

## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

Monday, 8 February 2021, at 10.00 am - Virtual Meeting accessible via MS Teams and YouTube (as a live webcast).

### MINUTES

#### PRESENT:

##### Councillors

N Hennessy (Chairman)  
S Blackburn (Vice-Chair)  
I Brown  
J Eaton  
J Hugo  
M Khan CBE  
T Martin  
D O'Toole  
M Pattison  
J Shedwick

##### Officers

S Healey, Deputy Chief Fire Officer (LFRS)  
B Norman, Assistant Chief Fire Officer (LFRS)  
J Charters, Area Manager, Head of Service Development (LFRS)  
D Brooks, Principal Member Services Officer (LFRS)  
N Bashall, Member Services Officer (LFRS)

#### 43/19 CHAIRMAN'S ANNOUNCEMENT

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

The Committee Members individually confirmed their attendance at the start of the meeting.

County Councillor Hennessy welcomed Steve Healey, who had started with the Service in the role of Deputy Chief Fire Officer in January 2021.

#### 44/19 APOLOGIES FOR ABSENCE

None received.

45/19 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

46/19 MINUTES OF PREVIOUS MEETING

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

47/19 STRATEGIC ASSESSMENT OF RISK AND INTEGRATED RISK MANAGEMENT PLAN

The Head of Service Development presented the report which provided an update on the work to date on the formulation of the Strategic Assessment of Risk (SAoR) and planning for production and consultation on the Integrated Risk Management Plan (IRMP) which would commence in April 2022.

In April 2022 the Service would be required to deliver the next Integrated Risk Management Plan (IRMP) as required within the “Fire and Rescue National Framework” published in May 2018. The guidance within this document required that the IRMP must:

1. 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;
2. 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;
3. Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
4. 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;
5. Cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
6. Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
7. Be easily accessible and publicly available.

In order for Lancashire Fire and Rescue Service (LFRS) to efficiently discharge the requirement, it would be essential that suitable and sufficient resource and time be allocated to the planning and production of the IRMP and supporting documents such as the Strategic Assessment of Risk (SAoR), and associated strategic documents, policies, plans and governance statements.

Work had started on a new and revised SAoR format that would deliver prior to April 2021. This would underpin and guide the next iteration of the IRMP, based upon a robust data-led methodology which, when coupled with the new district intelligence profiles, would provide LFRS with a refreshed evidence-led direction for future Prevention, Protection and Operational Response activities over the medium term.

Through LFRS's linkages into national workstreams running under the National Fire Chiefs Council (NFCC), the Service remained closely aligned to emerging work pertaining to Risk Management Planning and intended to evolve the IRMP, so far as was reasonably practicable, aligned to this emerging sector-led guidance as new information became available.

The Head of Service Development presented a timeline for planned work as below:

### **Integrated Risk Management Plan 2022 to 2027 Milestone Chart**

Date	Activity
01/10/2020	SAoR and IRMP Planning and Shaping
01/11/2020	SAoR and IRMP Development Commences
18/01/2021	Working groups formed for SAoR and IRMP
01/02/2021	SAoR methodology complete
12/02/2021	Risk table completed
13/02/2021	IRMP production commences
28/02/2021	First draft SAoR completed
01/07/2021	Strategy Group – progress update with draft IRMP
12/07/2021	Planning Committee – Draft IRMP approval to consult
14/07/2021	Draft IRMP consultation to start (10 weeks)
21/09/2021	Draft IRMP consultation ends (10 weeks)
22/09/2021	Formulate consultation report and prepare amended draft
18/10/2021	Strategy Group – Present progress to date
15/11/2021	Planning Committee – Final Draft
21/02/2022	Full CFA – Final IRMP presented for approval
01/04/2022	IRMP published

The SAoR had been taking shape in the basic statistical framework, and would be progressed to internal stakeholder groups for consultation and professional judgement to be applied with any supporting rationale suitably documented.

Once the risk categories had been finalised through the stakeholder groups, work would commence in tandem to complete the final version of the SAoR and the inception of the IRMP document that would be presented in an update to Strategy Group in early July 2021.

Thereafter, Planning Committee would be asked to approve the opening of consultation for a 10-week period from mid-July. The Service had been in discussion with other Fire and Rescue Services who had been planning/undertaking

consultation work, to learn from their experiences and to best position the Service to deliver an effective consultation exercise over the 10-week period, despite the constraints arising from the potentially ongoing pandemic.

In response to a question from County Councillor O'Toole in respect of timescales, the Deputy Chief Fire Officer advised that although the new plan would cover five years (2022 to 2027), there would be opportunities over that period to take on board changes post-Pandemic.

