferred into the capital funding reserve, reducing future borrowing requirement, hence the year-end General fund balance would remain at £6.0m compared with the target range agreed by the Authority at its February meeting, £3.5m to £10.0m.

Earmarked Reserves

The reserve covered all funds, which had been identified for a specific purpose. The overall reserves level had increased significantly from £7.8m to £10.6m, with the detailed position in respect of the various earmarked reserves considered by Members as set out in the report.

The Director of Corporate Services highlighted:

PFI Equalisation Reserve – This reserve was to smooth out the annual net cost to the Authority of both PFI schemes and would be required to meet future contract payments. The level of reserve required to meet future contract payments had been updated to reflect current and forecast inflation levels.

Covid-19 Ringfenced Funding – The Government had provided £1.4m of total funding to meet costs associated with the Covid pandemic. This balance represented the unused funding held by the Authority at the year end which was available to support activities in 2021/22.

Section 31 – Business Rate Relief Grant – 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 were split between the Government, billing authorities, Lancashire County Council and the Authority with the Authority receiving 1% of the total. As such this grant should be split in line with business rates. However, the Government 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 had been agreed. As such an accrual had been made for the Authority's anticipated share in 2020/21 which needed to be carried forward via this reserve in order to meet the business rate collection fund shortfall that had arisen due to these additional reliefs.

Carry forward 2020/21 underspend relating to timing of activities – within the revenue budget there were a number of items that had been delayed by the pandemic and which therefore needed funding carried forward from 2020/21 to 2021/22. These related to areas such as fire safety, training provision, property maintenance, organisational development and digital transformation, and these were a timing issue. This carry forward was already reflected in the year end revenue budget position.

Specific grant carry forward 2020/21 – This reserve carried forward unspent specific grants provided in 2020/21 in respect of: i) protection uplift grant; ii) building risk review grant and iii) Grenfell infrastructure grant. It was anticipated that these funds would be utilised in the new financial year.

It was noted that a number of the reserves were short-term holding reserves and as such it was anticipated drawing down these and reducing the earmarked reserves to approximately £5m by March 2026, the majority of which would be attributed to the private finance initiative reserve and the insurance reserve.

Capital Reserves and Receipts

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

Capital Receipts were generated from the sale of surplus assets, which had not yet been utilised to fund the capital programme. In 2020/21, £163k was utilised of capital reserves. However, this was more than offset by the proposed transfer of £200k from earmarked reserves and of £348k from the general reserve, representing the in-year revenue underspend. In addition, the sale of vehicles generated £17k capital receipts.

As a result of this the Authority currently held £19.6m of capital reserves/receipts. However, the 2021/22-2025/26 capital programme, after allowing for slippage showed all of this being utilised over the next 5 years of the capital programme.

North West Fire Control Reserves

The North West Fire Control (NWFC) reserves brought forwards formed part of the opening balances, and the draft accounts' balances were included in the report and the draft accounts. This was not available for use as it was the Authority's share of the NWFC required reserves.

Provisions

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

- Insurance Provision, which covered potential liabilities associated with outstanding insurance claims. A review of current claims outstanding and our claims history had been undertaken and as such the provision had reduced slightly to £500k at 31 March 2021.
- Retained Duty Service Provision, this provision dated back to the Part Time Workers Regulations 2000 and, given all cases, where possible, had been resolved, the remaining balance had been removed from this provision.
- Business Rates Collection Fund Appeals Provision, which covered the Authority's share of outstanding appeals against business rates collection funds, which was calculated each year end by each billing authority within Lancashire based on their assumptions of outstanding appeal success rates, as part of their year-end accounting for the business rates collection fund.

The overall position at year end showed the Authority (excluding draft North West Fire Control balances) holding £37.8m of reserves and provisions.

At this level the Treasurer believed these were adequate to meet future requirements in the medium term.

In response to a question raised by Councillor J Rigby, the Director of Corporate Services advised that the Authority had 2 Private Finance Initiative (PFI) Schemes: i) Morecambe and Hyndburn which ran until 2032 and therefore had 11 years left to run and ii) North West PFI Scheme jointly with Cumbria and Merseyside Fire and Rescue Services which had 16 stations in total of which 4 were in Lancashire (Chorley, Blackburn, Burnley and Fleetwood); this was a 25 year scheme which ran until 2038 therefore had 17 years left to run.

Councillor Williams queried whether the Authority had an obligation to maintain a percentage of its reserves and if so, what was the minimum value. In response the Director of Corporate Services advised that the auditors and inspectorate referred to a 5% turnover for the general fund reserve. However, the accounting body CIPFA had issued guidance several years ago that directed every Authority to do an annual assessment based on risks unique to that Service which looked at the entire financial risks (both internal and external) and report the outcome of the assessment of risk as part of the budget setting process. He advised that the level of capital funding reserves would be linked to the level of the capital programme. In addition, earmarked reserves were considered for specific purposes, so would vary depending on the circumstances they were required for. It was noted that the Authority considered its Reserves and Balances Strategy report each February. The Director of Corporate Services emphasised that there was a balance between the level of reserves held and the capital programme and how to finance any funding gap which would otherwise require borrowing.

RESOLVED: - That the Committee: -

- i) noted the additional £2,995k of earmarked reserves and the £44k reduction in provisions, contributing to the overall revenue outturn position;
- ii) agreed the year end transfers associated with the revenue outturn, £348k to the capital funding reserve and £15k to earmarked reserves;
- iii) noted the transfer of £200k from earmarked reserves into capital reserves;
- iv) agreed the year end capital outturn drawdown from capital reserves of £163k;
- v) noted £17k of capital receipts; and
- vi) noted and endorsed the overall level of reserves and provisions as set out in the report.

9-20/21

CORE FINANCIAL STATEMENTS 2020/21

This report presented the Core Financial Statements, which formed part of the Statement of Accounts for the Combined Fire Authority for the financial year ended 31 March 2021.

The Statements took account of the information presented in the Year End Revenue Outturn, Year End Capital Outturn, Year End Treasury Management Outturn and Year End Usable Reserves and Provisions Outturn reports and were prepared in line with recommended accounting practice which was not accounted for on the same basis as for council tax. As such this meant they did not match the details in the Outturn reports, and hence the sections provided an overview of each statement and a reconciliation between Outturn reports and

the Core Financial statements where appropriate.

The Statement of Accounts contained estimated figures that were based on assumptions about the future or that were otherwise uncertain, relating to areas such as pension liabilities, property asset valuations etc. Estimates were made taking into account historical experience, current trends or other relevant factors.

It was noted that the 2020/21 core statements presented did not include the adjustments required for recognising the Authority's share of the collection fund income position for both Council Tax and Business rates, as the information had not yet been received from all billing authorities (this would be updated for the final version of the accounts).

It was noted that the Authority's 25% share of North West Fire Control Ltd accounts ended 31 March 2021 had been included.

Narrative Report

This set out the financial context in which the Combined Fire Authority operated and provided an overview of the financial year 2020/21 as well as details of future plans.

Comprehensive income and expenditure account

This statement showed the accounting cost in the year of providing services. It was a summary of the resources that had been generated and consumed in providing services and managing the Authority during the last year. It included all day-to-day expenses and related income on an accruals basis, as well as transactions measuring the value of fixed assets actually consumed and the real projected value of retirement benefits earned by employees in the year.

The Director of Corporate Services highlighted:

Revenue Support Grant – the Authority did not receive any Revenue Support Grant during 2019/20 due to the Lancashire business rates pool pilot for part of that year. Instead, the national non-domestic rates increased to compensate for this.

Non-Domestic Rates Redistribution – Amounts raised through non-domestic rates, including the Authority's element of business rates collection fund surplus accumulated during the preceding year by the billing authorities, in addition to top up grant receivable from the Government as part of the localisation of business rates. The change between years reflected the reduction for the business rates pool applicable during 2019/20 only.

Business rates S31 grant – This grant was allocated to the Authority by the Government and related to small business rates reliefs allowed by the Government as part of the localisation of business rates.

Business Rates Reliefs S31 grant – The 2020/21 balance related to additional business rates relief funding announced prior to 31 March which would be received during 2021/22 but related to 2020/21.

Covid 19 S31 Grant – This reflected the S31 grant received during 2020/21; the majority of which had been spent during the year as previously reported and the balance transferred into an early reserve for future use.

Actuarial (Gains) / Losses on Pensions Assets and Liabilities – This was a notional charge arising from the Actuary changing their assumptions on which future pensions liabilities were calculated, such as mortality rates, future interest rates, pay and pension increases, return on assets. In 2019/20 actuarial gains reduced the overall pensions liability, as the forecast rates of the consumer price index had reduced from the year before, largely due to market uncertainties surrounding the pandemic.

Total Comprehensive Income and Expenditure – This showed the total cost of providing services, presented in accordance with generally accepted accounting practices, rather than showing the amount funded from taxation.

Movement in reserves statement

This statement showed the movement in the year on the different reserves held by the Authority, analysed into i) Usable Reserves (those that the Authority may use to provide services or reduce local taxation, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use) and ii) Unusable Reserves (which include reserves that hold unrealised gains and losses where amounts would only become available to provide services if the assets were sold; and reserves that hold timing differences 'between accounting basis and funding basis under regulations').

Balance Sheet

This showed the value as at the date of the assets and liabilities recognised by the Authority. The net assets of the Authority (assets less liabilities) were matched by the reserves held by the Authority.

The Director of Corporate Services advised that the reason the balance sheet showed a £764.9m deficit was the Pensions Reserve of £887.4m which related to adjustments required under International Accounting Standards 19 (IAS19). This was a notional reserve required in order to offset the net liability of the Authority in respect of the pension schemes. Members noted that appendix 6 showed the core statements with the pensions accounting for the IAS19 removed showed the Authority's net worth at £123m.

Cash flow statement

This statement showed the changes in cash and cash equivalents of the Authority during the reporting period. The statement showed how the Authority generated and used cash and cash equivalents by classifying cash flows as operating, investing and financing activities.

The unaudited Statement of Accounts would be signed by the Treasurer to certify that it presented a true and fair view of the financial position of the Authority as at 31 March 2021. This would be subject to review by the Authority's external auditors, Grant Thornton which was scheduled to take place in June and July. A further report would be presented to the Audit Committee in September, following completion of the external audit. At this meeting the Chair of the Audit Committee would be asked to sign the final statement of accounts, as well as the Treasurer.

Councillor Williams commented, in relation to council tax and business rates as detailed on page 53 of the agenda pack, that there was a national shortfall in the collection of council tax and business rates which was hoped would improve but

could affect the Authority going forwards. The Director of Corporate Services advised that part of the budget setting process included looking at the collection fund deficit / surplus on an annual basis and the medium-term financial plan estimated any recovery period.

RESOLVED: - That the Committee noted and endorsed the Core Financial Statements.

10-20/21 FINANCIAL MONITORING

The Director of Corporate Services advised that this report provided an update on several matters which may affect the outturn position for the 2021/22 revenue budget, and it set out the current budget position in respect of the 2020/21 revenue and capital budgets and performance against savings targets.

Section 31 Grant in respect of Business Rates Relief

Part of the Authority's funding came from business rates in the form of a locally retained share and a top-up grant. As reported elsewhere on the agenda, the 2021/22 revenue budget assumed the receipt of £1.9m S31 grant to offset the shortfall carried forwards on the business rate collection fund. This grant was anticipated to be received later in the financial year after the completion of the Business Rates 2020/21 year-end returns were submitted by billing authorities and reconciled by central government, most likely in Q4 2021/22. As the grant directly related to the year-end returns the amount was still not certain.

Local Tax Income Guarantee scheme

The government had announced proposals to support billing authorities by providing an additional grant equivalent to 75% of the shortfall in collection rates, for both Council Tax and Business Rates, during 2020/21. When the 2021/22 budget was set, billing authorities were unable to reliably estimate the grant due therefore this sum was excluded from the budget setting process. As the shortfalls could only be calculated as part of the billing authority collection fund outturn reporting, the results were currently expected to be available during July 2021. In early June the Ministry for Housing, Communities & Local Government (MHCLG) confirmed that an 'on account' payment of the sum of £0.074m for Business Rates would be received, being 50% of their estimate of our entitlement under this guarantee scheme. The corresponding estimate for Council tax was nil. Once information was received from billing authorities Members would be updated.

Pay awards 2021/22

In line with the Government stance in November 2020 on future public sector pay restraint, a pay freeze across all groups of staff was assumed for the 2021/22 budget for anyone earning over £24,000 per year. Subsequently pay offers of 1.5% had been made to all staff groups (support staff effective from 1 April, and operational staff [grey book] effective from 1 July), the operational staff offer was agreed on 28 June, resulting in an increase in cost of £436k across wholetime and on-call pay budget. It would be prudent to assume that the support staff (green book) offer would be the minimum increase applied in the year, a further £104k budgetary increase.

Wholetime Staffing

In setting the wholetime pay budget a number of assumptions were made around the timing of retirements and how many staff would retire ahead of their

forecast retirement date. Forecasts for the 2021/22 budget were updated, which assumed that all personnel would retire once accruing full benefits, and that there would be 6 'early leavers' during the year (this included retirements from future years forecasts, resignations and dismissals). The uncertainty surrounding changes to pensions made forecasting early retirements extremely difficult, hence at the time of setting the budget it was highlighted that "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". This had proven to be the case, with a large number of wholtime retirements in the first two months of the year, largely due to the anniversary of the Day Crewing Plus (DCP) allowances being made pensionable (the Firefighters pension scheme rules stated that after 12 months contributions, retirement benefits for 1992 scheme members were calculated based on final salary including the DCP allowances). Within this period there were 9 early leavers, this being in addition to higher leavers in quarter 4 last year compared to the budgeted allowance. Overall, this meant that at the end of May there were 13 fewer wholtime members of staff than budgeted, resulting in an underspend of circa £50k against budgeted establishment levels. It was too early to determine whether this trend would continue thought the year. It was noted that 13 vacancies throughout the year equated approximately to a £500k underspend.

It was also noted that the wholtime budget anticipated two recruits cohorts during the year, with 48 recruits in total, however current numbers only allowed for 38 recruits in-year, with a subsequent increase in recruit numbers in 2022/23 to compensate. This in-year shortfall resulted in an underspend of approx. £200k. As such the anticipated underspend would more than offset the unfunded pay award in year.

Revenue Budget

The overall position as at the end of May showed an underspend of £0.2m, largely as a result of the wholtime early leavers along with underspends reflecting continued vacant support posts and reduced activity levels. It was too early in the financial year to produce a forecast of the outturn position however, this would be carried out prior to the next meeting and included in the next financial monitoring report.

The year-to-date positions within individual departments were set out in the report with major variances relating to non-pay spends and variances on the pay budget being shown separately in the table below: -

Area	Overspend/ (Under spend)	Reason
	£'000	
Service Delivery	(20)	The underspend for both the first two months largely related to the reduced activity levels, in particular for car allowances and smoke detector purchases, as was the case last financial year.
Covid-19	-	We have now received total funding of £1.6m since March 2020, having received an additional £0.2m during May 2021. We have spent £1.4m to date, with the balance being held in an uncommitted reserve. The spend to date was as

		<p>follows:</p> <ul style="list-style-type: none"> • Additional staff costs £375k; • Additional cleaning £55k; • Consumable items (e.g. sanitiser) £174k; • Remote working and video conferencing equipment £181k; • PPE £663k. <p>It was expected that any further costs associated with the ongoing pandemic, such as enhanced cleaning, additional staff costs etc. would be met from this fund. In addition, it was proposed to transfer £10k per month from travel budgets into the Covid-19 reserve in relation to the reduced use of vehicles during the pandemic, in line with the previous year's treatment. This would be reviewed as the year progressed and activities returned to normal.</p>
Property	(19)	Whilst non-essential maintenance was re-instated prior to the end of the last financial year, departmental capacity due to a vacant surveyor post, and the ongoing situation meant that there was an underspend to date. This situation was expected to rectify once the department was fully staffed.
Non DFM	42	The majority of the overspend reflected the £0.3m funding gap identified at the time of setting the budget in February.
Wholetime Pay	(111)	As reported above, there had been several early leavers during the first two months, in excess of the number expected in the budget which caused an underspend. In addition to this, there were some timing issues in terms of claims for overtime etc., which were particularly relevant in April, where we fully accrued for outstanding claims as part of the year end process but where there can be a delay in personnel submitting claims for these.
On Call Pay	20	This overspend related to slightly higher activity related payments in the first two months than expected.
Associate Trainers pay	12	Associate trainers were used during wholetime recruitment to provide greater flexibility to match resource to demand. As the budget was currently phased evenly over the year, this created timing differences, which in this case had resulted in a marginal overspend.
Support staff (less agency staff)	(70)	The underspend related to several vacant posts across various departments, which were in excess of the vacancy factor built into the budget. This was partly offset by spend on agency staff, which amounted to £8k in the period. Although recruitment activity had now recommenced, due to the backlog caused by the

		cessation, it was unknown when some of these posts might be filled. Members would be provided with an update in the next report, which would include forecasts for the rest of the financial year. No allowance for the potential additional costs associated with the support service pay offer had been included at this stage, as the offer had not been accepted.
Apprentice Levy	(4)	The apprentice levy was payable at 0.5% of each months' payroll costs, the budget for this was set at anticipated establishment levels, hence the underspend against this budget reflected the various pay budget underspends reported above.

