

Public Document Pack

Lancashire Combined Fire Authority Resources Committee

Wednesday, 28 September 2022 in Main Conference Room, Service Headquarters, Fulwood commencing at 10.00 am.

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

Agenda

Part 1 (open to press and public)

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

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

1.	<u>APOLOGIES FOR ABSENCE</u>
2.	<u>DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS</u> Members are asked to consider any pecuniary and non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.
3.	<u>MINUTES OF THE PREVIOUS MEETING</u> (Pages 1 - 14)
4.	<u>EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT</u> (Pages 15 - 60)
5.	<u>FINANCIAL MONITORING</u> (Pages 61 - 68)
6.	<u>DATE AND TIME OF NEXT MEETING</u> The next scheduled meeting of the Committee has been agreed for 10:00 hours on <u>30 November 2022</u> in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood. Further meetings are: scheduled for 29 March 2023 and 10 July 2023 proposed for 27 September 2023
7.	<u>URGENT BUSINESS</u> An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency. Wherever possible, the Clerk should be given advance warning of any Member's intention to raise a matter under this heading.

8.	<p><u>EXCLUSION OF PRESS AND PUBLIC</u></p> <p>The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, they consider that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act 1972, indicated under the heading to the item.</p>
<p><u>PART 2</u></p>	
9.	<p><u>EXECUTIVE BOARD SUCCESSION ARRANGEMENTS</u> (Pages 69 - 70)</p> <p>(Paragraph 1)</p>
10.	<p><u>PENSIONS UPDATE (STANDING ITEM)</u> (Pages 71 - 78)</p> <p>(Pensions 4 and 5)</p>
11.	<p><u>IDRP - STAGE 2</u> (Pages 79 - 102)</p> <p>(Paragraphs 1, 4 and 5)</p>
12.	<p><u>HIGH VALUE PROCUREMENT PROJECTS</u> (Pages 103 - 110)</p> <p>(Paragraph 3)</p>
13.	<p><u>URGENT BUSINESS (PART 2)</u></p> <p>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.</p>

LANCASHIRE COMBINED FIRE AUTHORITY

RESOURCES COMMITTEE

Wednesday, 6 July 2022, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

D O'Toole (Vice-Chair)
M Pattison
P Rigby (for T Williams)
S Rigby
A Sutcliffe

Officers

J Johnston, Chief Fire Officer (LFRS)
K Mattinson, Director of Corporate Services (LFRS)
B Warren, Director of People and Development (LFRS)
J Hutchinson, Human Resource Business Partner (LFRS)
M Nolan, Clerk and Monitoring Officer to the Authority
D Brooks, Principal Member Services Officer (LFRS)
L Barr, Member Services Officer (LFRS)

In attendance

K Wilkie, Fire Brigades Union

1/22 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Tony Williams and County Councillors: Lorraine Beavers, Jennifer Mein, Sean Serridge and Ron Woollam.

2/22 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

3/22 MINUTES OF THE PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 30 March 2022 be confirmed as a correct record and signed by the Chairman.

4/22 YEAR END TREASURY MANAGEMENT OUTTURN

The report set out the Authority's borrowing and lending activities during 2021/22. All treasury activities undertaken throughout the year were in accordance with the Treasury Management Strategy 2021/22.

Economic Overview

There were a number of key economic issues in 2021/22. Initially, the continuing economic recovery from coronavirus pandemic was a dominant feature but as the year progressed concerns about inflation, the potential for higher interest rates and possibility of a future recession were major issues.

The Bank rate was 0.1% at the beginning of the financial year. Although April and May saw the economy gathering momentum as pandemic restrictions were eased, market expectations were that the Bank of England would delay rate rises until 2022. However, the rise in inflation changed the position and saw the Bank Rate increase the rate late in 2021.

UK Consumer Prices Index (CPI) was 0.7% in March 2021 but thereafter began to steadily increase. Initially driven by energy price effects and by inflation in sectors such as retail and hospitality which were re-opening after the pandemic lockdowns, inflation then was believed to be temporary. However, a combination of rising global costs, strong demand and supply shortages saw large increases in inflation. CPI for February 2022 registered 6.2% year on year, up from 5.5% in the previous month.

As a response to the increase in inflation the Bank of England made the following increases in the Bank Rate: December 2021 increase to 0.25%; February 2022 increase to 0.5%; and March 2022 increase to 0.75%. In its March interest rate announcement, the MPC noted that the invasion of Ukraine had caused further large increases in energy and other commodity prices, with the expectation that the conflict would worsen supply chain disruptions around the world and push CPI inflation to around 8% later in 2022.

The continuing uncertainty had seen gilt yields increase. The costs of authorities borrowing from the Public Loans Work Board were related to the bond yields and therefore the cost of borrowing had increased. For example, for a 10-year PWLB fixed rate loan taken on the 1 April 2021 interest was at a rate of 1.7%. An equivalent loan taken on 31 March 2022 was at 2.81%.

Borrowing

The borrowing of the Fire Authority had remained unchanged at £2m. 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 estimated at £0.9m. Also, any early repayment meant that cash balances available for investment would be reduced and hence interest receivable would also be reduced. 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 £46.7m and the lowest £30.8m. The monies invested with Lancashire County Council ranged between £36.7m to £17.6m.

By placing monies in longer term fixed rate investments it was anticipated that a higher level of interest would be earned. However, having fixed term deals did reduce the liquidity of investments and therefore their use was limited. At the year-end fixed investments of £15m were in place. During the year one fixed term investment had matured and one new investment was made. The table on page 13 of the agenda pack showed the interest earned on fixed term investments.

The call account provided by LCC paid the base rate throughout 2021/22. 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 £25.8m earning interest of £0.047m.

The overall interest earned during this period was £0.205m at a rate of 0.56% which compared favourably with the benchmark 7-day index (Sterling Overnight rate 7 day rate) which averaged 0.2% 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 queried whether the Authority benefitted from the success of the County Council Treasury Management Strategy. The Director of Corporate Services advised that the Authority had a different risk appetite and therefore did not share the County Council's rate of return.

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 2021/22 were presented alongside the actual outturn position.

RESOLVED: - That the Committee noted and endorsed the outturn position report.

YEAR END CAPITAL OUTTURN

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 2021/22 capital programme into the 2022/23 programme.

The final capital programme for 2021/22 was £4.451m. Total capital expenditure for the year was £3.350m, reflecting £1.083m of slippage and an underspend of £18k, as set out in the report as now considered, and in appendix 1. The programme had been financed in year, from a combination of revenue contributions (£2.373m) and a drawdown of capital reserves (£0.977m).

Prudential Indicators 2021/22

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 2021/22 Capital Programme into the 2022/23 Programme

The original approved capital programme for 2022/23 was £8.9m. This had been updated for slippage as set out in the report. In addition, a review of likely timing of capital schemes had been undertaken and as a result £0.9m of property and £0.2m of ICT schemes needed to be slipped into 2023/24.

As a result, the final proposed capital programme for 2022/23 was £9.0m, which was funded from capital grant, revenue contributions, earmarked reserves and capital reserves. The revised programme and its funding were considered by Members as set out in appendix 2. It was noted that additional budget requirement for vehicles included 5 additional vehicles for flexi duty officers which reflected how many officers had chosen to move to a provided vehicle. The Director of Corporate Services explained that as new Officers took up posts the vehicle requirement could change hence it was proposed that the Treasurer be able to agree an increase in vehicle provision up to a maximum of a further 3 vehicles per annum.

The report set out revised prudential indicators for 2022/23-2024/25, showing that the revised programme, despite requiring some borrowing in 2024/25 remained affordable, prudent and sustainable.

Capital Reserves

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

In response to a question raised by County Councillor Steve Rigby the Director of Corporate Services advised that new vehicles were hybrid vehicles and a policy decision was taken many years ago to purchase vehicles outright (rather than lease) based on a view that this was marginally cheaper and it gave greater flexibility.

In response to a question raised by County Councillor O'Toole regarding the policy on vehicle usage, the Director of Corporate Services advised that the Service policy prohibited private use (unless staff were on 24-hour duty).

RESOLVED: - That the Committee: -

- i) Noted the capital outturn position and the financing of capital expenditure 2021/22;
- ii) Approved the revised 2022/23 capital programme, and the financing of this and the prudential indicators;
- iii) Delegated approval to the Treasurer to increase the capital programme in respect of Flexi Duty Officer cars up to a maximum of 3 additional vehicles in any one year, such approval to be retrospectively reported to the Committee.

6/22

YEAR END REVENUE OUTTURN

This report presented the revenue outturn position and the impact of this on usable reserves. The annual budget for the year was set at £58.175m. The final outturn position showed net expenditure of £57.844m, giving a total underspend for the financial year of £0.331m 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 the full amount into 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 since March 2020. In addition, as previously reported £0.2m of travel/mileage budgets had been transferred into this reserve to reflect savings in respect of differing working practices, resulting in a total funding of £1.8m. As at the end of January the budget had been fully utilised.

TOR

The year end underspend was consistent with previous reports largely reflecting the position with apprentice levy income for wholtime recruits, which had seen an increase due to an increase in the base funding level and the co-investment income received in respect of these apprentices, once our own levy pot had been exhausted.

Non DFM

Overall the final outturn position was broadly consistent with previous reports which reflected: i) the £0.3m funding gap identified at the time of setting the budget; ii) additional RCCO of £0.1m approved during the year; iii) the transfer of £0.5m into the PFI earmarked reserve, reflecting the confirmed inflation increase of 8%; iv) the PFI re-financing gain of £0.2m; and v) an additional

£0.1m of section 31 grant reflecting the final position in respect of business rate reliefs and income tax guarantee scheme relating to 2020/21 collection fund shortfalls.

Support Staff

The final outturn position was consistent with previous reports, with the current vacancy factor being circa 12%-13%, far in excess of budget. This was partly offset by the unfunded pay award for green book staff and by the use of agency staff to cover some posts.

Grant Funding

The Authority received specific grants from the Government in respect of various new initiatives. These were included in the revenue budget position presented with any unspent funding being carried forward as an earmarked reserve.

Delivery against savings targets

It was noted that performance was ahead of the annual target, largely due to savings in respect of staffing vacancies and procurement savings on several vehicles.

RESOLVED: - That the Committee noted and endorsed the outturn position on the 2021/22 and the associated transfer of this to the capital funding reserve.

7/22

YEAR END USABLE RESERVES AND PROVISIONS OUTTURN

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, £331k 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 of £4.0m to £10.0m.

Earmarked Reserves

The reserve covered all funds, which had been identified for a specific purpose. The overall reserves level had reduced from £10.8m to £9.8m, 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.

Insurance Aggregate Stop Loss – The Authority had aggregate stop losses (ASLs) on both its combined liability insurance policy (£0.4m) and its motor policy (£0.3m). This meant that in any one year the Authority's maximum liability for insurance claims was capped at the ASL. As such the Authority could either meet these costs direct from its revenue budget or could set up an earmarked reserve to meet these. Lancashire had chosen to meet the potential costs through a combination of the two. Hence, the amount included in the revenue budget reflected charges in a typical year, with the reserve being set up to cover any excess. As such, the reserve, combined with the amounts within the revenue budget, provided sufficient cover to meet 2 years' worth of the maximum possible claims. It was noted that the revenue budget allocation had also been reduced in recent years, reflecting the claims history. Without holding this reserve to cushion any major claims that may arise, this would not have been possible. There was no utilisation during 2021/22 as the costs were met from the revenue budget and existing insurance provision.