In response to questions from County Councillor Shedwick and County Councillor Hennessy about consultation parameters, the Assistant Chief Fire Officer (ACFO) advised that the intention would be to use a blended approach to the consultation with a wide spectrum of engagement. This approach would draw on what had worked well in other Fire and Rescue Services nationally and would utilise the more traditional formal processes of previous years whilst seeking out innovation, including using the network of social media the Service had in place. The ACFO added that the thoughts and feedback of Members about what could be added to the consultation process would be welcomed.

In response to a question from County Councillor Hennessy about the wording of the Plan, the Head of Service Development advised that the aim would be for the high level IRMP to be written as a clear and transparent all-encompassing document that would be understandable to a lay person whilst allowing agility in what the Service delivered. The detail that would sit below the IRMP would be in the Annual Service Plans. These plans would drill down into the work that would be delivered over a 12-month period. The Deputy Chief Fire Officer added that care would be taken with the level of detail and use of acronyms within the IRMP and that consideration would be given to providing an additional succinct executive summary of the Plan that could be used to support the consultation process.

In response to a question from County Councillor Hennessy relating to the resources that would be available to undertake this work, the Head of Service Development confirmed that work on the Plan had started earlier than in previous years and the aim would be for this to be undertaken within existing internal resources.

RESOLVED: - that the Planning Committee noted and approved the contents of the report.

#### 48/19 BLUE LIGHT COLLABORATION

The Head of Service Development presented the report which provided an update on the collaborative work that had been progressed by Lancashire Fire and Rescue Service (LFRS) during the ongoing Covid-19 pandemic.

As reported at the previous Planning Committee, the quarterly Blue Light Collaboration meetings had largely been placed on hold due to the ongoing support being provided by Lancashire Fire and Rescue Service (LFRS) and partners, to Lancashire Resilience Forum (LRF) in response to the Covid-19 pandemic.

Whilst the tri-partite agreement (National Fire Chiefs Council, Employers and Fire Brigades Union) had ceased mid-January, LFRS employees had continued the outstanding work in support of the wider Covid response.

As reported previously, this had initially commenced with preparations for, or delivery of, the following:

- Face fitting for masks to be used by frontline NHS and clinical care staff working with C-19 patients;
- Mass casualty transportation (movement of bodies in support of Coroner functions);
- Vulnerable person contacts and visits (delivery of essential items);
- Delivery of Personal Protective Equipment (PPE) and other medical supplies to NHS and care facilities;
- Lead agency for collating all PPE requirements through the Joint Intelligence and Planning Group.

The support provided by LFRS to the LRF strategy and multi-agency response had been reviewed on a regular basis and at that time there were no ongoing activities with regards to any of the tri-partite agreement related topics.

More recently however, LFRS had become the first Fire and Rescue Service in the country to step up support to the national vaccination programme. LFRS staff had risen to the challenge admirably and by joining the Service's 'volunteer list', had made themselves available to provide logistical support to the delivery of vaccinations initially through 21 Primary Care Network establishments and subsequently through the Mass Vaccination sites at Blackburn, Blackpool and Lancaster.

At the time of the report, this commitment had seen 163 operational and support staff support the delivery of over 65,200 vaccinations whilst also delivering crucial home fire safety advice to some of Lancashire's most vulnerable individuals. The Head of Service Development advised that these figures had subsequently risen to almost 290 staff supporting nearer to 85,000 vaccinations.

From mid-January the Service's offer had increased further, and following provision of the appropriate training and guidance, LFRS had the first firefighters in the country actively administering Covid-19 vaccines at Mass Vaccination Centres at Blackpool and Blackburn with over 400 delivered in the first week alone. An increasing number of staff had subsequently been trained as vaccinators with LFRS staff having delivered around 5,000 vaccinations to date.

Members shared their positive experiences of the support provided by LFRS staff at vaccination establishments and centres. County Councillor O'Toole commented on the good publicity generated by the recent television news report which had featured a Firefighter from LFRS delivering vaccinations at one of the centres. County Councillor Hennessy, who confirmed that she had also volunteered at a local vaccination centre, expressed pride in the Service and asked that the wholehearted thanks of the Members be passed to all staff and officers involved with the vaccination effort.

The Assistant Chief Fire Officer thanked Members for sharing their insights and expressed his pride in the level of volunteering within the Service and the innovation shown by LFRS to have been the first FRS in the country both to have had FRS staff

working at vaccination centres and to have had Firefighters delivering vaccinations.

In terms of the Service's continuing support to the LRF, an Emergency Planning Watch Manager and Station Manager had been embedded; their role being to lead the coordination of LFRS involvement across the various areas of work.

Within Service, the provision of Lateral Flow Testing (LFT) had been established into a number of fire stations, Service Headquarters and Service Training Centre, moving towards a planned Service wide roll out within the short term. This had proved invaluable in identifying asymptomatic members of staff, reducing risk of transmission within the workplace and supporting front line fire engine availability, whilst also providing much needed reassurance to members of staff and those they support within the home environment. To date, LFRS staff had taken up the offer of over 1889 LFT's across the Service (figures quoted as at 26/1/21). The Head of Service Development advised that the rapid rate of rollout of LFT's across all 42 sites had meant the figure had subsequently increased to almost 3,500 tests having been conducted.