Spend would continue to be closely monitored against the 2021/22 budget to identify any vacancy trends that developed to ensure that they were reflected in future years budgets as well as reported to Members.

Capital Budget

The Capital budget for 2021/22 stood at £10.5m. There had been very little spend against the resultant 2020/21 programme, just £0.7m mainly against Property projects. Given the amount of the budget and the spend to date it was clear there would be significant slippage (due to the timing of spend between financial years). This would be discussed with the relevant budget holders and the next report would identify the amount to be moved into 2022/23 including the reasons for the proposals. The current position against the programme as set out below:

Pumping Appliances	The budget allowed for 7 replacement pumping appliances spread across the 2019/20 to 2021/22 capital programmes, for which the specification was being reviewed following delivery of the previous 7 vehicles in the latter part of the previous financial year. It was currently anticipated starting a procurement exercise in the second half of the financial year.
Other vehicles	This budget allowed for the replacement of various operational support vehicles, the most significant of which were: - <ul style="list-style-type: none"> • Two Command Support Units (CSU); • Two Water Towers; • One Turn Table Ladder (TTL); • One all-terrain vehicle. Differing procurement routes were being considered for each of these, and it was planned to use national frameworks where appropriate. In addition to these, the budget allowed for various support vehicles which were reviewed prior to replacement but were being progressed with several on order.
Operational Equipment / Future Firefighting	This budget allowed for: - <ul style="list-style-type: none"> • completion of the kitting out of three reserve pumping appliances, which was almost complete; • the progression of CCTV on pumping appliances; • replacement of capital items from the equipment replacement plan, namely light portable pumps,

	<p>defibrillators and a replacement drone.</p> <p>Again, where appropriate, it was intended to make use of existing procurement frameworks to progress these once specifications were completed.</p>
Building Modifications	<p>This budget allowed for:</p> <ul style="list-style-type: none"> • Provision of a new workshop, BA Recovery and Trainer facility at STC. Spend during the period was £0.6m. Work was expected to be completed within the budget in October 2021; • South Shore refurbishment and extension had a small amount of spend, reflecting work completed in the new financial year. This project was now complete; • Enhanced facilities at Blackpool and Hyndburn fire stations, which were under review prior to moving to the procurement phase; • £0.3m budgetary provision for replacement drill towers; • £0.2m in relation to fees associated with progressing the business case for a SHQ relocation. <p>As with the revenue budget, current departmental capacity to progress these was limited, but was expected to improve in the next few months.</p>
IT systems	<p>The majority of the capital budget related to the national Emergency Services Mobile Communications Project (ESMCP), to replace the Airwave wide area radio system and the replacement of the station end mobilising system. The ESMCP project budget, £1.0m, was offset by anticipated grant, however the timing of both expenditure and grant was dependent on progress against the national project. This national project had suffered lengthy delays to date, hence was included within slippage into the next financial year. The balance of the budget related to the replacement of various systems and ICT hardware, in line with the ICT asset management plan. Whilst initial scoping work was ongoing to facilitate the replacement of some of these systems in the current year, the need to replace others was still being reviewed.</p>

The committed costs to date would be met by revenue contributions.

Delivery against savings targets

The performance to date was already ahead of the annual target, largely due to staffing vacancies and procurement savings. It was anticipated that the savings target for the financial year would be met.

RESOLVED: - That the Committee:

- Noted the uncertainties surrounding the Business Rates relief and Local Tax Income Guarantee grants;
- Noted the effect of the 1.5% pay award for grey book (operational) personnel;
- Noted the potential effect of the 1.5% pay award offered to support staff; and
- Noted and endorsed the financial position.

11-20/21 DATE AND TIME OF NEXT MEETING

The next meeting of the Committee would be held on Wednesday, 29 September 2021 at 1000 hours in Washington Hall, at Lancashire Fire and Rescue Service Training Centre, Euxton.

Further meeting dates were noted for 1 December 2021 and 30 March 2022 and agreed for 6 July 2022.

12-20/21 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.

13-20/21 ISO 45001:2008 HEALTH & SAFETY AND ISO 14001:2015 ENVIRONMENTAL MANAGEMENT SYSTEMS ASSESSMENT AUDIT REPORTS

(Paragraphs 1 and 2)

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

ISO 45001 and ISO 14001 were international best practice standards for how organisations managed Health and Safety and the Environment. The specifications gave requirements for occupational health and safety and environmental management systems to enable an organisation to control its risks and improve performance. Each year the Service was externally audited to ensure both these systems continually improved and met the needs of the Service.

Commencing 13 April 2021 LFRS was audited for 9½ days for re-certification to the ISO 14001:2015 standard and year two surveillance for continuation for ISO 45001:2018. The British Assessment Bureau carried out the audit against the 2 standards. The Service received no major or minor non-conformances with 5 opportunities for improvement identified. It was noted that as part of the audit, where areas for improvement had been identified by LFRS staff, it was intended these be developed into an internal, improvement action plan which would be taken forward by the Health, Safety and Environment Advisory Group.

RESOLVED: - That the report be noted and endorsed.

14-20/21 PENSIONS UPDATE

(Paragraphs 1, 3 and 4)

The Director of People and Development updated Members on the current position in respect of fire service pension scheme issues.

RESOLVED: - That the Committee noted the recommendations as outlined in the report.

15-20/21 HIGH VALUE PROCUREMENT PROJECTS

(Paragraph 3)

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

RESOLVED: That the Committee noted the report.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 12 July 2021, at 10.00 am in the Washington Hall, Service Training Centre, Euxton.

MINUTES

PRESENT:

Councillors

G Mirfin (Chairman)
S Clarke (Vice-Chair)
M Dad
N Hennessy
F Jackson
D O'Toole
J Shedwick
J Singleton

Officers

B Norman, Assistant Chief Fire Officer (LFRS)
N Taylor, Acting Area Manager (LFRS)
S Collinson, Head of Media and Communications (LFRS)
J Ashton, Group Manager (LFRS)
D Brooks, Principal Member Services Officer (LFRS)

In attendance

K Wilkie, Fire Brigades Union

1-20/21 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Jane Hugo and Tony Williams.

2-20/21 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

3-20/21 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 8 February 2021 be confirmed as a correct record and signed by the Chairman.

4-20/21 DRAFT COMMUNITY RISK MANAGEMENT PLAN

Assistant Chief Fire Officer, Ben Norman presented the report. He advised that the National Framework issued by central government required the Combined Fire Authority (CFA) to create an Integrated Risk Management Plan. The

Framework provided specific guidance on several salient areas such as prevention and protection delivery and response arrangements. Furthermore, it detailed the requirement for Fire Authorities to draft, consult upon and publish their strategic intent in the format of an Integrated Risk Management Plan (IRMP) which must span at least 3 years.

It was noted that Lancashire Fire and Rescue Service's (LFRS) IRMP was last published in April 2017 and covered the period of 5 years, hence it would end in March 2022. Members considered how the new IRMP had been drafted including the introduction of further best practice with regards to a Strategic Assessment of Risk (SAoR) and the proposals for consultation and further approvals by the Fire Authority.

It was also noted that the National Fire Chiefs Council (NFCC) in June 2021 issued an IRMP best practice guidance document in the format of a Fire Standards Board publication. Therefore, the proposed LFRS IRMP document for the period 2022-27 had been developed to be fully compliant with this guidance; which included using the title of Community Risk Management Plan (CRMP) as a replacement for IRMP to cascade a strategy that was more engaging and identifiable to the people of Lancashire.

The CRMP 2022-2027: -

- Highlighted Lancashire's risks;
- Explained how LFRS would manage and reduce fire and rescue related risk in Lancashire;
- Set out priorities and values;
- Set out ambitions against each priority and stated how we aimed to deliver these;
- Illustrated how we will measure and assure performance; and
- Identified key strategies.

The Assistant Chief Fire Officer confirmed that core deliverables would be scrutinised by the Performance Committee and the Planning Committee would receive an Annual Service Report at its next meeting. This report provided Members with an overview of progress against work detailed in the Annual Service Plan 2020/21.

Key changes within the Community Risk Management Plan 2022-2027 were:

- This iteration of the 5-year risk management plan was called the 'Community Risk Management Plan' as opposed to the previous 'Integrated Risk Management Plan' which brought the Service in line with other Fire and Rescue Service's (FRS's) and national terminology;
- The CRMP aligned to new NFCC best practice guidance within its methodology;
- The CRMP was also underpinned by a newly developed data driven SAoR utilising data from our Incident Recording System which had helped identify the highest risk activities/incidents;
- Three of the key Service strategies, Prevention, Protection and Response had been refreshed to align to national change and guidance were also included with key deliverables to be included within the CRMP consultation;

- The CRMP did not incorporate the Emergency Cover Review. This would be conducted and consulted upon separately during 2021/22;
- The CRMP highlighted a potential change to the way in which calls originating from Automatic Fire Alarms in non-sleeping risk premises would be managed in future. Subject to public consultation the Service may align with other North West FRS' and remove the attendance unless back-up calls were made;
- The CRMP also cited the growing number of attendances to domestic automatic fire alarms (Telecare) systems and the benefits of closer working with social care commissioners to develop a domestic false alarm policy to minimise the number of false alarms and maximise the provision of fire safety advice for the most vulnerable in our communities.

This CRMP provided an opportunity to reaffirm the aim of LFRS 'to make Lancashire safer'. The document also presented an opportunity to confirm that LFRS would maintain the 2017-22 IRMP defined 'our priorities' as:

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

The draft CRMP 2022-2027 provided details of what LFRS intended to do over the forthcoming five-year period.

The Assistant Chief Fire Officer introduced Group Manager Jonny Ashton who presented the Strategic Assessment of Risk (SAoR) document. This new iteration of the SAoR underpinned the CRMP. It had been developed to be data led which more accurately assessed the risks that were posed within Lancashire. This approach better enabled the Service to target resources effectively against existing and emerging risk throughout the county.

The Risk Management Planning processes provided the opportunity to demonstrate how it was intended to fulfil responsibilities in a clear, cohesive way, to both our communities and other interested parties.

The National Framework 2018 detailed the essential content that must be captured within the Integrated Risk Management Plan. It must:

- Reflect up-to-date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the Authority;
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;

- Cover at least a three-year time span and be reviewed and revised as often as necessary to ensure that the Authority is able to deliver the requirements set out in this Framework;
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- Be easily accessible and publicly available.

The draft CRMP for 2022-27 was fully compliant with these requirements and the NFCC National Standards Board best practice. This included a much-changed LFRS Strategic Assessment of Risk, as now considered. This document built on previous versions of the annual risk assessment methodology whereby each of the 32 incident types such as domestic fires, flooding and road traffic collisions had been quantified using a likelihood and consequence score.

The likelihood element looked at the frequency of the incident type occurring within Lancashire utilising the incident data for the previous 3 years. The consequence score was determined by an average derived from seven categories, these being: i) loss of life; ii) injury; iii) economic; iv) environmental; v) societal; vi) political; and vii) impact upon staff. Members considered the executive risk assessment summary as detailed on pages 60-61 of the agenda pack which included the highest risk incident types. It was noted that high risk incident types were: flooding, wildfire, accidental dwelling fires, commercial property fires, deliberate building fires and industrial fires; high risk incident types were: road traffic collisions, rescues from a collapsed structure/confined space, high rise fires, hazmat incidents, waste disposal site fires, assisting other agencies, road vehicle fires and fires in buildings under construction.

Maintaining a clear and current understanding of the risks which affected Lancashire's communities underpinned everything – driving both the governance and planning arrangements.

The Assistant Chief Fire Officer introduced the Head of Media and Communications, Stephanie Collinson who advised that the core focus of the consultation was to seek views from key stakeholders, communities, and individuals on risks in their communities in order that these could be mitigated in line with national expectations. She confirmed that social media and the website would be used to contact the 100,000+ LFRS' followers. Social media encouraged discussion and there would be an online survey from which feedback and debate would be monitored. In addition, a dedicated contact email would be provided for stakeholders to contact the Service with their comments.

The Head of Media and Communications advised that it was known that direct contact with key stakeholders provided a good means of engagement therefore contact would be made with partners, local authorities, blue light agencies, parish and town councils and community groups such as flood action groups. Businesses would also be engaged and asked to share information through their networks and young people would be engaged through the Prince's Trust and Fire Cadet programmes. Unions would also be included. She confirmed that a database had been compiled which had over 700 contacts. In addition, members of the public would be engaged through digital means and through partners such as the Lancashire Resilience Forum. Support was also requested from Members of the Fire Authority to engage with their partners and

constituents.

County Councillor Shedwick commented that there had been limited numbers of respondents from previous consultations and that it was good to hear that the Service was reaching out as far as possible. He confirmed he would like to attend focus groups. He thought the consultation was a good opportunity to inform consultees of the breadth of work the Service was doing, as evidenced for inspections and which included support, beyond the call of duty, to the vaccination programme.

In response to a question from County Councillor Singleton, the Head of Media and Communications confirmed that Clerks of town and parish councils would be contacted regarding the consultation, non-responses would be followed up and that Staining Flood Action Group would be contacted.

County Councillor Dad felt that consultation was very important particularly with hard-to-reach groups. In Hyndburn, the locality hub had representatives across statutory, community and voluntary organisations. Presentations from LFRS to focus groups would be very important and he would be very happy to provide his support.

In response to questions from County Councillor Hennessy, the Head of Media and Communications confirmed that the wording of the questions was primarily around how risks were identified and consultees would be able to comment on anything within the plan separately. She confirmed that messages would be tailored for stakeholders, direct contact would be made with Authority Members and Service personnel would be promoting engagement in their local areas. She confirmed there would be a mid-point review which would allow the Service to follow up any non-responses.

It was noted that consultation outcomes would be collated and fed into the draft documents where necessary and an update would be presented to CFA meetings as detailed in the table below:

Monday 12 July 2021	Draft CRMP goes to CFA planning committee for approval to consult
Wednesday 14 July 2021	Consultation starts
Tuesday 21 September 2021	Consultation ends
Monday 15 November 2021	Final draft of CRMP goes to CFA planning committee for approval
Monday 21 February 2022	Final CRMP presented to full CFA for approval
Friday 1 April 2022	CRMP published

Production of the CRMP fell within existing budgets. As with the publication of the last IRMP, the move to publishing the CRMP in a fully digital format reduced costs compared to previous printed versions.

County Councillor O'Toole commented that the report was a very good report. He considered that an additional risk to the community was the Combined Fire Authority's (CFA) responsibilities being taken over by the Police and Crime Commissioner (PCC), as had happened in other areas across the country. The

former Lancashire PCC, Mr Grunshaw had begun this process a number of years ago and he had met with cross-party opposition from the CFA and its home authorities (Lancashire County Council Blackpool Council and Blackburn with Darwen Council). County Councillor O'Toole advised that he had contacted the newly appointed Lancashire PCC, Mr Snowden who had given assurance that this was not his intention. County Councillor Singleton added that at one time Government had considered merging blue light authorities and it was recognised currently that joint training might be possible in the future.

The Committee Chairman, County Councillor Mirfin stated that at the heart of risk was the concept of uncertainty. From a personal interest, he provided an overview of the risk analyses technique used by Donald Rumsfeld (former US Secretary of State for Defense) for the concepts of: i) known knowns (what you know); ii) known unknowns (what you don't know); iii) unknown unknowns (what you cannot know); and iv) what you don't like to know. County Councillor Shedwick commented that Members could always raise any thoughts or concerns with senior officers.

RESOLVED: - The Planning Committee approved the draft CRMP 2022-2027 and Strategic Assessment of Risk proceed to public consultation from 14 July 2021 for a period of 10 weeks.

5-20/21

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

Assistant Chief Fire Officer, Ben Norman presented the report. Members noted that Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services' (HMICFRS) inspection of Lancashire Fire and Rescue Service (LFRS) was due to be conducted in April/May 2020 however, this was suspended due to the recall of staff within HMICFRS returning to their own Services to plan and manage the implications of the Covid-19 outbreak.

During this period, LFRS Service Liaison Officer had maintained contact with HMICFRS Service Liaison Lead, Jo Hayden by having bi-weekly conversations. Engagement activities were now expected to begin in August 2021 to include station and department visits and meet senior management to review the work undertaken since the previous report in 2018.

Furthermore, it was now known that the inspection would start from week commencing 22 November 2021. The inspection would take place physically, but some elements would be digital depending on the progress of measures that monitored the infection rates. The inspection would conclude on 21 January 2022 which included a three-week break between 20 December 2021 and 14 January 2022, after which there would be a debrief between HMICFRS and the Chief Fire Officer. The resulting report would be expected in the latter months of 2022.

Currently, engagement had continued with Jo Hayden and learning from the 2020 Pandemic Thematic Inspection had been used alongside various reports such as "State of Fire Rescue 2020" to refresh preparation work that begun early 2020 before the pandemic interrupted progress. Going forward this would inform the next stage of preparation. The planned work included:

1. Planning and Implementing reality testing across all departments and Fire Stations;
2. The writing of a strategic brief and presentation to be delivered to HMICFRS in week 1;
3. An additional Document request and data return planned for in October.
4. A revised internal communications strategy;
5. Identification of areas most at risk of receiving a 'requires improvement' grade;
6. Identification of areas of best practice.

In response to questions raised by County Councillor Hennessy in relation to the planned work, the Assistant Chief Fire Officer advised that the writing of the strategic brief was the responsibility of the Chief Fire Officer who would share the content with the Chairman of the CFA. The CFA Chairman would also be involved with the inspection teams and involved in the debrief process. In addition, the Assistant Chief Fire Officer advised that the last inspection did not identify any formal areas that 'required improvement' but that the Service consider how it:

- better identified leadership potential;
- had sufficient resources to prioritise a risk-based inspection programme; and
- had greater clarity around blue light collaboration opportunities.

He advised that there were other areas where the Service could demonstrate improvements including ensuring equality, diversity and inclusion in recruitment and the current proposal to change the unwanted fire signals policy in line with other North West Fire and Rescue Services.

In response to a question raised by County Councillor Hennessy regarding the planning and implementing of reality testing, Acting Area Manager Neil Taylor advised that during the last inspection the Service was graded as 'good' against the three core pillars of efficiency, effectiveness and people and achieved an 'outstanding' grading in the sub-category of how we promote our culture and values. He advised that there was a lot known about the Service and reality testing was about checking what was being done to improve our level of understanding and where possible make improvements across the three core pillars. It was hoped the testing could commence within 2-3 weeks.

RESOLVED: - that the report be noted and endorsed.

6-20/21

PROTECTION REFORM UPDATE

Assistant Chief Fire Officer, Ben Norman presented the report. It was noted that on 13 July 2020 the Planning Committee approved a paper entitled 'Implementing Regulatory Change and Transforming Fire Protection Service'. The paper explained that the Grenfell tragedy of June 2017 had highlighted fundamental inadequacies in the way the built environment had been constructed and regulated over the past two decades and the increasingly rigorous planning and building control regulatory frameworks, standards and testing regimes that would now be introduced. The report updated Members on the changes to legislation that had already occurred and those which were upcoming. The update also included the amendments to Protection workforce planning which had been required to keep pace with the change.

Building Regulations

In December 2018 Building Regulations were amended to ban the use of combustible materials in the external walls of new buildings over 18 metres high. The ban meant combustible materials were not permitted on the external walls of new buildings over 18 metres and those currently under construction. The new building regulations applied to all new residential housing, hospitals, residential care premises, boarding school dormitories and student accommodation as long as they were over 18 metres high. The ban also applied to balconies, which were often made from combustible materials and had helped spread fires across walls in the past.

Building Regulations were not retrospective. Approved documents relating to fire safety in Building Regulations were also updated on 26th November 2020 with some new requirements. A key part of those changes was the trigger height to fit sprinklers in tall buildings which had been reduced to 11m (typically four floors), from 30m (typically 10 floors). The changes also included signage for the fire service for floor identification and flat indication signage within blocks of flats with storeys over 11m.

Fire Safety Act

The Fire Safety Act that covered England and Wales received Royal Assent on 29 April 2021. The Act would come into force over the summer when the Government has provided a risk prioritisation tool for social landlords. Its prime purpose was to address a potential legal ambiguity in the Regulatory Reform (Fire Safety) Order 2005 (the Fire Safety Order).

The Fire Safety Order imposed duties on “Responsible Persons” to take appropriate fire safety measures for premises other than private domestic premises. The Order did not cover individual flats in apartment blocks, but it did cover the common parts. The new Act amended the Fire Safety Order to make it clear that Responsible Persons for multi-occupied residential buildings, which were likely to be building owners, freeholders and managers, would be under a duty to risk assess the structure and external walls (including windows, doors and balconies) of buildings and entrance doors and take general fire precautions to ensure those areas were safe.

The new Act did not deal with the question of who paid for the costs of making residential buildings fire safe. In February, the Government announced a levy for England on developers to fund cladding remediation costs, and a fund to pay for the cost of replacing unsafe cladding for all leaseholders in residential buildings 18 metres and over, and a new loan scheme for buildings between 11 and 18 metres. There were gaps in these schemes particularly where the defects extended beyond cladding.

Article 24 Regulations

Article 24 of the Fire Safety Act allowed secondary fire safety legislation to be added which addressed specific recommendations emanating from the Grenfell Tower Inquiry. A number of consultations would be undertaken over the summer of 2021 and additional legislation would be introduced soon after to enhance fire safety in High-Risk Residential Buildings (HRRBs) to potential include:

- Personal Emergency Evacuation Plans;

- Premises Information Boxes;
- Firefighting lift status updates;
- Provision of plans to FRS.

Building Safety Bill

The draft Bill, which was likely to come into force in 2023, aimed to both improve the existing building safety regime and introduce new measures aimed more specifically at high rise buildings. The Bill sought to address long standing concerns around fire safety, quality and competence by ensuring that there was always someone responsible for keeping residents safe in high rise buildings, from the design and construction phase right through to occupancy.

The Bill established a new regulator, the Building Safety Regulator (BSR), to operate as a division of the HSE with approval, enforcement and prosecutorial powers. The BSR would include Fire and Rescue Services and Building Controls. The BSR would oversee the safety and standards of all buildings, directly assure the safety of 'higher-risk' buildings and improve the competence of people responsible for managing and overseeing building work. This centralised the operation of the regulator and moved away from the current framework where developers/contractors could choose a local authority or approved inspector for higher-risk buildings.

Assuming that the Bill was enacted in its current form, the law would differentiate between buildings and 'higher-risk buildings', which were subject to higher safety and reporting obligations. Higher-risk buildings were likely to include those that were 18 meters or 6 storeys or more in height. The Bill also established a gateway regime which was intended to ensure that safety was considered by all parties involved in the lifetime of a building's construction from planning to occupation.

An 'Accountable Person' (such as a building owner or a corporate entity) would need to be appointed to bear the responsibility for the safety risks relating to their building. This included taking all reasonable steps to prevent the occurrence, and control the impact of a major incident resulting from those building safety risks. The Accountable Person would need to record these risks and steps by conducting and maintaining a 'safety case risk assessment' for the building. This document was required to be produced to the regulator when applying for the Building Assurance Certificate, but the regulator would also have the power to request sight of this document should they so wish.

The Accountable Person would also need to appoint a suitably competent Building Safety Manager, whose function would be to manage the building on a day-to-day basis in accordance with the safety case risk assessment. The Building Safety Manager would also liaise with residents to ensure the building was safe.

The Bill extended the existing time limits for prosecution under sections 35 and 36 of the Building Act 1983 in relation to non-compliance with building regulations from 2 years to 10 years. The new regulator would also have new enforcement powers to prosecute all new offences under the draft Bill and would have powers to issue compliance and stop notices, powers of entry and powers to replace an Accountable Person or Building Safety Manager with a Special Measures Manager where they find serious failures endangering the safety of

residents in the building.

County Councillor O'Toole commented that it was disappointing that the Building Safety Bill would take until 2023 to come into force given the Grenfell Tower fire was in 2017 and for many years there had been very little post inspection by those responsible for building control.

County Councillor Hennessy advised that a paper was presented to the LGA Fire Services Management Committee the previous week which advised that new buildings would need to pass through three regulatory Gateways in relation to safety: i) at the planning stage; ii) at the final design stage (before construction can begin); and iii) immediately before occupation when construction was complete. She understood data analyses was being undertaken which looked at how many inspectors would be required for each area. She felt it was admirable that the Service was already making an effort to get staff trained ready.

Information: Protection Workforce Change

As a part of the Protection Reform a number of resourcing and competency priorities were identified, and these included the following recommendations:

1. Establish a temporary Protection Transformation Team (PTT); Initial PTT to be x1 Station Manager level B and x 2 Watch Manager level B and a dedicated Project Support Officer;
2. Establish an Area Manager, Head of Prevention and Protection;
3. Redefine Community Protection Manager Central to the role of Group Manager Prevention, this includes all youth engagement, road safety and fire investigation/ Incident Intelligence Officer line management;
4. Redefine Group Manager Prevention, Protection and Road Safety to Group Manager Protection;
5. Increase Watch Manager establishment by 4 posts, staggered over 2 years in order to meet the demand and complexity of High-Risk Residential Buildings and generate capacity to deliver in-house training;
6. Increase cohort of Fire Engineer qualified staff from 2 to 4;
7. Protection activity to be linked and embedded into all relevant roles, both at point of entry and in-career development. This includes wholtime operational firefighter, Crew Manager, Watch Manager, Community Safety Advisor, Community Safety Team Leader, Service Delivery Manager, Community Protection Manager; Ops & Command awareness to continue to be embedded in Grey Book Business Safety Advisor, Fire Safety Inspector, Fire Safety Team Leader;
8. Protection Transformation Team deliverables to be governed by Corporate Programme Board, prioritised and fully integrated into the Protection Support & Delivery Teams;
9. Review Green Book Development pathway to include Watch Manager level B SHQ / Training roles.

Despite Covid and other organisational challenges, all recommendations had progressed as anticipated.

In addition to the above new staff had been recruited into the function via a refreshed 'Functional Pathway' and developed in accordance with the NFCC Competency Framework for Regulators.

The Protection Transformation Team had developed a new Business Fire Safety Check App and an associated system to allocate premises [based on risk] to the operational crews who would soon undertake them. The process was being piloted in Northern and Western areas from July to Sept 2021 and thereafter would be rolled out to all wholtime operational stations. The training process included additional learning objectives to satisfy item 7 above. Initially the type of premises 'checked' would be simple low risk e.g. offices, shops, light industry etc however, as the training and experience of the crews grew the scope would be increased to include simple high risk premises e.g. houses in multiple occupation and hotels.

Qualified Fire Safety Inspectors continued to inspect complex and higher risk premises based on the Risk Based Inspection Programme. Training providers had now started to provide training on external wall systems and the Service was utilising Protection uplift funding to source this specialist training.

Lancashire had 70 high rise residential premises which had all been audited under the Government's Building Risk Review process. In addition to reporting back to the NFCC on the make-up of the external wall systems the process had allowed inspectors to identify other aspects on non-compliance. To date Lancashire had 6 premises which had been identified as having non-compliant external wall systems; all have interim measures in place. A further 3 premises also had interim measures, not due to external wall systems, but instead due to other serious fire safety concerns such as internal compartmentation or smoke management. In response to a question from County Councillor Mirfin as to whether mid to high-rise buildings were in the same position as high rise buildings, the Assistant Chief Fire Officer advised that there was concern regarding some non-high-rise buildings which the Service was trying to address. He advised that he could provide statistics on the number of premises inspected and what had been identified in a report to a future meeting.

In response to a question raised by County Councillor Hennessy regarding the financial implications it was noted that the costs had already been agreed and that the acronyms used in the report would be detailed in the minutes, as below:

Financial Implications (included on cost and at pro-rata rate for Year 1)

Year 1 (July to Mar 21 unless otherwise stated)

x1 Area Manager level B from Oct @ £50 = £50k

x3 Built Environment Assessment Team Station Manager level B for 6 months @£37 = £111k

Station Manager level B @ £50k = £50k

x2 Watch Manager level B @ £35K = £70k

x1 Project Admin @ £20k = £20k

OVERALL = £301k

Year 2 (April 21 to Mar 22)

x1 Area Manager level B @ £100 = £100k

Station Manager level B @ £75k = £75k

X2 Watch Manager level B @ £54k = £108k

x1 Project Admin @ £20k = £20k

OVERALL = £303k

Year 3 (April 22 to Mar 23)

x1 Area Manager level B @ £100 = £100k

X4 Watch Manager level B @ £54k = £216k

OVERALL = £316k

RESOLVED: - That Members noted and endorsed the report.

7-20/21

BLUE LIGHT COLLABORATION

Other Assistant Chief Fire Officer, Ben Norman presented the report. It was noted that the collaborative efforts of Lancashire Fire and Rescue Service (LFRS) personnel remained focussed upon the ongoing efforts to reduce the impact of the Covid19 pandemic. As previously reported the secondment of emergency planning expertise from LFRS into the Lancashire Resilience Forum had ceased. The ongoing response and recovery interactions were being delivered by core staff within the Response and Emergency Planning team and other key functions such as Fire Safety Enforcement working in close collaboration with Local Authority teams.

One notable exception was the vast presence of LFRS colleagues operating in the five mass vaccination centres (Lancaster, Preston, Blackpool, Blackburn, and Burnley). Since the opening of the first vaccination sites in Lancashire over the Christmas 2020 period volunteer staff members had been at each site every day. The dedication and passion demonstrated by the collective team of over 300 volunteers was hugely profound; with over 410,000 vaccinations supported by LFRS personnel and some 45,000 vaccines had been injected by those who volunteered to partake in this role.

It was noted that the Chief Fire Officer welcomed the Fire Minister, Lord Greenhalgh to the county on Friday 25 June 2021 as it gave LFRS the opportunity to show him how the Service had contributed to making Lancashire safer during the coronavirus pandemic. At the Preston vaccination site, Lord Greenhalgh met volunteers who had helped deliver and administer vaccinations across Lancashire since December 2020. Lord Greenhalgh heard from the volunteers about the reasons why they had volunteered and how they had helped keep patients safe and warm when they have been arriving at vaccination clinics.

Lord Greenhalgh said:

“Firefighters and fire staff across the country have worked incredibly hard to support the response to coronavirus and Lancashire Fire and Rescue Service is an exceptional example.

“The team in Lancashire have led the way, becoming the first fire service in the country to assist the NHS with the distribution of the vaccine and also to fully train their staff as vaccinators.

“By doing so, they have shown that those in fire services are ready, willing and able to go above and beyond to keep the British public safe, once again demonstrating they truly are the very best of us.

“It was an honour to meet with the team in Lancashire and I am immensely proud of their efforts and all the work they doing to keep us safe.”

In addition to the Covid19 deliverables the Blue Light Collaboration Board commissioned a summary review of the innovative project work delivered prior

to the pandemic. This review was carried out by Shared Service Architecture consultants who were recognised by both the National Fire Chiefs Council (NFCC) and National Police Chiefs Council (NPCC) as sector leads. Their phase 1 benefits realisation report concluded that cashable and non-cashable savings of over £1.246 million were identified. The report author went on to describe that *“we can confidently report that cashable, non-cashable and demonstrable improvements in partnership working have been evidenced in this ‘Benefits Realisation’ report. Overall, we conclude that the direction of travel of the initial 32 projects, which subsequently have been expanded to 35+ collaborative projects is positive, providing a solid foundation to build the partnership going forward.”*

In June 2021, the LFRS Sponsor for the Blue Light Collaboration workstream, the Director of Strategy and Planning met with both the Deputy Chief Constable, Lancashire Constabulary and Lancashire Emergency Response lead for North West Ambulance Service (NWAS). Through these meetings it was agreed that the Memorandum of Understanding would be redrafted to include NWAS as a named partner. It was also agreed that the 3 blue light services would request that their respective Programme Managers draft a refreshed work plan for consideration by the sponsors and a meeting be set for September 2021 for the work to formally re-start. This would include the Lancashire Constabulary led recruitment of a Blue Light Collaboration Project Administrator.

RESOLVED: - That the report be noted and endorsed.

8-20/21 ANY OTHER BUSINESS

In response to a query from Members and staff the Assistant Chief Fire Officer advised that Lancashire Fire and Rescue Service had 2 Private Finance Initiative Schemes (PFI) which included one at Chorley Fire Station based at the Service Training Centre and also included stations at Burnley, Blackburn and Fleetwood. The PFI owner was choosing to sell their interest in the PFI contract to another investment company. The Assistant Chief Fire Officer reassured Members that LFRS did not expect to see any difference to the premises or costs.

9-20/21 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Monday, 15 November 2021 at 1000 hours in Washington Hall, Service Training Centre, Euxton.

Further meeting dates were noted for 7 February 2022 and agreed for 18 July 2022.

LFRS HQ
Fulwood

M NOLAN
Clerk to CFA

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Agenda Item 8

LANCASHIRE COMBINED FIRE AUTHORITY

AUDIT COMMITTEE

Tuesday, 20 July 2021, at 10.00 am in the Washington Hall, Service Training Centre, Euxton.

MINUTES

PRESENT:

Councillors

J Shedwick (Chairman)
N Hennessy (Vice-Chair)
S Clarke
F Jackson
J Singleton

Officers

K Mattinson, Director of Corporate Services (LFRS)
J Bowden, Head of Finance (LFRS)
D Brooks, Principal Member Services Officer (LFRS)
L Barr, Member Services Officer (LFRS)

In attendance

A Smith, External Audit, Grant Thornton
J Taylor, Internal Audit, Lancashire County Council

1-20/21 APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors M Dad and A Kay.

2-20/21 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

3-20/21 MINUTES OF THE PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 23 March 2021 be confirmed as a correct record and signed by the Chairman.

4-20/21 RE-SUBMISSION OF INTERNAL AUDIT PLAN

The Chairman, County Councillor Shedwick explained that the report was being re-considered as the live webcast of the previous meeting failed during the consideration of this item. The report was presented by Mrs Judith Taylor, Internal Audit who advised that the Audit Plan for 2021/22 utilised a total of 70 days which was consistent with previous years. The plan included: Governance and business effectiveness; Service delivery and support, Business processes

(accounts payable, accounts receivable, general ledger, HR / Payroll, treasury management and pension administration); Follow up audit activity in relation to safeguarding and GDPR / data protection compliance; and Other components of the Plan (Management activity and support with National Fraud Initiative data matching processes).

RESOLVED: - That the report be noted and endorsed.

5-20/21 INTERNAL AUDIT ANNUAL REPORT

The report was presented by Mrs Judith Taylor, Internal Audit. The Internal Audit Annual Report summarised the work that the Internal Audit Service had undertaken during 2020/21 and the key themes arising from it. It provided an opinion on the overall adequacy and effectiveness of the systems of governance, risk management and internal control.

On the basis of programme of work for the year, the Head of Internal Audit provided substantial assurance over the adequacy of design and effectiveness in operation of the organisation's frameworks of governance, risk management and control.

The opinion was based on the work the Internal Audit Service performed during 2020/21 and 2021/22 in relation to the 2020/21 audit plan, as approved by the Audit Committee in July 2020.

Overall a strong control environment continued to operate, overseen by a Service Management Team that was responsive to internal audit findings and committed to continuous improvement. No significant areas of weakness in governance, risk management or control had been identified from audit work and where areas for improvement had been identified, actions had been agreed to enhance aspects of the control framework further and to ensure that it was effectively operating throughout.

It was confirmed that consideration was also given to the wider sources of assurance available including the results of the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Inspection and the findings of Grant Thornton as the Authority's external auditor.

In response to a question raised by County Councillor Singleton, Mrs Taylor advised that the detail in relation to the follow-up work referred to under section 3.19 on page 26 of the agenda pack was detailed in the table on page 30 of the agenda pack and confirmed that for the review of:

- Business continuity planning – there were 2 medium and 2 low risk actions (as raised in the Audit Report presented in February 2019); these had now been implemented;
- Home Fire Safety Checks – there were 2 medium and 4 low risk actions (as raised in the Audit Report presented in July 2020) these had also been implemented; and
- Optimising rota management project – of the 15 actions agreed (as raised in Audit Report presented in July 2019) 9 had been implemented and 6 were currently being progressed.

The work of the Internal Auditor was one of the key control measures in place within the Authority. As such, the annual report provided an assurance to Members that risks were being managed and controlled and fed the Authority's overall assessment of the internal controls that operated within the Service.

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

6-20/21

EXTERNAL AUDIT - AUDIT PLAN 2020/21

The Director of Corporate Services introduced Mr Andrew Smith, Key Audit Partner to present the Audit Plan 2020/21.

The external auditors were required to produce an annual audit plan, setting out the areas it intended to review during the year. Mr Smith advised that the areas of focus were forming and expressing an opinion on: i) the Authority's financial statements that had been prepared by management with the oversight of the Audit Committee and ii) value for money arrangements in place for securing economy, efficiency and effectiveness. The plan highlighted the additional work auditors were required to do in terms of: -

- Increased challenge and depth of work;
- Property plant and equipment valuations;
- Pensions;
- New accounting standards;
- Revised Value for Money arrangements.

Having discussed issues with the Engagement Lead the Director of Corporate Services / Treasurer was of the opinion that all of the issues resulted in an increased workload, which was reflected in the proposed fee which took account of the agreed base fee of £23.7k (as set by Public Sector Audit Appointments [PSAA]) plus a further £15.2k to reflect the additional work required, resulting in a total fee of £38.9k. It was noted that the budget allowed for an audit fee of £35k, therefore this would result in a marginal overspend.

Members considered the Audit Plan which included: key matters that impacted on the audit, details of significant risks identified and the key aspects of proposed response to the risk, accounting estimates and related disclosures, other matters, materiality, value for money arrangements, audit logistics and team and audit fees.

In response to Member concerns raised regarding fee increases over the last 2 years and whether the Authority was made aware of planned increases Mr Smith advised that fees charged now were approximately a third of those charged around a decade ago. Although the fees were at an all-time low, the scope of the work had changed, and the workload increased. He confirmed that the contract for external audit (as awarded by PSAA) was in its third year after which it was hoped the fees would be re-based to a sensible level that would enable the delivery of external auditing services with the right resources. Mr Smith also confirmed that as soon as he was able he did highlight scope changes and possible fee increases.

In response to a comment from County Councillor Singleton in relation to the impact on the Authority of the 'Redmond Review on the Effectiveness of Local Audit and Accountability to the Public', Mr Smith confirmed that the Government was allocating £15m in 2021/22 to help local bodies to meet the anticipated rise in fees for 2021/22 audits. The Director of Corporate Services added that notification on the distribution of the additional funding had not yet been received.

RESOLVED:- That the Audit Committee agreed the external audit plan for 2021/22 and the increased fee.

7-20/21

COMPLIANCE WITH CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA) FINANCIAL MANAGEMENT CODE

The Director of Corporate Services presented the report. The Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Management (FM) Code was designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. It set the standard of financial management for local authorities, and applied to all local authorities, including police, fire, combined and other authorities. The Code set out a series of financial management standards needed if a local authority was to meet the minimal standards of financial management acceptable to meet fiduciary duties to taxpayers, customers and lenders. Based on this, a self-assessment against these standards had been undertaken as now considered by Members and which demonstrated strong compliance against the Code.

RESOLVED: - That the self-assessment be noted and endorsed.

8-20/21

ANNUAL GOVERNANCE STATEMENT

The Director of Corporate Services presented the report. The Authority was required to produce an Annual Governance Statement as part of the year end process for 2020/21 along with the Authority's financial statements, following a review of the effectiveness of the internal controls in place. The report and the statement set out the key elements of the Authority's governance framework, how these had been evaluated, the outcome of the assessment of effectiveness and any areas for improvement.

The Audit Committee had previously approved a revised Code of Corporate Governance, in line with guidance produced jointly by CIPFA (Chartered Institute of Public Finance Accountants) and SOLACE (Society of Local Authority Chief Executives). The Code defined corporate governance as the way an authority ensured that it was doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

In order to assess the effectiveness of the Authority's current arrangements a self-assessment had been undertaken by the Executive Board who had considered the various sources of assurance that supported the core principles outlined in the report and the outcome of this was considered by Members under appendix 1 as now presented. One of the key elements of this was external assurance of the systems, and this was provided by internal and external auditors, both of whom provided positive reports, and by the outcome of the

HMICFRS Inspection which rated the Service as Good.

The assessment also considered recommendations made as part of last year's Annual Governance Statement i) to continue to develop and embed a new assurance monitoring system app to collate information and intelligence; ii) to performance manage the completion of the appraisals and introduce new tools to improve the appraisal conversation; and iii) develop 360-degree assessments for leaders to inform personal development. An update on the position in respect of these was considered by Members.

It was noted that as a result of various reviews a number of areas for further improvements had been identified: -

- An updated IRMP covering the period 2022/27 would be produced;
- The outcome of the Staff Survey would be published and, where relevant, acted upon;
- A project to replace the existing Performance Management System would commence;
- An upgraded Finance system would be implemented in April 2022, as part of that we would review and implement improvements to the monthly budget monitoring process, making greater use of additional functionality provided;
- Develop business cases where required to ensure that value for money was evidenced.

As part of the review, the Service was required to identify and disclose any significant internal control issues, of which there have been none, hence the overall conclusion was that the system of internal controls was adequate.

RESOLVED: - That the Committee noted and endorsed the self-assessment and the Annual Governance Statement based on this and recommended that the Chairman of the Authority sign the Statement.

9-20/21 EXTERNAL AUDIT - UNDERSTANDING HOW THE COMMITTEE GAINS ASSURANCE FROM MANAGEMENT

It was noted that in order to comply with Auditing Standards, the External Auditors, Grant Thornton were required to obtain an assurance as to how those charged with governance gained assurance over management processes and arrangements, as set out in their letter dated March 2021, copy considered by Members.

A response had been prepared and submitted by Chairman of the Audit Committee which was considered by Members.

RESOLVED: - That the Committee noted and endorsed the response submitted.

10-20/21 ACCOUNTING ESTIMATES 2020/21

The Director of Corporate Services presented the report. It was noted that the International Standard on Auditing (ISA) 540: Auditing Accounting Estimates and Related Disclosures was revised in December 2018 by the International Auditing and Assurance Standards Board (IAASB), an independent standard-setting body

that serves the public interest by setting high-quality international standards for auditing, quality control, and review. The auditing standard was revised because Statement of Accounts were increasingly subject to judgements and estimations performed by management and experts on a range of items within them, as required by current accounting standards. These changes required that auditors should understand and evaluate: “the nature and extent of oversight and governance that the entity has in place over management’s financial reporting process relevant to the accounting estimates.” ISA 540 applied to any financial statements beginning on or after 15 December 2019 – for the Authority this meant the 2020/21 financial statements onwards.

The Audit Committee needed to understand what significant estimates would be included within the Statement of Accounts which were those that:

- Required significant judgement by management to address subjectivity;
- Had high estimation uncertainty;
- Were complex to make;
- Had, or ought to have had, a change in method, assumptions or data compared to previous periods; or
- Involved significant assumptions.

The Statement of Accounts contained estimated figures that were based on assumptions about the future or that were otherwise uncertain. Estimates considered historical experience, current trends or other relevant factors. However, because balances could not be determined with certainty, actual results could be materially different from the assumptions and estimates.

It was noted that the Statement of Accounts were prepared with the underlying significant assumption of Going Concern, which meant that the Authority considers its financial position to be stable for the foreseeable future, as assessed at the most recent budget setting exercise finalised in February 2021. Accounting standards required that management made an annual assessment of going concern, although the Code recognised that Local Authorities could not be created or dissolved without statutory prescription, the accounts must therefore be prepared on a Going Concern basis. Management had prepared the assessment in line with requirements.

Members considered the significant Accounting Estimates for 2020/21 including the: estimated value, degree of uncertainty and methodology used for the: i) valuation of land and buildings; ii) depreciation of property and equipment; iii) valuation of both Firefighter and Local Government Pension Scheme (LGPS) liability; iv) valuation of LGPS pension asset; v) fair value measurement – private finance initiative schemes; vi) expenditure accruals – pensionability of allowances; vii) revenue accrual – s31 grant re: business rates additional reliefs in 2020/21; and vii) holiday pay expenditure accrual.

It was noted that in addition, each year Executive Board was asked to consider whether there were any transactions, events, or conditions (or changes in these) that might trigger the recognition of an additional significant accounting estimate, or the potential recognition, known as a contingent liability. Based on the returns received from Executive Board, the contingent liabilities note had been updated to reflect the current position, but there were no further significant events or

transactions identified by this process.

County Councillor Shedwick invited Mr Smith to comment on how external audit verified estimates for the valuation of land and buildings and the valuation of the pension fund. Mr Smith advised that in terms of the valuation of land and buildings a set of indices was broadly used by chartered surveyors and these were used to compare assumptions made by obtaining valuation calculations from a sample of assets re-valued in year, and calculations and data input were checked to ensure accuracy. He confirmed that in relation to pensions, external audit used their own expert to provide a set of data to compare assumptions and to check these were within a reasonable range.

RESOLVED: - That the report be noted and the accounting estimates as reported be endorsed.

11-20/21 ACCOUNTS CORE STATEMENTS

The report presented the Core Financial Statements, which formed part of the Statement of Accounts, for the Combined Fire Authority for the financial year ended 31 March 2021.

The Statement of Accounts contained estimated figures based on assumptions about the future or that were otherwise uncertain, relating to areas such as pension liabilities, property asset valuations etc, as reported earlier on the agenda.

Members noted that the 2020/21 core statements presented did not include the adjustments required for recognising the Authority's share of the collection fund income position for both Council Tax and Business Rates, as the information was not received from all billing authorities in time for inclusion in the report however, this would be updated for the final version of the accounts. It was also noted that the Authority's 25% share of the North West Fire Control accounts ending 31 March 2021 had been included.

In response to Member questions regarding income, the Director of Corporate Services advised that the Authority did receive funding from colleges for the Prince's Trust programme and from Government towards private finance initiative schemes and fire protection.

RESOLVED: - that the Committee noted and endorsed the draft Core Financial Statements.

12-20/21 RISK MANAGEMENT

The report highlighted action taken in respect of corporate risk since the last Audit Committee meeting. The latest review of the corporate risk register identified 1 new risk which warranted inclusion on the corporate risk register:

Increase in costs associated with major Property projects due to changes in Building Regulations

It was noted that a proposed upgrade of the Building Regulations was published as draft legislation in January 2021 which was subject to an on-going

consultation. The construction industry was expecting a significant increase in the environmental standards for new buildings with a zero-carbon requirement anticipated, this had been confirmed in the draft legislation. However, the draft legislation also applied to existing buildings, whereby there would be a requirement to substantially upgrade the environmental credentials of existing buildings when a major refurbishment was undertaken.

This would potentially see a significant increase in upfront costs with more energy efficient heating/insulation being required, such as air-source heat pumps, PV panels, triple glazing etc, all of which were dearer than current standards. In order to mitigate this, it was necessary to account for this in cost estimates for all major property projects and increase the contingency on projects to provide scope to meet potential cost increases.

Given the scale of the Authority's Capital programme over the next 5 years this was considered a high risk at the present time, as if the legislation was implemented it would increase costs significantly on all projects commencing after June 2022, and this was not allowed for in the initial budget estimates.

An updated corporate risk register was considered by Members with changes summarised in the report. The Director of Corporate Services highlighted the following key area: -

Risk no. 26 – Increase in costs of and/or lack of availability of goods and services, following Brexit

This risk had been expanded to include the pandemic. An increase in the price of construction materials had been seen in the last few months as well as delays in obtaining them. With the contractor on the Workshop/BA school project awaiting some metal stud partitioning to finish one section of the building internally, this was indicative of the supply market at the present time. Furthermore, the cost of some raw materials was anticipated to increase further in the coming months: i) steel/copper up 30%; ii) sealants up 30%; and, iii) glass up 15%. In order for this to be addressed, the contingency on construction projects would need to be increased to provide scope to meet potential cost increases.

County Councillor Shedwick queried whether Balfour Beatty selling 16 North West Fire Stations would be considered a risk. The Director of Corporate Services advised that the Authority had 2 private finance initiative projects: i) Morecambe and Hyndburn which had been in operation for 18 years and was run by PFF Lancashire Ltd; and ii) together with Cumbria and Merseyside Fire and Rescue Authorities the 16 North West fire stations had been in operation for 8 years, of which 4 (Burnley, Blackburn, Chorley and Fleetwood) were in Lancashire. It was noted that Balfour Beatty had sold that project to a third party who were already operating private finance initiative schemes in the UK, including fire stations. Therefore, it was anticipated there would be minimal impact from the change of ownership. He confirmed that this could be reviewed in due course to determine whether it warranted inclusion on the corporate risk register.

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

13-20/21 DATE OF NEXT MEETING

The next meeting of the Committee would be held on 28 September 2021 at 10:00 hours in Washington Hall, Lancashire Fire and Rescue Service Training Centre, Euxton.

Further meeting dates were noted for 30 November 2021 and agreed for 29 March 2022.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Wednesday, 28 July 2021, at 10.00 am in the Washington Hall, Service Training Centre, Euxton.

MINUTES

PRESENT:

Councillors

K Iddon (Chairman)
P Rigby (Vice-Chair)
A Kay
H Khan
Z Khan
J Rigby
D Smith
R Woollam

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

S Healey, Deputy Chief Fire Officer (LFRS)
J Charters, Deputy Director for Operational Response (LFRS)
D Brooks, Principal Member Services Officer (LFRS)
L Barr, Member Services Officer (LFRS)

In attendance

G Basson, North West Fire Control
T Cogley, Fire Brigades Union

1-20/21 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor Peter Britcliffe.

2-20/21 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

3-20/21 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 17 March 2021 be

confirmed as a correct record and signed by the Chairman.

4-20/21 PERFORMANCE MANAGEMENT INFORMATION

The Deputy Chief Fire Officer presented a detailed report to the Committee which included an overview of the annual performance. This was the 4th quarterly report for 2020/21 as detailed in the Risk Management Plan 2017-2022, and the end of the Performance year.

The members were informed by the Deputy Chief Fire Officer, that a discussion had taken place with the Chair and Vice-Chair of the Performance Committee concerning proposed amendments to the Key Performance Indicators (KPIs). It was noted that a report regarding these proposals would be submitted to a future Performance Committee meeting and then, onto the CFA.

Members 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 4 activity 3,725 previous year quarter 4 activity 3,849 a decrease of 3.22% over the same quarter of the previous year.

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 52% were false alarms.

The Deputy Chief Fire Officer updated Members regarding the overall incident number. He advised that an increase in incidents did not necessarily mean a drop in performance. For example, where the Service supported the ambulance service to gain entry, it was a positive activity to undertake.

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 4 activity was 214, the previous year quarter 4 activity was 196, which represented an increase of 9.18% over the same quarter. Overall performance for the year was 869 compared with 811 the previous year.

The Deputy Chief Fire Officer advised that there had been a slight increase in Accidental Dwelling Fire incident numbers in the last quarter which could be due to the pandemic and people spending more time in their homes. Home fire safety checks and community safety activity had resulted in a plateau of the 3-year mean average number of incidents.

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

The Deputy Chief Fire Officer advised this indicator set out the damage which had occurred from Accidental Dwelling Fire incidents. He was pleased to report that whilst incident numbers remained fairly static the level of damage sustained was reducing due to proactive work including community safety and smoke alarm ownership.

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 92.5% which was an increase of 0.7% against the 91.8% recorded in the same quarter of the previous year.

Severity (Direction against the same quarter of previous year)	Previous Rolling 4 Quarters				Quarter 4	
	Quarter 4	Quarter 1	Quarter 2	Quarter 3		
High	↓	8.2%	7.1%	3.5%	3.9%	7.5%
Medium	↓	51.0%	52.4%	43.9%	47.8%	54.7%
Low	↑	40.8%	40.4%	52.5%	48.3%	37.9%

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.

Over the latest quarter, Accidental Dwelling Fires with a previous HFSC decreased 7% against the total number of ADF’s over the same quarter of the previous year.

	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	32	14%	31	15%
Q4*	14	7%	27	14%

*Quarter 4. The impact of COVID19 working guidelines during the previous 12 months has led to a reduction in the number of Home Fire Safety Checks (HFSC’s) delivered – KPI 1.7 page 17. This has led to a decrease in the percentage of ADF’s with a recorded HFSC within the previous rolling 12-month period.

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.

The Deputy Chief Fire Officer reported that sadly, there was 1 dwelling fire fatality in the quarter and 2 overall for the year. Three casualties were recorded as serious and 9 slight. The same quarter of the previous year recorded 2 fatalities, 4 serious and 9 slight.

Casualty Status	2020/21 Quarter 4	2019/20 Quarter 4
Fatal	1	2
Victim went to hospital visit, injuries appeared Serious	3	4
Victim went to hospital visit, injuries appeared Slight	9	9
TOTAL	13	15

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 20.55% over the same quarter of the previous year.

Total number of incidents	2020/21 Quarter 4	2019/20 Quarter 4
	58	73

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

The Deputy Chief Fire Officer advised that whilst the level of damage from accidental dwelling fires was reducing; in commercial buildings it was increasing. On investigation there had been a significant increase in fires in private sheds and outbuildings which could be quickly lost to fire prior to the arrival of the Fire and Rescue Service. These types of building fires often resulted in them being recorded as high severity due to the loss of a building. The Deputy Chief Fire Officer explained that he would bring a report to future meetings of the Committee which omitted shed and garage fires to provide a better performance indicator.

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 63.6%. This was a decrease of 20.0% against a combined severity of 83.6% in the same quarter of the previous year.

Severity (Direction against the same quarter of previous year)	Previous Rolling 4 Quarters				Quarter 4
	Quarter 4	Quarter 1	Quarter 2	Quarter 3	
High ↑	16.4%	43.4%	39.7%	23.8%	36.4%

Medium	↓	64.4%	47.8%	43.8%	65.0%	54.5%
Low	↓	19.2%	8.8%	16.4%	11.3%	9.1%

1.6 Deliberate Fires

The Deputy Chief Fire Officer reported that through the proactive work undertaken by the Service, there had been significant reduction for the performance year down to 1,441 deliberate fires compared to the previous year of 1,679 which was a reduction of approximately 14%. Factors attributing to the reduction included proactive work that had been carried out by the Service around anti-social behaviour, youth engagement with cadet programmes, engaging with younger groups and delivering the message in terms of not starting anti-social fires. The weather also had an impact regarding the number of people outside and the potential for wildfires. It was most likely that lockdown restrictions also contributed to the downward trend.

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 4	2019/20 Quarter 4
1.6.1 Deliberate Fires – Anti-Social Behaviour	231	259
1.6.2 Deliberate Fires – Dwellings	21	30
1.6.3 Deliberate Fires – Non-Dwellings	14	29

1.7 Home Fire Safety Checks

The Deputy Chief Fire Officer explained that during the Home Fire Safety Visits, the crew would look at the potential for slips, trips and falls, signs of dementia and smoking and would signpost to other organisations if needed. The service endeavoured to carry out 18,000 to 20,000 physical visits per annum to homes with 11,903 delivered last year which was a reduction as a result of the pandemic. However, it was pleasing to see that the percentage of visits the Service delivered which resulted in high-risk outcomes had increased, demonstrating that the Service was targeting those most at risk.

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 completed HFSC's had decreased 30% over the same quarter as the previous year; due to the challenges presented by the Covid 19 pandemic. However, through a modified HFSC engagement with the most vulnerable had resulted in a 13% increase of those with a high-risk outcome.

	2020/21	2019/20
	% of High HFSC outcomes	% of High HFSC outcomes
Q1	71%	65%
Q2	72%	61%
Q3	69%	60%
Q4	74	61%

To help illustrate the importance of the Home Fire Safety Check service; properties that had refused a HFSC, but subsequently, suffered an Accidental Dwelling Fire were monitored. During this quarter 5 properties recorded an ADF after refusing a HFSC 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 ¹
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% ²
Q3			16,417	85% ²
Q4			21,516	85% ²

¹ From a sample. ² Estimate.

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 conventional way. However, to ensure road safety messages continued to be available, the service had undertaken Wasted Lives sessions via an online video service. During quarter 4 there had been 6 Wasted Lives sessions, involving 59 attendees; along with 79 Road Sense sessions to 163 schools, with 5,832 pupils in attendance. The Service also continued to engage with people via social media platforms (which included 5 short road safety videos on the 'Biker down' page,

reaching over 28,000 people. There had been 574 engagements on Twitter and a further 17,093 people on Facebook.

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	83	12	59	4	14%	10%
Q4	117	19	73	21	16%	13%

The Deputy Chief Fire Officer advised that the Service continued to inspect based on risk. The percentages shown which required formal activity were higher than the previous year; this demonstrated the successful targeting of buildings most at risk.

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

The Deputy Chief Fire Officer advised that in the main, the Service was reaching very stretching response standards they had set i.e.: setting a 90%, 6-minute attendance standard to very high-risk areas was probably amongst the quickest response arrangements across the country with many other Services having response standards of 10 – 15 minutes. It was noted that those times included the call handling time.

Ged Basson, North West Fire Control, would provide the meeting with a presentation of Call Handling statistics following the Deputy Chief Fire Officer's

overview of the report.

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 4 – 1st pump response increased 0.21% of total first fire engine attendances over the same quarter of the previous year.

Year to Date	2020/21 Quarter 4	Previous year to Date	2019/20 Quarter 4
88.95%	89.38%	88.51%	89.17%

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.

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

- Very high-risk area = 9 minutes
- High risk area = 11 minutes
- Medium risk area = 13 minutes
- Low risk area = 15 minutes

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

occasions.

Quarter 4 – 2nd pump response increased 1.76% of total second pump attendances over the same quarter of the previous year.

Year to Date	2020/21 Quarter 4	Previous year to Date	2019/20 Quarter 4
86.75%	87.89%	86.54%	86.13%

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. It was noted that the service had achieved this standard. Given the geography of the county, which included rural areas and motorway networks, there had been an exceptional level of performance.

The latest quarter 1st pump response increased 3.58% over the same quarter of the previous year.

Year to Date	2020/21 Quarter 4	Previous year to Date	2019/20 Quarter 4
89.21%	91.40%	88.92%	87.82%

2.3 Fire Engine Availability – Wholtime, Day Crewing and Day Crewing Plus

This indicator measured the availability of fire engines that were crewed by wholtime, 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

Staff sickness was also highlighted as a reason for fire engines being unavailable.

Standard: 99.5%

Year to date availability of 99.32% was a decrease of 0.20% over the same period of the previous year. The Deputy Chief Fire Officer emphasised that it was exceptional to have almost 100% availability.

Year to Date	2020/21 Quarter 4	Previous year to Date	2019/20 Quarter 4
99.32%	99.40%	99.52%	99.55%

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 64%
- Crew deficient 65%
- Not enough BA wearers 57%
- No driver 39%

Standard: above 95%

Year to date availability 90.37%, a 2.88% increase against the previous year to date total availability of 87.49%.

Year to Date	2020/21 Quarter 4	Previous year to Date	2019/20 Quarter 4
90.37%	90.09%	87.49%	90.20%

For the benefit of new members on the Committee, the Deputy Chief Fire Officer advised that on-call workers had other day jobs in the community and had to live within 5 minutes of the fire station. On-Call fire stations were situated in lower-risk areas across the county. The Deputy Chief Fire Officer made reference to the high levels of availability of on-call fire engines.

2.4.1 Fire Engine Availability – On-Call Duty System (without wholtime 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 wholtime 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 4 was 88.35%. This excluded the wholtime detachments shown in KPI 2.4.

The Deputy Chief Fire Officer explained that resources from the wholtime duty system were moved to subsidise the on-call fire station when needed. A report would be brought forward to a future Performance Committee for members to consider prior to it being presented to the Fire Authority, which would propose using alternative software to determine how to keep stations available based on risk and demand, as opposed to arbitrary arrangements which sometimes did not always improve service-wide cover.

2.5 Staff Accidents

This indicator measured the number of staff accidents.

The number of staff accidents during the latest quarter decreased by 45.45% against the same quarter of the previous year.

Year to Date	2020/21 Quarter 4	Previous year to Date	2019/20 Quarter 4
56	6	73	11

The Deputy Chief Fire Officer advised that there had been a 23% reduction in the number of accidents from this year compared to last year which was testimony to the positive health and safety culture and how staff were encouraged to report near-misses.

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 and the spend for the year was currently £56.9m, giving an underspend of £0.4m. However, the closure of the accounts process in May and June (including year-end accounting adjustments in respect of items such as provisions and transfers and capital accounting) had yet to be finalised. Following completion of the year end process, this was expected to remain in a similar position and would be reported to a future meeting of the Resources Committee.

3.2 Overall User Satisfaction

There had been 2,674 people surveyed since April 2012 and the number satisfied with the service was 2,645; % satisfied was 98.92% against a standard of 97.50%; a variance of 1.40%.

During the latest quarter, 122 people were surveyed and 120 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 7.372

This was a negative exception report due to the number of shifts lost through absence per employee being above the Service target for each month during quarter 4.

The Deputy Chief Fire Officer presented Members with the analysis, that:

During quarter 4, January 2021 – March 2021, absence statistics showed above target for all three months for both Whole-time personnel and Non-uniformed personnel. There were 7 cases of long-term absence which spanned over the total of the 3 months and there were 22 other cases of long-term absence which were also recorded within the 3 months; reasons for these absences were set out in the report. It was noted that during the quarter 10 employees had returned to duty.

At the end of March 2021, the cumulative totals showed that non-uniformed staff absence was above target at 8.58 shifts lost per employee, for whole-time uniformed staff absence was also above target at 6.99 shifts lost per employee.

Overall absence for all staff (except On Call staff) was 7.37 shifts lost which was above the Service target of 5.00 shifts lost for the year.

The cumulative figures in the period included employees absent due to coronavirus and those required to self-isolate as a result of coronavirus since 1st September 2020.

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, ensuring the appropriate management of individual long-term cases, signposting to support, addressing review periods / triggers in a timely manner;
- Signposting to the Employee Assistance Programme, Health Assured who offer support to deal with practical and emotional challenges may face and confidential support services;
- Delivering leadership development events to those in a leadership role focusing on strengthening resilience, employee engagement, health, and wellbeing.
- Signposting and encouraging employees to make use of other forms of support including the Firefighters Charity and other forms of support for those who have challenges with their mental health;
- Undertaking Stress Risk Assessments ensuring the causation of stress are identified and the measures and controls to mitigate stress are implemented;
- Provision of fitness advice via the Fitness Advisor and Personal Training Instructors (PTIs);
- Provision of dietary advice through Occupational Health;
- Provision of physiotherapy and muscular health advice and guidance;
- Promotion of health, fitness and wellbeing via the routine bulletin and the Engine House;
- Building resilience programme on the Health and Wellbeing pages on the Engine House;
- Health and Wellbeing talks;
- Health and Wellbeing campaign;
- TRiM (Trauma Risk Management) assessments;
- Ageing Workforce Task and Finish Group.

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, 1.01%.

The Chairman noted that overall user satisfaction was high and it was pleasing to see how the Service had performed. He congratulated the Service on how they had performed under difficult circumstances this year.

In response to a question from Councillor Woollam regarding the criteria used for home fire safety check visits, the Deputy Chief Fire Officer advised that there was an online platform where people could enter their details which aimed to identify the most vulnerable who would receive a visit. Lower risk households received bespoke fire safety advice by email. In addition, the Service worked with over 250 partners who made referrals. Individuals who were the most vulnerable and

at risk were prioritised i.e: referrals from LCC adult social care and others including dementia groups. Members could also signpost vulnerable people to specialist services using the details on the website. The Deputy Director for Operational Response added that the Service used partnership referrals and data received to proactively promote fire safety awareness. Near miss incidents (where the Service had attended a fire alarm that did not result in a fire) were followed up. It was noted that home fires were recognised in the community as a significant event which presented an opportunity for the Service to engage with local community members to raise fire safety awareness.

As a Wyre Councillor, Councillor Kay recalled a recent event where a travelling community had set a fire to burn waste; in response to her request to tidy the site before leaving. At the time of the fire she liaised with Wyre Council, Lancashire Constabulary and the Service to ensure the fire did not cause disruption to the local community. She queried whether there could be an identified liaison person to provide advice to the travelling community regarding fire safety. In response, the Deputy Chief Fire Officer advised that local community fire safety teams did undertake preventative work with district council housing colleagues and community safety partnerships and the Service Delivery Manager for Fleetwood would be asked to contact Councillor Kay to provide advice and support.

In response to a question from Councillor Smith regarding Road Safety Education being delivered back in school settings, the Deputy Chief Fire Officer advised that the intention was to return to face-to-face events and demonstrations from September, although throughout the pandemic the Service had made use of digital technology to continue delivering prevention advice.

In response to a further question from Councillor Smith concerning whether the recent increase in notifications from the NHS Covid-19 application had caused problems with staff having to isolate, the Deputy Chief Fire Officer stated that this had impacted on the Service 2 weeks previously where there had been 60-70 staff isolating/sick with covid-19, but numbers were now starting to decline. Services and activities had been maintained through high standards of health and safety. The Service had worked closely with the FBU and staff were following national covid-19 secure hands, face and space and fresh air guidelines. In addition, due to the control measures in place, the Director of Public Health for Lancashire was allowing the Service to move away from the 10-day isolation period for staff identified as a close contact because of activity whilst on duty and, subject to a negative PCR test, staff could attend work providing lateral flow tests were undertaken for the following 10 days.

In response to a question from Councillor Kay regarding road safety education for youths speeding in the Wyre district, the Deputy Chief Fire Officer advised that the Service delivered a number of road safety education packages which included 'Wasted Lives' which was aimed at young drivers. A presentation on this would be provided for the next Performance Committee. The Deputy Director for Operational Response advised that Safety Advisors and the Road Safety Partnership could provide something bespoke to a specific group to try and reduce that risk as required and this could be discussed outside the meeting.

The Chairman thanked members and officer for their questions and responses.

NWFC – Call Handling Times

Ged Basson, Senior Operations Manager, North West Fire Control (NWFC), provided the Committee with a presentation regarding call handling times at NWFC. NWFC operated the call handling function for Lancashire and other fire services in the North West. Within Lancashire, in the last 12 months, there had been 24,000 admin (approximately 2,000 per month) calls relating to issues such as engines off the run, defective equipment, exercise and training, and advice on mobilisations. Admin calls had experienced a downward trend for the last 3 years.

Emergency calls were calls from the public, firefighters, the police, ambulance service and automatic fire alarm companies. There were 32,000 calls in the last twelve months showing a decrease which was positive as it demonstrated that prevention work had been effective. Not all incidents were attended as this could depend on the content of the call when challenged. It was noted that 41% of calls were not mobilised over the last 12 months. This had a positive impact in terms of fuel and appliance availability.

Three years of data showed a significant increase in performance and especially over the last 12 months with call handling times. Last year, the average call handling time to property fires was 78 seconds compared to 94 seconds the previous year.

Special Service Calls were not fire related and the 90 second target had not been met. However, performance had significantly improved over the last two years.

Councillor David Smith questioned the reason for the difference in call handling policies and times in other areas of the North West. The Senior Operations Manager, NWFC explained that the areas of the North West had varying landscapes and a call from a city would vary from a call in a rural area. On some occasions, in the rural areas, it could be difficult to establish the location of a caller and they were exploring obtaining software which pinpointed the location of the person using the GPS on their mobile phone. Currently, callers were asked to use the 'What 3 Words' app to find their location.

In response to a question from the Chairman, the Senior Operations Manager, NWFC advised that he currently attended the Performance Committee twice per year but could attend more frequently if required.

The Deputy Chief Fire Officer advised that some of the KPIs needed a refresh. The KPI 90 second standard was discussed when NWFC was first developed, 9 years ago. He acknowledged the outstanding work of the call handlers and stated that the technology at NWFC was among the best in the country. Acquiring new technology would allow a caller to be pinpointed to within metres of their location. He offered Members a visit to NWFC which was welcomed.

RESOLVED: - That the Committee endorsed the Measuring Progress report for Quarter 4 (including noting the contents of the 1 negative exception report).

5-20/21 DATE OF NEXT MEETING

The next meeting of the Committee would be held on 15 September 2021 at 10:00 hours in Washington Hall, at Lancashire Fire & Rescue Service Training Centre, Euxton.

Further meeting dates were noted for 15 December 2021 and 16 March 2022 and agreed for 29 June 2022.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 13 September 2021

CORPORATE SAFETY, HEALTH AND ENVIRONMENT POLICY DOCUMENT (Appendices 1 and 2 refer)

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

Table 1 Executive Summary and Recommendations

Executive Summary

Under Section 2(3) of the Health and Safety at Work Act 1974, employers must prepare, and where necessary revise, a written statement of health and safety policy. The existing safety, health and environment policy document, which was last considered by the Authority in September 2019, has been recently reviewed, amended as required, and is now ready for approval.

As the health and safety and environment functions are managed in a similar way it is considered appropriate for the Authority to declare its intent for health and safety, health and wellbeing and environment in the same document.

As the employing body, the policy document is 'owned' by the Combined Fire Authority and requires endorsement by both the Chair of the Authority and Chief Fire Officer. Following approval, it will be displayed on all Lancashire Fire and Rescue Service (LFRS) premises.

The revised corporate Safety, Health and Environment Policy is attached as Appendix 1 and the associated Equality Impact Assessment at Appendix 2.

Recommendation(s)

The Authority is asked to endorse the revised policy.

Information

Every organisation that employs five or more staff must have a written Health and Safety Policy. The statement of general policy on health and safety at work sets out your commitment to managing health and safety effectively, and what you want to achieve.

In Lancashire Fire and Rescue Service (LFRS) the health and safety commitments are combined with the environmental and employee wellbeing commitments into one Safety, Health and Environment Policy. This policy is reviewed at least every three years reiterating and reinforcing the principles of our Health and Safety Management System and Environmental Management System.

Business Risk

The corporate Safety, Health and Environment Policy is a key document which informs all organisational activity and seeks to ensure that the requirements of the Health and Safety at Work etc. Act and associated legislation together with Environmental Acts and legislation are met. Any failure to maintain the currency of

the policy may endanger and impact upon both LFRS staff, the public and the environment, leaving the Authority open to potential legal action, economic sanction and public criticism.

Environmental Impact

The Safety, Health and Environment policy seeks to reduce the impact LFRS has on the environment and natural resources and looks at ways of adapting to the changing climate.

Equality and Diversity Implications

An Equality Impact Assessment has been undertaken and the findings attached at Appendix 2.

HR Implications

None

Financial Implications

None

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

Table 2 Details of any background papers

Paper: Minutes of CFA meeting	Date: September 2006
Minutes of CFA meeting	28 April 2008
Corporate Health and Safety Policy Document	20 June 2011
Corporate Safety, Health and Environment Policy Document	9 September 2013
Corporate Safety, Health and Environment Policy Document	19 September 2016
Corporate Safety, Health and Environment Policy Document	18 December 2017
Corporate Safety, Health and Environment Policy Document	16 September 2021
Contact:	Director of People and Development, Bob Warren Telephone 01772 866804
Reason for inclusion in Part 2 if appropriate:	N/A



LANCASHIRE FIRE & RESCUE SERVICE

SAFETY, HEALTH AND ENVIRONMENT POLICY

Contents

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1. Introduction

The main law governing health and safety at work in the United Kingdom is the Health and Safety at Work etc. Act 1974 (HSW Act). This places general duties on you to do what is *reasonably practicable*. This means balancing the level of risk against the measures needed to control the real risk in terms of money, time or trouble. However, you do not need to take action if it would be grossly disproportionate to the level of risk.

Other regulations supporting the HSW Act set out more detailed legal duties for specific activities.

There are many Acts and Regulations associated with the Environment which require as a minimum statutory compliance.

Every organisation that employs five or more staff must have a written Health and Safety Policy. The statement of general policy on health and safety at work sets out your commitment to managing health and safety effectively, and what you want to achieve. In Lancashire Fire and Rescue Service (LFRS) the health and safety commitments are combined with the environmental and employee wellbeing commitments into one Safety, Health and Environment Policy. This policy is reviewed at least every three years reiterating and reinforcing the principles of our Health and Safety Management System and Environmental Management System.

2. Scope

The scope of this policy includes all roles and sites of LFRS. This means that operational activities, training activities and routine activities are included within the scope.

The implementation of this policy will follow the ISO 45001:2018 standard and the Health and Safety Executive Publication HSG65 – Successful Health and Safety Management model of ‘Plan, Do, Check, Act’ approach.

3. Aim

The content of this section will form the basis of the Safety, Health and Environment Policy that will be signed by the Chair of the Fire Authority and Chief Fire Officer and displayed on a poster in all LFRS premises, externally on the services internet and detailed in Service Order H&S 00 - Section 1 and Env00 – Section 1 as part of the health and safety and environmental management systems.

Lancashire Combined Fire Authority (LCFA) is the board responsible for providing an effective and efficient Fire and Rescue Service for Lancashire through the delivery of a range of services including:

- Emergency response
- Prevention and protection activities
- Specialist support and administration

Lancashire Fire and Rescue Service (LFRS) sites are spread throughout the county of Lancashire, including the unitary authorities of Blackburn with Darwen and Blackpool. LFRS has 39 fire stations, plus a Headquarters site in Preston and a Training Centre in Chorley which also includes an Urban Search and Rescue facility.

The Chair of the Fire Authority (CFA) and Chief Fire Officer (CFO) has overall responsibility for compliance with the Safety, Health and Environment (SHE) Policy and the Health and Safety and Environmental Management Systems and recognise the impact that a positive health, safety and wellbeing culture can have on the organisation.

We are committed to the continuous improvement of safety, health and environmental performance and management for the services we deliver and activities we undertake. We will aspire to the highest standards of health, safety and wellbeing for our staff and prevent pollution and minimise our impacts on the environment. To achieve this we will provide adequate financial and physical resources, competent staff and expert advice when required.

We will deliver our services and activities in a manner that provides a safe place of work for staff, contractors and visitors and protects the environment.

Our aims and objectives are to:

- Understand and ensure as a minimum compliance with safety, health and environmental regulatory and other requirements that apply to our activities and services.
- Be fully committed to the prevention of injury and ill health to staff and visitors and provide and maintain high facility, workplace and housekeeping standards.
- Continually develop and maintain systems and procedures to ensure that all equipment, plant and premises are safe and do not have an adverse effect on health and wellbeing and the environment.
- Consult and communicate with staff and representative bodies promoting safety, health, wellbeing and environmental expectations and standards.

- Identify hazards, aspects and impacts and reduce risks to as low as is reasonably practicable whilst being risk aware rather than risk adverse.
- Raise awareness, train staff in safety, health, wellbeing and environmental matters and encourage our staff to play an active role in reducing impacts and risks and contributing to policy and procedural implementation.
- Support staff fitness and wellbeing through the provision of equipment and resources.
- Plan and set objectives, targets and programmes and monitor and review our systems using proactive and reactive methods to continually improve our safety, health, wellbeing and environmental performance reporting progress each year.
- Have appropriate plans/arrangements to deal with emergency situations.
- Manage waste according to our duty of care, minimising waste going to landfill, by re-use and recycling wherever possible.
- Purchase goods and services that minimises the consumption of natural resources, where possible.
- Implement energy saving technologies and initiatives.
- Hold contractors and third parties accountable for adhering to the Service's health, safety and environmental policy and audit contractor systems and procedures to ensure satisfactory health, safety and environmental performance.
- Actively monitor, audit and review to improve systems, processes, health, safety and environmental performance.

This policy forms an integral part of our Community Risk Management Planning and Corporate Planning processes and Business Continuity Arrangements.

The policy will be displayed on all LFRS premises, available and communicated to workers within the organisation and available to interested parties, as appropriate.

The policy will be reviewed periodically not exceeding three years to ensure it remains relevant and appropriate.

Chair of the Fire Authority

Chief Fire Officer

4. Roles and Responsibilities

LCFA is responsible for agreeing the Safety, Health and Environment Policy and for ensuring adequate resources are available for health and safety purposes. The Authority will provide a clear direction for the Executive Board and Senior Management Team to establish policies and manage health and safety performance effectively.

All staff is expected to adhere to the above policy. Contracted staff and visitors are made aware of the policy and their obligation to work safely whilst under our control.

Roles and responsibilities for groups and specific job roles are contained in the organisational arrangements detailed in the Health and Safety and Environment

Service Orders which form the basis of the Health and Safety Management System and Environmental Management System.

5. Training

It is essential that employees are competent to undertake their health, safety and environmental responsibilities. Training and development requirements are evaluated and appropriate briefing, training and development provided through the Service's training strategy, organisational development arrangements, performance management process and audit process. All staff receives initial Safety, Health and Environment training and three yearly refresher training as a minimum supported by role specific training as required.

6. Compliance

Significant - From a legal, economic and moral standpoint, a number of health and safety and environmental obligations are imposed on the Authority, whilst the Health and Safety Executive and Environment Agency will readily take enforcement action where significant or recurring failures are identified.

7. Document Control

Contact

Department	Name	Email	Telephone
Safety, Health and Environment	Julie Lamb	julielamb@lancsfirerescue.org.uk	01772 866940

Amendment History

Version	Date	Reasons for Change	Amended by
		The Health and Safety Policy was originally approved in: September 2006 and revised in April 2008 and the Environment Policy was originally approved in: June 2006 and revised in March 2009.	Head of Safety, Health and Environment
1	June 2011	This policy is a combined Safety, Health and Environment Policy created in June 2011.	Head of Safety, Health and Environment
2	September 2013	Routine review.	Head of Safety, Health and Environment
3	September 2016	Routine review	Head of Safety, Health and Environment
4	December 2017	Review to meet the requirements of the new ISO 14001:2015 environmental standard.	Head of Safety, Health and Environment
5	September 2019	Policy updated to reflect new CFO.	Head of Safety, Health and Environment
6	September 2021	Policy updated to reflect the new Chair of the Fire Authority	Head of Safety, Health and Environment

Next Review Date

September 2024

Related Documents

Document Type	Reference Number	Title	Document location	Date Reviewed
Equality Impact Assessment	SHE EIA 1	Safety, Health and Environment Policy	'R' drive, Equality Impact Assessments, Safety, Health and Environment, Equality Impact Assessment	9 th August 2019
Risk Assessment	N/A	N/A	N/A	N/A
Service Order	H&S – 00 Section 1 ENV – 00 Section 1	Safety, Health and Environment Policy	Intranet Poster displayed in all LFRS premises (statutory requirement)	September 2019
External Documents	N/A	Safety, Health and Environment Policy	Internet	September 2019

Consultation

Consultative Body	Date	Outcome
Fire Brigade Union	25/08/2021	
UNISON	25/08/2021	
FOA	25/08/2021	

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FULL EQUALITY IMPACT ASSESSMENT/EQUALITY ANALYSIS

FORM HRFEIA

Name of Policy, Decision, Strategy, Service, Function, Other (Please indicate)	LFRS Safety, Health and Environment (SHE) Policy	
Name Lead Officer Job Designation	Julie Lamb Head of SHE	
Department	Safety, Health and Environment	
Telephone Number E-Mail Address	01772 866940 julielamb@lancsfire.org.uk	
Date of Assessment	Commenced: 13/08/2021	Completed: 26/08/2021

We carry out Full Equality Impact Assessments (EIA) where we are unsure or know that the policy/decision will have an impact on an equality group or further to completing an Initial analysis negative impacts have been identified. The EIA should be undertaken/started at the beginning of the policy development process, before any decision is made. It will be updated through the decision making/policy development process until the conclusion of the decision making/ policy development process and then it is completed.

1. Overview

The main aims/objectives of this policy¹ are:
<p>In Lancashire Fire and Rescue Service (LFRS) the health and safety commitments are combined with the environmental and employee wellbeing commitments into one Safety, Health and Environment Policy. This policy is reviewed at least every three years reiterating and reinforcing the principles of our Health and Safety Management System and Environmental Management System.</p> <p>The SHE Policy itself, is supported by both a Health and Safety and an Environmental Management System. The wider management systems break down aspects of risk within LFRS and detail how as an organisation we are going to establish risk controls and required actions to achieve compliance with the wider safety, health and environmental legislation.</p>

Is the policy or decision new or under review or existing²

New/Proposed

¹ Policy refers to any policy strategy, procedure, function decision or delivery of service

² To tick the box: right click, properties, click check the box

Modified/Reviewed/Updated/Adapted

Existing but new EIA

The main intended people or groups that will be most affected by this policy are:

Primarily the LFRS SHE Policy impacts on LFRS employees.

The LFRS SHE Policy also requires LFRS to control SHE risks to those outside of the organisation so this policy also applies to anyone else, either individuals or groups of people, whose health and safety may be put at risk by the activities of LFRS. Manufacturers and suppliers are also required to consider impacts on who they supply items/substances to.

2. Findings/Evidence

Findings/Evidence: The following information/data has been considered in developing this policy/decision (This may include census data, the results of any consultation with community groups or representative bodies.)

What did you do/consider, list any consultation with employees, service users, unions, members of the public	What did it say
SHE Department – Professional advice to LFRS	The SHE Department provides professional advice and guidance to LFRS to ensure that the Service remains legally compliant. This review of the SHE Policy is to ensure that it remains current.
Health and Safety Executive / Environmental Regulator – good practice guidance and requirements	When developing the content of the SHE Policy, SHE Department review a wide range of sources, supported by external legislation update Services to ensure that guidance and requirements from the HSE and the Environmental Legislation Regulators are appropriately reflected within the SHE Policy and supporting management systems.
Senior management of LFRS via the HSEAG Meeting	The Service holds a quarterly SHE meeting, referred to as HSEAG which is attended by Senior Managers from all areas of LFRS which scrutinises and ensures the adequacy of LFRS SHE arrangements. Regular updates are taken to the Service HSEAG meeting which identifies new and updated requirements for the Service to comply with.
Lancashire Combined Fire Authority	The LFRS SHE Policy is approved by both the Chief Fire Officer and Chair of the CFA to reflect the governance arrangements of LFRS. The process for approval is taken through the CFA meeting structure to allow open scrutiny of LFRS SHE arrangements. The Chair of the Fire Authority (CFA) and Chief Fire Officer (CFO) has overall responsibility for compliance with the Safety, Health and Environment (SHE) Policy and the Health and Safety and Environmental Management Systems and recognise the impact that a positive health, safety and wellbeing culture can have on the organisation.
Representative Bodies – FBU, UNISON and FOA	Working with employee representatives is vital to an effective SHE Management System. LFRS enjoys a good

	working relationship with the Representative Bodies on SHE issues and work jointly to raise and address areas of concern. Consultation arrangements include reviews of the SHE Policy.
External Audit Process – BAB External ISO Audits	<p>LFRS holds certification to two international ISO Standards:</p> <ul style="list-style-type: none"> • ISO 14001:2015 Environmental Management Systems. • ISO 45001:2018 Occupational Health and Safety Management Systems. <p>On an annual basis the Service undergoes an external audit to ensure that it is meeting the requirements of the management systems and the SHE Policy is fit for purpose and compliant. The outcomes of external audit process is fed into the HSEAG meeting and results communicated across the organisation.</p>

3. Equality Impact

Using the table below please indicate whether the policy/strategy/decision has a positive, negative or no impact from an equalities perspective on any of the protected equality groups listed below.

Equality	Positive Impact It could benefit	Negative Impact It could disadvantage	Reason why there is a positive and negative impact and any mitigating actions already in place to reduce any negative impact	No Impact
Age People of all ages	Yes		<p>The SHE policy is designed to provide suitable and sufficient protection to all employees and others who may be affected by LFRS activities. In this respect the SHE Policy has a positive effect on diverse groups, as it requires statutory risk assessments for all LFRS work activities. Risk assessments must also take account of protection of others who may be impacted by LFRS.</p> <p>LFRS has identified that overall, the Service has an ageing workforce. As part of the SHE Audit and Development plan to ensure that the Service is considering the impact of aging, particularly in the context operational staff being able to meet the physical demands of firefighting tasks and associated mandatory fitness requirements. Staff are supported to maintain good levels of fitness with access to fitness equipment, ongoing</p>	

			<p>health surveillance and professional support if they experience any difficulties performing the role.</p> <p>When employing a young person under the age of 18, whether for work, work experience, or as an apprentice, employers have the same responsibilities for their health, safety and welfare as they do for other employees. LFRS has implemented arrangements under the SHE Policy to safeguard young people when they are in an LFRS workplace.</p>	
<p>Disability Physical Disability Learning Disability Learning Difficulty Mental Health</p>	<p>Yes</p>		<p>LFRS recruitment and selection processes include medical screening by the LFRS Occupational Health Unit. This process will identify any disability which may impact on health and safety in the workplace, in context with the wider requirements of a specific job role.</p> <p>LFRS has an individual health risk assessment processes in place. Each group of job roles within the Service has been risk assessed to identify the health hazards which that role is exposed to. This provides structure to the individual health risk assessment process and enables a Manager to consider the needs of an individual and identify the feasibility of implementation of reasonable adjustments. When required, Managers have access to support from Human Resources, Occupational Health Unit and SHE Department to complete the individual health risk assessment process.</p> <p>Wellbeing is a key focus within the health and safety management system. LFRS has a range of support mechanisms which staff can access to promote good mental health. All employees have access to an external Employee Assistance Programme which includes</p>	

			<p>specialist counselling and support. Following traumatic incidents, staff can be supported through the Trauma Risk Management process (TRiM). Regular workplace wellbeing toolbox talks are carried out across all areas of the Service to actively promote the support available to staff.</p>	
Gender Identity/ Gender Reassignment				No impact identified.
Pregnancy and Maternity	Yes		<p>Female firefighters as soon as they are aware they are pregnant notify line management and are immediately taken off operational activity to protect themselves and the unborn child. This policy decision is taken in line with national FRS guidance and the inability to control what incident types a pregnant firefighter would be exposed to.</p> <p>New and expectant mothers undergo a person specific risk assessment with their line manager with support from the Occupational Health Unit which ensures that health and safety is ensured through the pregnancy when they are in workplace and upon return after childbirth.</p>	
Race Ethnicity Nationality				No impact identified.
Belief or Religion		Yes	<p>The EIA process has identified two aspects which have a negative impact in relation to Belief or Religion for the firefighter role:</p> <ul style="list-style-type: none"> • Turban-wearing Sikhs – Head Protection • Restrictions on Facial Hair for Breathing Apparatus and other respiratory protective equipment (RPE) 	

			<p>Sections 11 and 12 of the Employment Act 1989 as amended by Section 6 of the Deregulation Act 2015 exempts turban-wearing Sikhs from any legal requirement to wear head protection at a workplace. A workplace is defined broadly and means any place where work is undertaken including any private dwelling, vehicle, aircraft, installation or moveable structure (including construction sites).</p> <p>There is a limited exception for particularly dangerous and hazardous tasks performed by individuals working in occupations which involve providing an urgent response to an emergency where a risk assessment has identified that head protection is essential for the protection of the individual eg such as a fire fighter entering a burning building, dealing with hazardous materials.</p> <p>Some staff or potential new entrants into LFRS may have facial hair to reflect religious beliefs. In the context of the firefighter role, facial hair is a risk to health and safety. The respiratory protective equipment (BA set and P3 masks) relies on a good seal against the face. If there are any gaps around the edges of the mask, 'dirty' air will pass through these gaps and into the persons lungs. Facial hair – stubble and beards, make it impossible to get a good seal of the mask to the face. Requirements from the HSE (HSG53 Document) requires that you are clean-shaven when wearing tight-fitting masks to prevent leakage of contaminated air around the edges of the mask and into your lungs. There is no non-tight fit RPE available which is suitable for the firefighting environment, therefore it is not possible to deviate from this position.</p>	
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	Yes		<p>Within LFRS a number of staff have identified that they are vegans and have requested different operational PPE due to leather based items being used. Staff already has the option to wear rubber fire boots, and due to enhancements in PPE technology options for alternative firefighting gloves are now coming onto the market for staff who are Ethical vegans.</p>	
<p>Gender Men/Women</p>	Yes		<p>The Personal Protective Equipment at Work Regulations 1992 require that any personal protective equipment supplied is suitable for the individual. This ensures that individuals from all protected groups are provided with PPE that is suitable and sufficient.</p> <p>As part of the arrangements for provision of PPE, all staff undergo a sizing exercise to make sure that the PPE provided fits and is suitable for the person. This is done by LFRS staff who have been trained by manufacturers to size and fit PPE. If there are issues with PPE fitting, the Procurement Department will work with suppliers to source and appropriate item of PPE, and this could include having items specially manufactured for the individual when this is possible.</p>	
<p>Sexual Orientation Lesbian, Gay and bisexual people</p>				No impact identified.
<p>Marriage and Civil Partnership (employment only)</p>				No impact identified.
<p>Other groups who are not protected under the Equality Act Examples include social economic factors (i.e. poverty, isolation),</p>	Yes		<p>Poverty – Under the HSW Act – Section 9 there is a duty not to charge employees for things done or provided in relation to health and safety in the workplace, therefore it is at no cost to individual employees.</p>	

unemployment, homelessness, rurality, health inequalities any other disadvantage.				
Contributes to equality of opportunity	Yes		As outlined above, SHE legislation applies to all groups of LFRS staff, but also impacts on those who may be impacted by LFRS activities. The SHE Policy provides a framework for how LFRS manages SHE risks and this applies to the whole organisation and means that all groups of LFRS staff, and those outside the organisation can benefit from safe workplaces and activities with SHE hazards controlled.	
Contributes to fostering good relationships between different groups	Yes		The SHE Policy does not directly promote inclusivity but provides a clear framework for Safety, Health and Environment. The advantage of a clear written SHE policy supported by Senior Leaders is that it will help to ensure that the Health and Safety provisions are applied consistently across the Service which helps towards promoting equality and diversity.	
The decision will be taken in compliance with Human Rights ³	Yes	<input checked="" type="checkbox"/>		
	No	<input type="checkbox"/>		

4. Outcome of the Equality Impact Assessment: Actions to be taken

What course of action does the Equality Impact assessment Suggest you take	
Outcome 1 - No major change required The EIA has not identified any potential discrimination or adverse impact and all opportunities to promote equality have been taken.	<input type="checkbox"/>

³ Human Rights are the basic rights and freedoms that belong to every person in Europe regardless of nationality and citizenship. Human Rights are based on the five FREDA principles: Fairness, Respect, Equality, Dignity, Autonomy.

<p>Outcome 2 - Adjust the policy To remove the negative impact identified in the EIA or to promote better equality.</p>	<input type="checkbox"/>
<p>Outcome 3 - Continue with the policy despite negative impact – Stop and Think You need to ensure the Equality Impact Assessment clearly sets out the justification for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and to monitor impact. Complete the EIA Action Plan.</p> <p>If you are continuing with the policy despite the negative impact you need to seek guidance from the Head of Human Resources as this shows the EIA demonstrates a significant impact on people with a protected characteristic</p>	<input checked="" type="checkbox"/>

5. Equality Impact Assessment Action Plan and Review

In the event of outcome 2 or 3, complete all the actions you will undertake as a result of undertaking the Equality Impact Assessment.

Consider: Do you require further evidence because you cannot complete section 3, or is an adjustment to the policy required to remove or mitigate the negative impact or do actions need to be put in place to mitigate the negative impact.

Further action required: Yes No

Impact identified	Action Required	Responsible Officer	Timescale

6. Mechanisms for review

Monitoring and reviewing the effect of the Policy/Decision

<p>Monitor and Review the effect of the Policy.</p>
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Please state how you will monitor the impact and the effect of the policy and how and where this will be reported.

Overall, the requirements of health and safety legislation takes primacy over Equality Duty legislation.

The impact of the SHE Policy is actively monitored by the SHE Department and the wider HSEAG committee meeting which occurs on a quarterly basis.

The implementation of this Policy is based on the model laid down in the Health and Safety Executive Publication HSG65 – Successful Health and Safety Management model of ‘Plan, Do, Check, Act’ approach.

Any areas of concern are identified and discussed at HSEAG to ensure that LFRS is managing its SHE responsibilities.

Employees and Representatives Bodies can also raise concerns about the application of SHE Policy and how SHE risk controls are working in the Service to ensure that we are checking on how we implement SHE in the organisation and acting when areas of improvement are identified.

In addition, an annual external ISO audit is carried out under the ISO 14001 / ISO 45001 Standards to ensure that LFRS remains compliant with requirements.

The completed EIA should be attached to the management report or service order or policy document.

LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 13 September 2021

MEMBER CHAMPION ACTIVITY REPORT

Contact for further information:

DCFO Steve Healey – Tel No: 01772 866801

Table 1 Executive Summary and Recommendations

Executive Summary

This paper provides a report on the work of the Member Champions for the period up to June – August 2021 (Quarter 2).

Recommendation(s)

The Authority is requested to note and endorse the report and acknowledge the work of the respective Champions.

Information

The concept of Member Champions was introduced in December 2007 with a review of the roles in 2017.

The Authority appoints its Member Champions at its Annual Meeting in June, and the current Member Champions are:

- Community Safety – Councillor Jean Rigby
- Equality, Diversity, and Inclusion – Councillor Zamir Khan
- Health and Wellbeing – County Councillor Andrea Kay
- Road Safety – County Councillor Ron Woollam

Reports relating to the activity of the Member Champions are provided on a regular basis to the Authority.

This report relates to activity for the period up to June – August 2021.

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

1. Community Safety – Councillor Jean Rigby

Prevention teams continue to support the mass vaccination centres alongside their normal prevention activities which include Home Fire Safety Checks, Young Fire Setter referrals, recruitment for our Fire Cadet units, partnership engagement and supporting campaigns. Support for vaccination centres will be scaled down from 1 September, as we slowly hand back to the NHS.

Training sessions are being held throughout August for prevention teams and operational fire crews via MS Teams in readiness for delivering refreshed educational packages in schools again from the new academic year. The ChildSafe package used for pupils in Year 2, has been fully updated and developed in

consultation with local schools and staff. We have contacted all schools in Lancashire for feedback on the packages we delivered digitally during Covid to establish their preferred delivery approach from September.

Building on the success of the digital delivery of RoadSense earlier in the year, digital water safety assembly sessions have been provided. We delivered 29 sessions to 27 schools/different establishments (including home learners) and captured 9,764 learners with important messages about the dangers of open water such as the effects of cold-water shock, tides and strong currents and the use of the 'what3words' app to give an accurate location should help be needed.

Prevention teams have been pivotal in sharing the learning and prevention messages following the incidents involving composite fencing. They have done this by engaging with local communities and incorporating a risk review of the external elements of properties within the Home Fire Safety Check. This fits within a bigger piece of work pan Lancashire and feeding into the appropriate national groups to encourage wider awareness and influence changes in the way in which this material is retailed, regulated, and used.

Northern area supported an event designed to educate young people on the impact of moorland fires and how they can be prevented. The event was held over two days and involved 140 young people alongside Police, Gamekeepers and Ecologists. The Prevention Support Team continue to monitor Safeguarding referrals across the Service, providing feedback and increasing awareness of the importance of the process and the appropriate use of it.

Looking forwards, we are finalising our cooking campaign which will start at the end of August and will run into September which will also allow us to target students returning to university. The campaign is evidence-based and will primarily focus on distractions as this is a leading cause of accidental dwelling fires. Planning is also underway for this year's BrightSparx campaign which facilitates a coordinated response over the Bonfire night period.

2. Equality, Diversity, and Inclusion – Councillor Zamir Khan

Recruiting a Workforce which is Diverse

The Service has commenced its positive action aimed at attracting diverse candidates to its next wholtime firefighter apprenticeship course which is anticipated to commence in November 2021. "Have A Go Events" will be commencing in September 2021. Rather than deliver the events on fire stations, venues have been more selected to hopefully attract candidates who have not previously considered a career within the Service including Nelson and Colne Sports Centre, Audley Sports Centre, and Spirit of Sport in Blackburn. Information sessions are also being delivered to on-call units. The "Have A Go Events" are supported by a digital campaign targeting people who are underrepresented within the Lancashire Fire and Rescue Service workforce.

Policy Changes

The Service has embraced some of the advantages of hybrid working and has developed a new Flexible Working Policy which will give some members of staff the

opportunity to continue to work flexibly from home. The new Maternity, Paternity and Adoption Policy has also been implemented, the new policy improves the arrangements for Grey and Green Book employees, so the same provisions apply to both groups of staff.

Engagement and embedding the Service Values/Core Code of Ethics

The Service has reviewed its employee consultation arrangements and is exploring new ways in which consultation can be undertaken with members of staff who are neurodiverse. A new group has been established to consider how the needs of this group of staff can be met.

Further to the Fire Standards Board establishing a new Core Code of Ethics (Core Code), briefing sessions for all members of staff will commence in September 2021. The Core Code sets out fire ethical principles, based on the seven principles of Public Life which provides a basis for promoting good behaviours and challenging inappropriate behaviour. One of the ethical principles is that the Service will continually recognise and promote the value of Equality, Diversity and Inclusion both within the Service and the wider communities in which we serve. Further, that we will stand against all forms of discrimination, create Equal Opportunities, promote equality, foster good relations, and celebrate difference. The ethical principles will now be embedded in the work of the Service.

3. Health and Wellbeing – County Councillor Andrea Kay

A newly developed Health, Safety and Wellbeing Plan is being implemented over the next 3 years. One of the priorities the Member Champion is engaged with is the introduction of Therapy Dogs into the Service to support staff following traumatic incidents and in support of general wellbeing.

Support to staff through the COVID-19 pandemic continues where staff are having difficulties in adapting and managing the changes to their home and work life.

In respect of Climate Change, the first electric cars have arrived in Service to commence a trial with Protection staff. These are in addition to the hybrid vehicles already in Service. The charging infrastructure is being built across the Service and this will allow for expansion to other functions and additional Electric/Hybrid Vehicles into the Fleet.

4. Road Safety – County Councillor Ron Woollam

The delivery of Road Safety activities has been limited due to the Service utilising time throughout the pandemic to update all our packages ready for our return to school delivery in September.

We have continued to deliver Wasted Lives (pre driver awareness session) to Prince's Trust Teams and were able to deliver 3 of the 5 sessions in person, utilising the updated PowerPoint. We now have a suite of 3 packages to offer schools in September:

1: In person full 1 hour session in the classroom;

- 2: In person 20 – 40-minute assembly session for full year groups (flexible timings to accommodate school timetables);
- 3: Virtual 1 hour session which can be delivered to a full year group in groups of 30 students.

To assist with the facilitation of these sessions we have put together and tested a virtual delivery pack which has received good feedback and enabled us to fully engage with the students and ensure they are involved with the activities. Wasted lives will be relaunched in its updated format in November where the theme is 'Road Safety Heroes.'

Road Sense (Year 6 Education Package) has been delivered to 5 schools who missed our main delivery, which ran from January to March. This enabled us to catch a further 125 students and brought the total student reach to 5,967. These sessions have all been delivered virtually by Microsoft Teams. Feedback from these sessions has been very positive and the updated package has been well received by pupils and teachers.

Looking forward we are planning to support 'Project Edward' which takes place during 13 – 17 September. The vision of the campaign is 'Every day without a road death.' We will support this by sharing highlighted posts on social media to support the reach across the county.

From the end of September, we will be offering our 'Biker Down,' course to members of the public. We have 6 dates set between September and December, with a plan for a further 6 January to April before the next biking season starts. The release of these dates is very timely as Motorcyclists accounted for 50% of fatalities on our roads last year. Biker Down is a free three-hour session which covers incident management, first aid and the science of being seen.

As part of our commitment to Lancashire Road Safety Partnership we are leading on the Children and Young Peoples working group. This group is looking at current road safety delivery across the county by all partners and identifying any gaps to tackle the issues identified in the killed and seriously injured statistics.

Business Risk

Whilst no formal obligation is placed on the Authority to have Champions, effective utilisation of such roles offers a number of benefits.

Environmental Impact

The Member Champion role provides leadership on environmental issues and assists in engaging Authority members in strategic objectives relating to protecting the environment.

Equality and Diversity Implications

The Member Champion role provides leadership on equality and diversity issues and assists in engaging Authority members in strategic objectives relating to equality and diversity.

HR Implications

Some Member and Officer time commitments.

Financial Implications

Activities are within budget.

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

Table 2 Details of any background papers

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

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LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 13 September 2021

FIRE PROTECTION REPORTS

Contact for further information – Assistant Chief Fire Officer, Ben Norman
Tel: 01772 866802

Table 1 Executive Summary and Recommendations

Executive Summary

This report deals with Lancashire Fire and Rescue Service (LFRS) prosecutions in respect of fire safety management failures and arson incidents within the period 1 July 2021 to 31 August 2021.

In addition, Fire Protection and Business Support Information are included in the report.

Recommendation(s)

The Authority is asked to note the report.

Information

FIRE SAFETY CONVICTIONS

Prosecutions.

LFRS v Zara Hussain, Nikia Hussain & Mohammed Asik Khan

Mixed Commercial Premises, 25 Bond Street Blackpool, FY4 1BQ

Case was heard at Blackpool Magistrates Court on the 28/06/2021.

As only one of the defendants attended the case hearing the judge adjourned to allow all three defendants time to receive advanced disclosure with a view to seeking legal representation.

The case is due to be heard again at Blackpool Magistrates Court late August.

FIRE PROTECTION & BUSINESS SUPPORT INFORMATION

Risk Based Inspection programme

The Risk Based Inspection Programme is being used fully by all teams and enhanced statistical capture has been incorporated into our software system (CFRMIS) to ensure that reports accurately show where outcomes originated from in the Programme.

Concurrently, the Lancashire methodology is being used to develop a portal-based platform, which will replace the current Microsoft Excel version, thereby allowing

easier access and multiple viewers. This is based in a large part on the infrastructure used for the Business Fire Safety Check portal. It is envisaged that this portal will go live later in the year.

Protection Transformation Team

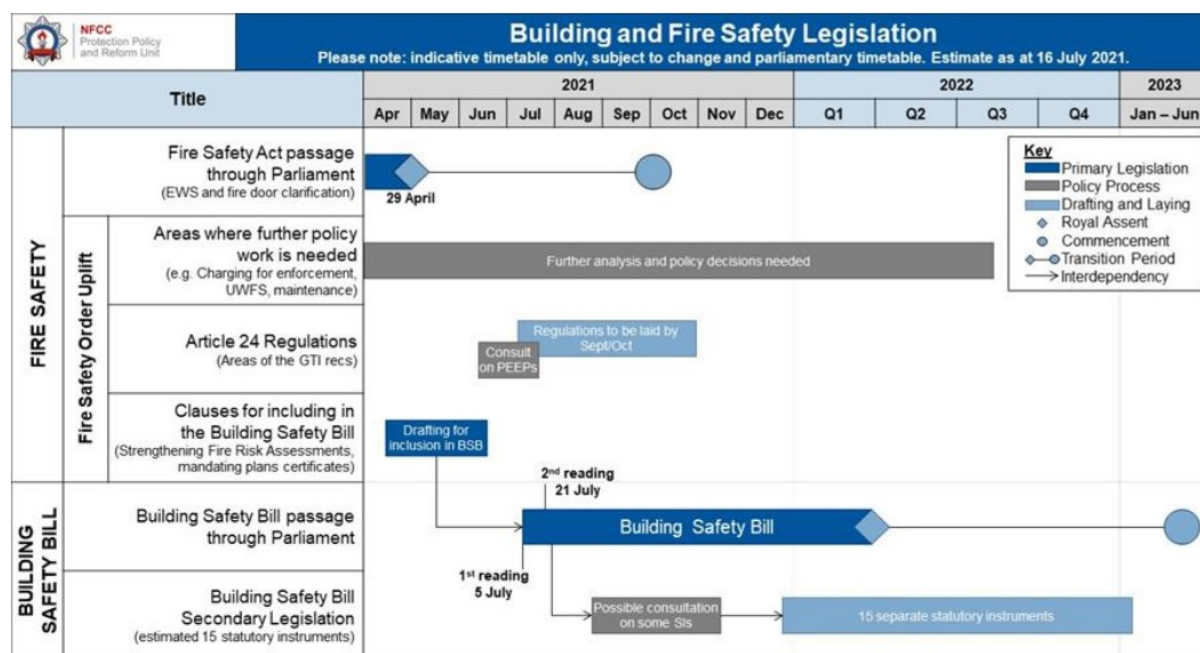
Fire Safety Bill and Building Safety Bill update

On 5 July 2021, the Building Safety Bill was introduced to Parliament with a Second Reading on 21 July. The Bill seeks to implement a series of reforms for the planning, construction and regulation of high-rise residential buildings following the Grenfell Tower fire in 2017, including the establishment of a new Building Safety Regulator.

Government's press release accompanying the introduction of the Bill can be found [here](#), and a copy of the Bill along with an overview of the stages of passage can be found on the [Parliament website](#).

Government have also published documents relating to the [Transition Plan for the Building Safety Bill](#) which Fire and Rescue Service's may also wish to review. These include an outline and visual timeline of when different parts of the regime are expected to be implemented.

Building and Fire Safety Timeline 1



Building Risk Review (BRR) update

In line with future Building Safety Bill requirements (18 meters in height or have at least 7 storeys) LFRS has 38 premises in-scope. All 38 premises have been fully audited and the current outcomes are as follows:

Audited	Full make up of External wall systems known	Awaiting External Wall System Report	Left to Audit
38	15	23	0

Satisfactory	Informal Advice	Non-Statutory Written	Enforcement
1	1	30	6

External Wall Systems (EWS)

LFRS has 31 premises at 6 floors which have also been inspected as part of the BRR programme broken down as follows: -

Audited	Full make up of External wall systems known	Awaiting External Wall System Report	Left to inspect
30	5	24	1

Satisfactory	Informal Advice	Non-Statutory Written	Enforcement
1	1	26	2

Business Fire Safety Checks (BFSC)

The first of the BFSC was undertaken by Lancaster Blue Watch on the 05/08/2021 at a local business.

The check was very successful, the crew that delivered the check were professional asking questions of the shop manager and the Protection Officer who supported the crew throughout the visit.

Further visits have been completed and the feedback from all stakeholders will be analysed and will help shape the future of the BFSC process.

ARSON RISK REDUCTION

R v John DAVIS

**8 Boundary Court, Dinmore Avenue, Blackpool
INCIDENT – 2008007454**

Date and time of call – 20/08/2020 16:48

This incident involved a fire on the top floor of a three-storey block of flats. The fire caused severe damage to the bedroom of the flat and smoke damage throughout. The defendant John DAVIS was sentenced to 9 years imprisonment, with 7 years custodial period and 2 years extended licence.

R v Adam WHITE

**150 St Annes Road, South Shore, Blackpool
INCIDENT – 2009005882**

Date and time of call – 17/09/2020 21:12

This incident involved deliberate ignition of a shed which spread to another shed and a quantity of fencing.

Adam WHITE was sentenced to a 24 month suspended sentence, 80 hours unpaid work, £156 surcharge and 30 days rehabilitation. The defendant pleaded guilty to arson and criminal damage at Preston Magistrates.

R v Anthony DICKSON

**4 Queen Street, Oswaldtwistle
INCIDENT – 2005004767**

Date and time of call – 15/05/2020 16:54

This incident involved a fire on the ground floor of a mid-terraced property resulting in severe damage to several rooms on the ground floor and smoke damage throughout. The defendant was sentenced to 4 years and 9 months imprisonment for arson reckless to whether life is endangered.

R v Rachel SHORT

**7 Ingleton House, Ingleton Drive, Lancaster
INCIDENT – 2012002655**

Date and time of call – 10/12/2020 23:38

This incident involved a fire in the front room of a property resulting in fire damage to this room and smoke throughout. The defendant pleaded guilty to arson being reckless as to whether life is endangered and sentenced to 3 years imprisonment.

R v Andrew WOODWARD

**16 Ball Street, Nelson
INCIDENT – 2012001634**

Date and time of call – 7/12/2020 06:33

This incident involved a number of items pushed through the letter box of a property and then ignited. The defendant pleaded guilty to arson with intent to endanger life and was sentenced to 3 years and 4 months imprisonment.

Business Risk

Moderate – Members need to be aware of prosecutions related to fire safety activity and/or arson within Lancashire 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

Table 2 Details of any background papers

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

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LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 13 September 2021

OPERATIONAL INCIDENTS OF INTEREST

Contact for further information:

Deputy Chief Fire Officer Steve Healey, Director of Service Delivery

Tel: 01772 866801

Table 1 Executive Summary and Recommendations

Executive Summary

The report provides Members with information relating to operational incidents of note since the last report to the Authority.

An accompanying presentation will be provided to explain one of the incidents in more detail.

Recommendation

The Authority is asked to note and endorse the report.

Information

The report provides Members with information relating to operational incidents of note over the period from 1 June 2021 – 31 August 2021.

The following summarises the operational incidents of note over the period. Further detail is provided over the following pages:

- 6 pump fire involving a primary school in Ormskirk;
- 5 pump fire involving a nursery school in Bamber Bridge;
- 9 pump commercial building fire in Blackburn (Presentation to CFA);
- Fatal domestic dwelling fire in Morecambe;
- 8 pump commercial building fire in Poulton;
- Rescue of casualty from cliff in Rossendale;
- 10 pump commercial building fire in Walton Summit;
- Composite fencing fire in Lancaster damages several houses;
- Male trapped underground in Preston.

District council area:	West Lancashire
LFRS area:	S51 Ormskirk
Date:	17 June 2021
Time:	1930hrs

Four fire engines from Skelmersdale and Ormskirk were mobilised to reports of a school on fire, Tennyson Drive, Ormskirk. Within 8 minutes of arrival, a further request for 2 additional fire engines was made, which was attended by Tarleton crew and Merseyside Fire and Rescue Service, along with 2 Station Managers. The fire was well established when crews arrived, with approximately 1/3 of the 50-metre x 50-metre building involved. Eight firefighters wearing Breathing Apparatus entered the building to fight the fire. The crews in attendance were assisted by the Lancashire Fire and Rescue Service (LFRS) Drone and the Fire Investigation Dog.

The incident was closed at 1430hrs on 18 June following a joint investigation between LFRS and Lancashire Police.

District council area:	South Ribble
LFRS area:	S53 Bamber Bridge
Date:	8 June 2021
Time:	1329hrs

An initial attendance of 4 fire engines was sent to a roof fire at Busy Bees Nursery, School Lane, Bamber Bridge. This attendance was made up of fire engines from Bamber Bridge, Leyland, Penwortham and Preston. Due to the nature of the call, the crew from Preston mobilised with the Aerial Ladder Platform. Within 2 minutes of first arrival, a message was sent for 2 more fire engines as there was a large fire involving the roof. These resources attended from Fulwood and Bamber Bridge. The incident was also attended by the Rope Rescue Team, a Station Manager and the Incident Command Unit. The cause of the fire has been recorded as accidental, due to hot processes involved in roofing work that was taking place. The Nursery was temporarily closed following the incident. Approximately 50sqm of roof was destroyed by the fire, along with 100sqm of the interior of the building damaged by smoke, heat and water. The incident was finally closed at approximately 2230hrs, later that evening.

District council area:	Blackburn with Darwen
LFRS area:	E71 Blackburn
Date:	3 July 2021
Time:	1028hrs

Northwest Fire Control were alerted to a fire at a commercial unit on Waterfall Street in Blackburn. The initial attendance was made up of 4 fire engines from Blackburn, Darwen and Hyndburn. Approximately 8 minutes after the first fire engine arrived, 2 more were requested, followed by a further request for a total of 9 fire engines from Leyland, Padiham and Preston. The Aerial Ladder Platform, Incident Command Unit, and several Flexible Duty Officers also attended.

The building which is used for the manufacture and distribution of paper products, was approximately 150 metres by 100 metres, with an extremely high quantity of flammable materials stored within. The main fire spread was at roof level, which spread to approximately 30m of sandwich panel construction. The main issue with fires of this nature, is the potential for hidden fire spread to other parts of the building.

Fire crews were in attendance for over 24 hours, ensuring they had prevented fire spread within the sandwich panels. This was a protracted incident, with much of the work being at height, via the Aerial Ladder Platform and ladders.

District council area:	Lancaster
LFRS area:	N12 Morecambe
Date:	9 August 2021
Time:	1419hrs

Three fire engines from Morecambe, Lancaster, and Bolton-le-Sands attended a domestic building fire on Newlands Road, Morecambe. The incident involved a bungalow. One casualty was rescued by Fire Service personnel and received first aid from firefighters and Northwest Ambulance Service. The casualty was then airlifted to hospital via the air ambulance. Unfortunately the casualty, a 68-year-old male, passed away 2 days later.

Firefighters used six breathing apparatus, two hose reels, breaking in tools, and three first aid kits at this incident.

Crews were in attendance for approximately 3 hours, with LFRS fire investigation teams supporting the Police for several days following the incident. The circumstances surrounding this fire are still subject to a police investigation.

District council area:	Wyre
LFRS area:	N32 Fleetwood
Date:	16 August 2021
Time:	1919hrs

Four fire engines from Bispham, Blackpool and South Shore, along with a Station Manager were sent to reports of a building fire at Castle Works, Station Road, Poulton Le Fylde. Due to the nature of the incident, the crew from Blackpool also mobilised with their Aerial Ladder Platform. Within 8 minutes of first attendance, a request was made for a further 4 fire engines for additional Breathing Apparatus. These fire engines were from Garstang, Preesall, Fleetwood and St Anne's. A Group Manager was also mobilised with the additional resources, along with an Incident Command Unit from Blackburn.

The fire was located on the ground floor of a 2-storey industrial building, approximately 75 metres by 25 metres in size.

The fire was tackled internally by firefighters wearing Breathing Apparatus, with the Aerial Ladder Platform being utilised for external operations.

The incident was finally closed just after midnight, with the fire investigation taking place the following morning. The most likely cause of the fire was recorded as deliberate, with 2 youths being arrested at the scene.

District council area:	Rossendale
LFRS area:	P74 Rawtenstall
Date:	15 August 2021
Time:	1812hrs

Two fire engines from Rawtenstall and Bacup, along with the Aerial Ladder Platform from Hyndburn attended an incident on Becksid Close, Whitewell Bottom. The Rope Rescue Team from Bamber Bridge also attended as part of the initial response.

A 74-year-old male had stumbled and fallen 20ft down a cliff, then falling a further 30ft down an embankment. He came to rest approximately 60ft above a river.

Firefighters initially deployed to the risk area, to stabilise the casualty.

They were later assisted by Ambulance medics who deemed the patient not to be time critical.

The casualty was packaged in a stretcher and was lowered across the river via a tensioned cableway put in place by the rope team.

The casualty was taken to the Preston Major Trauma Unit due to the distance that he had fallen from the cliff.

Fire crews were in attendance for approximately 2½ hours.

District council area:	South Ribble
LFRS area:	S53 Bamber Bridge
Date:	15 August 2021
Time:	2012hrs

Four fire engines from Preston, Penwortham and Bamber Bridge were initially sent to an incident on Brierley Road, Walton Summit. Within minutes of first arrival a further four fire engines were requested along with an Aerial Ladder Platform from Blackpool. The additional resources attended from Blackburn, Darwen and Leyland, with a second Aerial Ladder Platform from Hyndburn. Several Flexible Duty Officers attended the scene for incident command functions.

The fire involved an industrial unit, approximately 90 metres by 50 metres in size.

Within the 15-metre-high warehouse was a large multiple level Go-Kart racing track, along with offices, viewing areas and a café.

The fire had started in a vehicle service area where a paraffin filled machine had caught fire and tipped over, burning a staff member and setting fire to the nearby fixtures and fittings. This then spread to large quantities of petrol, tyres making up the trackside and wooden construction of the track.

Due to the complex layout, accessing the fire was difficult, so a further two fire engines were requested, along with a Stinger (specialist water tower fire appliance) and a hose layer. This would allow for a significant increase in water delivery, should the incident develop further.

At the height of the incident, 2 Aerial Ladder Platforms, 2 Stingers, 4 Breathing Apparatus using 3 firefighting water jets were in use.

At approximately 0200hrs, the fire was deemed under control and the resources were reduced to 4 fire engines and 1 Aerial Ladder Platform, with the main focus being on damping down and finding small smouldering fires within the building.

The LFRS drone was utilised by the incident command team, as it provided an aerial overview and gave an indication of the hottest locations and areas of concern.

The incident was closed at approximately 1300hrs on 16 August.

District council area:	Lancaster
LFRS area:	N11 Lancaster
Date:	20 July 2021
Time:	1933hrs

Two fire engines from Lancaster and Morecambe were mobilised to Hindburn Place Lancaster, following reports of fencing on fire spreading to houses. On arrival a further two fire engines were requested to assist with water supplies for the incident. These crews were mobilised from Bolton le Sands and Lancaster, along with a Station Manager.

It is believed the fire originated within a garden shed, which spread to garden furniture, toys and composite garden fencing. At the height of the incident, 40 metres of composite fencing was alight, several garden sheds, along with severe damage to the rear of several houses. The prompt actions of the fire crews prevented any houses being severely damaged internally, however some will not be habitable until repair work has taken place.

Following this incident and previous fires involving composite fencing, Lancaster City Council have amended their strategy, which will see the removal of all composite fencing from the rear of council properties in the district. Broader work is ongoing with other housing providers across Lancashire seeking to further reduce this risk and the learning from the incident was shared nationally with other FRS across the UK for prevention and risk reduction purposes.

District council area:	Preston
LFRS area:	C50 Preston
Date:	18 August 2021
Time:	0924hrs

Northwest Fire Control received a call for assistance after a male working down a hole in Meadow Street, became trapped under a large slab of concrete weighing over 500kg. Access to the casualty was approximately 5ft down inside a trench, with only his head visible from under the concrete slab.

Two fire engines from Preston attended, along with the Urban Search and Rescue Team (USAR).

The initial crews attempted to stabilise the slab and carry out first aid whilst they waited for USAR and paramedics.

The USAR team working alongside regular fire crews and medics, set up a winching tripod to lift the load off the casualty. Once space was created, access was gained to the casualty, enabling him to be lifted into the stretcher and medical care delivered.

Business Risk

None

Environmental Impact

Potential impact on local environment in relation to operational incidents. Significant incidents benefit from the attendance of specialist water tower resources (Stingers) which make a positive impact on firefighting operations and ultimately reduce the environmental impact.

Equality and Diversity Implications

None

HR Implications

None

Financial Implications

None

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