Prince's Trust – This reserve had been established to balance short term funding differences and to mitigate the risk of loss of funding and enable short term continuation of team activities while alternative funding was found. Without this reserve any significant loss of funding would have an immediate impact on our ability to deliver the Prince's Trust programme and hence improve the lives of younger people.

Section 21 Business Rate Relief Grant in 2020/21 the Government had 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 ourselves; we received 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, we accrued £1.9m for our anticipated share of this in 2020/21 and carried this forward via this reserve in order to meet the business rate collection fund shortfall that had arisen. This was drawn down in 2021/22. However a similar exercise was undertaken in respect of 2021/22 resulting in an

estimated £1.1m now being due to the Authority, ie: a net reduction of £0.8m.

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 £7m by March 2027, 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. In 2021/22, £977k was utilised of capital reserves. However, this was partly offset by the proposed transfer of £336k from earmarked reserves. £3k of unused RCCO and of £331k from the general reserve, representing the in-year revenue underspend. In addition, the sale of vehicles generated £3k of capital receipts.

As a result of this the Authority currently held £19.4m of capital reserves/receipts. However, the 2022/23-2026/27 capital programme, after allowing for slippage, showed all of this being utilised over the next 3 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 two provisions to meet future estimated liabilities:-

- Insurance Provision, which covered potential liabilities associated with outstanding insurance claims. A review had not yet been undertaken.
- 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. A review had not yet been undertaken.

The overall position at year end showed the Authority (excluding draft North West Fire Control balances) holding £36.7m of reserves and provisions compared with the anticipated £35.3m identified in the Reserves and Balances Policy, agreed in February; the majority of the difference reflecting the additional capital slippage.

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

In response to a question raised by County Councillor O'Toole, the Director of

Corporate Services advised that the official deadline for local authority returns for the business rates collection fund was the end of June. He acknowledged that capacity was a common theme and advised that if the returns were not submitted, an estimate would be provided in the accounts.

County Councillor Steve Rigby queried the contract lengths of the PFI schemes and whether it was possible to buy out of them, given the rise in inflation rates. In response, the Director of Corporate Services advised that the Authority had 2 separate Private Finance Initiative (PFI) contracts: i) for 2 stations which went live in 2003/04 and ii) another much larger scheme across the North West for 16 stations (4 in Lancashire) which went live in 2011/12. The first contract was for 30 years and the second for 25 years. He advised that national contracts had been adopted which had 3 cost elements: i) fixed, ii) increased with a fixed inflation rate and iii) facilities management (repairs, maintenance, energy and cleaning etc) which increased with RPI. Even if we ran the buildings ourselves we would suffer from inflation increases. It was possible to buy out of the scheme but this would be costly and more complicated with the second contract as it was in partnership with Cumbria and Merseyside Fire and Rescue Services and would have to be agreed jointly. Consideration would need to be given to the level of reserves and the potential for borrowing therefore this was not considered at the moment to be a viable option.

County Councillor Steve Rigby commented that PFI schemes had been discredited because the impact on revenue from having a set maintenance schedule. The Director of Corporate Services advised that there were conversations on what maintenance was required throughout the life cycle of the programme and there was a requirement in the contract regarding the building condition at the end of the contract.

RESOLVED: - That the Committee: -

- i) noted the utilisation of £690k of earmarked reserves;
- ii) agreed the year end transfers associated with the revenue outturn, £331k to the capital funding reserve;
- iii) noted the transfer of £336k from earmarked reserves into capital reserves;
- iv) agreed the year end capital outturn drawdown from capital reserves of £977k;
- v) noted the transfer of £15k of unused RCCO to capital reserves;
- vi) noted £3k of capital receipts;
- vii) noted that NWFC accounts had not yet been received in order to calculate our share of their reserves, nor were we able to calculate our share of the Business Rates Collection Fund Appeal Provision; and
- viii) noted and endorsed the overall level of reserves and provisions as set out in the report.

8/22

FINANCIAL MONITORING

The Director of Corporate Services advised that this report set out the current budget position in respect of the 2022/23 revenue and capital budgets. The overall position at the end of May was an overspend of £0.1m, largely as a result of price increases associated with energy and fuel.

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	
Fleet & Technical services	38	The increase in fuel prices was reflected in the overspend to date. The budget allowed for 12.5% increase in fuel costs, but the actual increase was significantly higher than this, approx. 50%, which equated to approx. £125k. In terms of usage it was too early to base any year end forecast on this, but this would continue to be monitored.
Property	94	The increase in energy prices was reflected in the overspend to date. The budget allowed for 25% increase in fuel costs, but the actual increase was significantly higher than this, approx. 100%, which equated to approx. £300k. In terms of usage it was too early to base any year end forecast on this, but this would continue to be monitored.
Wholetime Pay	(55)	The majority of the underspend was attributable to the slight shortfall in recruit numbers in April / May; 19 as opposed to 25. Retirements and leavers were broadly in line with forecast. In addition to this, there were some timing issues in terms of claims for overtime etc., which were particularly relevant in April, whereby outstanding claims were fully accrued as part of the year end process but where there can be a delay in personnel submitting claims for these.
On Call Pay	14	This was broadly in line with budget.
Associate Trainers pay	13	Associate trainers were used to provide greater flexibility to match resource to demand, offsetting shortfall in trainer numbers and meet peak demands in activity at Training Centre. Expenditure was broadly in line with budget.
Support staff (less agency staff)	(1)	The budget was adjusted to take account of the increased level of vacant support post within the Service. Whilst a number of posts remained vacant, agency staff were being utilised to fill some of these, resulting in a broadly balanced budget.

Apprentice Levy	(4)	The apprentice levy was payable at 0.5% of each month's payroll costs. Expenditure was in line with budget.
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It was noted that the budget allowed for 2% pay awards for both grey and green book personnel. The pay claims for both groups were significantly higher than this and hence the budget may come under increasing pressure from this, as well as the general cost of living increase.

Capital Budget

The Capital budget for 2022/23 stood at £9.0m. There had been very little spend against the resultant programme, just £0.2m mainly against Support Vehicles. The current position against the programme as set out below:

	Spend to 31 May	
	£m	
Operational vehicles	-	The budget allowed for the replacement of various operational vehicles. 13 pumping appliances had already been ordered (7 this year and 6 next year) , 2 Command Units and an ALP, but these wouldn't be delivered until much later in the year, hence no costs have been incurred to date.
Support vehicles	0.1	This budget allowed for the replacement of various operational support vehicles, whilst some of these had already been delivered, the shortage of raw materials was affecting both the timeframe for delivery and the cost of vehicles, and hence this budget/timing may need adjusting during the year.
Operational Equipment	-	This budget allowed for the piloting of CCTV on a number of pumping appliances and the replacement of light portable pumps, both of which had been ordered but again had not yet been delivered. In addition, the budget allowed for the replacement of cutting and extrication equipment where the project was in the early stages, where costs may change depending on the type of equipment purchased and whether this was a whole scale replacement or not.
Building Modifications	0.1	This budget allowed for: <ul style="list-style-type: none"> • The replacement of 4 drill towers, where one tower, Blackpool, was completed in June, and where contracts had now been let for a further 2 towers, Tarleton and Bolton le Sands. • Enhanced facilities at Hyndburn fire stations, where a contract had been awarded

		<ul style="list-style-type: none"> £0.2m in relation to fees associated with developing plans for the replacement of Preston Fire Station.
IT systems	-	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 upon 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 no costs had been incurred in the year so far, it was noted that contracts had been awarded or were in the process of doing so for several of the systems, totalling over £1.0m of capital spend.
Total	0.2	

The costs to date would be met by revenue contributions.

It was noted that significant cost increases continued to be seen across various supply chains, and in particular in construction projects and this would affect some of the capital projects as they progressed through the procurement stage. In addition, shortages of raw materials were more frequently being cited as reasons for delays in delivery of goods ordered, which may lead to further slippage.

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

9/22

DATE AND TIME OF NEXT MEETING

The next meeting of the Committee would be held on 28 September 2022 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 30 November 2022 and 29 March 2023 and agreed for 10 July 2023.

10/22

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.

11/22 GREEN BOOK SUPPORT STAFF SUSTAINABILITY UPDATE

(Paragraphs 3 and 4)

The Director of People and Development provided a verbal update on the positive steps the Service had taken to improve support staff sustainability.

RESOLVED: - That the report be noted.

12/22 PENSIONS UPDATE

(Paragraphs 4 and 5)

Members considered an update report on the current position regarding pension schemes that applied to the uniformed members of the Fire Sector.

RESOLVED: - That the ongoing situation be noted.

13/22 IDRP - STAGE 2

(Paragraphs 1, 4 and 5)

Members considered a report from the Director of People and Development regarding a number of Stage 2 applications under the Internal Disputes Resolution Procedure. He explained the procedure to Members and the report outlined the facts of the cases presented.

RESOLVED: - That the Committee declined the applications presented.

14/22 HIGH VALUE PROCUREMENT PROJECTS

(Paragraph 3)

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

RESOLVED: That the Committee noted and endorsed the report.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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Lancashire Combined Fire Authority

Resources Committee

Meeting to be held on 28 September 2022

Equality Diversity and Inclusion Annual Report (Appendix 1 refers)

Contact for further information: Liz Sandiford, Head of Human Resources
Tel: 01772 866804

Executive Summary

The Equality, Diversity, and Inclusion Annual Report 2022 - 2023 is attached at Appendix 1. The report is one of the ways the Service demonstrates its compliance with the Equality Duty which was created under the Equality Act 2010.

Recommendation(s)

The Resources Committee is asked to note the report.

Information

On 5 April 2011, the public sector equality duty (the Equality Duty) came into force. The Equality Duty was created under the Equality Act 2010. In summary, organisations subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

To ensure transparency, and to assist in the performance of this duty, the Equality Act 2010 (Specific Duties) Regulations 2011, require public authorities to publish their equality objectives and information to demonstrate their compliance with the public sector equality duty.

The Equality, Diversity and Inclusion Annual report is one of the ways in which the Service can demonstrate transparently how it is complying with the Equality Duty. The report attached at Appendix 1 documents the Service's performance in terms of meeting its legal duties over the period 2021 – 2022 and the Plans for 2022 – 2023. It is part of a suite of delivery plans which supports the delivery of the Service's People Strategy and details the Service's areas of focus in terms of improving accessibility, training and development, recruitment and selection, engagement, consultation, performance management and in the development of its policies and strategies.

Financial Implications

There are no financial implications directly arising from this report.

Human Resource Implications

The Equality Diversity and Inclusion (EDI) Annual Report is one of the key strategies which supports the delivery of LFRS People Strategy.

Equality and Diversity Implications

The action plans included within the Equality Diversity Inclusion (EDI) Annual Report detail the Services approach to EDI over the coming year.

Business Risk Implications

It is a legal requirement for the Service to publish how it is complying with the public sector equality duty.

Environmental Impact

None.

Local Government (Access to Information) Act 1985

List of background papers

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: N/a



Equality, Diversity, and Inclusion Annual Report 2022-2023

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LANCASHIRE FIRE AND RESCUE SERVICE ANNUAL EQUALITY DIVERSITY AND INCLUSION REPORT 2022-2023

1. BACKGROUND

The Lancashire Combined Fire Authority (LCFA) is responsible for leading and supporting Lancashire Fire and Rescue Service (LFRS). The Service employs 1139 people who are employed on Grey Book (operational) and Green Book (support services) terms and conditions.

These roles include managerial members of staff, operational firefighters, administrators, fire safety and business support staff. The percentage of people undertaking operational roles as compared to business support is 79.3% ¹in 2021/22, as compared with 80.1% in 2020/21.

As an employer our aim is to recruit and develop a workforce which is diverse and to ensure that our workforce can work with dignity and respect, protected from any type of prejudice or discrimination.

This Annual Equality, Diversity and Inclusion Report documents our performance in relation to:

- Meeting our legal duties over the year 2021 – 2022.
- The workforce profile as at 31 March 2022.
- Our plans in relation to equality and diversity for the period 1 April 2022 – 31 March 2023.
- Key equality data/information.

It makes visible how we are meeting our obligations to recognise diversity, value inclusion and promote equality.

The report reflects the work of LFRS within our diverse communities.

2. INTRODUCTION, AIMS, VALUES AND ETHICS

As a public body we are required to publish equality information which demonstrates our compliance with the Equality Duty. This report contains information about:

LFRS Aims

Making Lancashire safer is our commitment to making sure that everything we do improves the safety of our diverse communities. We do this by using our skills, experience and resources to make people safer in much broader terms across life's stages:

- helping people to start safe
- live safe
- age safe

¹ The percentage is defined as the number of people undertaking Grey Book roles and the number of people undertaking Green Book roles, where members of staff undertake a Grey and a Green Book role they will be counted twice.

- be safe on our roads

LFRS is committed to its purpose of “making Lancashire safer” and it has developed the following priorities to support this intention:

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

LFRS Values

We define the expectations of our staff within our Annual Service Plan and our values define how we STRIVE to achieve our purpose of “making Lancashire safer” by ensuring what we do is guided by strong principles of:

- **Service:** Making Lancashire safer is the most important thing we do.
- **Trust:** We Trust the people we work with.
- **Respect:** We respect each other.
- **Integrity:** We do what we say we will do.
- **Value:** We actively listen to others.
- **Empowered:** We contribute to decisions and improvements.

Risk is dynamic and fire disproportionately affects certain demographic groups. We therefore focus on the potential root causes and the people who are most vulnerable to them; those living alone, with health issues, with impaired mobility, affected by socio-economic deprivation and drug and/or alcohol users.

The Code of Ethics

We abide by the Core Code of Ethics developed by the National Fire Chiefs’ Council (NFCC) and the Local Government Association (LGA) which sets out a clear set of principles in terms of the professional standards of practice and behaviour. The Seven Principles of Public Life form the foundation of the Core Code. These principles outline the ethical standards which those working in the public sector are expected to adhere. The code identifies five primary ethical principles which reflect best practice principles and has been designed to underpin the way we serve our communities, carry out our role, and work together.

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity including being open, honest and consistent in everything we do.
- Dignity and respect – making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

- Equality, Diversity and Inclusion (EDI) – We continually recognise and promote the value of EDI both within the LFRS and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.

We require all our employees and everyone in LFRS to behave in accordance with the Service values and to follow the Core Code, including those working with or on behalf of the Service.

3. MEETING OUR LEGAL DUTIES AND EQUALITY, DIVERSITY AND INCLUSION OBJECTIVES

The annual priorities of the Service are detailed in our Annual Service Plan 2022-2023, and the Service’s Community Risk Management Plan 2022 - 2027 explains the LFRS vision in terms of how we will achieve our mission of “making Lancashire safer”.

The Equality, Diversity and Inclusion Annual Report is part of the suite of delivery plans, in addition to the Workforce Plan, the Training Plan, the Organisational Development Plan and the Health, Safety and Wellbeing Plan which explain the interventions that will take place to support the achievement of the LFRS mission and values and the LFRS People Strategy. It flows from the overarching strategic plans of LFRS and links people management into the operational business arrangements.

(i) The Equality Act 2010

The Equality Act 2010 states that everyone has the right to be treated fairly and equally. The Act has two main purposes, it brings together and simplifies all of the existing discrimination law and strengthens the law to further support progress on equality.

In the exercise of its functions (including any functions carried out by an external supplier/organisation) LFRS must have due regard to:

- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act. Advancing equality of opportunity between people who share a protected characteristic and those who do not.
- Fostering good relations between people who share a protected characteristic and those who do not.

These are often called the three main aims of the general duty and are detailed in the Equality Act 2010 Section 149. The Equality Duty is supported by two main specific duties which require public bodies to:

- Publish equality information at least annually
- Set and publish equality objectives at least every four years.

LFRS reports progress against its equality objectives and how it is meeting its obligations under the equality duty via the annual Equality, Diversity and Inclusion Report.

(ii) The Human Rights Act 1998

All public bodies and other bodies carrying out public functions have to comply with the Human Rights Act. Human Rights are the basic rights and freedoms that belong to every person in Europe regardless of their nationality and citizenship.

Human Rights are based on five principles known as FREDA

- Fairness
- Respect
- Equality
- Dignity
- Autonomy

The Human Rights Act sets out the fundamental rights and freedoms that individuals in the UK have access to, these rights are called “the convention rights”.

(iii) Equality Objectives

Further to our review of the risks within the communities of Lancashire, the Service has developed the following equality objectives in supporting:

Our Communities:

- Support local businesses to reduce the risk of fire and remain compliant within fire safety legislation.
- Reduce the number and impact of fire and other emergencies to our diverse communities across Lancashire.
- Develop and deliver a Prevention Service targeting our most vulnerable communities.

Our Workforce:

- Promote equality in our workforce policies and workforce practices.
- Develop our staff to ensure they can respond competently meeting the different needs of our diverse communities.

(iv) Protected Characteristics (or protected groups)

LFRS aims to ensure that no one receives less favourable treatment for reasons relating to all recognised protected characteristics covered below by the Equality Act 2010.

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership (in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour or nationality
- Religion or belief – this includes lack of belief

- Sex (gender)
- Sexual orientation

(v) Equality Impact Assessment (EIA) - Equality Analysis

Equality analysis within an EIA is an effective tool in demonstrating how the Service is meeting its legal requirements under the public sector equality duty, identifying the impact of policies and decisions on staff and communities ensuring that the impact is fully understood, and any negative impact is mitigated. EIAs are completed where there is an impact on people or the community. The Service has recognised the need to strengthen its approach to EIA. Training commenced in July 2021, six courses have been delivered, four via LFRS and two via the NFCC, 38 members of staff have completed the training via LFRS and 3 members of staff via the NFCC. A peer review will be commissioned during 2022/2023 to review our current arrangements with a view to identifying improvements.

(vi) Commissioning and Procuring Services

LFRS will ensure that any partnership it is involved in operates in line with equality principles and associated equality duties. All contracts are required to agree to LFRS terms and conditions, which will include relevant clauses in relation to equalities. Additional scrutiny is incorporated within the procurement process where it is considered appropriate. For each procurement project, the lead stakeholder is responsible for completing an equality impact initial screen and subsequent assessment where required. Where an assessment is required and undertaken, the internal customer/lead stakeholder must ensure this is done pre-procurement and any required changes are made to their specification/requirements before any exercise progresses.

4. COMMUNITIES

Mid-2019 population figures show that Lancashire has a population of 1,508,869 people. Since the 2011 census, the population has grown by 3.3%. Lancashire is home to some of the most deprived areas in the country, as calculated by the Indices of Multiple Deprivation (IMD), which can lead to increased risk in communities. The largest ethnic group in Lancashire was white (90%) and the black and minority ethnicity (BME) group formed 10% of the population ².

The 2011 Census indicated the largest single year age group was aged over 46 years³. The other large single year age group were those aged 64 and 65 years and those aged 63 and 64 years.

Pendle and Preston had 20% of people who were Black or Minority Ethnic. In Burnley and Hyndburn the rate was 12%. In Blackburn with Darwen the proportion of the population who are BME, at 31%, was by far the highest in Lancashire. In Blackpool the BME population was low at just under 5,000, accounting for just over 3% of the population. Asian and Asian British

² 2011 census

³ More than 20,000

was the largest minority group in Lancashire⁴. It should be noted that this group now includes Chinese people.

On the day of the March 2011 Census, a total of over 978,0000 people classified themselves in the Lancashire area as Christian. A further 279,600 stated no religion, 96,600 indicated that their religion was Muslim, 71,300 did not give a response, whilst the other religious groups in Lancashire together accounted for 17,400. Blackburn with Darwen (27.0%) and Pendle (17.4%) had the highest number of people who stated they were Muslim. 78.1% of people in the Ribble Valley stated they were Christian. Among other religions, Preston (2.4%) has well above the National average of Hindus and the largest percentage of Sikhs (0.7%) in Lancashire-14.

Deprivation is measured across England through the combined Index of Multiple Deprivation 2015 (IMD 2015) which is the official measure of relative deprivation for small areas known as Lower-Level Super Output Areas (LSOAs) in England. Types of deprivation are often associated with each other, for example health combined with the influence of an individual's living environment and lifestyle choices can all add to vulnerability. These, in turn, can present hazards and risks that an individual may be susceptible to due to their circumstances. In 2015 Lancashire had 31 (3.3%) of its LSOAs in the top 1% of the most deprived neighbourhoods in England.

The LFERS fire risk model uses IMD information to establish our response arrangements, thereby targeting those most at risk.

⁴ Lancashire refers to Lancashire plus Blackpool and Blackburn with Darwen

5. WORKFORCE PROFILE

Public authorities, covered by the specific duties, must publish information to demonstrate their compliance with the general equality duty. This information must include information relating to people who share relevant protected characteristics, who are its employees, and people affected by its policies and practices. LFRS has developed and published a workforce demographic of its employees and this information is attached at Appendix A. This is further supported by an analysis of recruitment shown at Appendix B.

Monitoring equality and diversity in the workforce enables LFRS to identify how employment policies are working and to identify areas where these may appear to be working disproportionately on certain groups of staff. With effect from 2022, the Service will report on its workforce as part of its performance reporting arrangements. The LFRS Operational Emergency Cover Review, includes an assessment of relevant data which allows LFRS to assess risk and focus its resources in those areas of highest need. This review includes analysis of data which covers a range of factors including the statistical data of the population of different Districts and data relating to Super Output areas comprising census information.

6. SUMMARY OF EQUALITY, DIVERSITY AND INCLUSION ACTIVITY (EDI) (ACTION PLANS 2022-2023)

The detail of our progress in relation to EDI is summarised in our completed action plan attached at Appendix D. The new Action Plan is attached at Appendix E.

7. OTHER AREAS OF FOCUS RELATING TO EQUALITY, DIVERSITY AND INCLUSION

7.1 Accessibility

LFRS Corporate Communications Department ensures that information is made available in a variety of formats and using multiple channels to best reach Lancashire's diverse communities. The Service's equality and diversity values are promoted in key publications and information sources internally and externally. LFRS provides information in printed form and via digital channels including the LFRS website. The website meets Web Content Accessibility Guidelines (WCAG) 2.0 level AA, which is an internationally recognised set of recommendations for improving web accessibility by the World Wide Web Consortium (W3C). LFRS is continuing to work towards compliance with the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 and achieving Web Content Accessibility Guidelines (WCAG) 2.1 level AA standard. The website is currently partially compliant and we are working towards full compliance over the next 12 months. An accessibility statement has been published on our website.

Making a website or mobile app accessible means making sure it can be used by as many people as possible. This includes those with:

- impaired vision
- motor difficulties
- cognitive impairments or learning disabilities
- deafness or impaired hearing

There are four design principles:

- **perceivable** - users can recognise and use your service with the senses that are available to them. For example, we provide descriptive text for images and videos and the ability to change the contrast and text size.
- **operable** - users can find and use your content, regardless of how they choose to access it (for example, using a keyboard or voice commands). For example, we do not use blinking or flashing content and the main navigation is accessible by keyboard shortcuts.
- **understandable** - people can understand your content and how the Service works. For example, we use plain English, keep sentences short and do not use words and phrases that people will not recognise.
- **robust** - content can be interpreted reliably by a wide variety of user agents (including reasonably outdated, current and anticipated browsers and assistive technologies). For example, we use valid HTML, so assistive technologies can accurately interpret and parse content.

The Corporate Communications Department actively supports the prevention work of LFRS ensuring that key messages are targeted at those individuals who are most at risk. The department carries out positive action campaigns when recruiting to encourage women and under-represented groups to apply and supports a number of national campaigns and special events including Pride Month, I'm not a Muslim but I will fast for one day and International Women's Day. Information can be provided in alternative formats, such as large print and additional languages, on request, and videos are produced with subtitles. The department also applies measures from the British Dyslexia Association's style guide in both internal and external material to take into account the visual stress experienced by some dyslexic people and to facilitate ease of reading.

7.2 Training and Development

LFRS has a proactive approach to training and development in relation to EDI.

- (i) Lancashire Fire and Rescue Service has prioritised the development of a strong organisational culture where its values are understood. The Service received "Outstanding" at promoting the right culture and values in its 2021/22 HMICFRS inspection. The Service's values include behaving in a non-discriminatory and inclusive way, standing up for what is right and also working in a professional and non-judgemental way. The Service's values are incorporated within the appraisal and performance management processes.
- (ii) The Service has adopted the new Code of Ethics for Fire and Rescue Services developed by the NFCC and the Local Government Association. The Deputy Chief Officer has been confirmed as the senior officer responsible for the Code of Ethics and development sessions have been delivered on station to 236 employees and will continue to progress into 2023. The Service's EDI eLearning module, which is compulsory for all those joining the Service, has been updated to include the Code of Ethics.

- (iii) In developing a modern workforce which is flexible, inclusive, highly skilled, resilient and diverse, we recognise that those in a leadership role need to demonstrate the behaviours which encourage their staff to flourish and achieve their potential. The Service has developed a talent management approach to identify those with potential ensuring that individuals are developed and available with the right skills and competencies to meet the needs of vacancies within the Service.

7.3 Recruitment and Selection

LFRS continues on its journey to improve the diversity of the workforce to ensure that it represents the community it serves. During 2021, the Service delivered a range of positive action initiatives aimed at recruiting a diverse group of candidates who met the standards required in terms of fitness, behaviours and competencies, to fill the Wholetime Apprenticeship course planned for May 2022. A challenge was delivering the programme during Covid in terms of the ability to engage face to face with community groups and staff availability.

The specific aim of the positive action was to promote LFRS as an employer of choice to the Black & Minority Ethnic (BME) community, women, and people from the LGBTQ+ community. Due to the lack of previous progress in recruiting people from the BME community, resources were prioritised in this area in terms of the events delivered. The recruitment initiatives were supported by representatives from the Service's employee voice groups and from the previous apprenticeship cohorts.

The positive action initiatives included an integrated targeted social media campaign utilising Facebook 'Events' and Instagram Posts, and Twitter 'Tweets' which reached almost 1,200,000 people. A total of thirteen 'Have a Go' events were delivered by staff from across the Service including representatives from Human Resources and Service Delivery. Other community venues were utilised with the aim of being more appealing to diverse groups including sports centres and colleges, as well as utilising our own sites, such as Nelson Fire Station and the Training Centre. A total of 359 people attended across the events, of which 11% were BME; 17% were female and 15% were from the LGBTQ+ community. The remaining 57% identified as white and male.

Of the 359 attendees, 30 went on to apply for a WT Apprenticeship FF vacancy amongst a total of 748 applicants. 19 of these were female; 5 from the LGBTQ+ community and 5 identified as BME.

Applications opened on 1 November 2021 and closed on 10 November 2021. Of those who applied the demographic profile of applicants was as follows:

Male % of total	Female % of total	BME% of total	LGBTQ+ % of total	Disabled % of total
88	11	6	10	4

Cohort 1 – Recruits’ Course 3 May 2022

Male	Female	BME	LGBTQ+	Disabled
88%	12%	3%	18%	0%

The following candidates have been invited to join the September 2022 course

Cohort 2 – Recruits’ Course 5 September 2022

Male	Female	BME	LGBTQ+	Disabled
83%	17%	3%	14%	5.5%

Recruitment to the role of wholetime apprentice firefighter is competitive and the Service continues to recruit using a fair, open and transparent recruitment process, appointing only those candidates who perform the best.

Recruitment to wholetime apprentice firefighter is in addition to 129 other recruitment episodes associated with Grey and Green Book staff which occurred during 1 April 2021 – 31 March 2022.

During 2022, there has been an opportunity to commence re-engagement with communities on a face-to-face basis with a view to promoting the Service as an employer of choice, for all roles, and to continue to promote the role of a firefighter as an occupation open to people.

7.4 Progress and achievement of wholetime firefighter apprentices

Currently, 24 Wholetime Firefighter Apprentices have successfully completed their Apprenticeship Gateway and End Point Assessment (EPA).

Reapplication by LFRS, to remain as an employer provider on the Register of Training Providers for a further three years, was approved in April 2022.

7.5 Workforce Strategies and Policies

LFRS ensures that its employment policies are equality impact assessed to ensure that equality is considered transparently in the development and implementation of them and any negative impact is identified and mitigated.

LFRS monitors the composition of its workforce attached at Appendix A.

LFRS looks to promote equality of opportunity in recruitment, selection, pay, promotion, training, grievance and exit from employment. A breakdown of candidates recruited and selected to LFRS vacancies is also attached at Appendix B.

LFRS also monitors employees who are involved in disciplinary action, grievances and harassment and bullying complaints. A profile is attached at Appendix C. However, the full details in some areas of the profile are not reported in public due to the low numbers and the need to preserve confidentiality of the employee.

LFRS has several policies which support employees with a protected characteristic including:

- Bullying and Harassment Policy.
- Maternity Handbook (incorporating Paternity and Adoption).
- Shared Parental Leave.
- Grievance Policy.
- Equality, Diversity and Inclusion Policy.
- Flexible Working.
- Recruitment and Selection.
- Living with the Menopause.
- Supporting People with Dyslexia.
- HIV.

During 2022, the harassment and bullying policy was updated to ensure that it more clearly identified the types of discrimination that those from the LGBTQ+ community may face. The maternity, paternity and adoption provisions available to members of staff have been improved. Due to the pandemic the Service has had to work flexibly and a new flexible working policy incorporating hybrid working has been implemented. The Code of Conduct has been updated incorporating the Code of Ethics and is currently subject to consultation with Trade Unions. The Service has been exploring how it can support members of staff who are neurodivergent and a new policy has been developed explaining neurodiversity and the support available.

7.6 Engagement and Consultation

LFRS engages with staff in a range of different ways. The Staff Survey has become an effective way of receiving feedback from staff and, further to that feedback, Heads of Departments use the information received to inform the development of local policies and communication. Employee Voice Groups are a useful mechanism for consulting with staff and receiving feedback from staff of under-represented groups. A new group to support members of staff who are neurodivergent has been established.

The Engine House is successful and the “Shout Up” section allows for staff to discuss and share their views on a range of topics. Teams meetings and visits to stations are utilised to receive feedback from staff.

An Emergency Cover Review is planned for 2022/2023 and a comprehensive communication and staff engagement plan and robust equality impact assessment process is being undertaken to ensure that members of staff are fully consulted and the implications from an equality perspective are fully understood.

Consultation with the Trade Unions takes place through formal and informal consultation meetings, the Service now recognises the Fire and Rescue Service Association (FRSA) and the Fire Officers Association (FOA) for the purposes of collective bargaining. Workforce and employment-related decisions and documents are reviewed with trade union representatives and other members of staff from within LFRS.

The Service continues to collaborate and work with partners, particularly those in the Lancashire Resilience Forum which includes the Authorities of Lancashire and Lancashire Constabulary. The Service has a Consultation Strategy which sets out how the Service consults.

Engagement is a priority for the Service and Authority and in 2022-23 we have developed new Key Performance Indicators have been developed to report activity to the Combined Fire Authority.

7.7 Performance Management

The Annual Service Plan details the activities we will undertake in the year to deliver the strategy we set in our Community Risk Management Plan (CRMP). The most important of these activities are managed by the Leadership Team through the Corporate Programme Board. Local Delivery Plans (departmental and district plans) which detail activity which further supports the delivery of our strategy, but which is led by local teams.

All staff have a performance appraisal where objectives are set which support the delivery of our plans and feedback is given about performance in relation to our values. Within the performance appraisal is the opportunity to have a career conversation, a useful tool to inform workforce planning. During 2021, briefings to staff were delivered to ensure the promotion pathways available to staff were fully understood, ensuring that talent is identified and nurtured.

7.8 Bullying and Harassment

LFRS has a bullying and harassment procedure for dealing with employee complaints in relation to concerns relating to bullying, or behaviour. Further to complaints, issues are fully investigated in accordance with the bullying and harassment procedure, or the disciplinary procedure depending on the clarity of the information available. Details are attached at Appendix C.

7.9 Issues of concern of employees

The Service also has a grievance procedure which is the main procedure used for dealing with other employee concerns in relation to a broader range of issues other than misconduct. The Service has promoted the principle of encouraging employees to voice their concerns informally, encouraging line managers to “nip issues in the bud” and then adopt a more formal approach where issues remain unresolved, which has worked successfully. This approach is supplemented by station visits by Senior Managers and a cross checking of matters being raised across the Service to identify any underlying themes of concern.

The Service has reviewed its existing arrangements with a view to checking if these mechanisms were successful and the benefits of establishing formal arrangements for reporting informal issues was considered. The review concluded that it could damage the principle of dealing with issues informally. In addition, further to a recent review of the Capability Procedure, Trade Union representatives advised addressing issues informally and not recording them was of benefit in terms of encouraging employees and line

managers to engage in informal feedback and learning to improve. Currently it is proposed that the existing arrangements for recording grievances/issues of concern will remain the same subject to further feedback from members of staff.

8 Gender Pay Gap (GPG)

LFRS is required, under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, to publish an annual Gender Pay Gap report. The Act requires that organisations with 250 or more employees must report on their Gender Pay Gap using a snapshot date of 31 March 2022. This information is required to be published on the LFRS and Government website and measures the difference between hourly earnings of men and women.

The Gender Pay Gap is an equality measure that shows the difference in average earnings between women and men in the workforce. It does not show differences in pay for comparable jobs, unequal pay for men and women is illegal, rather it compares hourly rates of pay and any bonuses staff may receive by gender, highlighting any areas of imbalance. The causes of the Gender Pay Gap are complex and overlapping. A higher proportion of women choose occupations that offer less financial reward, for example in administration. Many sectors are disproportionately made up of male workers and a much higher proportion of women work part-time and part-time workers earn less than their full-time counterparts on average.

According to the Office for National Statistics (ONS) the Gender Pay Gap nationally has been declining slowly over time and over the last decade it has fallen by approximately a quarter. ONS data shows the UK average Gender Pay Gap continuing a downward trend, with the GPG among all employees in April 2021 being 15.4% from 14.9% in 2020, but still down from 17.4% in 2019.

On the snapshot date, 31 March 2022, LFRS employed 1139 members of staff. A significantly higher proportion of men than women are employed in the Service. The Service has a far larger volume of operational roles within the Service and currently those roles are more commonly occupied by men. Women make up the larger proportion of staff in Support roles.

The mean (average) Gender Pay Gap is calculated by adding together the hourly pay rates of all female employees and dividing by the total number of females to create a mean (average). This calculation is repeated for men and the difference in the two figures identifies the Gender Pay Gap. Using this calculation methodology across LFRS, the mean Gender Pay Gap is significantly different than the national average at -12.65%. This positive difference means that women on average earn £1.54 per hour more than men.

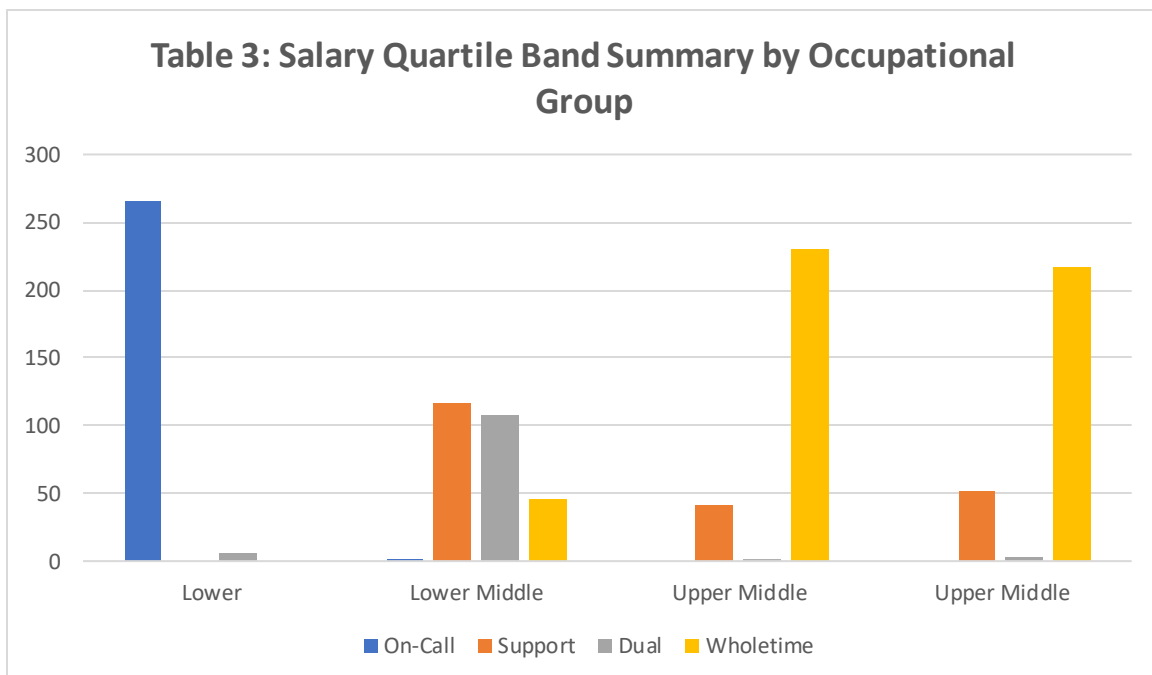
The inclusion of On-Call and dual contracted staff in the calculation significantly skews the mean pay gap, due to the method of calculation and the payment arrangements for these groups, as shown in Table 3. On-Call staff received an enhanced retaining fee for providing hours of operational cover, in addition to receiving the standard turnouts, attendances and drill fees as prescribed by the national conditions of service.

To calculate the median Gender Pay Gap all employees are ranked by their hourly pay. A comparison is undertaken to establish what a female, in the middle of the female pay range, received and what a male, in the middle of the male pay range, received. The difference between these figures is the median pay gap. The median Gender Pay Gap at LFRS equates to 9.27%. This means that males earn £1.35 positive difference per hour than females. The chart below gives an indication of how males and females are distributed across the Service and the salary quartile banding. The pay quartiles are created by ranking each employee in order, from lowest earning (lower quartile) to highest earning (upper) quartile.

There is a high proportion of male employees employed on the National Joint Council (NJC) for Local Authority Fire and Rescue Service terms and conditions (known commonly as the 'Grey Book'), which attracts additional allowances that are not available to staff conditioned to the NJC for Local Government Service ('Green Book') support staff, the majority of which are female. These additional allowances increase Grey Book average earnings and moves this staff group to the lower middle quartile, as demonstrated in the table below.

Through an analysis of the quartile distribution by occupational group it is evident that all the employees in the lower quartile are On-Call staff. This group of staff equate to 25% of the employee population, 24% of which are male.

Most female part time support staff are found in the lower-middle quartile, with fewer in the upper middle and upper quartiles. This could be reflective of the family friendly nature of LFRS policies, whereby staff are afforded benefits such as agile working, flexible working and part time working to fit around family commitments.



The proportion of females in the upper-middle and upper quartile is reasonably reflective of the overall proportion of females within LFRS. The upper-middle quartile is predominantly male, but this is where most staff undertaking the role of Firefighter can be found. A high proportion of males undertake the role of Firefighter, so it is therefore unsurprising that this quartile is male dominated.

It is recognised that women are significantly under-represented in the operational workforce and consequently LFRS is committed to increasing the number of female firefighters. This forms an important part of LFRS's approach to EDI within the Service. LFRS is now undertaking positive action initiatives aimed at encouraging people from under-represented groups to apply for positions in the organisation. Recruitment activity is locally monitored (including the levels of attraction and appointment) to identify problem areas to drive forward improvements.

WORKFORCE EQUALITY PROFILE AS AT 31 MARCH 2022

Employment monitoring data is collected and reported annually in relation to all protected groups apart from gender reassignment due to the sensitive confidential nature of this data.

These following figures relate to the total number of posts occupied by members of staff, this allows for dual contracted members of staff to be included twice, due to them undertaking two roles within the Service.

1. Workforce Demographics LFRS

Total No of roles	White British	BME	Male	Female	Disability	Ave Age	Sexual Orientation
1270 ⁵	1223	47	1041	229	35	41	38
%	96.3	3.7	82.0	18.0	2.8		3

Staff Category	Number of roles	FTE in contracted hours worked
Wholetime ⁶ (including trainee FFs)	623	623
RDS	411	242.6
Control	1	1
Service Delivery (CFS)	51	447.9
Support Staff	184	165
TOTAL	1270	1079.2

2. Prevention and Protection

(i) Community Fire Safety Green Book roles

Total No of staff	White	BME	Male	Female	Disability	Ave Age
51	45	6	23	28	2	46
%	88.2	11.8	45.1	54.9	3.9	

(ii) Fire Safety Practitioners Grey Book staff

Total No of staff	White	BME	Male	Female	Disability	Ave Age
27	26	1	23	4	0	49
%	96.3	3.7	85.2	14.8	0	

⁵ The figure refers to the total number of posts occupied by members of staff which allows for dual contracted members of staff to be included twice due to them undertaking two roles.

⁶ This figure includes all Wholetime Grey Book staff firefighters and above. The operational firefighter strength figure is based on this figure.

(iii) **Princes Trust Programme Support Green Book staff**

Total No of staff	White	BME	Male	Female	Disability	Ave Age
19	18	1	5	14	0	37
%	94.7	5.3	26.3	73.7	0	

3. Response Grey Book Operational staff including resilience and specialist capability

(i) **Wholetime (including: 224, Flexible Day Crewing and DCP duty roles and Trainee Firefighters)**

Total No of staff Headcount	Role	White British	BME	Male	Female	Disability	Ave Age
549	All	532	17	502	47	17	42
19	Strategic ⁷	19	0	16	3	1	47
70	First Line Supervisors ⁸	69	1	66	3	1	47

(ii) **On-Call**

Total No of On-call staff	Role	White British	BME	Male	Female	Disability	Ave Age
411	All	401	10	383	28	7	37
29	WM	29	0	29	0	0	46
106	CM	103	3	99	7	1	41
276	FF	269	7	255	21	6	35

4. Female Firefighter operational workforce⁹

Crewing System	Rank	Number
224	FF	34
	CM	1
	WM	2
DC	FF	3
	CM	0
	WM	0
DCP	FF	2

⁷ CFO, DCFO, ACFO, Area and Group Managers

⁸ Station and Operational Watch Managers

⁹ Day Duty included, not included in the operational response section

	CM	0
	WM	0
Day Duty	CM	7
	WM	4
FDO	SM	2
	GM	3
On-call	FF	21
	CM	7
	WM	0
Trainee Firefighters	FF	0
TOTAL		86

The total number of 86 refers to the total number of women in table 3. i (47) in table 3.ii (28) plus 11 women who undertake the day duty system in TOR and Fire Safety.

5. Business Support Staff Green Book

Total No of staff	White	BME	Male	Female	Disability	Ave Age
165	154	11	65	100	6	45
%	93.3	6.7	39.4	60.6	3.6	

6. Support Staff Grey Book (Including TOR, Control, Day Duty staff - refers to terms of employment)

Total No of staff	White	BME	Male	Female	Disability	Ave Age
48	47	1	40	8	3	42
%	97.9	2.1	83.3	16.7	6.3	

7. Turnover

Staff Category	Male	Female	Total	Ethnic Minority	Disabled	% of females	% of BME
Wholetime	61	2	63	1	1	3.2%	1.6%
RDS	63	6	69	3	1	8.7%	4.3%
Control	0	0	0			0	0
Service Delivery (CFS)	3	4	7	0	0	57.1%	0
Support Staff	12	20	32	1	0	62.5%	3.1%
TOTAL	139	32	171	5	2		

8. Age Profile

Staff Category	Age	Age	Age	Age	Age	Age	Age
	Under 34	35-39	40-44	45-49	50-55	56-60	61+
Wholetime	113	145	71	112	160	21	1
RDS	154	101	58	37	35	23	3
Control	0	0	0	0	1	0	0
Service Delivery (CFS)	7	9	7	9	7	9	3
Support Staff	45	18	23	22	26	36	14
TOTAL	319	273	159	180	229	89	21

APPENDIX B

1. Recruitment Profile

Shortlisted and Successful candidates during the period 1 April 2021 – 31 March 2022

Category	% of Male	% of Females	% of BME	% LGBTQ+	% Disabled
	81.9	18.1	9.8	6.3	4.65.3
Shortlisted					
	79	21	7	7.3	5.3
Successful					
	81	19	4.5	5.3	4.7

The percentage of male applicants has risen by 8% this reporting period, whilst the number of female applicants has dropped by about 9.5%. Males made up 82% of all applications compared to 78% in 2020/21.

BME applicants increased by just over 28% in this period from the previous year, making almost 10% of all applicants; and there was also a rise of 1% in relation to disabled applicants. There was a reduction of less than 1% of applicants from the LGBTQ+ community during the period 2021/22.

With regard to shortlisting, BME applicants made up 6.9% of those shortlisted as opposed to 6.7% in 2020/21. Female applicants made up 21% of all those shortlisted, a 1% increase on last year, with just over 53% of female applicants were successful at being shortlisted, an increase of 15% from 2020/21. LGBTQ+ applicants made up 7.3% of those shortlisted – a decrease from 9% last year. Those applicants declaring a disability made up 5.3% of shortlisted applicants in 2021/22 as opposed to 5.5% in 2020/21. Again, as in 2020/21, just under half of all disabled applicants were successful in being shortlisted.

The Service made 316 appointments in 2021/22 compared with 71 in 2020/21. Of our new employees, 81% of these were male (an increase of 7%) and 19% were female (a decrease of 6% on last year). Those employed from BME groups comprised 4.5% (6% in 20/21) of the total number of new starters 5.3% (8.4% in 20/21) came from LGBTQ+ groups and 4.7% declared themselves as having a disability, which is an increase from 2020/21.

Grey Book Promotions Gender split per rank during the period 1.4.2021 – 31.3.2022

Senior Manager¹⁰: All applicants applied and appointed were male.

Middle Manager¹¹: Of the applicants that applied 9.3% were female, and 25% of successful candidates were female.

Promotion boards for Watch Manager – All applicants who applied and appointed were male.

Promotion boards for Crew Manager – Of the applicants that applied 13% were female and 8% of successful candidates were female.

For 2022/2023 the Service is developing a mentoring approach to support women who wish to progress and is planning a leadership event at the Training Centre explaining the development pathways and the role opportunities available within LFRS.

¹⁰ Brigade and Area Manager

¹¹ Group and Station Manager

C.i Disciplinary Cases for the period 1.4.2021 – 31.3.2022

There were 25 disciplinary cases during the period 1 April 2021 to 31 March 2022

Male	Female	BME	Disability	Appeals	Appeal Upheld
23	<5	0	0	1	0

There were 25 disciplinary cases during the period 1 April 2021 to 31 March 2022 which is an increase of 13 compared to the previous year.

C.ii Matters of Grievance for the period 1.4.2021 – 31.3.2022

There were 15 grievance cases during the period 1 April 2021 to 31 March 2022

Male	Female	BME	Disability	Appeals	Appeal Upheld
14	<5	<5	<5	2	1

None were upheld, five were rejected as they did not meet the qualifying criteria under the Grievance Procedure, two were concluded by other means. There were two appeals and the original determination of one grievance (was not upheld) the decision remained in place, one appeal was upheld. Eight of the cases were not upheld.

There were 15 grievance cases during the period 1 April 2021 to 31 March 2022 which is an increase of four compared to the previous year.

C.iii Harassment and Bullying Cases 1.4.2021 – 31.3.2022

There was one case identified as a potential harassment and bullying case during the period 1 April 2021 to 31 March 2022, which is a reduction of three to the previous year.

Following investigation, the case was not validated.

Completed Equality, Diversity and Inclusion Action Plan 2021 – 2022

Equality Objectives: Our Communities

- (i) Support local business to reduce the risk of fire and remain compliant within fire safety legislation
- (ii) Reduce the number and impact of fire and other emergencies to our diverse communities across Lancashire
- (iii) Develop and deliver a Prevention Service targeting our most vulnerable communities

What we will deliver	Measure of Success	Owner	Target Date	Progress to date	
1	Present the EDI Annual Report to the Fire Authority.	Members are aware of their commitments and accountabilities under the Public Sector Equality Duty Members are aware of progress to date.	Chief Fire Officer	30.09.2021	Annual report completed and was considered by Fire Authority Members September 2021
2	Reduce accidental fires in the home through targeting those people who are at risk due to a range of factors including age, disability and lifestyle.	Reduce accidental fires 1.3 Accidental Dwelling Fires 1.4 Accidental Dwelling Fire Casualties	Head of Service Development (Lead for LGBTQ+)	31.03.2022	The targeting of vulnerable groups through the offer of a Home Fire Safety Check (HFSC) via partner referrals continues, along with the identification of those deemed high risk through analysis of previous fires and utilisation of Mosaic lifestyle mapping data. There has been an increase in ADF incidents during the last two Covid years, although the long term five years' trend shows a decrease. Accidental Dwelling Fires: 2017/2018:944 2018/2019:815

					<p>2019/2022:811 2020/2021:868 2021/2022:841</p> <p>The data relating to accidental dwelling fires and casualties is still to be quality assured, but current performance also indicates an increase but a decrease over a 5 years' trend.</p> <p>2017/2018:44 2018/2019:49 2019/2022:56 2020/2021:37 2021/2022:56</p> <p>The Western Community Fire Safety (CFS) Team have been working with the Salvation Army on the Refugee Resettlement project with a view to delivering HFSC to vulnerable refugees who have resettled in Fylde and Wyre and Blackpool with the support of a translator and a Salvation Army representative.</p>
3	Work with at risk groups and local partners to contribute to the reduction and severity of road collisions in Lancashire. Young People are particularly at high	Reduce those killed and seriously injured	Head of Prevention and Protection	31.03.2022	LFRS continue to be an active partner within the Lancashire Road Safety Partnership (LRSP) where we collaborate with partners to reduce the number and severity of Road Traffic Collisions (RTC). LFRS lead on the Children & Young People (CYP) workstream within the LRSP and analyse trends in RTC's. This is then used to review and target the prevention activities delivered across the partnership.

	risk of being killed or seriously injured.				The Wasted Lives package has recently been reviewed with the optional inclusion of a video clip targeting road safety during Eid. This has undergone preliminary consultation within the Service with positive feedback. Data analysis has been challenging this year as much of the data has been influenced by the Covid restrictions on movement.
4	Ensure our services are accessible and meet the needs of people in the community by ensuring that fire prevention material is linked to a range of risks including cultural risks.	CRMP is informed by disaggregated data and takes into account differential impacts and varying needs	Head of Service Development (Lead for LGBTQ+)	31.03.2022	LFRS have considered the needs of the community via its Prevention Strategy and its CRMP. The EDI employee voice groups are being consulted in the development of new prevention material to target cultural risks. A range of bi-lingual Home Fire Safety in the Home Leaflets are available to promote fire safety. Any policies, procedures and campaigns are developed via the inclusion of the principles of equality impact assessment.
5	Use a wide range of communication channels ensuring our safety messages meet the different needs of our communities in terms of timing of the campaign and types of risk.	Reduction in KPI activity.	Head of Media and Corporate Communications	31.03.2022	A positive action recruitment campaign was delivered during September 2021, media was targeted to under-represented groups. Ramadan safety campaign was launched at a Preston Muslim Forum event which was supported by a "I'm not a Muslim but I will fast for one day" initiative on behalf of One Voice Blackburn, encouraging staff to fast for one day to support Muslim colleagues and community members.

6	Attend any FRS hosted conferences and events to identify learning best practice.	Engaged communities who are confident in LFRS aim of keeping them safer	All Heads of Department	31.03.2022	<p>Three members of staff have attended the AFSA National Winter Conference.</p> <p>Four members of staff have attended Stonewall Masterclass.</p> <p>Seven members of staff have attended Women in the Fire Service development programme.</p>
7	Attend Pride events in 2020/2021 promoting LFRS Prevention and Protection work streams and also LFRS as an employer.	Engaged communities who are confident in LFRS aim of keeping them safer	Head of Service Development (Lead for LGBTQ+)	31.03.2022	Representatives from the Service attended Pride Morecambe 31 July 2021, Lancaster 22 August 2021 and Blackpool 6 November 2021. Attendance at these events has been used to promote Fire Safety messages, build relationships with the Community and promote LFRS as an employer of choice.
8	Ensure the LFRS website complies with New Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 which will ensure that information is accessible	An inclusive website and apps that meet the new accessibility standard Achieve Web Content Accessibility Guidelines (WCAG) 2.1 Level AA standard for external websites	Head of Media and Corporate Communications	31.03.2022	<p>All of the publications that we have now, have been uploaded onto the website to comply with the accessibility regulations. The back end of the website still needs some minor amendments which the Corporate Communications are working with Digital Transformation colleagues.</p> <p>The Media and Corporate Communications Department have also created and launched an accessibility guide for staff, which is available on the Intranet. It advises on writing style, layout of documents and other measures that help to make content and design clear and simple enough so that most people can use it.</p>

9	Identify opportunities to improve engagement with diverse community groups across Lancashire	Engaged communities who are confident in LFRS aim of keeping them safer	Head of Media and Corporate Communications	31.03.2022	The department is continuing to utilise a number of different channels to communicate with the diverse community of Lancashire. "In The Know" has been used to communicate the consultation for the new Community Risk Management Plan. Focus Groups for students have been held at Blackburn College about fire safety campaigns. Part of this consultation includes consulting with teachers and students from the Asian community.
10	Review the EIA process to include other groups who may not be protected under the Equality Act, but may be marginalised in society	Embed the equality impact assessment process leading to better policy development and the needs of staff and the community are full considered	Head of Human Resources	31.05.2021	<p>EIA process has been updated and Service Order published.</p> <p>An audit of EIA has been completed and feedback reported to EDI Steering Group.</p> <p>An EIA Forum was established to oversee governance of EIA's, but there have been challenges in maintaining the Forum due to other capacity challenges and options for resolving this are currently being explored.</p> <p>EIA additional development sessions have been delivered to the Prevention Team.</p> <p>Quality Checks of all EIA's commenced this has identified the need for support in the completion of EIA's and robust performance management on their completion.</p>

11	Deliver EIA training	Embed the EIA process leading to better policy development and the needs of staff and the community are full considered	Head of Human Resources	30.06.2021	Training commenced July 2021, six courses have been delivered, four via LFRS and two via the NFCC, 38 members of staff have completed the training via LFRS and three members of staff via the NFCC four more courses were commissioned due to demand.
12	Develop an EDI Section on the intranet and develop further the EDI Sections on the intranet including educational material	Embed the value of EDI within LFRS Educate the workforce in relation to EDI issues	Head of Human Resources	30.06.2021	The EDI Section on the intranet has been developed and updated with a range of material aimed at informing members of staff about arrange of EDI topics including the difference between positive action and positive discrimination.

Equality Objectives: Our Workforce

- (i) Promote Equality in our workforce policies and practices
- (ii) Develop our staff to ensure they can respond competently meeting the different needs of our diverse communities.

What we will deliver	Measure of Success	Owner	Target Date	
13	Recruit, promote and retain a workforce which is diverse which meets the needs of the community we service	Identify any key trends in relation to the workforce	Head of Human Resources	<p>31.03.2022</p> <p>A positive action recruitment campaign commenced September 2021, a QR Code was implemented to gather Email addresses.</p> <p>Education/Publicity on the difference between positive action and discrimination was delivered September 2021.</p> <p>Maternity Policy has been updated to include payment provisions for men and women accessing shared parental leave.</p> <p>Consultation is being undertaken in terms of the changes at South Shore which will create individual bedrooms and upgrade the shower facilities.</p> <p>To attract a more diverse group of people the Service delivered recruitment attraction events in community venues. 13 'Have A Go' sessions were delivered. The attendees were diverse including 17%women, 15% LGBTQ+ and 11% were from the BME community. This was supported by a positive action communication campaign. Further to</p>

					advertisement, the recruitment campaign resulted in 11% of applicants from women, 10.2% declared themselves as being LGBTQ+, 10.8% declared themselves as having a disability and 6.2% declared themselves as being from a BME Community.
14	Review and update the EDI Learnpro Module ensuring it covers all equality strands, educates and clearly communicates the standards expected	All employees feel valued All employees understand the standards to be expected	Head of Human Resources	31.08.2021	Work completed to update the EDI Learn Pro Module including videos of staff from employee voice groups sharing their experiences The Corporate Induction was updated September 2021.
15	Update the Harassment and Bullying Policy ensuring it clearly identifies different types of discrimination affecting the LGBTQ+ community	Develop confidence in LGBTQ+ members of staff that they are protected from discrimination	Head of Human Resources	31.08.2021	The Harassment and Bullying Policy has been updated and published and promoted through the Engine House.
16	Undertake a gap analysis of the Stonewall Workplace Equality Index	The framework helps organisations to review and improve their performance for people with a characteristic	Head of Service Development (Lead for LGBTQ+)	31.03.2022	The gap analysis of the Stonewall Workplace Equality Index has been completed. The Person Title on iTrent been updated to include "Mx".

		protected by the Equality Act			
17	Analyse social media and review the existing policy/arrangements from an EDI perspective.	An inclusive service where everyone feels valued	Head of Media and Corporate Communications	31.3.2022	A new Social media guidance document which includes new policies regarding accessibility has been consulted on, published and communicated to staff. The Email and Acceptable Use policy is to be updated providing greater clarity for staff.
18	Review opportunities for making existing working arrangements to be more flexible to meet the needs of families	A workforce which feels inclusive and is more engaged	Head of TOR (Lead for women and families)	31.03.2022	Flexible Working Policy been updated to include Hybrid Working and to pull together the different options for staff in relation to Flexible Working.
19	Engage and communicate with staff through: Regular engagement with FBU and Unison Supporting external diversity and inclusion networks which promote Equality, Diversity and Inclusion and share Information. Supporting existing internal networks	A workforce which feels inclusive and is more engaged	Chief Fire Officer EDI Steering Group EDI leads	31.03.2022	Regular engagement and consultation meetings have taken place between FBU and the Deputy CFO and the Director of People and Development. Regular engagement and consultation meetings have taken place between the Director of People and Development and Unison. In addition consultation meetings are taking place with employees affected by change including changes to the pension arrangements, DCP and the emergency cover review.

					Unison, FOA and FBU and employee voice groups are consulted by Human Resources on any changes.
20	Job Evaluate Green Book posts as per the National Evaluation Scheme.	Ensure equality of pay and grading as per legislative requirements	Head of Human Resources	31.03.2022	Posts are job evaluated as posts are created or where job descriptions are updated.
21	Respond to the outcomes of the Gender Pay Gap Reporting requirements	A more diverse workforce representative of Lancashire	Head of Human Resources	31.03.2022	To be collated by end of July
22	Develop a strong organisational culture where the behaviours of our leaders are understood and championed with a view to embedding our values.	Strengthen leadership and line management to support organisational change	Head of Human Resources	31.03.2022	Deputy Chief Fire Officer confirmed as senior officer responsible for the Code of Ethics. Station based sessions on the Code of Ethics have been delivered. To date 28 sessions have been delivered, attended by 236 members of staff.
23	Increase the numbers of LGBTQ+ staff who are open in the workplace.	A more diverse workforce	All Heads of Department	31.03.2022	There has been an increase in the number of employees who declare themselves as LGBTQ+ from 2.4% to 3%.
24	Scope the data monitoring needs in relation to neurodiversity.	A more diverse workforce	Head of Human Resources	31.08.2021	Head of HR, HR Business Partner and Lead for Neurodiversity attended the NFCC development sessions on neurodiversity.

					<p>Pathway for support for staff on joining the Service and for existing members of staff is in development.</p> <p>Service Order to support members of staff who are neurodivergent has been launched.</p>
25	Support relevant campaigns promoting awareness of issues impacting on minority ethnic communities.	A workforce who is engaged and feels valued and contributes to effective decision making	All EDI leads	31.03.2022	<p>The department is continuing to utilise a number of different channels to communicate with the diverse community of Lancashire. Over recent months, the service has used "In the Know" to communicate the consultation for the new CRMP and held focus group students at Blackburn College about fire safety campaigns - part of this session included consulting with teachers and students from the Asian community. The department has also promoted Black History Month featuring a series of stories about the New Cross Fire and a profile of the inventor behind breathing apparatus.</p> <p>The Service has taken part in National Inclusion Week which included a staff quiz including how we are making everyday inclusion a reality in LFRS. During religious festivals messages are shared to support colleagues and to also share information about origins and practices.</p>
26	Develop educational material building on existing good practise	Develop knowledge within the workforce on how to best meet the needs of	Head of Human Resources	31.07.2021	Lunch and Learn Sessions have been made available to staff in relation to neurodiversity.

		underrepresented groups in the workforce and the community.			<p>The Learn Pro EDI modules have been refreshed and updated including the experiences of staff.</p> <p>The Service website has been reviewed in relation to EDI ensuring that there is information which is current, and which covers a range of EDI issues.</p>
27	Involve representatives from EDI groups in relation to any proposed changes to property or equipment and ensure an EIA is completed	A workforce who is engaged and feels valued	<p>Head of Property and the ACFO (Lead for Race and Religion)</p> <p>Head of Fleet and Engineering</p>	31.03.2022	<p>A number of policies have been circulated to employee voice groups and other groups of staff to identify if their implementation has any negative or positive impact, so the implications are fully understood.</p> <p>The proposal to improve the welfare, sleeping and accommodation at Hyndburn has been circulated for consultation.</p> <p>Consultation has been undertaken with relevant staff groups to inform the development of a Multifunctional Building at TOR.</p>
28	Review the current pay arrangements association with maternity, adoption and paternity	<p>Aid the recruitment and retention of employees</p> <p>A workforce who feels valued</p>	Head of Human Resources	31.07.2021	The maternity arrangements have been revised and a new maternity policy agreed improving paternity and maternity entitlements.
29	Respond to any equality issues	A workforce who is engaged and feels valued	Chief Fire Officer	31.03.2022	The EDI Policy has been updated to explain the difference between positive action and positive discrimination and material has been

	<p>arising from the staff survey 2020: 26.1 Develop education material on the different equality stands ensuring staff are informed in: Terms of terminology and language and positive action and positive discrimination 26.2 Expectations on the standards of behaviour expected within LFRS and the legislative requirements.</p>				<p>identified which can be used to communicate the message.</p> <p>Get ready for wholetime sessions are being delivered to On Call units. This is also being used as an opportunity to explain the difference between positive action and positive discrimination and to undertake some explaining and myth busting in relation to the recruitment process.</p>
30	<p>Scope any new development needs relating to equality, diversity and inclusion of the Code of Conduct and the Code of Ethics</p>	<p>A workforce who is engaged and feels valued</p>	<p>Head of Human Resources</p>	<p>31.03.2022</p>	<p>Existing policies have been updated.</p> <p>The Corporate Induction has been updated SMT members attended a briefing on the Code of Ethics.</p>
31	<p>Review the consultation arrangements of those with a disability and those who are neurodivergent</p>	<p>A workforce who is engaged and feels valued</p>	<p>Head of Human Resources</p>	<p>31.07.2021</p>	<p>A group has been established comprising members of staff who identify as neurodivergent, views are currently being collated on how to make LFRS a better place to work and develop if you are neurodivergent.</p>

					Head of Prevention and Protection to take the lead for consultation with disability.
32	Respond to any emerging equality issues emerging from the Covid-19 pandemic	A workforce who is engaged and feels valued Engaged communities who are confident in LFRS aim of keeping them safer	Chief Fire Officer	31.03.2022	The position has been considered as part of the emerging work in relation to Covid. No issues have been identified.

Equality, Diversity and Inclusion Action Plan 2022 – 2023

Equality Objectives: Our Communities

- (iv) Support local business to reduce the risk of fire and remain compliant within fire safety legislation
- (v) Reduce the number and impact of fire and other emergencies to our diverse communities across Lancashire
- (vi) Develop and deliver a Prevention Service targeting our most vulnerable communities

What we will deliver		Measure of Success	Owner	Target Date
1	Present the EDI Annual Report to the Fire Authority.	Members are aware of their commitments and accountabilities under the Public Sector Equality Duty Members are aware of progress to date.	Chief Fire Officer	30.09.2022
2	Reduce accidental fires in the home through targeting those people who are at risk due to a range of factors including age, disability and lifestyle.	Reduce accidental fires 1.3 Accidental Dwelling Fires 1.4 Accidental Dwelling Fire Casualties	Head of Prevention and Protection	31.03.2023
3	Work with at risk groups and local partners to contribute to the reduction and severity of road collisions in Lancashire. Young People are particularly at high risk of being killed or seriously injured.	Reduce those killed or seriously injured.	Head of Prevention and Protection	31.03.2023
4	Ensure our services are accessible and meet the needs of people in the community by ensuring that fire	CRMP is informed by disaggregated data and takes into account differential impacts and varying needs	Head of Service Development (Lead for LGBTQ+)	31.03.2023

	prevention material is linked to a range of risks including cultural risks.			
5	Use a wide range of communication channels ensuring our safety messages meet the different needs of our communities in terms of timing of the campaign and types of risk.	Reduction in KPI activity.	Head of Media and Corporate Communications	31.03.2023
6	Attend any FRS hosted conferences and events to identify learning best practice.	Engaged communities who are confident in LFRS aim of keeping them safer	All Heads of Department	31.03.2023
7	Attend Pride events in 2021/2022 promoting LFRS Prevention and Protection work streams and also LFRS as an employer.	Engaged communities who are confident in LFRS aim of keeping them safer	Head of Service Development (Lead for LGBTQ+)	31.03.2023
8	Ensure the LFRS website complies with New Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 which will ensure that information is accessible	An inclusive website and apps that meet the new accessibility standard Achieve Web Content Accessibility Guidelines (WCAG) 2.1 Level AA standard for external websites	Head of Media and Corporate Communications	31.03.2023
9	Identify opportunities to improve engagement with diverse community groups across Lancashire	Engaged communities who are confident in LFRS aim of keeping them safer	Head of Media and Corporate Communications	31.03.2023
10	Review the existing EIA process with a view to establishing improvement.	Embed the equality impact assessment process leading to better policy development and	Head of Human Resources	30.09.2022

		the needs of staff and the community are full considered		
11	Undertake an Equality Impact Assessment at the start of every Prevention campaign	Ensure that prevention activity is targeting under-represented groups.	Head of Prevention & Protection	31.3.2023
12	Service Delivery leads to ensure local EDI actions are identified and included in the District Plan	LFRS meets the needs of underrepresented groups in terms of keeping the community safe	Heads of Service Delivery	31.03.2023
13	Use Equality Access Statements to help plan prevention activity	LFRS meets the needs of underrepresented groups in terms of keeping the community safe	Head of Prevention & Protection	31.03.2023
14	Identify if there are additional training needs for Prevention Teams in relation to LGBTQ+	LFRS meets the needs of underrepresented groups in terms of keeping the community safe	Head of Prevention & Protection	31.03.2023

Equality Objectives: Our Workforce

(iii) Promote Equality in our workforce policies and practices

(iv) Develop our staff to ensure they can respond competently meeting the different needs of our diverse communities.

	What we will deliver	Measure of Success	Owner	Target Date
15	Recruit, promote and retain a workforce which is diverse which meets the needs of the community we service via:	Identify any key trends in relation to the workforce	Head of Human Resources	31.03.2023

	<ul style="list-style-type: none"> Attendance at Pride Events Positive action campaigns On call recruitment initiatives. 			
16	Develop a mentoring scheme for female firefighters	The workforce becomes more inclusive	Head of Human Resources	31.03.2023
17	Engage and communicate with staff through: Regular engagement with FBU and Unison Supporting external diversity and inclusion networks which promote Equality, Diversity and Inclusion and share Information. Supporting existing internal networks	A workforce which feels inclusive and is more engaged	Chief Fire Officer EDI Steering Group Deputy Chief Fire Officer EDI leads	31.03.2023
18	Job Evaluate Green Book posts as per the National Evaluation Scheme.	Ensure equality of pay and grading as per legislative requirements	Head of Human Resources	31.03.2023
19	Respond to the outcomes of the GPG Reporting requirements	A more diverse workforce representative of Lancashire	Head of Human Resources	31.03.2023
20	Develop a strong organisational culture where the behaviours of our leaders are understood and championed with a view to embedding our values.	Strengthen leadership and line management to support organisational change	Head of Human Resources	31.03.2023
21	Increase the numbers of LGBTQ+ staff who are open in the workplace.	A more diverse workforce	All Heads of Departments	31.03.2023

22	Support relevant campaigns promoting awareness of issues impacting on minority ethnic communities.	A workforce who is engaged and feels valued and contributes to effective decision making	All EDI leads	31.03.2023
23	Involve representatives from EDI groups in relation to any proposed changes to property or equipment and ensure an EIA is completed	A workforce who is engaged and feels valued	Head of Property	31.03.2023
24	Invest in our estate to upgrade station facilities to meet the needs of the users	A workforce who has facilities to operate from that are fit for purpose	Head of Property	31.03.2023
25	Deliver an event at TOR aimed at communicating the promotion pathways and attracting women to different roles within the Service	The workforce becomes more diverse over a range of different occupations	Group Manager Corporate Programme and Intelligence (Lead for Women and Families)	31.3.2023
26	Establish standardised quality assured recruitment materials which can be used at recruitment events	A more diverse workforce	Head of Human Resources	31.3.2023
27	Complete a review of HR policies ensuring gender neutrality	A workforce which feels valued	Head of Human Resources	31.3.2023
28	Develop induction material for new employees providing information which includes information on the different employee voice groups	A workforce which feels valued	Head of Human Resources	31.3.2023

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Lancashire Combined Fire Authority Resources Committee

Meeting to be held on 28 September 2022

Financial Monitoring 2022/23 (Appendices 1 and 2 refer)

Contact for further information: Keith Mattinson - Director of Corporate Services
Tel: 01772 866804

Table 1 Executive Summary and Recommendations

<p>Executive Summary</p> <p>The report sets out the current budget position in respect of the 2022/23 revenue and capital budgets.</p> <p>Recommendation</p> <p>The Committee is requested to</p> <ul style="list-style-type: none"> • note and endorse the financial position • approve slippage of £5.7m into 2023/24

Revenue Budget

The overall position at the end of August is an overspend of £0.3m, largely as a result of price increases associated with energy and fuel.

The year-to-date positions within individual departments are set out in Appendix 1, with major variances relating to non-pay spends and variances on the pay budget being shown separately in the table below: -

Table 2 Details of current budget position by department

Area	Overspend/ (Under spend)	Reason
	£'000	
Fleet & Technical services	104	The increase in fuel prices is reflected in the overspend to date. The budget allowed for 12.5% increase in fuel costs, but the actual increase is significantly higher than this, approx. 50%, which equates to approx. £125k. In terms of usage it is too early to base any year end forecast on this, but clearly, we will continue to monitor the situation. In addition repairs costs have increased reflecting works needed in the first quarter of the year and the increase in costs due to inflationary pressures.
Information Technology	84	The overspend to date is attributable to combination of the timing of expenditure, with software licenses being paid up front, and a general increase in costs, again reflecting inflationary pressures.

Property	190	The increase in energy prices is reflected in the overspend to date. The budget allowed for 25% increase in fuel costs, but the actual increase is significantly higher than this, approx. 100%, which equates to approx. £300k. In terms of usage it is too early to base any year end forecast on this, but clearly, we will continue to monitor the situation. In addition we have seen an increase in maintenance costs aligned with inflationary pressures, which will potentially lead to further overspend in year but again it is too early to predict that at the present time.
Wholetime Pay	(73)	The majority of the underspend is attributable to the slight shortfall in recruit numbers at the start of the year. Retirements and leavers are broadly in line with forecast.
On Call Pay	34	This is broadly in line with budget.
Support staff (less agency staff)	60	The budget was adjusted to take account of the increased level of vacant support post within the Service. Whilst a number of posts remain vacant, we are utilising agency staff to fill some of these, resulting in an overspend to date, however we anticipate this slowing down in the second half of the year as we anticipate recruiting to posts reducing the reliance on agency staff.
Apprentice Levy	(16)	The apprentice levy is payable at 0.5% of each month's payroll costs. As can be seen expenditure is slightly less than budgeted.

As highlighted above inflationary pressures are causing costs to increase in several areas, most notably fuel and energy. We are currently reviewing forecast usage/costs in order to estimate our likely out-turn position. However far more significant than this is the potential costs associated with pay awards. As Members will recall the budget allowed for 2% pay awards for both grey and green book personnel. The current pay offer for green book personnel approximates to 5% and whilst the existing pay offer for grey book personnel is one of 2% it appears unlikely that this will be accepted (the FBU have announced they intend to ballot members on this). As such it is clear that our existing budgetary provision will be insufficient to meet in year pay increases. In order to provide indicative figures, if the overall pay budget increases by 5% (in line with the current green book offer) as opposed to the 2% budget we will be looking at a shortfall in excess of £1m.

Clearly, we will not be able to identify in-year savings to offset this and would therefore need to utilise reserves to do so. We currently hold £6.0m of general reserves, having agreed a minimum level of £4.0m, and as such are able to utilise £2.0m of this to offset any in year pressures, although clearly this is a short-term measure only.

We will review our anticipated spend in order to identify a year end forecast for reporting to the November Resources Committee.

Capital Budget

The capital budget currently stands at £9.0m, after allowing for the year end slippage agreed at the previous Committee meeting. Spend to date is just £0.5m.

We have also been reviewing the latest year end forecasts for the various capital projects, and are currently anticipating an in-year spend of £3.3m. This will lead to slippage of £5.7m, a very significant number but one which, for the main part, is attributable to market conditions.

As such the following table shows spend to date as well as the anticipated year end position, with further details in Appendix 2: -

Table 3 Details of current and forecast capital spend during the year by spend category

	Spend to 30 August	Year End Forecast	
	£m	£m	
Operational vehicles	-	0.9	<p>The budget allows for the replacement of various operational vehicles. We have already ordered 13 pumping appliances (7 this year and 6 next year), 2 Command Units and an ALP.</p> <p>Having reviewed lead times, and staged payment dates, we are currently anticipating a year end spend of approximately £0.9m, resulting in slippage of £2.2m.</p> <p>This will be kept under review, and will be subject to change due to the current difficulty in obtaining raw materials etc.</p>
Support vehicles	0.1	0.4	<p>This budget allows for the replacement of various operational support vehicles, whilst some of these have already been delivered, the shortage of raw materials is affecting both the timeframe for delivery and the cost of vehicles. Latest predictions indicate that approx. 50% of the programme will be completed in year, at a cost of £0.4m, with the balance slipping into 2023/24.</p>
Operational Equipment	0.1	0.3	<p>We anticipate spending £0.3m on piloting CCTV on a number of pumping appliances and the replacement of light portable pumps.</p> <p>However it appears unlikely that we will incur any in year expenditure in respect of the replacement of cutting and extrication equipment where the project is in the early stages and where costs may change depending on the type of equipment purchased and whether this is a whole scale replacement or not. We therefore anticipate slipping this budget (£1.5m into next year)</p>
Building Modifications	0.3	0.8	<p>This budget allows for:</p> <ul style="list-style-type: none"> • The replacement of 4 drill towers, where one tower, Blackpool, was completed in June, and where contracts have now been let for a further 2 towers, Tarleton and Bolton le Sands, both of which will be completed by the end of the year. • Enhanced facilities at Hyndburn fire stations, where works have commenced and will be completed by October • We have removed the budget of £0.2m for fees associated with developing plans for the replacement of Preston Fire Station, as this is unlikely to occur in the current financial year.

IT systems	-	0.9	<p>The majority of the capital budget relates 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, is offset by anticipated grant, however the timing of both expenditure and grant is dependent upon progress against the national project. This national project has suffered lengthy delays to date, hence is included within slippage into the next financial year.</p> <p>The balance of the budget relates to the replacement of various systems and ICT hardware, in line with the ICT asset management plan. Whilst no costs have been incurred in the year so far, it is worth highlighting that we have awarded contracts or are in the process of doing so for several of the systems, with anticipate year end spend of £1.0m.</p> <p>The balance of the budget, £0.5m, relates to systems/replacements which are likely to slip into 2023/24.</p>
Total	0.5	3.3	

The costs to date will be met by revenue contributions.

It is still worth highlighting that we continue to see significant cost increases across various supply chains, and in particular in construction projects and this will affect some of the capital projects as they progress through the procurement stage.

Business Risk

None

Environmental Impact

None.

Equality and Diversity Implications

None.

HR Implications

None.

Financial Implications

As set out in the report.

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

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: N/A

Table 4 Revenue Budget Monitoring Statement

	Budget	Year To Date Budget	Year To Date Spend	Variance O/Spend (U/Spend)	Variance Pay	Variance Non-Pay
	£000	£000	£000	£000	£000	£000
Service Delivery						
Service Delivery	36,113	14,832	14,834	2	76	(74)
Prevention & Protection	2,972	1,058	989	(69)	(50)	(20)
Covid-19	-	-	0	0	-	0
Control	1,346	690	690	0	-	0
Youth Engagement (inc Princes Trust)	52	14	(1)	(14)	-	(14)
Special Projects (ISAR)	13	5	5	(1)	-	(1)
Strategy & Planning						
Service Development	1,552	661	649	(12)	15	(27)
Training & Operational Review	4,306	2,083	2,004	(80)	(129)	50
Fleet & Technical Services	2,709	1,317	1,417	101	(4)	104
Information Technology	2,855	1,302	1,398	96	12	84
Digital Transformation	537	158	181	23	14	9
People & Development						
Human Resources	880	366	418	52	21	31
Occupational Health Unit	242	96	115	19	(3)	22
Corporate Communications	341	140	165	26	24	2
Safety Health & Environment	242	103	91	(12)	(1)	(11)
Corporate Services						
Executive Board	1,064	471	479	7	14	(7)
Central Admin Office	866	353	308	(46)	(43)	(3)
Finance	152	72	77	5	5	0
Procurement	863	402	415	13	26	(13)
Property	2,283	1,055	1,252	198	8	190
External Funding	3	(1)	0	1	(1)	1
Pay						
TOTAL DFM EXPENDITURE	59,389	25,179	25,488	309	(15)	324
Non DFM Expenditure						
Pensions Expenditure	1,351	504	488	(16)	-	(16)
Other Non-DFM Expenditure	2,277	(2,453)	(2,485)	(31)	(11)	(20)
NON-DFM EXPENDITURE	3,628	(1,949)	(1,997)	(47)	(11)	(36)
TOTAL BUDGET	63,017	23,230	23,491	261	(27)	288

Table 5 Capital Budget Monitoring Statement

CAPITAL BUDGET 2022/23	Revised Prog	Spend to 30 August	Year End Forecast	Remove slippage to future years
Vehicles				
Operational Vehicles	3.125	-	0.924	(2.201)
Support Vehicles	0.792	0.135	0.431	(0.361)
	3.917	0.135	1.355	(2.562)
Operational Equipment				
Operational Equipment	1.800	0.142	0.300	(1.500)
	1.800	0.142	0.300	(1.500)
Buildings Modifications				
STC	0.036	0.005	0.036	-
Enhanced station facilities	0.150	0.096	0.150	-
Preston Rebuild	0.200	-	-	(0.200)
Drill tower replacements	0.564	0.158	0.564	-
	0.950	0.258	0.750	(0.200)
ICT				
IT Systems	2.365	-	0.866	(1.499)
	2.365	-	0.866	(1.499)
Total Capital Requirement	9.032	0.535	3.271	(5.761)
Funding				
Capital Grant	1.000	-	-	(1.000)
Revenue Contributions	4.200	0.535	3.271	(0.929)
Earmarked Reserves	0.254	-	-	(0.254)
Capital Reserves	3.578	-	-	(3.578)
Total Capital Funding	9.032	0.535	3.271	(5.761)

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