All activity had been collated within the collaboration log which provided an overview of outcomes delivered and benefits realised, and would form a definitive evidence base for any future HMICFRS inspections.

The intention remained that the formal Blue Light Collaboration meetings would be restarted when capacity across the blue light partners permitted, meantime cross-organisational dialogue and collaborative working remained ongoing across many areas of work.

County Councillor Hennessy thanked all staff and officers involved for their fabulous work.

RESOLVED: - that the Planning Committee noted the contents of the report.

49/19 HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) UPDATE

The Assistant Chief Fire Officer presented the report which provided an overview of the Covid Thematic report outcomes and detail of the publications that were due from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), along with an update on the second round of inspections which would commence in 2021.

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

LFRS had received a positive inspection from HMICFRS. The inspection, which occurred during late September 2020, had involved a data return and self-assessment survey followed by digital interviews with key staff members. The HMICFRS Service Liaison Lead (SLL) had met, via Microsoft Teams, with the Chief

Fire Officer and Chairman of the Combined Fire Authority, Director of People and Development, Director of Corporate Services, Group Manager (GM) Prevention and Protection, GM Response and Emergency Planning, GM Training and Operational Review, and Head of Safety, Health and Environment.

The inspection had been light touch and had looked at how LFRS had delivered its functions safely and how it had worked for the greater good of the community alongside partners. The report noted how prevention and protection work had continued, albeit in a modified capacity and how LFRS had worked with its partners in the Local Resilience Forum (LRF) providing structure, support and logistics. LFRS had successfully engaged with unions such as the Fire Brigade Union and Unison and had been able to put in place effective plans in line with requests from partners in the LRF, many of which had come under the tripartite agreement. These activities had included antigen testing, face fitting, assisting vulnerable people and packing/repacking food. This had differed from the HMICFRS National report which had highlighted areas of difficulty in reaching these agreements in some other Fire and Rescue Services. The Service had also been praised for wellbeing support to staff which had been supported by all levels of management and our ability to communicate with staff at all levels using a variety of innovative methods.

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

The second report to be produced would be the HMICFRS findings of the phase 1 Inquiry into Grenfell Tower. This was expected on 10 February 2021 and would focus on the recommendations made in the Inquiry and may provide opportunities for learning within LFRS. The third would be the annual State of Fire and Rescue report; now due in March 2021 and expected to focus upon improvement since the round 1 inspection, as well as encompassing the recently published Thematic Inspection outcomes.

The Audit Assurance team would take into consideration the findings of the national report and would establish a position from which the Service can assess the performance of LFRS ahead of the round two inspection.

As per the previous round of inspections, there would be three tranches in Round 2 with the first starting January 2021. The second tranche (within which sits LFRS) would run from September 2021 until February 2022, and the third and final tranche would run from March 2022 to September 2022. Based on latest information available, it was reasonable to expect that the LFRS report would be published in summer 2022 and tranche three reports in winter 2022, followed by the third State of Fire and Rescue Report in 2023.

The LFRS document and self-assessment request would occur around May/June 2021. This was in addition to six-monthly data requests each May and October. The Audit Assurance Team had previously conducted a gap analysis of the Service using the lines of enquiry that the inspection team would use in the round 2 inspection. Given that improvements had been delivered collaboratively and innovations had been delivered in response to the changed operating environment, work had commenced to refresh the internal assessment to ensure the Service would be best positioned to provide the most robust evidence base to the inspectors.

County Councillor O'Toole welcomed the extremely positive report and congratulated the whole team for having ensured that once again LFRS had been the best Fire and Rescue Service in the country. The Service had done consistently well and this would not have been possible without the work and cooperation of all staff.

County Councillor Pattison added her thanks for the Service's outstanding work. In response to a question from County Councillor Pattison, the Assistant Chief Fire Officer (ACFO) confirmed that accommodation for vulnerable staff had been offered by some privately owned small establishments as well as some national hotel chains and the Universities. The ACFO advised that these offers had been taken up in small numbers for short periods of time and that the safe systems of work in place had meant that staff had not felt the need to shield for long periods and had shown confidence in the secure working arrangements and latterly the testing arrangements.

County Councillor Hennessy thanked everyone involved in the HMICFRS interview process.

The Assistant Chief Fire Officer (ACFO) thanked Members for their supportive comments and confirmed that the Service was really clear on both the areas they would be looking to improve and what the Service would be delivering. The ACFO confirmed that an update would be provided to the next meeting including progress against the Grenfell Action Plan.

RESOLVED: - that the Planning Committee noted the report.

50/19 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Monday 12 July 2021 at 1000 hours – venue to be confirmed.

Further meeting dates were noted for 15 November 2021 and agreed for 7 February 2022.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood