

# Public Document Pack

## Lancashire Combined Fire Authority

**Monday, 18 September 2023 in Washington Hall, Service Training Centre, Euxton commencing at 10.30 am**

Car parking is available on the Main Drill ground.

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

Rooms have been made available for Political Group meetings from 0900 hours onwards, and tea/coffee will be available in the Canteen from 0845 hours.

Conservative Group - Pendle Room

Labour Group - Lancaster House 2

## 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. **Chairman's Welcome and Introduction**

Standing item.

#### 2. **Apologies for Absence**

#### 3. **Disclosure of Pecuniary and non-Pecuniary Interests**

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

#### 4. **Minutes of Previous Meeting (Pages 1 - 12)**

#### 5. **Minutes of meeting Wednesday, 28 June 2023 of Performance Committee (Pages 13 - 44)**

#### 6. **Notes of meeting Monday, 3 July 2023 of Strategy Group (Pages 45 - 52)**

#### 7. **Minutes of meeting Wednesday, 12 July 2023 of Resources Committee (Pages 53 - 64)**

#### 8. **Minutes of meeting Monday, 17 July 2023 of Planning Committee (Pages 65 - 86)**

9. **Minutes of meeting Tuesday, 25 July 2023 of Audit Committee (Pages 87 - 98)**

10. **Member Champion Activity Report (Pages 99 - 104)**

11. **Fire Protection Report (Pages 105 - 108)**

12. **Operational Incidents of Interest (Pages 109 - 114)**

13. **Member Complaints**

Standing item.

14. **Date of Next Meeting**

The next meeting of the Authority will be held on **Monday 18 December 2023** at 10:30 hours at Washington Hall Training Centre, Euxton.

15. **Urgent Business**

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

16. **Exclusion of Press and Public**

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

## **Part 2**

17. **Re-Appointment of Clerk and Monitoring Officer to the Authority**

(Paragraphs 1 and 2)

Verbal report.

## Lancashire Combined Fire Authority

Monday, 26 June 2023 at 10.00 am in Washington Hall, Service Training Centre, Euxton

### Minutes

#### Present:

D O'Toole (Chair)

#### Councillors

J Shedwick (Vice-Chair)

G Baker

L Beavers

S Clarke

L Cox

M Dad

N Hennessy

D Howarth

J Hugo

T Hurn

F Jackson

A Kay

H Khan

Z Khan

J Mein

S Morris

M Pattison

J Rigby

P Rigby

S Serridge

J Singleton

D Smith

R Woollam

B Yates

1/23	<b>Appointment of Chair</b>
	<p>The Clerk invited nominations for the appointment of Chair for 2023/24. County Councillor Singleton proposed County Councillor O'Toole which was seconded by County Councillor Yates. No further nominations were received. The Clerk held a vote. All 25 Members present voted in favour.</p> <p>The motion was therefore CARRIED and it was:</p> <p><b>Resolved:</b> That County Councillor O'Toole be appointed Chair of the Combined Fire Authority for 2023/24.</p>
2/23	<b>Appointment of Vice-Chair</b>
	<p>The Chair invited nominations for the appointment of Vice-Chair for 2023/24. County Councillor Clarke proposed County Councillor John Shedwick which was seconded by County Councillor Kay. No further nominations were received. The Clerk held a vote. All 25 Members present voted in favour.</p> <p>The motion was therefore CARRIED and it was:</p> <p><b>Resolved:</b> That County Councillor Shedwick be appointed Vice-Chair of the Combined Fire Authority for 2023/24.</p>

3/23	<b>Chair's Welcome and Introduction</b>															
	CC O'Toole thanked Members for their continued support confirming he was proud to serve the Authority and would do his best in the role of Chair for a further municipal year. He took the opportunity to welcome back Councillors Jane Hugo, Fred Jackson and Jean Rigby who had been re-elected at their home authorities in May. He also welcomed new Members Councillor Graham Baker and County Councillor Loriane Cox and hoped they would enjoy their time on the Authority.															
4/23	<b>Composition of the CFA</b>															
	<b>Resolved:</b> That the Composition approved by the 3 Constituent Authorities for 2023/24 for the Combined Fire Authority be noted and endorsed, and the new Members appointed by Lancashire County Council and Blackpool Council to serve on the CFA for 2023/24 be welcomed.															
5/23	<b>Apologies for Absence</b>															
	None received.															
6/23	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>															
	None received.															
7/23	<b>Appointment of Chairs and Vice-Chairs of Committees</b>															
	<p>The Chair, County Councillor O'Toole presented the proposed Chairs and Vice-Chairs for the Authority's Committees and Working Groups.</p> <p><b>Resolved:</b></p> <p>i) That in accordance with Standing Order 5.1(b) of the Authority, the following Members be appointed as Chairs and Vice-Chairs of Committees and Working Groups of the CFA for 2023/24:</p> <table border="0"> <tr> <td>Appeals Committee</td> <td>Chair Vice-Chair</td> <td>Councillor J Rigby County Councillor M Pattison</td> </tr> <tr> <td>Audit Committee</td> <td>Chair Vice-Chair</td> <td>County Councillor J Shedwick County Councillor N Hennessy</td> </tr> <tr> <td>Performance Committee</td> <td>Chair Vice-Chair</td> <td>County Councillor T Hurn County Councillor P Rigby</td> </tr> <tr> <td>Planning Committee</td> <td>Chair Vice-Chair</td> <td>County Councillor S Clarke County Councillor J Singleton</td> </tr> <tr> <td>Resources Committee</td> <td>Chair Vice-Chair</td> <td>Councillor R Woollam County Councillor D O'Toole</td> </tr> </table>	Appeals Committee	Chair Vice-Chair	Councillor J Rigby County Councillor M Pattison	Audit Committee	Chair Vice-Chair	County Councillor J Shedwick County Councillor N Hennessy	Performance Committee	Chair Vice-Chair	County Councillor T Hurn County Councillor P Rigby	Planning Committee	Chair Vice-Chair	County Councillor S Clarke County Councillor J Singleton	Resources Committee	Chair Vice-Chair	Councillor R Woollam County Councillor D O'Toole
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	<p>Member Training &amp; Development Working Group</p> <p>Resources Sub-Committee for Injury Pensions</p> <p>Service HQ Relocation Working Group</p> <p>Chair Vice-Chair</p> <p>Chair</p> <p>Chair</p> <p>County Councillor S Morris Councillor D Smith</p> <p>County Councillor S Serridge</p> <p>County Councillor D O'Toole</p> <p>ii) That the Authority confirmed appointment of the following four Member Champions for 2023/24 as:-</p> <ul style="list-style-type: none"> <li>• Community Safety - Councillor Jean Rigby;</li> <li>• Equality, Diversity and Inclusion - Councillor Zamir Khan;</li> <li>• Health &amp; Wellbeing - County Councillor Andrea Kay;</li> <li>• Road Safety – County Councillor Ron Woollam.</li> </ul>
8/23	<b>Representation on Outside Bodies</b>
	<p>The Authority was requested to determine its representation on outside bodies for the 2023/24 municipal year.</p> <p><b>Resolved:</b></p> <p>i) That County Councillor D O'Toole, Chair of the Authority be authorised to cast the Authority's vote at the LGA Annual General Assembly;</p> <p>ii) That County Councillors D O'Toole and J Shedwick (as Chair and Vice-Chair of the Authority) be appointed to the Local Government Association Fire Commission;</p> <p>iii) That County Councillor D O'Toole, Chair of the Authority can authorise additional representation(s) to either the LGA Fire Commission or the Fire Services Management Committee as appropriate;</p> <p>iv) That 2 members of the Conservative Group and 1 member of the Labour Group (County Councillors D O'Toole, J Shedwick and N Hennessy as Chair, Vice-Chair and main Opposition Spokesperson) be appointed to serve as representatives on the North West Fire Forum for 2023/24;</p> <p>v) That County Councillors D O'Toole and J Shedwick (as Chair and Vice-Chair of the Authority) be appointed as North West Fire Control Directors for 2023/24.</p>
9/23	<b>Minutes of Previous Meeting</b>
	<b>Resolved:</b> That the Minutes of the CFA held on 24 April 2023 be confirmed and signed by the Chair.
10/23	<b>Minutes of meeting Thursday, 20 April 2023 of Member Training &amp; Development Working Group</b>
	County Councillor Hennessy encouraged Members to attend the LGA Leadership Essentials Fire and Rescue training sessions which included gaining an understanding of the fire sector and building safety and provided an opportunity to network with other fire members.

	<p>The Clerk advised that the Strategy Day in July would cover training aspects in relation to roles and responsibilities.</p> <p>In response to comments received outside the meeting from Members who found the IT system complicated when claiming mileage expenses, the Chair advised Members to persevere and seek assistance from Democratic Services Officers if needed.</p> <p><b>Resolved:</b> that the proceedings of the Member Training and Development Working group held on 20 April 2023 be noted and endorsed.</p>
11/23	<p><b>Programme of Meetings for 2024/25</b></p>
	<p>A proposal was MOVED by CC Hennessy to commence the full Authority meetings at 11:00am and this was SECONDED by CC Beavers. The Clerk held a vote which resulted in 11 for and 14 against. The proposal was therefore LOST.</p> <p>Following debate Councillor Hugo MOVED a proposal to start the meetings at 10:30am which was SECONDED by CC Mein. The Clerk held a recorded vote and the names of Members who voted for or against the Motion and those who abstained are set out below:</p> <p><u>For (21)</u> G Baker, L Beavers, S Clarke, L Cox, M Dad, N Hennessy, T Hurn, D Howarth, J Hugo, F Jackson, A Kay, H Khan, Z Khan, J Mein, S Morris, D O’Toole, M Pattison, S Serridge, J Shedwick, D Smith and R Woollam.</p> <p><u>Against (4)</u> J Rigby, P Rigby, J Singleton and B Yates.</p> <p><u>Abstained (0)</u></p> <p>The motion was therefore CARRIED and it was:</p> <p><b>Resolved:</b> That</p> <p>i) the proposed programme of meetings for the Combined Fire Authority for 2024/25 be agreed as: -</p> <p>19 February 2024 (Budget setting meeting) 22 April 2024 24 June 2024 (Annual meeting) 16 September 2024 16 December 2024</p> <p>24 February 2025 (Budget setting meeting)</p> <p>ii) full Authority meetings commence at 10:30am</p>

12/23	<b>Reports from Members on Outside Bodies</b>
	<p>The Clerk presented a report received on behalf of County Councillor Hennessy which detailed key points raised at Local Government Association meetings of the Fire Service Management Committee, Fire Service Management Commission and the Equality, Diversity and Inclusion Champions' Network meeting.</p> <p><b>Resolved:</b> That the report be noted.</p>
13/23	<b>Safety During Hajj Campaign</b>
	<p>Assistant Chief Fire Officer, Jon Charters advised that the Service expected thousands of Lancashire residents to travel for Hajj (an annual Islamic pilgrimage to Mecca, Saudi Arabia). Therefore, a unique safety-focused UK initiative had been developed by Faz Patel, Community Safety Advisor, together with colleagues and partners to support people to enjoy the experience and remain safe during and after their journey back home to Lancashire.</p> <p>ACFO Charters introduced Mr Patel to share an overview of the 'Safety During Hajj Campaign'. The campaign included a 45-minute presentation which added to religious and cultural information developed by scholars to integrate fire safety information and broader safety information such as what to prepare beforehand, health information and how to keep safe in unfamiliar surroundings amongst a huge volume of people in the locality.</p> <p>Mr Patel advised that thousands of British Citizens (which pre-COVID was circa 25,000 people) would be travelling to Saudi Arabia to perform Hajj and would be moving between various locations. Many would be travelling from Lancashire and the North West.</p> <p>Lancashire Fire and Rescue Service, Lancashire Constabulary, Public Health Blackburn with Darwen Council, Lancashire County Council Public Health and the Lancashire Council of Mosques had been working together to produce information to help people from Lancashire make a safe Hajj. This was important because in 1997 over 300 people lost their lives and 1,290 were injured in a fire at Mina (the largest Tent City in the world). The fire was caused by exploding gas canisters of cooking gas and fanned by winds of nearly 40 miles per hour (64 km/h) causing the destruction of an estimated 70,000 tents.</p> <p>He presented Members with details of the advice provided which included:</p> <ul style="list-style-type: none"> <li>• Educating pilgrims on how to book a Hajj trip (using the official planning, booking and experience platform, Nusuk, ensuring the availability of necessary travel documents, medical and vaccination information);</li> <li>• crime prevention at home before travelling and airport protocols / awareness;</li> <li>• general safety during Hajj (keeping valuables safe, fire safety including fire escape plans and being mindful of thieves);</li> <li>• keeping healthy (getting plenty of rest, protection from the sun, keeping hydrated, avoiding stress and heat, being calm and patient among the crowds and being careful to avoid any accidents);</li> </ul>

- safety in Mina Tent City (included fire escapes, cooking areas and electrical safety);
- the need to follow instructions from Saudi Arabia Authorities and details of local emergency numbers.

Mr Patel advised that the presentation had been delivered to 12 places within Lancashire and 58 organisations across the western world with positive feedback received.

CC Shedwick advised that he had attended a Hajj Safety launch event on 2 June 2023 at the Jamia Masjid Ibrahim UK Islamic Mission in Burnley which was opened by Lord Wajid Khan (Vice Chair of the All-Party Parliamentary Group on Hajj and Umrah). He commended ACFO Charters, and Mr Patel for leading this initiative. The presentation delivered at the event was very informative and well received.

In response to a question from CC Yates, Mr Patel confirmed that the Saudi Arabia Government, Military and Civil Defense did make sure people were as safe as possible, however accidents did happen.

Cllr Z Khan advised that he had performed Hajj over 30 times and was attending again the following month as a volunteer. He was very proud of this initiative and that a lot of people had taken in the knowledge. He felt the official numbers of 2.5m pilgrims to be an underestimate and to look after so many people, moving from place to place was a big achievement. In response to a comment from Cllr Z Khan regarding communication problems across many languages, Mr Patel confirmed that there were 18 languages used with people signposted to sermons and there had been change which was supported by the 'Saudi 2030 Vision'.

In response to a question from CC Singleton, Mr Patel advised that the Service was always happy to share good practice. On 2 June 2023, he had attended together with ACFO Charters Pendle Radio for a live show where people were able to dial in. There had been a lot of interest including from organisations with callers from across Europe (France, Belgium and Spain) and people who had arrived in Mecca.

**Resolved:** That the report be noted.

14/23 **Annual Safety Health and Environment Annual Report 2022/23**

The Authority considered the Annual Safety, Health and Environment Report for Lancashire Fire and Rescue Service covering the period 1 April 2022 to 31 March 2023.

As the body with ultimate responsibility for staff health, safety and environmental compliance it was important that all CFA Members were aware of performance in this respect. The report therefore provided a summary of overall progress and performance in respect of accidents and near misses, carbon emissions and environmental performance, health and wellbeing initiatives, together with a look forward to planned improvement areas for 2023/24.



The report summarised the arrangements in place to deliver the Service's Safety, Health and Environment Policy and provided a summary of safety, health and environment performance data. It included the reporting on occupational safety, health and environmental issues that had arisen during the period 1 April 2022 to 31 March 2023.

### **External Audit of HSE Management Systems 2023**

Since initial certification in November 2011 surveillance visits had been conducted annually with re-certification every 3 years to maintain external certification of the Health and Safety and Environment Management Systems. In March 2023 the auditor from British Assessment Bureau carried out a surveillance audit against health and safety standard ISO 45001:2018 and environment ISO 14001:2015. The scope for both standards was 'The Provision of Fire, Rescue and Supporting Services across Lancashire'. This broad scope encompassed all Service activities with audit visits to Service Headquarters, Service Training Centre, 4 fire stations that operated different duty systems together with several supporting departments. Continued certification was granted without any non-conformance and 1 opportunity for improvement was identified. Improvement actions during 2022/23 were identified in the report.

### **Health and Safety Performance**

During 2022/23 there were 80 accidents, 96 near misses and 10 RIDDOR events. The report provided a summary of the total accident and ill-health statistics for 2023/23. Comparison against the previous 7 year's performance data showed an overall downward trend from absence following work related injury/illness however the figures reported in 2018/19, 2020/21 and 2021/22 had seen a smaller number of staff away from work for long term absence which related to safety events which had impacted the overall performance.

### **Health and Wellbeing**

For the fourth anniversary of the introduction of Trauma Risk Management (TRiM) a full review of the process was undertaken. As a result, the procedure was updated and relaunched along with updated leaflets, pull up banners and a new team of trained TRiM Practitioners. Group Trauma Incident Briefings were trialled and proved effective. These were formally introduced in August 2022 and now make up one third of the TRiM referrals receive. With the cost of living a high priority, a series of articles were run that covered financial wellbeing, promotions for over the school holidays, energy reducing tips and recipes (for cooking together, to help reduce social isolation, to help use less energy and to help food budgets go further). This year the TRiM team and wellbeing support dog team, along with the CFA Health and Wellbeing Champion developed the Wellness Events calendar for 2023/24. A bespoke health and wellbeing training module continued to be provided which focussed on resilience.

### **Firefighter PPE Contamination**

Work on PPE contamination continued during 2022/23 progressing actions identified after the gap analysis of the University of Central Lancashire (UCLAN), "Minimising Firefighters' Exposure To Toxic Fire Effluents – Interim Best Practice Report". Additional academic research papers on the health impact of contaminants had been released by UCLAN in 2022 which had also been considered by the Service. At the

Service Training Centre, the facilities for management of contamination during training had continued to be embedded and the enhanced BA set cleaning machines were having a real impact on cleanliness with the ability to undertake a deep clean when BA equipment was brought into the Fleet and Engineering Services workshop for repair or annual servicing. One of the action plan items was to look at measures to enable staff to remove contaminants from their skin at the incident ground. Following localised trials, at the start of 2023 all operational appliances were issued with a post fire incident hygiene bag to carry out a Service-wide trial to understand how useful these products were to staff. Additionally, a similar kit bag had been provided to Incident Intelligence Officers for use during fire investigation activities.

### **Environmental Performance**

The current Carbon Management Plan included a target of 40% carbon emission reduction by March 2030 from a baseline of 4352 tonnes of CO<sup>2</sup> in 2007/08. The Service had achieved an overall reduction of 26.3% by March 2022 which related to measured carbon emissions for gas, electric and fleet vehicle fuel. Separately water was currently seeing a 35.2% reduction from baseline year (which was not as high as the 46% reduction shown in 2018/19). Data was shared with stations allowing comparisons to be made by station over several years. It was noted that the way carbon emissions were recorded and reported had changed and the Carbon Management Team were currently looking at how data could be used to better represent the Service's impact on the environment.

The total waste created in 2022/23 was 101.1 tonnes a decrease from 102.2 tonnes in 2021/22. The overall recycling rate across the Service remained very good at 35%.

The Service continued to support the Firefighters Charity with 19 fire stations currently having recycling banks on site. In 2022/23 the banks collected over 60 tonnes of textiles. A further 5 clothing banks were due to be installed on stations later in 2023.

### **A look ahead to 2023/24**

The report also detailed key safety, health and environmental priorities for 2023/24 which included: maintaining certified standards; continue to implement the Health, Safety and Wellbeing 5-year Plan and progress aspirational development items; focus on safety, health and environmental issues to enhance internal checks; reducing accidents and related sickness absence; expand peer support network by introducing Peer Support Administrators; develop revised training with a focus on ensuring operational staff have skills and knowledge to be able to respond to challenging incidents involving mental health; integrate fitness to enhance resources and further combine subject areas to provide a holistic whole person approach to resources; engage and support Environmental Champions to assist the continued reduction of carbon emissions from energy and fuel use and reduce waste collected and increase waste recycled; develop approach to decarbonisation of buildings and fleet vehicles and undertake a refresh of the Carbon Management Plan; and continue to improve how we deal with the management of PPE contaminants.

CC Hennessy asked which SHE Management System (detailed on page 40 of the agenda pack) was the most difficult to review. In response the Director of People

	<p>and Development advised the continued investment in PPE was sometimes challenging ie: providing the appropriate item of clothing or protection suitable; because what worked in one environment could be dangerous in another.</p> <p>CC Mein requested detail regarding the 10 staff exposed to harmful substance (detailed on page 38 of the agenda pack). The Deputy Chief Fire Officer advised that 8 staff were exposed to a hazardous substance at 1 incident which resulted in 1 firefighter ending up in hospital with no long-term effects identified.</p> <p><b>Resolved:</b> That the Authority noted and endorsed the report and associated safety, health and environment performance outcomes.</p>
15/23	<p><b>Policy on Dealing with Habitual and Vexatious Complaints - Annual Update</b></p>
	<p>At its meeting held 20 June 2016 the Authority adopted a formal Policy on Dealing with Habitual and Vexatious Complaints (resolution 13/16 refers) which was fair and proportionate, yet which did not prevent genuine complaints from being properly investigated and fair and equitable outcomes promulgated.</p> <p>On an annual basis the Clerk and Chief Fire Officer reviewed the status of complainants judged to be unreasonably persistent or vexatious and reported this to the Authority. In addition, each year the Clerk reviewed the Policy, as now presented. This year's review concluded that the effectiveness of the Policy was demonstrable, accordingly the Policy remained appropriate, proportionate and effective to the needs of Members, Officers and staff.</p> <p>During the previous 12 months there had been no complainants judged to be unreasonably persistent or vexatious.</p> <p><b>Resolved:</b> That the report be noted and endorsed.</p>
16/23	<p><b>Member Champion Activity Report</b></p>
	<p>The concept of Member Champions was introduced in December 2007. A review of the areas of focus for Member Champions was considered at the Authority meeting held in June 2017 where new areas of responsibility were agreed. The current Member Champions and their areas of responsibility were:</p> <ul style="list-style-type: none"> <li>• Community Safety – Councillor Jean Rigby;</li> <li>• Equality, Diversity and Inclusion – Councillor Zamir Khan;</li> <li>• Health and Wellbeing – County Councillor Andrea Kay;</li> <li>• Road Safety – County Councillor Ron Woollam.</li> </ul> <p>Reports relating to the activity of the Member Champions were provided on a regular basis to the Authority. This report related to activity for the period up to 31 May 2023. During this period all had undertaken their respective role in accordance with the defined terms of reference.</p> <p>Member Champions went through the detail of their reports and expressed thanks to the officers who supported them in their roles.</p>

	<p>In response to a question raised by CC Howarth, CC Woollam confirmed that the Service was a proactive partner in the Lancashire Road Safety Partnership.</p> <p><b>Resolved:</b> That the Authority noted the report and acknowledged the work of the respective Champions.</p>
17/23	<p><b>Fire Protection Report</b></p>
	<p>The report summarised Lancashire Fire and Rescue Service prosecutions pertaining to fire safety offences and set out convictions resulting from arson incidents which had progressed via the criminal justice process.</p> <p>An update on fire protection and business support was included in the report to provide Members with information on how the Service was adapting delivery whilst developing the workforce to ensure it kept pace with regulatory changes in building fire safety and improve public and firefighter safety.</p> <p>Members noted that 3,131 Business Fire Safety Checks that had been undertaken to the end of May 2023, with 532 identifying significant fire safety concerns resulting in follow up action by Fire Safety teams which had resulted in both enforcement and prohibition activity thereby highlighting the significant value of this service.</p> <p>The new Fire Safety England Regulations 2022 which came into effect in January 2023 had been introduced under Article 24 of the Regulatory Reform Fire Safety Order 2003 was being enforced by protection officers. To support the introduction of the Regulations the Built Environment Team had written to all building owners affected by the legislative changes and had hosted engagement sessions. The website had been updated to ensure premises' responsible persons could digitally report critical fire safety defects. This information was then used to update operational risk information for crews. From April 2023 all residential buildings (at least 18m or 7 storeys and above) must legally be registered with the Building Safety Regulator. The Service continued to engage with responsible persons to ensure registration was completed and relevant information available.</p> <p>Members also noted there were 3 arson convictions during the period.</p> <p><b>Resolved:</b> That the Authority noted and endorsed the report.</p>
18/23	<p><b>Operational Incidents of Interest</b></p>
	<p>The report provided Members with information relating to operational incidents of note over the period 1 April 2023 – 31 May 2023.</p> <p><b>Resolved:</b> That the Authority noted and endorsed the report.</p>
19/23	<p><b>Member Complaints</b></p>
	<p>The Monitoring Officer confirmed that there had been no complaints since the last meeting.</p>

	<b>Resolved:</b> That the current position be noted.
20/23	<b>Date of Next Meeting</b>
	The next meeting of the Authority would be held on Monday <b>18 September 2023</b> at 10:30am at the Training Centre, Euxton.
21/23	<b>Exclusion of Press and Public</b>
	<b>Resolved:</b> 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.
22/23	<b>Part 2 - Urgent Business - Nationwide Technical Issue</b>
	(Paragraph 3)  The Chief Fire Officer advised Members of the detail surrounding a nationwide technical issue with the 999-call system the previous day which had been reported in the press.  <b>Resolved:</b> That the report be noted.

**M Nolan**  
**Clerk to CFA**

**LFRS HQ**  
**Fulwood**

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## **Lancashire Combined Fire Authority**

Meeting to be held on 18 September 2023

### **Proceedings of Performance Committee held 28 June 2023**

**(Appendix 1 refers)**

Contact for further information:

Diane Brooks, Principal Member Services Officer - Tel: 01772 866720

#### **Executive Summary**

The proceedings of Performance Committee meeting held 28 June 2023.

#### **Recommendation(s)**

To note the proceedings of Performance Committee as set out at appendix 1 now presented.

#### **Information**

Attached at Appendix 1 are the proceedings of the Performance Committee meeting held on 28 June 2023.

#### **Business Risk**

Nil

#### **Environmental Impact**

Nil

#### **Equality & Diversity Implications**

Nil

#### **Financial Risk**

Nil

#### **HR Implications**

Nil

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper:

Date:

Contact:

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



# Lancashire Combined Fire Authority

## Performance Committee

Wednesday, 28 June 2023, at 10.00 am in the Main Conference Room,  
Service Headquarters, Fulwood.

### Minutes

<b>Present:</b>	
<b>Councillors</b>	
T Hurn (Chair)	
P Rigby (Vice-Chair)	
L Cox	
A Kay	
H Khan	
Z Khan	
J Rigby	
D Smith	
B Yates	

<b>Officers</b>
J Charters, Assistant Chief Fire Officer (LFRS) M Hamer, Area Manager, Prevention and Protection (LFRS) J Rossen, Area Manager, Head of Service Delivery (LFRS) N Taylor, Area Manager, Head of Service Delivery (LFRS) D Brooks, Principal Member Services Officer (LFRS) L Barr, Member Services Officer (LFRS)
<b>In attendance</b>
K Wilkie, Fire Brigades Union

1/23	<b>Apologies For Absence</b>
	Apologies were received from County Councillor Lorraine Beavers.
2/23	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
	None received.
3/23	<b>Minutes of Previous Meeting</b>
	<b>Resolved:</b> - That the Minutes of the last meeting held on the 15 March 2023 be confirmed as a correct record and signed by the Chairman.

4/23	<b>Performance Management Information - Fourth Quarter 2022/23</b>
	<p>County Councillor Hurn introduced himself as the new Chair of the Performance Committee and welcomed the new Member, Loraine Cox to the meeting.</p> <p>Councillor Cox advised that she had been involved with the previous year's Brightsparx Campaign in Accrington and asked if it would run in 2023. The Assistant Chief Fire Officer explained that it would run again as it was an annual campaign which involved a great deal of planning with a multi-agency approach. Agencies worked together to minimise risk around the bonfire period.</p> <p>The Assistant Chief Fire Officer presented a comprehensive report to the Performance Committee. This was the 4<sup>th</sup> quarterly report for 2022/23 as detailed in the Community Risk Management Plan 2022-2027.</p> <p>Members were informed that proposed alterations to some KPIs would be taken to a future Planning Committee meeting, and if approved, the changes would be applied to the report from Quarter 1 of the current year.</p> <p>This quarter, 3 Performance Indicators (KPIs) were shown in negative exception. These were 1.2.1 Staff Absence Wholetime (WT), 1.2.3 Staff Absence Greenbook, and 3.3.2 Fire Engine Availability On-Call Shift Systems.</p> <p>Members examined each indicator in turn focusing on those KPIs in exception as follows:</p> <p><b>KPI 1 – Valuing our people so that they can focus on making Lancashire safer</b></p> <p><b>1.1 Overall Staff Engagement</b></p> <p>Members received an update on how staff were engaged during the period.</p> <p>From January to March 2023, sixteen station visits were carried out by principal officers and area managers as part of the service-wide station visits programme. Ten station visits involving Corporate Planning and Human Resources (HR) departments were undertaken to engage with members of staff affected by duty system changes as part of the emergency cover review. Eighty-four wellbeing interactions were undertaken ranging from wellbeing sessions with crews to support dog interactions.</p> <p>The Service engaged staff in several trials relating to the fleet, including helmet communications and firefighting equipment for high-rise buildings. Heads of department were surveyed as part of a review of hybrid working and HR met with two administration teams in relation to changes in rota management.</p> <p><b>1.2.1 Staff Absence Wholetime</b></p> <p>This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime staff divided by the total average strength.</p>

Annual Standard: Not more than 5 shifts lost.  
Annual Shifts Lost ÷ 4 quarters: 1.25

Cumulative total number of shifts lost: 8.640

The negative exception report was due to the number of shifts lost through absence per employee being above the Service target for quarter 4.

During quarter 4, January to March 2023, absence statistics showed whole-time personnel absence above target for the quarter.

1,156 Wholetime absence shifts lost = 1.86 against a target of 1.25 which was 3.64 shifts over target.

The Assistant Chief Fire Officer advised that, as discussed at the previous committee meeting, the data had been split between long-term and short-term absences as long-term absences were more likely to be cases of serious illness which were managed via specialist care. However, short-term absences could be managed and improved by effective application of sickness absence policy and procedures within the Service.

To benchmark Lancashire Fire and Rescue Service's (LFRS) sickness absence levels and performance, the service had utilised the National Occupational Health data, Office for National Statistics (ONS) data, and Chartered Institute of Personnel and Development (CIPD) data within this Performance Report.

When benchmarking the number of shifts lost for wholetime employees against the performance of other Fire and Rescue Services (FRAs) between the period 1 April 2022 – 31 March 2023, the highest number of shifts lost reported was 26 and the lowest was 4.79, with an average of 11.43 wholetime shifts lost nationally. LFRS reported 8.64 wholetime shifts lost due to sickness.

In addition to benchmarking sickness absence rates against other FRAs, it was useful to set it within the context of absence rates across the UK. ONS had reported that the number of days lost due to sickness per employee had increased to 5.7 in 2022, but this had been impacted by furloughed workers. CIPD data reported in June 2022 stated that sickness absence rates had climbed to the equivalent of 7.3 days per employee. Nonetheless, the reliability of the comparison was not absolute given the differing reference periods.

Sickness absence rates for public sector workers had been consistently higher than private sector workers for every year on record. There were several factors which included: the difference in the types of jobs between sectors, some jobs had a higher likelihood of sickness than others and the remuneration arrangements.

There were 2 cases of long-term absence which spanned over the total of the 3 months; the reasons being:

- Cancer and Tumours (1 case)

- Musculo Skeletal - Back (1 case)

As a result of the above 2 cases of long-term absences, 91 shifts were lost during Q4.

There were 28 other cases of long-term absence also recorded within the 3 months:

- Mental health (other) – 6 cases
- Hospital / post operative – 6 cases
- Musculo skeletal (other unable to define) – 4 cases
- Musculo skeletal (Lower Limb) – 3 cases
- Mental health (stress) – 3 cases
- Heart, cardiac and circulatory problems – 2 cases
- Other known causes (not specified) – 1 case
- Musculo skeletal – shoulder – 1 case
- Respiratory (Cold/Cough/Influenza) – 1 case
- Cancer and Tumours – 1 case

Coronavirus absence was included in 'time lost due to respiratory absences' and an increased number of absences due to respiratory conditions was noted.

The Assistant Chief Fire Officer advised the committee that the Service had a robust Absence Management Policy which detailed the approach to managing periods of workplace absence to ensure that staff time were supported back to work at the appropriate time based upon their individual needs and in a compassionate way.

The Human Resources (HR) system, I-Trent, automatically generated monthly reports to line managers and HR Business Partners in relation to employees and their periods and reasons for absence, and these were closely monitored. Where employees were absent due to mental health, or a stress related condition, they were referred to the Occupational Health Unit (OHU) as early as possible. Employees returning to work had a return-to-work interview and stress risk assessment, or individual health risk assessments were completed where required.

The Service had several support mechanisms available to support individuals to return to work or be exited as appropriate including guidance from Occupational Health, access to an Employee Assistance Programme and the Firefighters Charity.

Where an employee did not return to work in a timely manner, an absence review meeting would take place with the employee, the line manager and a representative from Human Resources. The meetings were aimed at identifying support to return an individual back to work which could include modified duties for a period, redeployment, but ultimately could result in dismissal, or permanent ill health retirement from the Service.

The Absence Management Policy detailed when a formal review of an

employee's performance levels would normally take place. In terms of short-term absence, a formal review would take place where an employee had 3 or more periods of absence in 6 months, or an employee had 14 days absent. In terms of long-term absence, a formal review would normally take place at 3, 6, 9 and 11 months.

A key challenge for supporting operational staff returning to work was that the threshold for fitness and returning to work for operational firefighters was higher than in other occupations due to their hazardous working conditions.

In response to a question from County Councillor Kay regarding employees not returning to work due to no improvement in their mental health, the Assistant Chief Fire Officer stated that those cases were rare. The Service had invested into mental health resources and policies and procedures were in place for those employees who were ill with close contact being maintained. Employees could be referred to the Occupational Health Unit (OHU) and could also access the Employee Assistance Programme (EAP). Individual stress or health risk assessments were completed where required as well as absence review meetings and plans were tailored to the individual. Members were informed that ambassadors for mental health had helped to remove the stigma which had created an environment within the Service for individuals to be open and honest about their mental health challenges.

### **1.2.2 Staff Absence On-Call (OC)**

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

Annual Standard: No more than 2.5% lost as a % of available hours of cover.

Cumulative on-call absence (as a % of available hours cover) at the end of the quarter, 1.46%.

### **1.2.3 Staff Absence Greenbook**

This new indicator measured the cumulative number of shifts (days) lost due to sickness for all green book support staff divided by the average strength.

Annual Standard: Not more than 5 shifts lost.

Annual Shifts Lost ÷ 4 quarters: 1.25

Cumulative shifts lost: 7.265

The negative exception report was due to the number of shifts lost through absence per employee being above the Service target for quarter 4.

For the benefit of newer Members, the Assistant Chief Fire Officer advised Members that Wholetime Staff were those in a firefighter, uniformed, grey book role. Green book staff were typically those in non-uniformed, support roles such as Human Resources and Health and Safety etc.

The agreed target performance level was 5 shifts lost per employee per year for green book staff. The actual shifts lost for the period for this group of staff was 7.265 which was 2.265 above target.

To benchmark LFRS's sickness absence levels and performance, the Service utilised the National Occupational Health data, ONS and CIPD data in this report.

When benchmarking the number of shifts for Greenbook employees against the performance of other FRAs between the period 1 April 2022 – 31 March 2023, the highest shifts lost reported was 18.71 and the lowest was 2.93, with an average of 9.56 Green Book shifts lost nationally. LFRS reported 7.265 green book shifts lost due to sickness.

In addition to benchmarking sickness absence rates against other FRAs it was useful to set it within the context of absence rates across the UK. The Office for National Statistics (ONS) reported the number of working days lost due to sickness per employee had increased to 5.7 in 2022, but this had been impacted by furloughed workers. The Chartered Institute of Personnel Development (CIPD) data reported in June 2022 that sickness absence rates had climbed to the equivalent of 7.3 days per employee. Sickness absence rates for public sector workers had been consistently higher than those working in the private sector for every year on record. There were several factors including: the difference in the types of jobs between sectors, some jobs have higher likelihood of sickness than others and the remuneration arrangements.

During quarter 4, January to March 2023, absence statistics showed non-uniformed personnel above target for the quarter.

417 non-uniformed absence shifts lost = 1.94 against a target of 1.25

During the quarter there were no cases of long-term absence which spanned over the total of the 3 months. There were seven cases of long-term absence which were recorded within the 3 months:

- Mental health (other) – 2 cases
- Cancer and tumours – 1 case
- Musculo skeletal (other/unable to define) – 1 case
- Musculo skeletal (lower limb) – 1 case
- Mental health (stress) – 1 case
- Heart, cardiac and circulatory problems – 1 case

Coronavirus absence was included in the time lost due to respiratory absences which indicated an increase in the number of absences due to respiratory conditions.

The Service had an Absence Management Policy which detailed its approach to how it would manage absence ensuring that staff time was managed effectively, but also members of staff were supported back to work or exited from the Service in a compassionate way.

The Human Resources (HR) system, ITrent, automatically generated monthly reports to line managers and HR Business Partners in relation to employees, with the periods and reasons for absence, and those were closely monitored. Where Employees were absent due to a mental health, or stress related conditions, those employees were referred to the Occupational Health Unit (OHU) as early as possible. Employees returning to work had a return-to-work interview and stress risk assessment, or individual health risk assessments were completed where required.

Where an employee did not return to work in a timely manner, an absence review meeting would take place with the employee, the line manager, and a representative from Human Resources. The meetings were aimed at identifying support to return an individual back to work which could include modified duties for a period, redeployment, but ultimately could result in dismissal, or permanent ill health retirement from the Service.

The Absence Management Policy detailed when a formal review of an employee's performance levels would normally take place. In terms of short-term absence, a formal review would take place where an employee had 3 or more periods of absence in 6 months, or an employee had 14 days absent. In terms of long-term absence, a formal review would normally take place at 3,6,9 and 11 months.

The Assistant Chief Fire Officer advised that the policies and procedures relating to absences were consistent for both green book and grey book staff.

### 1.3.1 Workforce Diversity

This new indicator measured diversity as a percentage.

Combined diversity percentage of grey book (operational) and green book (support) staff:

Gender:	Female 20%	Male 80%	
Ethnicity:	BME 3%	Not stated 3%	White 94%
Sexual Orientation:	LGBT 4%	Heterosexual 53%	Not stated 43%
Disability:	Disability 3%	No disability 95%	Not stated 2%

Separate diversity percentage of grey book (operational) and green book (support) staff:

Gender:	Female	Grey book 9%	Green book 60%
	Male	Grey book 91%	Green book 40%
Ethnicity:	BME	Grey book 3%	Green book 5%
	White	Grey book 95%	Green book 89%
	Not stated	Grey book 2%	Green book 6%
Sexual Orientation:	LGBT	Grey book 4%	Green book 3%
	Heterosexual	Grey book 52%	Green book 54%
	Not stated	Grey book 44%	Green book 43%

Disability:	Disability	Grey book 3%	Green book 3%
	No disability	Grey book 95%	Green book 90%
	Not stated	Grey book 2%	Green book 7%

### 1.3.2 Workforce Diversity Recruited

This new indicator measured workforce diversity recruited as a percentage.

Combined diversity percentage of grey book (operational) and green book (support) staff:

Gender:	Female 11%	Male 89%	
Ethnicity:	BME 7%	White 90%	Not Stated 3%
Sexual Orientation:	LGBT 3%	Heterosexual 92%	Not stated 5%
Disability:	Disability 3%	No disability 94%	Not stated 3%

During quarter 4, there were a total of 72 new recruits. It was noted that a further breakdown of the data would not be provided as it may enable the identification of individuals, due to the small numbers of recruits during certain periods.

### 1.4 Staff Accidents

This indicator measured the number of accidents which occurred to staff members at work within the quarter: Wholetime, On-Call and Greenbook.

Total number of staff accidents, 17 for quarter 4; year to date 61; previous year to date 75. Quarterly activity increased 21.43% over the same quarter of the previous year.

## KPI 2 - Preventing, fires and other emergencies from happening and Protecting people and property when fires happen

### 2.1 Risk Map Score

This indicator measured the fire risk in each Super Output Area, of which there were 942. Risk was determined using fire activity over the previous 3 fiscal years along with a range of demographic data, such as population and deprivation. The County risk map score was updated annually and presented to the Performance Committee in the quarter 1 reporting period.

Annual Standard: To reduce the risk in Lancashire – an annual reduction in the County risk map score.

$(\text{Dwelling Fires} \div \text{Total Dwellings}) + (\text{Dwelling Fire Casualties} \div \text{Resident Population} \times 4) + \text{Building Fire} + (\text{IMD} \times 2) = \text{Risk Score}.$

The current score was 31,576 and the previous year's score was 31,862 which meant that the fire risk continued to reduce.



## 2.2 Overall Activity

This indicator measured the number of incidents that LFRS attended with one or more pumping appliances. Incidents attended included fires, special service calls, false alarms and collaborative work undertaken with other emergency services i.e.: missing person searches on behalf of the Police and gaining entry incidents at the request of the Ambulance Service.

Incidents attended, year to date 18,841; previous year to date 18,940. Quarterly activity decreased 13.87% over the same quarter of the previous year.

In quarter 4, the Service attended 3,864 incidents. The report presented a chart which represented the count and percentage that each activity had contributed to the overall quarter's activity:

- Total False Alarm Calls (due to apparatus, good intent and malicious) – 1815, 47%
- Total Primary Fire Calls (accidental dwelling / building and deliberate dwelling / commercial fires and other primary fires) – 414, 11%
- Total Secondary Fire Calls (deliberate and accidental fires) – 553, 14%
- Total Special Service Calls (critical incidents, gaining entry, RTCs, Flooding and other critical incidents) – 1055, 28%

## 2.3 Accidental Dwelling Fires (ADF)

This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental' or 'Not known'.

Members noted that a primary fire was one involving property (excluding derelict property) or any fires involving casualties, rescues or any fire attended by 5 or more pumping appliances.

Accidental Dwelling Fires, 168 in quarter 4; year to date 772; previous year to date 846. Quarterly activity decreased 17.65% over the same quarter of the previous year.

### 2.3.1 ADF – Harm to people: Casualties

This indicator reported the number of fire related fatalities, slight and serious injuries at primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental or Not known'.

A slight injury was defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury was defined as; at least an overnight stay in hospital as an in-patient.

Fatal,	3 in quarter 4; year to date 8; previous year to date 6
Injuries appear Serious	6 in quarter 4; year to date 16; previous year to date 13

Injuries appear Slight 3 in quarter 4; year to date 21; previous year to date 24

Quarterly activity increased 33.33% over the same quarter of the previous year.

### **2.3.2 ADF – Harm to property: Extent of damage (fire severity)**

This indicator reported the number of primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Extent of fire, heat and smoke damage was recorded at the time the 'stop' message was sent and included all damage types.

The table in the report showed a breakdown of fire severity with a directional indicator that compared:

Current quarter, combined percentage of 87% against same quarter of the previous year, combined percentage of 90%.

Combined quarterly percentage had therefore decreased 3% over the same quarter of the previous year.

### **2.4 Accidental Building Fires (ABF) (Commercial Premises)**

This indicator reported the number of primary fires where a building had been affected (which was other than a dwelling or a private building associated with a dwelling), and the cause of fire had been recorded as 'Accidental' or 'Not known'.

ABF (Commercial Premises), 54 in quarter 4; year to date 250; previous year to date 281. Quarterly activity decreased 23.94% over the same quarter of the previous year.

#### **2.4.1 ABF (Commercial Premises) – Harm to property: Extent of damage (fire severity)**

This indicator reported the number of primary fires where a building had been affected (which was other than a dwelling or a private building associated with a dwelling), and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Extent of fire, heat and smoke damage was recorded at the time the 'stop' message was sent and included all damage types.

The table in the report showed a breakdown of fire severity with a directional indicator that compared:

- current quarter, combined percentage of 81% against
- same quarter of the previous year, combined percentage of 75%.

Combined quarterly percentage had therefore increased 6% over the same

quarter of the previous year.

## **2.5 Accidental Building Fires (Non-Commercial Premises)**

This indicator reported the number of primary fires where a private garage, private shed, private greenhouse, private summerhouse, or other private non-residential building had been affected and the cause of fire had been recorded as 'Accidental' or 'Not known'.

ABF (Non-Commercial Premises), 17 in quarter 4; year to date 85; previous year to date 77. Quarterly activity increased 41.67% over the same quarter of the previous year.

### **2.5.1 ABF (Non-Commercial premises: Private garages and sheds) – Harm to property: Extent of damage (fire severity)**

This indicator reported the number of primary fires where a private garage, private shed, private greenhouse, private summerhouse, or other private non-residential building had been affected and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Extent of fire, heat and smoke damage was recorded at the time the 'stop' message was sent and included all damage types.

The table in the report showed a breakdown of fire severity with a directional indicator that compared:

- current quarter, combined percentage of 6% against
- same quarter of the previous year, combined percentage of 25%.

Combined quarterly activity had therefore decreased 19% over the same quarter of the previous year.

## **2.6 Deliberate Fires Total: Specific performance measure of deliberate fires**

This new indicator provided an overall measure of primary and secondary fires where the cause of fire had been recorded as deliberate.

Deliberate Fires – 400 in quarter 4; year to date 2,293; previous year to date 1,939. Quarterly activity decreased 2.91% over the same quarter of the previous year.

### **2.6.1 Deliberate Fires – Dwellings**

This indicator reported the number of primary fires where a dwelling had been affected and the cause of fire had been recorded as deliberate.

Deliberate Fires – Dwellings, 21 in quarter 4, year to date 79; previous year to date 99. Quarterly activity increased 61.54% over the same quarter of the previous year.

## **2.6.2 Deliberate Fires - Commercial Premises**

This indicator reported the number of primary fires where the property type was a building, other than a dwelling or a private building associated with a dwelling, and the cause of fire had been recorded as deliberate.

Deliberate Fires – Commercial Premises, 30 in quarter 4; year to date 119; previous year to date 128.

Quarterly activity decreased 3.23% over the same quarter of the previous year.

## **2.6.3 Deliberate Fires – Other (rubbish, grassland, vehicles etc).**

This indicator reported the number of primary and secondary fires where the property type was other than a building, except where the building was recorded as derelict, and the cause of fire had been recorded as deliberate.

The majority of deliberate fires were outdoor secondary fires and included grassland and refuse fires. Derelict vehicle fires were also included under secondary fires.

Deliberate Fires – Other, 350 in quarter 4; year to date 2,096; previous year to date 1,711. Quarterly activity decreased 4.56% over the same quarter of the previous year.

## **2.7 Home Fire Safety Checks**

This indicator reported the percentage of completed Home Fire Safety Checks (HFSC), excluding refusals, carried out where the risk score had been determined to be high.

An improvement was shown if:

- the total number of HFSC's completed was greater than the comparable quarter of the previous year; and
- the percentage of high HFSC outcomes was greater than the comparable quarter of the previous year.

HFSCs completed, 5,850 in quarter 4; year to date 22,210; previous year to date 17,638. Quarterly activity increased 16.1% over the same quarter of the previous year.

HFSCs with high-risk outcomes, Quarter 4, 57%; previous year Quarter 4, 60%. Quarterly activity decreased 3.0% over the same quarter of the previous year.

## **2.8 Numbers of prevention activities such as Childsafe, wasted lives etc**

Members received an update on the number of sessions delivered against the following prevention activities during the quarter:

ChildSafe, 203 sessions delivered to 6,410 attendees;  
RoadSense, 189 sessions delivered to 5,947 attendees;  
SENDSafe, 4 sessions delivered to 152 attendees;  
Wasted Lives, 10 sessions delivered to 613 pupils;  
Biker Down, 7 sessions delivered to 124 attendees;  
FIRES, 33 completed referrals;  
Partner Training, 23 organisations/agencies – 132 people.

Specific Education packages – delivered Water Safety, ASB, Deliberate Fire Setting etc (Covers key stages 2, 3 and 4), across 9 sessions, delivered to 633 attendees.

Arson Threat Referrals - 181.

## **2.9 Fire Safety Activity (including Business Fire Safety Checks)**

This indicator reported the number of Fire Safety Enforcement inspections carried out within the period which resulted in supporting businesses to improve and become compliant with fire safety regulations or where formal action of enforcement and prosecution had been taken for those that failed to comply.

An improvement was shown if the percentage of audits that required formal activity was greater than the comparable quarter of the previous year.

Total Fire Safety Enforcement Inspections, Quarter 4, 550;  
Formal Activity in Quarter 4, 5%, same quarter of the previous year 7%.  
Quarterly activity decreased 2% over the same quarter of the previous year.

Members noted the cumulative number of Business Fire Safety Checks undertaken for 2022/23 was 2,564.

## **2.10 Building Regulation Consultations (BRC) (number and completed on time)**

Where the Regulatory Reform (Fire Safety) Order 2005 applied to premises (or would apply following building work) the building control body must consult with LFRS for comments / advice regarding fire safety. LFRS should make any comments in writing within 15 working days from receiving a BRC.

This new indicator provided Members with information on the number of building regulations consultations received during the period together with improvement actions.

In Quarter 4 Building Regulation Consultations received 261, of which 244 were completed within timeframe (LFRS should make comments in writing within 15 working days of receiving a BRC).

Improvement Actions were noted as follows:

To comply with the NFCC Competency Framework for Fire Safety Regulators, consultations must be completed by Level 4 qualified Fire Safety Inspectors. It

was the same inspectors who were required to complete the more complex audits required by the risk-based inspection program, consequently use of finite resources must be fully co-ordinated and balanced. To achieve this and ensure consultation timelines were achieved:

- Development work continued to qualify more of the existing staff to L4 standard.
- Recruitment undertaken in Q4 had increased establishment in the function.
- Improved administration and consultation monitoring arrangements would be implemented.
- The newly formed Built Environment and Ops Liaison team would take an increasing role in co-ordinating the receipt and completion of consultations within timescales.

### **KPI 3 - Responding to fire and other emergencies quickly**

#### **3.1 Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance**

This indicator reported the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident in less than the relevant response standard.

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

- Very high-risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

The response standards were determined by the risk map score and subsequent risk grade for the location of the fire.

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

Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance, 88.07% in quarter 4; year to date 85.71%; previous year to date 86.82%.

Quarterly response increased 2.49% over the same quarter of the previous year.

#### **3.2 Critical Special Service Response – 1<sup>st</sup> Fire Engine Attendance**

This indicator reported the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident in less than the relevant response standard.

The response standard included how long it took the first fire engine to respond to critical special service (non-fire) incidents where there was a risk to life such as road traffic collisions, rescues, and hazardous materials incidents. For these critical special service call incidents there was a single response standard of 13

minutes (which measured call handling time and fire engine response time).

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

Critical Special Service Response – 1<sup>st</sup> Fire Engine Attendance, 89.30% in quarter 4; year to date 89.62%; previous year to date 89.98%.

Quarterly response decreased 3.12% over the same quarter of the previous year.

### **3.3 Total Fire Engine Availability**

This indicator measured the availability of fire engines by all crewing types. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

Total Fire Engine Availability, 85.35% in quarter 4; year to date 84.82%; previous year to date 88.16%.

Quarterly availability decreased 2.51% over the same quarter of the previous year.

It was noted that the key periods of Covid-19 restrictions/lockdowns were:

- 23<sup>rd</sup> March to 10<sup>th</sup> May 2020. The first national lockdown was announced.
- 22<sup>nd</sup> September 2020. New restrictions announced, including working from home.
- 5<sup>th</sup> November 2020 to 2<sup>nd</sup> December 2020. Second lockdown in England.
- 6<sup>th</sup> January 2021 to 29<sup>th</sup> March 2021. Third national lockdown / stay at home order.

#### **3.3.1 Fire Engine Availability – Wholetime Shift System**

This indicator measured the availability of fire engines that were crewed by wholetime, day crewing and day crewing plus shifts. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

Fire engines were designated as unavailable for the following reasons:

- |                               |                     |                         |
|-------------------------------|---------------------|-------------------------|
| * Mechanical                  | * Lack of equipment | * Appliance change over |
| * Crew deficient              | * Miscellaneous     | * Debrief               |
| * Engineer working on station | * Unavailable       | * Welfare               |

Annual Standard: 99.5%

Fire Engine Availability – Wholetime Shift System, 99.44% in quarter 4; year to date 99.31%; previous year to date 99.26%.

Quarterly response increased 0.10% over the same quarter of the previous year.

### 3.3.2 Fire Engine Availability – On-Call Shift System

This indicator measured the availability of fire engines that were crewed by the on-call duty system. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

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

- Manager deficient 60%
- Crew deficient 78%
- Not enough BA wearers 67%
- No driver 41%

Annual Aspirational Standard: 95%

Fire Engine Availability – On-Call Shift System, 73.91% in quarter 4; year to date 73.05%; previous year to date 79.14%.

Quarterly availability decreased 4.62% over the same quarter of the previous year.

The negative exception report was due to the percentage of On-Call (OC) pumps available to respond to emergencies being below the lower control limit during quarter 4.

Availability of On-Call pumps during the quarter was recorded at 73.91%, with each month being below the 79.43% control limit, and below the Service's 95% aspirational standard.

The service appointed 42 new recruits from the October 2022 recruitment campaign. However, there had been some staff resignations from that course. The positive effect of the new recruits on availability would be felt when they qualified as Breathing Apparatus (BA) wearers.

Due to a deficiency of Officer in Charge (OIC) and Large Goods Vehicle (LGV) drivers across on-call units in LFRS, On-Call Support Officers (OCSOs) were working to assist potential drivers who were in development to ensure those who were becoming LGV qualified did not fall behind with their portfolio work.

In quarter 4, there were successful transferees from other services into the On-Call duty system. This followed a successful skills gap analysis that identified whether a full initial, upskill course or BA course was required.

OCSOs had been working with unit managers to identify and develop potential OICs on their respective units.



Actions being taken to improve performance:

- The Service would continue to deliver a recruitment strategy, which incorporated a targeted approach to stations that were in exception, whilst utilising data to identify the specific contractual/availability needs of those stations.
- A retention study undertaken by station managers and OCSO team leaders would commence.
- The Service would continue to review on-call contracts to ensure they were effective in improving appliance availability, whilst also ensuring contractual performance of staff was maintained.
- Challenges around Light Goods Vehicle (LGV) and Officer in Charge (OIC) skills continued to be an issue across the Service. To remedy this, Firefighters in development could be nominated for LGV courses, following discussion with Station and Group Managers.
- OCSOs were working with the Incident Command team in workshops to support and develop OICs with their command skills.
- Invest in on-call using relevant recruitment material and effective allocation of internal resources. Additional resources for the recruitment vehicle had been identified and requested which included new banners, QR code cards for each station, and new on-call staff for advertisement.
- Liaise with key persons on identifying a way that Whole Time (WT) staff living in On-Call areas could book on-call flexibility without being tied to a 60-hour contract.

The Assistant Chief Fire Officer advised that Steve Healey, Deputy Chief Fire Officer was the NFCC Lead Officer for On-Call. In this role, the Deputy Chief Fire Officer was involved with national and local projects and would seek to initiate policy change at a national level to support delivery of national on-call ambitions.

The Service had recently appointed a dedicated On-Call Station Manager whose sole focus would be to deliver project work and ultimately improve performance.

The Assistant Chief Fire Officer explained that key areas of focus for the project would drive improvements in performance in the highlighted areas of shortfalls (manager deficient, not enough BA wearers, crew deficient and no driver). How entrants were recruited and inducted would be explored with an emphasis on accelerating admission into the Service. Entry requirements had been reviewed for firefighters transferring from other fire and rescue services into the on-call system, as existing skills and competency were considered, making the process simpler. In addition, Members were informed that the Service was in the process of modifying a vehicle which would be dedicated to supporting recruitment for both wholetime and on-call positions.

In response to a query from County Councillor Kay regarding the opportunity to highlight recruitment during 'Wasted Lives' events, and other community safety events, the Assistant Chief Fire Officer highlighted that the Service viewed recruitment as being part of everyone's role. Recruitment and improving workforce diversity was no longer solely the role of the Human Resources department, all staff were ambassadors of the Service and were expected to

take all opportunities to promote the Service as a prospective employer.

Discussions were also taking place with the Fire Brigades Union (FBU) around the potential for new, more flexible contract options which would include wholtime firefighters being able to offer adhoc on-call cover in their off-duty periods, to assist in improving fire engine availability.

Councillor Smith asked whether benchmarking against national statistics could be used against this KPI. The Assistant Chief Fire Officer advised that some fire and rescue services did not publish their data, therefore it was not available for benchmarking purpose, however the DCFO was endeavouring to gather this via his national lead role.

## **KPI 4 - Delivering value for money in how we use our resources**

### **4.1 Progress Against Allocated Budget**

Members received an update on spend against the approved budget for the year.

The figure was not available, presently, due to the move to the new Finance System. An updated figure would be presented to a future meeting of the Resources Committee.

### **4.2 Partnership Collaboration**

Under the Policing and Crime Act 2017, blue light services were under a formal duty to collaborate to improve efficiency, effectiveness and deliver improved outcomes.

LFRS, Lancashire Constabulary and North West Ambulance Service had met at both tactical and strategic levels and had agreed and signed a strategic statement of intent which contained the following aims:

- **Improved Outcomes** – The collaboration maintains or improves the service we provide to local people and local communities;
- **Reduce Demand** – The collaboration should contribute towards our longer-term strategic objective of decreasing risk in communities and reducing demand on services;
- **Better Value for Money** – The collaboration produces quantifiable efficiencies either on implementation or in the longer term;
- **Reduced inequalities within our communities** – The collaboration contributes towards reducing inequalities wherever possible.

This new indicator provided Members with an update on partnership collaboration during the period.

#### **Update**

At a meeting of the Blue Light Collaboration board, an update on the ongoing projects was presented to the strategic leads. An agreement was also made in

terms on ensuring that a suitable evaluation process was implemented for each project. This would provide evidence in terms of outputs and outcomes, additionally, it would enable learning to be identified.

### **Missing Persons (MisPer)**

It had been identified that LFRS mobilisations had reduced. Therefore, the main project objective was to improve the existing collaborative approach to identification of the location of missing persons. Learning had been identified from the original process and improvements had been made. LFRS was reviewing the mobilisation of specialist assets and the memorandum of understanding would be updated.

In terms of practical items, the Missing from Home Manager training for specific LFRS staff was being planned. This training would develop knowledge and understanding regarding aspects of planning and undertaking a search.

Furthermore, Lancashire Constabulary had provided training to Control staff to raise awareness. There had already been an increase in the number of LFRS mobilisations.

### **Estates and Co-location**

This project was a longer-term work stream with interdependencies, as there were several internal projects within Lancashire Constabulary to review current building stock. This included Lancashire Constabulary headquarters, and various police stations. Property Leads from all three agencies had been in regular contact and there were now a series of meetings scheduled to look at opportunities moving forward.

### **Community First Responder**

A phased approach had been agreed in terms of volunteers signing up to the scheme. Phase 1 was being rolled out to non-operational LFRS staff, such as Community Fire Safety. Subsequently, phase 2 would consider the roll out to Flexi Duty Officers (FDOs) and On-Call staff.

Progress on phase 1 had resulted in the successful onboarding of one non-operational member of LFRS. Four other staff who volunteered for the project had completed the recruitment and selection process. The training was being planned and it was anticipated that they would be 'on the run' within the next two months. The NWAS reporting system had been modified to include LFRS staff to enable the Service to analyse data and monitor the mobilisations.

In terms of technology, the NWAS application that was used to mobilise First Responders had been updated, which had significantly improved effectiveness. Staff using the system had an option to accept or decline the request forwarded to them which offered some flexibility.

Further discussion would take place with Lancashire Constabulary to review if there were any suitable non-operational roles that could be added as First Responders. It was noted that operational staff, including Armed Response units did attend cardiac arrests alongside NWAS and that collaboration to this effect was already in place.

### **Leadership Development**

Initial scoping had been completed, in terms of what each organisation currently delivered for leadership development. The project was being delivered in two phases. Phase 1 covered some short-term objectives, seeking to maximise existing courses and events, and provide opportunities for staff from all three organisations to utilise places on these courses. Staff from Lancashire Constabulary's organisational development team attended LFRS values and behaviours module that new firefighter apprentices complete, to observe the content and how it is delivered.

Another example was opening up places on the 'Inside Out' programme which was offered by Lancashire Constabulary. A benefit would be improved efficiency, through utilisation of unfilled places. Additionally, it would provide a platform for discussing ideas and sharing learning, as many of the leadership challenges are cross cutting in all three organisations.

Phase 2 would scope opportunities to collaborate on specific elements of supervisory and middle manager leadership programmes. This would lead to some efficiencies, as well as a platform to share ideas.

### **Command Units**

The aim of this project was to establish and deliver additional collaborative uses of the command units in LFRS in line with Joint Emergency Services Interoperability Programme (JESIP) principles. The key objectives were to improve operational effectiveness and in line with the LFRS mission; 'Making Lancashire Safer'.

LFRS were currently progressing the implementation of new command units. This would also include the introduction of new command software, which would enhance the capture of information and provide better shared awareness across blue light organisations at incidents. Once this work was complete, there would be some joint training events planned, so commanders from each organisation would gain a better understanding of the capabilities. Mobilisation criteria would be reviewed to ensure that the command units were utilised in the most effective way.

### **4.3 Overall User Satisfaction**

People surveyed included those who had experienced an accidental dwelling fire, a commercial fire, or a special service incident that the Service attended. The standard was achieved if the percentage of satisfied responses was greater than the standard.

Annual Standard: 97.5%

In quarter 4, 80 people had been surveyed and the number satisfied with the service was 78. The running number of people surveyed for the year was 3,266 with 3,226 of those people being satisfied with the Service; 98.78% against a standard of 97.50%; a variance of 1.31%.

	<p>The Chair thanked the Assistant Fire Officer for his comprehensive report.</p> <p><b>Resolved:</b> - That the Performance Committee noted and endorsed the Quarter 4 Measuring Progress report, including the three negative exceptions.</p>
5/23	<p><b>NWFC Quarter 4 Performance Report for LFRS</b></p>
	<p>The Committee were provided with a report detailing the performance of NWFC during quarter 4 (January – March 2023).</p> <p><b>Negative Exceptions</b></p> <p>There was one negative exception which was for the KPI for Emergency Calls with the reason being missing data. An investigation by NWFC and system contractors had found that due a connection failure, the data on a number of calls was not retrievable. This had no impact on service delivery during the period. The connection failure had now been resolved and NWFC were working with system contractors to ensure that resilience was in place to prevent a reoccurrence.</p> <p><b>Emergency Calls in to NWFC</b></p> <p>NWFC received 26,849 in quarter 4 compared to 37,462 for the same quarter of 2021/22. For the year to date, NWFC had received 135,455 emergency calls compared to 162,590 for the same period of the previous year. Emergency calls included 999 calls from members of the public and emergency calls from Lancashire Constabulary and North West Ambulance Service.</p> <p>Upon investigating possible reasons for a fall in emergency call numbers, NWFC had established that for quarter 4, there was some missing data for the period which data extraction software was unable to retrieve. This had been reported to system contractors, who had now fixed the issue and were looking at further resilience measures. This had not affected transferring NWFC data to FRS IRS software. There was missing data from 17<sup>th</sup> – 29<sup>th</sup> January 2023 and from other dates in January and February for several hours at a time during specific days. Not all emergency calls and administrative calls data was missing during these periods, but these had been identified as to when there were connection failures.</p> <p><b>Emergency Calls for LFRS</b></p> <p>A total of 6,036 emergency calls were received in quarter 4 for LFRS, compared to 9,179 for the same quarter of the previous year. For the year to date, NWFC had received 33,446 emergency calls for LFRS, compared to 39,258 for the same period of the previous year.</p> <p><b>Admin Calls in to NWFC</b></p> <p>NWFC had received a total of 25,917 admin calls in quarter 4, compared to 29,507 in quarter 4 of the previous year. The number of calls for the year to date was 115,296, compared to 117,377 for the same period of the previous year. Similar to emergency calls, there was missing data that was not retrievable for</p>

administrative calls for quarter 4.

Admin calls included crews and officers contacting NWFC for either guidance, or to offer advice such as notification of missing equipment, defective resources, liaising with control regarding exercises or resources availability.

### **Admin Calls for LFRS**

Within quarter 4, a total of 5,873 admin calls were received for Lancashire Fire and Rescue (LFRS), compared to 6,772 in quarter 4 of the previous year. For the year to date, NWFC had received 26,385 admin calls for LFRS compared to 25,222 calls for the same period of the previous year.

### **Calls Challenged Resulting in No Mobilisation**

In quarter 4, the percentage of calls challenged and not mobilised to was 42%, compared to 42% for the same quarter of 2021/22.

These were any calls where Control Room Operators asked additional questions provided by Fire and Rescue Services in order to determine if a response was required. Examples of these incident types were automatic fire alarms, animal rescues, bonfires and NWAS gaining entry.

NWFC continued to support Fire & Rescue Services with call challenge questions, which determined whether there were resources mobilised to incidents such as automatic fire alarms. In supporting these initiatives, 42% of calls challenged were not required to be mobilised to, and therefore these resources were available for other emergencies. NWFC had recently supported both Lancashire Constabulary and Cumbria Fire and Rescue Service in updating their call challenge questions for automatic fire alarms.

### **Call Answering Times**

The average answer time for all Emergency calls for quarter 4 2022/23 was 5.1 seconds. This was an improvement of 0.9 seconds when compared to the same period in 2021/2022. In quarter 4, 89.68% of all incoming Emergency calls were answered within 10 seconds. The average call duration for answered calls and total count had not been completed due to missing data.

### **Fires: Average Response to Mobilise First Resource**

For NWFC, mobilising performance times for fires in quarter 4 was 79 seconds which was under the 90 second target. This compared to 76 for the same quarter in 2021/2022. NWFC had continued to mobilise resources to fires under the 90 second target for the year to date.

### **All FRS Response Times – Fires**

The call handling times for fires continued to be relatively favourable compared to other fire and rescue services (Cumbria, Cheshire, and Manchester). During quarter 4, the average time to mobilise the first response to fire related incidents

was 81 seconds. This compared to 78 for the same quarter in 2021/22. The call handling time remained within the 90 second target.

### **Special Service Calls – Average Response to Mobilise First Resource**

Mobilising performance times for LFRS in quarter 4 for special service calls was 119 seconds compared to 114 seconds for quarter 4 of the previous year. LFRS mobilising times for special service calls for the year to date was 122 seconds which had been maintained for the same period of the previous year.

It was noted that several incidents were exempted from the data which included those incidents where there was not an automatic response from NWFC, but when Lancashire FRS had asked that further clarification was sought from a specialist officer, e.g., NILO, prior to mobilisation due to the type of incident, such as suspect packages, and missing persons. Other incidents excluded were, when crews had proceeded to fix a defective smoke alarm several hours after being notified or where incidents had to be queued due to a depletion of FRS resources in a location.

### **All FRS Response Times – Special Service Calls**

The average response times for all FRS Special Service Calls was similar to the other Fire and Rescue Services (Cumbria, Cheshire, and Manchester).

In response to a question raised by County Councillor Rigby in relation to how it was decided where to mobile appliances from, the Assistant Chief Fire Officer explained that it was an automated decision by the computer system. When a call was received, the call handler would enter the address details into the system which were then checked against a database and the system would identify which area and appliances were available to attend.

Councillor Smith asked if fire and rescue services from other countries were linked into mobilisation systems. Area Manager, Matt Hamer, informed that every fire and rescue service had an agreement for cross-border mobilisation. Where appliances were mobilised from depended on the incident type i.e., a small bin fire would not require cross-border mobilisation, whereas a domestic fire would attract cross-border mobilising to get the quickest available resources on scene, where fire stations from adjacent countries were located very close to borders. Members also noted that control rooms could mobilise and share information between them quickly as they were well connected.

**Resolved:** - That Members noted the content of the report.

6/23

### **Annual Report on Road Safety Intervention Activity 2022/23**

Area Manager, Matt Hamer, provided the meeting with an annual report regarding Road Safety Intervention Activity which explained the Service's core prevention offer and also the challenges on Lancashire's roads.

Members noted that, through the previous Integrated Risk Management Plan 2017-2022 (IRMP), prevention and protection services and the structure for

delivery were reviewed to ensure that the Service was delivering appropriate services in line with the changing operating environment. As a result, working practices had changed with a strategic focus on the quality of the services that continued to be delivered. The services were delivered around key themes: helping people to start safe, live safe, age safe and be safe on our roads with a focus on working collaboratively with other organisations. To ensure constant improvement in all parts of prevention delivery, the Service had dedicated thematic groups whose priorities aligned to the more recent Community Risk Management Plan (CRMP) 2022-2027 and the Prevention Strategy.

### **Road Safe Thematic Group**

The Thematic Road Safety Group continued to meet every quarter during 2022-2023 with an option of in-person and virtual meetings. Membership of the group came from all areas of the county and was a mix of Community Safety and Operational Staff. Road Safety Champion, County Councillor Ron Woollam, had close links with the group and was in regular communication with Clare Burscough, the Prevention Support Officer for Road Safety.

An annual plan aligned to the terms of reference had been developed alongside a priority work programme which supported the Lancashire Road Safety Partnership (LRSP) 'Towards Zero' strategy. An ambition of the group was to improve communication between strategic and practitioner levels and also to send clear messages out to Service Areas with key road safety priorities. The Service sought to deliver focused activities in areas identified as having issues and evaluate effectiveness.

Due to the Coronavirus Pandemic, the Service had developed new ways of working and some of those working practices had been adopted as business as usual and offered a greater choice of delivery methods for the community, improving the Service's reach and efficacy. The offer of virtual delivery remained part of the service's plan and continued to be selected by schools as a delivery method across the country.

### **Lancashire Road Safety Partnership (LRSP)**

Lancashire Fire and Rescue Service continued to be a proactive member of LRSP and had representatives at both Strategic and Operational group level. Area Manager, Matt Hamer, was the Vice-Chair of the partnership. The partners worked closely with each other and delivered the partnership strategy 'Towards Zero' Lancashire: Road Safety Strategy for Lancashire 2016 – 2026', in an attempt to reduce those killed or seriously injured on Lancashire's roads.

LFRS lead on the Children and Young People workstream which brought partners together to look at what was currently delivered, what worked well and where the gaps were so that resources could be pooled to work efficiently and without duplication. The LRSP continued to work through the action plan following the review of the partnership completed in 2022.

### **The LFRS Road Safety Thematic Group Priorities 2022-2023**



1. Road Sense – Evaluate the new package & deliver to all primary schools in Lancashire.
2. Wasted Lives - Develop a suite of assembly sessions, update the existing workshop session, and promote delivery of Wasted Lives for year 11/10.
3. Safe Drive Stay Alive – Support events.
4. Biker Down – Grow delivery of courses, expanding to new locations.

### **1. Road Sense**

Road Sense was the name given to the road safety education programme delivered to Year 6 pupils. The session was mixed and started with a 20-minute fire safety recap followed by 40 minutes of road safety input. It provided the opportunity to draw on a previous session the pupils would have received in Year 2 and explored the consequences of hoax calls and deliberate fires.

The Package focused on five key road safety themes which were selected to reflect Lancashire's issues with young people:

- In Car Safety;
- Pedestrian Safety;
- Cycle Safety;
- Be Safe Be Seen;
- Bus Safety.

Staywise had now adopted the package. Staywise was an online resource website for Fire and Rescue Services across the country.

The inclusion of a 'Road Sense Fact Sheet', using the CFA Road Safety Champion budget, was a very welcome addition to the session and teachers commented on the usefulness of information for pupils to take home for further discussion with their families. Evaluation of the package provided positive feedback from schools with 76% of teachers selecting that they 'strongly agreed' the session would have a positive impact on the student's road user behaviour. The remaining 24% 'agreed' with this. The Service had not received any negative feedback. Utilising the QR code allowed the teachers to give more honest feedback and improved the efficiency of the process.

The following feedback had been received from teachers following a Road Sense delivery:

"Great mix of humour and serious information. Allowed children to ask questions which were answered effectively. Use of videos helped to reinforce the information shared. Hard-hitting videos but age appropriate".

"Good points made. Verbal and visual stimulus which kept the children engaged and informed. Handout is useful to recap the given messages".

During the current academic year, LFRS had embedded an Education Tracker. It allowed the monitoring of all delivery in schools, from the initial contact stage through to the submission of all paperwork following the session taking place. To date, the delivery figures were looking higher than ever before. During the

reporting period, 15,603 Year 6 pupils received the input.

## **2. 'Wasted Lives' Young Driver Road Safety Education Programme**

LFRS was now the only delivery partner for Wasted Lives following changes at Lancashire County Council. The programme was aimed at young people and pre-drivers which aimed to influence behaviour and change attitudes either as a driver or a passenger, thereby reducing risk to that specific group and to other road users.

By actively engaging with the age group of 15 - 20-year-olds, Wasted Lives aimed to maximise the opportunities for people to evaluate and reflect on their own attitudes and behaviour behind the wheel and as a passenger. Extensive evaluation had demonstrated how the package promoted real and lasting changes in how each participant behaved in a car. Since the introduction of Wasted Lives in 2010, LFRS had delivered road safety education to over 120,000 young people throughout Lancashire, including Blackpool, and Blackburn with Darwen. For the period 2022-2023, LFRS had delivered the programme to 2,806 young people using Microsoft Teams and face-to face delivery.

The Service would continue the delivery of Wasted Lives to Years 10 and 11 students as pre-drivers and those employed as apprentices. Throughout the last 12 months, due to recovery from the Coronavirus pandemic, the number of schools contacting the Service for a session, had reduced. A suite of assembly session had been developed which could be adapted in length to fit in with schools' timetables. The pandemic had provided the opportunity to develop different ways of working and the Service was now offering an MS Teams version of Wasted Lives and accompanying resource pack. Schools now had 3 delivery options and by being more flexible in what could be delivered and how, more young people had been reached. As part of the district planning process 2022/23 each of the areas utilised 'heat' maps to identify areas of risk which allowed targeted delivery of 'Wasted Lives'.

The Wasted Lives package also had the option of being complemented by a 'crashed car', which was a vehicle from a real incident where, tragically, there had been a fatality. Alternatively, the car could be used as a standalone resource at a community event. The Service now had a new vehicle where the circumstances of the collision were solely speed related. It was hoped that it would resonate with more of the community as there was no alcohol or drugs involved in the crash.

## **3. Safe Drive Stay Alive**

Safe Drive Stay Alive was a road safety initiative where the audience heard real life stories from the emergency services and families who had all been affected by road traffic collisions in an auditorium setting. The delivery was aimed at college aged students.

The speakers came forward to share their emotional experiences in a bid to reduce the number of young people killed or seriously injured on Lancashire's

roads. Throughout the session, the young people heard from a Fire Fighter, Police Officer, Paramedic and a bereaved family member.

Safe Drive Stay Alive was emotional and encouraged reflection. The sessions aimed to encourage students to improve their attitudes towards risk taking behaviour on the roads. Considerable work had been carried out nationally to compare a number of packages aimed at that age group and LFRS had been involved, alongside LRSP members, in evaluating the best fit for Lancashire. Whilst this had been ongoing LFRS had facilitated a video version on behalf of the partnership, however, had found that colleges preferred face to face delivery and also had challenges in fitting sessions into their timetable.

#### **4. Biker Down**

Biker Down was a course that was aimed at motorcyclists and pillion riders of all ages and experience. The free 3-hour course offered members of the public a chance to learn practical skills which could be put into practice anywhere at any time.

The 3 modules covered were:

- Incident Management;
- First Aid;
- The Science of Being Seen.

The initiative started in Kent and LFRS had signed a memorandum of understanding with Kent Fire and Rescue Service to allow the Service to use the logo and delivery material.

LFRS had worked with LRSP to ensure that delivery was complementary to Bike Safe, which was a Police-led initiative. Anyone who attended Biker Down was encouraged to book onto Bike Safe which was seen as the next step in training as it involved a ride out with an Advanced Police Motorcyclist. Biker Down was seen as the start of a motorcyclists 'learning journey'.

During the reporting period, there had been a 5% increase in motorcycle casualties, totalling 145. Lancashire's statistics showed that someone was 72 times more likely to die on a motorcycle than in a car on the road, higher than the national average.

There had been 346 attendees in the last 12 months and the appetite for the courses had grown significantly over recent months with the Facebook page reaching over 900 likes and the reach of posts sometimes exceeding 1500 people. All attendees took part in a practical element of the course which included helmet removal and CPR. There were really important skills which might be needed should they be faced with a road traffic collision involving a motorcyclist. Feedback from attendees mirrored how important this part of the course was and how valuable they felt it was.

Feedback included:

"A really useful session. A great deal learnt. Hopefully I'll not need to put into

practice but I feel confident that I could now”.

“Wonderful course. Great presentation. I will be recommending. Thank you very much”.

With support from County Councillor Ron Woollam, a portion of the CFA Road Safety Champion budget was utilised to provide all attendees with a First Aid kit that complemented the skills they were taught and a bike puc (stand), which incorporated the safety message ‘Dress for the slide, not the ride’.

The delivery model was flexible so courses could be hosted for individual motorcycle clubs or advertised using an online booking platform for members of the public to book on independently. The Biker Down team aimed to run 12 courses per year but were exceeding that aspiration due to such a high demand for courses.

### **Summary**

The 12-month period had presented challenges for the delivery of Road Safety Education and the Service’s ability to engage with the communities of Lancashire, many schools were in a ‘recovery’ period which resulted in very tight constraints on their timetables. The Service had continued to adapt offerings and, with increased use of technology and innovative ideas by members of the Road Safety Thematic Group which meant that the education package had been delivered to over 18,500 people.

The Service continued to be an active member of the LRSP and, building on the review, looked forward to continuing to be involved in a collaborative approach. This would have an emphasis on the strengths that the Lancashire Fire and Rescue Service brand could bring to the partnership working to deliver the collaborative ambition of a safer road system.

Focusing on the Service’s priorities for 2022/23, some notable progression and successful outcomes had been achieved, from getting back into primary schools, post pandemic, to engage with pupils and deliver the improved Road Sense package to re-launching Wasted Lives and Biker Down. The Service’s action plan for the forthcoming year would build on that.

Over the next 12 months, the Service would be focusing on further evaluation of Road Safety initiatives, campaigns and educational packages. The evaluation would look at 4 distinct areas; Is our targeting correct and appropriate, are we delivering according to end user expectations, are we influencing a positive behaviour change, and are we delivering value for money (i.e. for every £1 spent on prevention, what does that save in terms of prevention of an incident).

In response to a question from County Councillor Andrea Kay in relation to a package targeting the over 80-year-old population, Area Manager, Matt Hamer, explained that the LRSP had an Older Road Users Group. This group analysed data for the older population and were looking for a location to hold an event. He highlighted that the emphasis was to increase people’s safety awareness and

	<p>help maintain their independence as many older drivers relied on their vehicle for transport.</p> <p>County Councillor Kay commented on the danger to motorcyclists on the road. Area Manager, Matt Hamer, stated that the Biker Down package was delivered to motorcycle users which had been delivered to 346 people over the previous 12 months with future sessions already at full capacity. Car drivers also needed to be educated on road safety around motorcycles and it was anticipated that educating young drivers would embed and normalise the existing safety messages.</p> <p>County Councillor Kay asked if new drivers could be encouraged to participate in a road safety package once they had passed their driving test. It was explained by Area Manager, Matt Hamer, that the LRSP worked with the Driver Standards Agency and Driving Instructors to embed safety messages and the importance of carrying out vehicle checks. In addition, new drivers could take part in an advanced driving course, although it was not compulsory.</p> <p>In response to a suggestion from County Councillor Yates for the road safety training to be delivered to officers in Lancashire County Council Highways and Planning Departments in Local Councils, Area Manager, Matt Hamer informed that engineering solutions were discussed within the LRSP with data passed on to the Planning Department in Lancashire County Council.</p> <p>A discussion took place with Members and officers regarding the dangers related to e-bikes and scooters. The main points raised were:</p> <ul style="list-style-type: none"> <li>- Deaths related to e-bikes and e-scooters and the lack of safety equipment worn by riders.</li> <li>- The dangers of riding the devices on roads were discussed at the LRSP.</li> <li>- Relatives buying e-bikes and the need to educate parents about the speeds that these products can reach and the safety implications for young people.</li> <li>- E-bikes and e-scooters being used for criminal activity.</li> <li>- The devices being ridden on roads with a lack of knowledge of the highway code.</li> <li>- E-scooters being used as a mode of transport in dedicated cycle lanes in larger cities but Lancashire not having the infrastructure for this.</li> <li>- E-bikes and e-scooters being unregulated when parts were added which were bought through the black market.</li> <li>- Road and fire safety of the devices.</li> <li>- LFRS were pushing the fire safety aspect with the charging of lithium batteries, especially on escape routes. Material promoting lithium ion battery safety would be sent through to Members.</li> </ul> <p><b>Resolved:</b> - That the Committee endorsed the Annual Road Safety Intervention report.</p>
7/23	<b>Update on progression of national review of comparative data</b>
	The Assistant Chief Fire Officer provided the meeting with an interim update on work being progressed via the National Fire Chiefs Council (NFCC), in relation

	<p>to Family Groups and the potential for those groups to deliver comparative performance data at a future point in time.</p> <p>The Service was engaged in building an understanding of the work being progressed by NFCC on the formation of new Family Groupings. Family Groupings had been used over recent years as a means of providing comparative performance data across services.</p> <p>Over the last 6 months, the Corporate Programme and Intelligence (CP&amp;I) team had participated in several NFCC workshops across the country. The workshops had provided the Service with an understanding of the methodology that was being developed, and which supported the proposed clustering of certain fire and rescue services.</p> <p>The work completed to date was the first part of a wider project that aimed not only to group fire and rescue services using a data led approach, but also to provide the means by which services could access a broad range of data sets, which allowed for those comparisons to be made.</p> <p>The CP&amp;I team would continue to contribute to the national project through a collaborative, supportive approach, and make recommendations on how to achieve the greatest benefit from the data which could be made available.</p> <p>Work by the NFCC project team and key stakeholders continued, and it was expected that at future point, the revised groupings and data would provide the basis for refreshed comparative data to be brought to the Committee.</p> <p>The Chair thanked the Assistant Chief Fire Officer and Area Manager, Matt Hamer, for their input into the meeting.</p> <p><b>Resolved:</b> - That the Committee noted the content of the report.</p>
8/23	<b>Date of Next Meeting</b>
	<p>The next meeting of the Committee would be held on <b>13 September 2023</b> at 10:00 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.</p> <p>Further meeting dates were noted for 13 December 2023 and 6 March 2024 and agreed for 26 June 2024.</p>

**M Nolan**  
**Clerk to CFA**

**LFRS HQ**  
**Fulwood**

## **Lancashire Combined Fire Authority**

Meeting to be held on 18 September 2023

### **Proceedings of Strategy Group held 3 July 2023**

**(Appendix 1 refers)**

Contact for further information:

Diane Brooks, Principal Member Services Officer - Tel: 01772 866720

#### **Executive Summary**

The proceedings of Strategy Group meeting held 3 July 2023.

#### **Recommendation(s)**

To note the proceedings of Strategy Group as set out at appendix 1 now presented.

#### **Information**

Attached at Appendix 1 are the proceedings of the Strategy Group meeting held on 3 July 2023.

#### **Business Risk**

Nil

#### **Environmental Impact**

Nil

#### **Equality & Diversity Implications**

Nil

#### **Financial Risk**

Nil

#### **HR Implications**

Nil

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper:

Date:

Contact:

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



# Lancashire Combined Fire Authority

Meeting to be held on 18 September 2023

## Notes of Strategy Group held on Monday, 3 July 2023

Contact for further information:

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

### Executive Summary

Report on proceedings of Lancashire Combined Fire Authority Strategy Group held at the Service Training Centre, Euxton on Monday, 3 July 2023.

### Recommendation

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

<b>Present:</b>	
<b>Councillors</b>	
J Shedwick	J Mein
G Baker	M Pattison
S Clarke	J Rigby
M Dad	P Rigby
N Hennessy	S Serridge
T Hurn	J Singleton
A Kay	D Smith
H Khan	R Woollam
Z Khan	B Yates

### Information

1/23	<b>Introduction - National Context</b>
	<p>The Deputy Chief Fire Officer (DCFO) welcomed everyone to the meeting and informed attendees of the sad passing of the former member of the CFA, County Councillor Keith Iddon, for which everyone stood and observed 1 minute's silence.</p> <p>Members were advised that Strategy meetings provided a good opportunity for Officers and Members to engage and share information.</p> <p><b>National Update</b></p> <p><b>'Reforming Our Fire and Rescue Service' White Paper Home Office Response</b></p> <p>Members were aware that the Home Office public consultation document 'Reforming Our Fire and Rescue Service' outlined proposals to reform the fire sector in England across the principal areas of: People, Professionalism and Governance. The Deputy Chief Fire Officer provided a brief update to Members</p>

and advised that formal consultation outcomes were still awaited from the Government.

### **Minimum Service Levels (MSL)**

The DCFO advised that the Home Office had publicly consulted on the most appropriate approach for delivering minimum service levels for fire and rescue services which, subject to parliamentary approval, may be introduced following the passage of the Strikes (Minimum Service Levels) Bill. The formal consultation outcomes were currently awaited.

### **His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS)**

Members were aware that the last inspection by HMICFRS confirmed Lancashire Fire and Rescue Service (LFRS) had performed exceptionally well, scoring 'good' in all three pillars and 10 of the sub diagnostic areas (effectiveness, efficiency and people) and receiving an 'Outstanding' grade in Culture and Values diagnostic.

The DCFO confirmed that the current round of inspections had begun in February 2023 and to date 12 inspections had taken place. It was anticipated that the results from those inspections would be published in the coming weeks in small batches. It was noted that the inspections were no longer carried out in 3 tranches but were now in batches of 3 services out of the 44 Fire and Rescue Services in England. It was estimated that LFRS' full inspection would take place in early 2024, although this could change.

Culture and Values was a big issue nationally with every service facing its own challenges. Whilst the Service had been graded outstanding in the last HMICFRS inspection and had a zero-tolerance attitude towards bullying and harassment we could not become complacent.

### **Productivity and Efficiency**

The DCFO explained that the Fire Minister had requested detailed plans be published that showed how individual fire and rescue authorities' plans aligned with national productivity and efficiency targets set for the current spending period. In response, the Service's Productivity and Efficiency Plan had been published on the website which included: i) Primary Information (budget, reserves, precept, efficiency and productivity); and ii) Secondary Information (collaboration, transformation plans, charging policies, asset management and investment technology, resourcing, procurement and productivity). Full details can be found by following [this link](#) to the website.

2/23

### **On-Call Challenges**

The DCFO provided an overview of the challenges faced by the on-call crewing system which, as the on-call lead for the National Fire Chiefs Council (NFCC), he was very passionate about.

It was noted that in Lancashire 80% of fire stations were crewed either solely by on-call firefighters or jointly by wholetime and on-call firefighters. Since the

	<p>pandemic, the whole fire sector had seen a decline in on-call availability which was a challenge; whilst across England collectively there had been a decline of around 25% of on-call firefighters, across Lancashire there had only been an 11% reduction over a similar period (the last decade or so). However, what was concerning was that collectively our circa 400 on-call firefighters now offered 25% less hour of availability to what was provided by circa 440 on-call firefighters 10 years ago.</p> <p>The DCFO confirmed that many improvement strategies were being considered by the Service to increase on-call availability which included a dedicated On-Call Station Manager who had now taken up post.</p>
3/23	<p><b>Wildfire Update</b></p>
	<p>Members were aware of the Climate Change Operational Response Plan which detailed plans to mitigate the impacts of wildfires and flooding within Lancashire. The Assistant Chief Fire Officer (ACFO) advised that he was now the NFCC Deputy Lead for Wildfires supporting Northumberland Fire and Rescue Service (NFRS) Chief Fire Officer, Paul Hedley who was the NFCC Lead Officer until his imminent retirement, when ACFO Jim McNeil of NFRS would succeed him.</p> <p>The ACFO advised that 2022 had been an unprecedented wildfire season across the UK with national figures for England and Wales showing there had been 983 wildfires, an increase of 315% from the 247 recorded in 2021. Therefore, a national Fire and Rescue Service wildfire survey had taken place from December 2022 to February 2023. Fifty Fire and Rescue Services contributed to the survey with 12 FRS, NFCC and external partner agencies coming together to carry out a wildfire debrief and draft a summary report and action plan.</p> <p>NFCC Wildfire Leads were now working to prioritise the areas for improvement contained within the action plan and would develop a more detailed individual delivery plan for each recommendation once lead and delivery officers had been identified and allocated. Annual debriefs would be undertaken each year going forward to build upon the initial benchmarking of the 2022 survey/debrief.</p>
4/23	<p><b>Emergency Cover Review Update</b></p>
	<p>The last Emergency Cover Review (ECR) was undertaken in December 2022 where Members agreed 5 key proposals that would; i) maintain all 39 fire stations; ii) maintain outstanding response standards and all 58 appliances; iii) provide efficiency savings; iv) increase the overall firefighter establishment and v) provide more flexible crewing arrangements.</p> <p>The DCFO reminded Members of the alternate option that was considered that would have seen a reduction in fire engines from 58 down to 56.</p> <p>The DCFO provided Members with an update on the implementation of the 5 key proposals:-</p> <ol style="list-style-type: none"> <li>1. Introduce more resilient and flexible crewing arrangements – following extensive consultation with staff affected and representative bodies.</li> <li>2. Optimise emergency cover through dynamic cover software.</li> </ol>

	<p>3. Strengthen our response to climate change emergencies:</p> <ul style="list-style-type: none"> <li>- Invest in fire appliances with off-road capabilities in areas at risk of wildfires and flooding.</li> <li>- Introduce specialist flood water incident management.</li> </ul> <p>4. Strengthen firefighting and rescue capabilities in high-rise and commercial buildings:</p> <ul style="list-style-type: none"> <li>- Introduce a 45m aerial ladder platform into our fleet, our highest reach aerial capability to date.</li> <li>- Invest in two additional water tower appliances.</li> </ul> <p>5. Broaden on-call firefighting capabilities to strengthen operational response.</p> <p>It was noted that the implementation of the ECR would start in January 2024 and would be phased over 2 years (ECR 2022-25).</p>
5/23	<b>Capital Programme</b>
	<p>The Authority had agreed the 5-year capital strategy at its meeting in February where it was noted that the bulk of the expenditure was for buildings with the replacement of Preston Fire station (in tandem with a review of response provision within the Preston area), investment in Service Training Centre props and a project to replace the Service Headquarters building. The Director of Corporate Services and ACFO presented insights on the various project scopes and a proposed timeline including formation of a Member Working Group and advised that a report would thereafter be taken to the CFA meeting in December.</p>
6/23	<b>Governance / Code of Conduct</b>
	<p>The Clerk and Monitoring Officer to the Authority reiterated the protocols and importance of Member interaction with each other and with officers as the Authority was responsible for the best performing Service in England and it had a legal responsibility to ensure resilience. The Members were provided with the Fire Standards Board Code of Ethics Fire Standard implementation tool which set out details of the 10 criteria required to receive overall compliance with the standard. He highlighted that the emphasis was on Member culture and conduct. The need for an outstanding culture in Fire Services was becoming more prevalent and good governance was where it started.</p>

**Business Risk**

None

**Environmental Impact**

None

**Equality and Diversity Implications**

None

**HR Implications**

None

**Financial Implications**

None

**Local Government (Access to Information) Act 1985**

**List of background papers**

Paper:

Date:

Contact:

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

**LFRS HQ  
Fulwood**

**M Nolan  
Clerk to CFA**

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## **Lancashire Combined Fire Authority**

Meeting to be held on 18 September 2023

### **Proceedings of Resources Committee held 12 July 2023**

**(Appendix 1 refers)**

Contact for further information:

Diane Brooks, Principal Member Services Officer - Tel: 01772 866720

#### **Executive Summary**

The proceedings of Resources Committee meeting held 12 July 2023.

#### **Recommendation(s)**

To note the proceedings of Resources Committee as set out at appendix 1 now presented.

#### **Information**

Attached at Appendix 1 are the proceedings of the Resources Committee meeting held on 12 July 2023.

#### **Business Risk**

Nil

#### **Environmental Impact**

Nil

#### **Equality & Diversity Implications**

Nil

#### **Financial Risk**

Nil

#### **HR Implications**

Nil

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper:

Date:

Contact:

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



# Lancashire Combined Fire Authority

## Resources Committee

Wednesday, 12 July 2023, at 10.00 am in the Main Conference Room,  
Service Headquarters, Fulwood.

### Minutes

<b>Present:</b>	
<b>Councillors</b>	
R Woollam (Chair)	
D O'Toole (Vice-Chair)	
G Baker	
L Cox	
T Hurn	
M Pattison	

<b>Officers</b>
J Johnston, Chief Fire Officer (LFRS) S Brown, Director of Corporate Services (LFRS) E Sandiford, Head of Human Resources (LFRS) J Meadows, Head of Finance (LFRS) J Hutchinson, HR Business Partner (LFRS) D Brooks, Principal Member Services Officer (LFRS)
<b>In attendance</b>
K Wilkie, Fire Brigades Union

1/23	<b>Apologies for Absence</b>
	Apologies were received from County Councillors L Beavers, J Mein, S Serridge and B Yates.
2/23	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
	None received.
3/23	<b>Minutes of the Previous Meeting</b>
	The Chair of the Committee, CC Woollam welcomed Mr Steven Brown, Director of Corporate Services to the meeting.  <b>Resolved:</b> That the Minutes of the last meeting held on 29 March 2023 be confirmed as a correct record and signed by the Chair.

The report set out the Authority's borrowing and lending activities during 2022/23. All treasury activities undertaken throughout the year were in accordance with the Treasury Management Strategy 2022/23.

### **Economic Overview**

The key economic features of the year were increasing inflation and the subsequent rises in interest rates as central bankers tried to bring inflation under control. Global inflation continued above central bank targets largely as a consequence of the Ukraine war while in the UK economic outlook remained relatively weak with forecasts indicating there was a chance of a mild recession.

Starting the financial year at 5.5%, the annual Consumer Prices Index (CPI) measure of UK inflation rose strongly to hit 10.1% in July and then 11.1% in October. Inflation remained high in subsequent months but appeared to be past the peak, before unexpectedly rising again in February to 10.4% before falling back a little to 10.1% in March. However, the expectation was that the rate of inflation would fall potentially quite sharply over the next few months as the impact of the large increases in energy costs fall out of the calculation.

The labour market remained tight albeit with some ongoing evidence of potential loosening at the end of the period. The unemployment rate 3 month/year eased from 3.8% April-June to 3.6% in the following quarter, before picking up again to 3.7% between October-December. The most recent information for the period December-February showed an unemployment rate of 3.7%.

In response to the high inflation The Bank of England increased the official Bank Rate several times during the year. In March 2022 the Bank Rate stood at 0.75%. However, the Monetary Policy Committee (MPC) increased the rate at every meeting in the financial year. Recent increases of 0.5% in December and February and then 0.25% in March saw the rate rising to 4.25% (as of June 2024 it is now 5%).

Uncertainty continued to be a key driver of financial market sentiment and bond yields remained relatively volatile due to concerns over elevated inflation and higher interest rates, as well as the likelihood of the UK entering a recession and for how long the Bank of England would continue to tighten monetary policy. Towards the end of the period, fears around the health of the banking system following the collapse of Silicon Valley Bank in the US and purchase of Credit Suisse by UBS caused further volatility.

### **Borrowing Overview**

The borrowing of the Fire Authority had remained unchanged at £2m. The loans were taken out with the Public Loans Works Board (PWLb) in 2007 when the base rate was 5.75%; with 3 loan amounts, maturity dates and respective interest rates set out in the report. The total interest paid on borrowing was £90k which equated to an average interest rate of 4.49%.

The current capital programme had no requirement to be financed from borrowing until 2026/27 and the debt related to earlier years' capital programmes. While the borrowing was above its Capital Financing Requirement (CFR), which was 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 a penalty cost (referred to as a premium cost). The penalty fluctuated with PWLB repayment rates but at the end of the financial year it was estimated the penalty would be £0.220m. Also, any early repayment meant that cash balances available for investment would be reduced and hence interest receivable would also be reduced. It was estimated that if interest rate on investments were at 3.3% over the remaining period of the loan, then repaying the loans during 2022/23 would be broadly neutral. It was concluded that the repayment was not considered to be financially beneficial at the time. The Chair, CC O'Toole commented that with interest rates going up this needed careful monitoring. In response to a question raised by Cllr Baker, the Director of Corporate Services advised that interest and investment rates were routinely monitored frequently and as changes occurred.

### **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 counterparties which were considered to represent a low credit risk, including other local authorities. During the year the total cash held by the Authority had been positive with the highest balance being £46.8m and the lowest £26.7m. For the monies invested with Lancashire County Council the range was £41.8m to £16.6m.

By placing monies in longer term fixed rate investments, it was anticipated a higher level of interest would be earned. However, having fixed term deals did reduce the liquidity of the investment portfolio and therefore there was a limit to the amount that was advised be tied up in long term deals. At the year-end fixed investments of £15m were in place. During the year two fixed term investments had matured and two new investments were made. The table on page 13 of the agenda pack showed the interest earned on fixed term investments in 2022/23.

The call account provided by LCC paid the base rate throughout 2022/23. 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 £26.6m earning interest of £0.586m.

The overall interest earned during this period was £0.837m at a rate of 2.28% which was comparable with the benchmark 7-day index (Sterling Overnight rate 7-day rate) which averaged 2.30% over the same period.

	<p>All of these investments were made in accordance with the current Treasury Management Strategy and the CIPFA treasury management code of practice.</p> <p>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.</p> <p><b>Prudential Indicators</b></p> <p>In order to control and monitor the Authority's treasury management functions, a number of prudential indicators were determined against which performance could be measured. The revised indicators for 2022/23 were presented in the report alongside the actual outturn position.</p> <p><b>Resolved:</b> That the Committee noted and endorsed the outturn position report.</p>
5/23	<p><b>Year End Capital Outturn 2022/23</b></p>
	<p>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 2022/23 capital programme into the 2023/24 programme.</p> <p>The final capital programme for 2022/23 was £3.271m. Total capital expenditure for the year was £1.692m, reflecting (£1.636m of) slippage and an underspend (of £0.006m), as set out in the report as now considered, and in appendix 1. The programme had been financed in year from revenue contributions.</p> <p><b>Prudential Indicators 2022/23</b></p> <p>Under the prudential framework the Authority was required to identify various indicators to determine whether the capital programme was affordable, prudent and sustainable.</p> <p>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.</p> <p><b>The Impact of Slippage from the 2022/23 Capital Programme into the 2023/24 Programme</b></p> <p>The original approved capital programme for 2023/24 was £10.116m. This had been updated for £1.636m of slippage as set out in the report. As a result, the final proposed capital programme for 2023/24 was £11.752m, which was funded from revenue contributions, earmarked reserves and capital reserves. The revised programme and its funding were considered by Members as set out in appendix 2. The report set out revised prudential indicators for 2023/24-2025/26, showing that the revised programme was affordable, prudent and sustainable.</p> <p>It was noted that the draft programme showed need to borrow in 2026/27, although the extent and timing of this would be reviewed as part of future budget setting cycles.</p> <p><b>Capital Reserves</b></p> <p>The capital programme over the next 5 financial years was set out in the report and the position showed all the capital reserves and receipts would be utilised.</p>

	<p><b>Resolved:</b> That the Committee: -</p> <ul style="list-style-type: none"> <li>i) Noted the capital outturn position and the financing of capital expenditure 2022/23; and</li> <li>ii) Approved the revised 2023/24 capital programme, and the financing of this.</li> </ul>
6/23	<p><b>Year End Revenue Outturn 2022/23</b></p>
	<p>This report presented the revenue outturn position and the impact of this on usable reserves. The annual budget for the year was set at £63.017m. The final outturn position showed net expenditure of £64.882m, giving a total underspend for the financial year of £1.865m which was broadly in line with previous forecasts.</p> <p>The detailed final revenue position was set out in Appendix 1, with major variances being summarised in the report.</p> <p>In response to a question raised by CC Woollam, the Director of Corporate Services advised that when the budget was set the long-term costs were considered and energy costs were broadly in line with expectations.</p> <p><b>Grant Funding</b></p> <p>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.</p> <p>The Chief Fire Officer added that with the support of the Chair, reporting back to central Government throughout the previous year for additional cost pressures to be recognised had seen a rise in the funding received from Government, and a change to the council tax referendum principles had allowed all Fire and Rescue Authorities to increase council tax by £5 which had put the Authority in a good financial position.</p> <p><b>Delivery against savings targets</b></p> <p>It was noted that performance was ahead of the annual target, largely due to additional procurement savings in the ‘other’ category.</p> <p><b>Resolved:</b> That the Committee noted and endorsed the outturn position on the 2022/23 revenue budget.</p>
7/23	<p><b>Year End Useable Reserves and Provisions Outturn 2022/23</b></p>
	<p>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.</p> <p>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</p>

summarised in the report.

### **General Reserve**

These was a non-specific reserve 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; and
- 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 to meet future potential commitments. The Authority's current general fund balance now stood at £4.2m and was above the minimum target level of £3.75m agreed by the Authority at its budget setting meeting in February.

### **Earmarked Reserves**

Earmarked reserves were all funds that had been identified for a specific purpose. The overall reserves level had reduced from £9.7m to £9.3m, with the detailed position in respect of the various earmarked reserves considered by Members as set out in the report.

It was also that a number of the reserves were short-term holding reserves and as such it was anticipated (with the exception of the PFI reserve that related to contractual payments) drawing these down to £2m by 2024.

### **Capital Reserves and Receipts**

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

Capital Receipts were generated from the sale of surplus assets which had not yet been utilised to fund the capital programme.

The unused capital contribution of £2,671k had been added to Capital Reserves in addition to £9k generated from the sale of vehicles that had been added to capital receipts. As a result of this the Authority currently held £22.0m of capital reserves / receipts. The capital programme assumed this would be utilised by 2027.

### **Provisions**

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

- Insurance Provision, which covered potential liabilities associated with outstanding insurance claims; and

- Business Rates Collection Fund Appeals Provision, which covered the Authority's share of outstanding appeals against business rates collection funds, which was calculated each year end by each billing authority within Lancashire based on their assumptions of outstanding appeal success rates, as part of their year-end accounting for the business rates collection fund.

The overall position at year end showed the Authority (excluding draft North West Fire Control balances) holding £36.8m of reserves and provisions, at that level the Treasurer believed these were adequate to meet future requirements in the medium term.

**Resolved:** - That the Committee: -

- i) noted the utilisation of £485k of earmarked reserves;
- ii) approved the transfer of £2,671k of unused capital to capital reserves;
- iii) noted £9k of capital receipts; and
- iv) noted and endorsed the overall level of reserves and provisions as set out in the report.

8/23

**Financial Monitoring 2023/24**

The Director of Corporate Services advised that this report set out the current budget position in respect of the 2023/24 revenue and capital budgets. The year-to-date position was broadly balanced with no significant variances forecast for the year at the time of reporting.

**Revenue Budget**

The overall underspend position was further broken down between pay and non-pay budgets; there was an underspend of (£0.226m) on pay and an £0.181m overspend on non-pay activities. While 2 months was a small period to determine any underlying trends it did serve as a guide for further work to identify any potential changes that might impact on the outturn position for the year. The year-to-date positions within all departmental budgets were set out in appendix 1 with more significant variances of note shown separately in the table below: -

Area £'m	Overspend/ (Under spend) to 31 May 23	Reason
Fleet and technical Services - Non-Pay	£0.086	The year to date overspend largely related to fuel and maintenance costs, further work would be undertaken with the department to determine if there were any underlying pressures.
Pay	(£0.207)	Pay budgets in many areas were reporting small underspends due to vacancies however, this was not expected to continue long term.

**Capital Budget**

The original Capital Programme for 2023/24 was £10.116m, a broad overview of the programme is set out below: -

Area	Budgeted Items
Operational Vehicles Budget £5m	The budget allows for the remaining stage payments for 10 pumping appliances purchased in previous financial years. In addition, the budget allows for the first stage payments of the 3 pumping appliances for the 2023/24 programme. It also includes two Climate Change Vehicles and three Command Units.
Other vehicles Budget £1.0m	This budget allows for the replacement of various operational support vehicles.
Operational Equipment Budget £1.3m	This budget allows for operational equipment purchases including thermal imaging cameras and cutting and extrication equipment in 2023/24.
Building Modifications Budget £1.5m	This budget includes the commencement of a programme of Drill Tower Replacements and an upgrade to the Wylfa prop facility.
IT systems Budget £1.2m	This budget includes for upgraded Firewalls and digitisation of fire appliances.
<p>Slippage from 2022/23 of £1.636m had been added to the original budget to give a revised budget of £11.752m. To date £1.4m had been spent predominantly on pumping appliances as considered by Members (Appendix 2). This appendix sets out the revised capital programme and committed the expenditure position against this.</p> <p>In response to Member questions regarding staff vacancies, the Chief Fire Officer advised that the Service was struggling to recruit to some green book technical vacancies. This was less so for grey book staff as the Service aimed to recruit in time for expected leavers. The Head of HR added that green book staff represented a small proportion of the overall staffing and there were challenges around terms and conditions of employment when compared with the private sector.</p> <p>In response to further questions, the Head of HR confirmed that digital advertising was used as this could better target people for specialist roles. She confirmed that there were people who worked from home (across a balance between home and the office), some roles were office based at all times and others worked out in the community. She advised that agency staff tended to be used where recruitment had been unsuccessful on a number of occasions and confirmed there were a small number of external consultants employed.</p> <p><b>Resolved:</b> that the Committee noted and endorsed the year-to-date position in respect of the 2023/24 revenue and capital budgets.</p>	
9/23	<b>Date and Time of Next Meeting</b>
The next meeting of the Committee would be held on Wednesday <b>27 September 2023</b> at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue	



	<p>Service Headquarters, Fulwood.</p> <p>Further meeting dates were noted for 29 November 2023 and 27 March 2024 and agreed for 3 July 2024.</p>
10/23	<p><b>Exclusion of Press and Public</b></p> <p><b>Resolved:</b> 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.</p>
11/23	<p><b>Pensions Update (Standing Item)</b></p> <p>(Paragraphs 4 and 5)</p> <p>Members considered a report that provided an update on the various issues which had arisen in respect of the changes to the pension schemes applying to the uniformed members of the Fire Sector.</p> <p><b>Resolved:</b> that the report be noted.</p>
12/23	<p><b>High Value Procurement Projects</b></p> <p>(Paragraph 3)</p> <p>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.</p> <p><b>Resolved:</b> That the Committee noted and endorsed the report.</p>

**M Nolan**  
**Clerk to CFA**

**LFRS HQ**  
**Fulwood**

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## **Lancashire Combined Fire Authority**

Meeting to be held on 18 September 2023

### **Proceedings of Planning Committee held 17 July 2023**

**(Appendix 1 refers)**

Contact for further information:

Diane Brooks, Principal Member Services Officer - Tel: 01772 866720

#### **Executive Summary**

The proceedings of Planning Committee meeting held 17 July 2023.

#### **Recommendation(s)**

To note the proceedings of Planning Committee as set out at appendix 1 now presented.

#### **Information**

Attached at Appendix 1 are the proceedings of the Planning Committee meeting held on 17 July 2023.

#### **Business Risk**

Nil

#### **Environmental Impact**

Nil

#### **Equality & Diversity Implications**

Nil

#### **Financial Risk**

Nil

#### **HR Implications**

Nil

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper:

Date:

Contact:

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

# Lancashire Combined Fire Authority

## Planning Committee

Monday, 17 July 2023, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### Minutes

<b>Present:</b>	
<b>Councillors</b>	
S Clarke (Chair)	
J Singleton (Vice-Chair)	
G Baker	
M Dad	
N Hennessy	
J Hugo	
D O'Toole	
P Rigby	
J Shedwick	

<b>Officers</b>
S Healey, Deputy Chief Fire Officer (LFRS) J Charters, Assistant Chief Fire Officer (LFRS) T Powell, Area Manager, Head of Service Improvement (LFRS) J Ashton, Area Manager (Acting) Head of ToR and Innovation and Improvement (LFRS) K McCreesh, Group Manager - Community Protection Manager (LFRS) D Brooks, Principal Member Services Officer (LFRS) L Barr, Member Services Officer (LFRS)
<b>In attendance</b>
K Wilkie, Fire Brigades Union

1/23	<b>Apologies for Absence</b>
	Apologies for absence were received from Cllr Fred Jackson.
2/23	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
	County Councillor Rigby advised that a member of his family owned the old Odeon site in Preston which had recently had a large fire (as detailed on page 38 of the agenda pack).
3/23	<b>Minutes of Previous Meeting</b>
	CC Hennessy raised a number of questions under matters arising:

- Page 8, Leadership Development – The Deputy Chief Fire Officer advised that the Service had an ongoing programme of development and was currently looking to go out to tender for the delivery of levels 3, 5 and 7 ILM/CMI courses.
- Page 11, National Definition of Risk – The Deputy Chief Fire Officer advised that 2005 saw national standards disappear and the development of integrated (now community) risk management plans with each fire and rescue service setting its own performance standards. In relation to risk, it was fair to say that services could define it differently but at a national level the National Fire Chiefs Council was undertaking some work towards creating a consistent approach. This was being led by Cleveland Fire Brigade Chief Fire Officer, Ian Hayton and was in progress.
- Page 12, His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) progress report to Strategy Group – The Assistant Chief Fire Officer advised the action plan had not been taken to the last Strategy Group meeting due given the scale of items already included on the agenda and time constraints for the meeting. A broad update was within the Planning Committee agenda pack and it was agreed that the action plan could be brought to a future meeting of the Planning Committee.

**Resolved:** That the Minutes of the last meeting held on 6 February 2023 be confirmed as a correct record and signed by the Chair.

4/23

**Annual Service Report**

The Deputy Chief Fire Officer presented the report. The Annual Service Report was produced annually by the Service as part of its accountability to measure progress against the items set out as deliverables as part of the Annual Service Plan. These actions were derived from the medium-term strategic goals highlighted in the Community Risk Management Plan.

The Deputy Chief Fire Officer advised that the report included a summary table of the Service’s performance:

Incidents attended	18,841
Average attendance time	7 min 48 seconds
Fires attended	5,632
People lost their lives in ADFs	8
Accidental dwelling fires (ADFs)	772
Casualties from ADFs	37
ADFs prevented from spreading	86%
Missing person searches (supporting other emergency services)	94
Gaining entry to property incidents (supporting other emergency services)	914
Road traffic collisions attended	621
Home Fire Safety Checks delivered	22,210
Children and young people received prevention education	110,197
People took part in road safety education	18,755

Fire safety enforcement notices issued	158
Businesses prohibited from operating	15
On-call firefighters recruited	64

The Annual Service Report as now considered by Members highlighted a number of key deliverables against the priority areas of: i) people, ii) prevention, iii) protection, iv) response and v) value for money related work streams:

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

- Embed the Core Code of Ethics alongside our STRIVE values. These provide guidance on the professional behaviours expected of all our staff to ensure our workplace was one where everyone felt valued, included, and able to reach their full potential;
- Focused on developing the capability and resilience of leaders to support their staff in achieving their full potential through talent management, promotion pathways, and continuous improvement;
- Recruiting, training, and developing people who could meet the diverse needs of the residents of Lancashire and bring diversity of thought and talent into our Service was a priority;
- Delivering firefighter pension changes;
- Upgrade fire station facilities;
- A celebration of our people through award ceremonies, Chief Fire Officer personal commendations and from individual and organisational recognition at national level.

**ii) Preventing fires and other emergencies from happening**

- Reduce fires and other emergencies in Lancashire's diverse communities;
- Improve our Home Fire Safety Check (HFSC) service;
- Develop prevention services for homes equipped with assistive technology.

**iii) Protecting people and property when fires happen**

- Transform fire protection and business safety;
- Introduce Business Fire Safety Checks;
- Strengthen our fire safety inspection programme to meet evolving standards;
- Introduce a new automatic fire alarm attendance policy.

**iv) Responding to fires and other emergencies quickly and competently**

- Review emergency cover incorporating the replacement of the day crewing plus duty system;
- Review special fire appliances and resource provision;
- Invest in our fleet;
- Respond to the impacts of climate change;
- Implement operational learning in response to national events;
- Optimise emergency cover through improved data including dynamic mobilising software.

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

- Implement the first stages of our digital strategy;
- Create digitally enabled fire engines;
- Install CCTV on fire engines;
- Replace a number of drill towers.

It was noted that during the previous year the Service set out to strengthen community safety in respect of emerging risks affecting Lancashire.

Climate change in particular was having a significant impact on homes, businesses and environments, and the risk of flooding and wildfires had increased. In response, the Service had invested in wildfire personal protective equipment (PPE) for every firefighter plus additional equipment for specialist wildfire units and 2 new all-terrain vehicles were added to the fleet to make it easier to access rural areas during extreme weather events.

In addition, collaboration with other emergency services continued to deliver improved public services. The Service had attended more incidents than the previous year to gain entry to homes where there was a medical emergency and had assisted in searching for missing people. A new collaboration with North West Ambulance Service on their community first responder initiative had already seen a Lancashire resident benefit from life-saving first aid from a member of LFRS staff responding from the workplace.

Business Fire Safety Checks was a new service delivered by operational crews to help small and lower risk businesses comply with fire safety laws, following significant changes to legislation. This meant dedicated fire safety inspection teams could focus on premises where occupants were at a higher risk of harm.

Through consultation, the emergency cover review of fire engines and crewing arrangements alongside community risks had identified improvements to reflect the most effective and efficient use of resources for the whole of Lancashire. All 39 fire stations and 58 fire appliances had been maintained and the number of firefighters employed was increasing. An innovation that was already benefitting Lancashire as part of the review was the introduction of dynamic cover software to deploy resources. This provided visual data on community risks and emergency cover in real-time to inform decision-making.

During the year the Service was proud to offer critical support to people outside of Lancashire, as it responded to international emergency events.

It was recognised that behind all the achievements were dedicated people with the highest levels of skills and expertise united in a determination to make Lancashire safer.

CC O'Toole thought the report to be excellent, covering so many aspects of the work undertaken by the Service including international assistance and support. The emergency cover review changes (detailed on page 33 of the agenda pack) which maintained all 39 fire stations and 58 fire appliances was to be commended as this was not the case in other Fire Authorities in the North West. He commented (in relation to pages 25 and 31 of the agenda pack) that he was pleased with the



	<p>improved relationship with North West Ambulance Service (NWAS). This excellent collaboration was demonstrated by the first LFRS volunteer First Responder who had provided lifesaving care.</p> <p>CC Shedwick commented that the year in numbers information (on p 26 of the agenda pack) demonstrated the breadth of work undertaken.</p> <p>CC Hennessy thanked officers for the detailed report. She was pleased that the 360° appraisal process now included the core code of ethics and a programme of staff events related to the code had been so far delivered to 281 members of staff. She was proud that the Service had recently received a Silver Award for the Armed Forces Covenant.</p> <p>CC Singleton commented that further to the upgrade to fire station facilities in year (page 28 of the agenda pack) he had attended an open day event over the weekend at Preston Fire Station. This was a very well-run event however; the building was in need of the forthcoming review.</p> <p><b>Resolved:</b> That the Planning Committee noted and endorsed the Annual Service Report.</p>
5/23	<p><b>Serious Violence Duty</b></p>
	<p>The Assistant Chief Fire Officer introduced Group Manager Kirsty McCreesh who presented the report which provided Members with an update on progress against the Serious Violence Duty (the Duty).</p> <p>The Duty was part of the Police, Crime, Sentencing and Courts Act 2022 which came into force on 31 January 2023. This new legislation required a range of specified authorities to work together to share information and allow them to target their interventions. Within the Duty Statutory Guidance it was stated that ideally this should be done through existing partnership structures and these structures should be used to collaborate and plan to prevent and reduce serious violence within their local communities.</p> <p>The Duty identified the Police, Probation Services, Youth Offending Teams, Integrated Care Boards and local authorities in addition to Fire and Rescue Authorities as being specified authorities. (Prison and Education Authorities were known as Relevant Authorities able to co-operate with Specified Authorities as necessary.)</p> <p>Specified authorities must identify the types of serious violence that occurred in the area and, so far as was possible to do so, identify the causes of that violence. To do so, specified authorities should undertake an evidence-based analysis of the causes of serious violence and use this analysis to develop a local strategic needs assessment which should inform the local strategy. The strategy, which specified authorities must prepare and implement, should contain bespoke solutions to prevent and reduce serious violence in their area. The Duty did not specify a lead organisation however the statutory guidance identified the Police and Crime Commissioner as being the lead convener for local partner agencies. It was for the specified authorities to come together to decide on the appropriate lead and structure of collaboration for their area.</p>

At a meeting of the specified authorities on the 5th January 2023 it was agreed that the responsibility for the delivery of the Duty would sit with all Lancashire Community Safety Partnerships.

It was noted that Lancashire was fortunate to have the Lancashire Violence Reduction Network (LVRN), as not all localities throughout the country had a Violence Reduction Unit. Through the LVRN, Lancashire had a Serious Violence Strategic Needs Assessment and Lancashire Serious Violence Strategy. Lancashire Fire and Rescue Service (LFRS) was represented within the LVRN and local district needs assessments produced by the Violence Reduction Network were included within the district planning process to ensure discharge at a local level through targeted risk reduction activities.

It was also noted that the Crest Advisory Board had been commissioned by Home Office to conduct a readiness assessment across the country. LFRS had contributed to the Lancashire return which aimed to identify barriers and areas requiring additional support as well as progress across the country in comparison to other localities.

LFRS had signed a Lancashire Partnership agreement and would be represented at a newly formed Lancashire Serious Violence and Community Safety Board.

### **Lancashire Fire and Rescue Service**

The Duty guidance recognised that Fire and Rescue Services were established in engaging with local communities to promote fire safety as well as wider models of community and individual engagement to support citizenship, community cohesion and direct support to vulnerable individuals and communities. Therefore, work with young people and safeguarding, in addition to fire reduction strategies such as the sector's work to reduce deliberate fires, should be recognised as part of the Duty.

LFRS had an established Prince's Trust and Fire Cadet offering. The Prince's Trust worked in partnership with LFRS, working towards a shared vision that would contribute to better outcomes for young people and local communities. LFRS had one of the strongest Prince's Trust offerings across all other Fire and Rescue Services in the country. Prince's Trust was used as a case study within the statutory guidance for responsible authorities, produced by Home Office to demonstrate how Fire and Rescue Services engagement can strengthen protective factors and allow opportunities for positive behaviour change.

LFRS also delivered education packages in schools. This was offered to all schools across Lancashire in years' 2 and 6 with a comprehensive uptake. LFRS also picked up tertiary prevention work for example Arson Threat Referrals, an intervention session delivered to young fire setters (FIRE S) and bespoke work with Youth Offending Teams.

Safeguarding was a core function of LFRS, working across all levels and in all areas to support, and in some cases lead risk reduction services to those identified as vulnerable and at risk from exploitation or abuse. LFRS was represented at Local Authority Safeguarding Boards which was recognised within the Duty.

**National Fire Chiefs Council**

It was noted that during the consultation period for the Duty, the National Fire Chiefs Council (NFCC) held a number of meetings with the Home Office to ensure the role of the Fire and Rescue Service was fully realised as part of the Duty. NFCC released a paper in November 2022 presented by the NFCC Prevention Lead, CFO Neil Odin.

NFCC identified the primary role for Fire and Rescue Services in the Duty to be the well-established work that was already undertaken with Children and Young People and the Duty was referenced within the NFCC Early Intervention Implementation Framework. Existing safeguarding work and arson risk reduction was also referenced as being key to Fire and Rescue Services involvement in the Duty.

In response to a question from CC Shedwick regarding membership of the Lancashire Community Safety Partnerships, GM McCreesh advised this would normally be the relevant Station Manager or Community Fire Safety Team Leader.

In response to a question from CC Hennessy regarding membership of the newly formed Lancashire Serious Violence and Community Safety Board, GM McCreesh advised that the Chair was the Office of the Police and Crime Commissioner with Area Manager Hamer representing LFRS alongside GM Liam Wilson who was now the single point of contact for the Service. In response to a further question from CC Hennessy, GM McCreesh advised that partnership work presented an opportunity to raise awareness of the breadth of work undertaken. In response to a further question from CC Hennessy, GM McCreesh advised that cadet units were located in conjunction with partnerships and were aligned to risk with recruitment currently ongoing for a unit at Skelmersdale.

CC Singleton commended the work of the Service in relation to the Prince's Trust programme where the focus was on improved opportunities for young people.

**Resolved:** That the Planning Committee noted and endorsed the ongoing actions.

6/23

**Blue Light Collaboration Board Update**

The Deputy Chief Fire Officer introduced Area Manager Tom Powell and Acting Area Manager Jonny Ashton.

The Deputy Chief Fire Officer advised that the report updated on progress of the ongoing workstreams that were being progressed under the Blue Light Collaboration Board. The workstreams were being managed effectively through both the Strategic and Tactical Boards and recently, Lancashire Fire and Rescue Service (LFRS) had introduced a Station Manager role to support and deliver the key workstreams which were: -

**i) Missing Persons (missing from home)**

Existing collaboration had continued to be a success. While the number of requests for attendance had decreased over the past few years LFRS had supported Lancashire Constabulary (LanCon) with a number of high-profile cases; where support had been provided from the initial search on day one up to, and including, the inquest.

The main objective of the project was now to improve even further the existing collaboration between LFRS and LanCon by providing support where it was most required. The aim was to enhance specialist teams from several 'on-call' and specialist crews in Lancashire where the locality was close to 'hot spots' where people were known to go missing from home and, where LanCon could often have limited resources thus allowing LFRS specialist search teams to search familiar ground in a reduced timeframe.

The training ensured that specialist teams developed an increased knowledge of what was required by LanCon in the management of a missing from home case and the importance of intelligence gathering, record keeping where an area had been searched, ensuring a crime scene wasn't contaminated and enhancing the working relationships, at ground level, between the two services.

The Deputy Chief Fire Officer added that over the weekend the Service responded to a missing person incident using the very latest drone technology which featured an underwater sonar device. Thankfully the missing person was found safe and well.

## **ii) Estates and Co-location**

This was a longer-term work stream with interdependencies as there were several internal projects within Lancashire Constabulary to review current building stock. This included Lancashire Constabulary headquarters, and various police stations. Property leads from all three agencies had met on 22 June 2023 with a review of existing work and future opportunities discussed. This would now become a bi-monthly meeting to ensure work was progressed. As part of this work North West Ambulance Service (NWAS), LanCon and LFRS had shared information with regards facilities and estates management linked to current and future workstreams to enable a more cohesive approach to future proofing opportunities within the estate's portfolios. LFRS had also progressed work with the potential to re-negotiate leases and licences at Lytham and St Annes fire stations for the next three years with LanCon. In addition to this, the Service would ensure that all Blue Light partners were included in the scoping work being undertaken in relation to the Preston area review.

## **iii) First Responder**

A phased approach was agreed in terms of volunteers signing up to the scheme. Phase 1 was being rolled out to non-operational LFRS staff, such as Community Fire Safety and other Green Book members of staff. Phase 2 would consider the option to broaden the scope to roll out to Grey Book operational staff including Flexi Duty Officers, all on a voluntary basis.

Progress on phase 1 had resulted in 1 non-operational member of LFRS, responding to category 1 incidents, and who had already provided lifesaving care while responding. A further 4 members of staff had successfully passed their interviews and Enhanced DBS checks and were currently awaiting suitable training dates before being fully on board which was expected to be within the next 3 months.

A NWS application was used to mobilise First Responders who could accept or decline the notification. The information that was then held by NWS enabled LFRS to monitor the data provided by the reporting system to ensure suitable provisions such as welfare arrangements were in place to support staff, post incident(s). A more in-depth analysis would be completed once the next 4 members of staff were on board. The findings from that analysis would form options to progress to phase 2 of the project.

Further discussion would take place with LanCon to review if there were any suitable non-operational roles that could be added as First Responders. The Deputy Chief Fire Officer advised of an error in the report and confirmed that it was non-operational staff who attended cardiac arrests alongside NWS therefore collaboration to that effect was already taking place.

#### **iv) Leadership Development**

Work was currently ongoing in Phase 1 for scoping further opportunities to collaborate. LFRS had identified 3 individuals who had been nominated to take part in the "Inside Out" leadership programme that was being led by LanCon, and this would hopefully come to fruition towards the end of 2023. This would then enable a review of the programme with a view to further expanding the offer across the organisation.

Phase 2 of the project would look to explore opportunities to offer places to external partners within LFRS delivered ILM courses and some of the "softer skill" courses that embed and reinforce effective leadership and raise self-awareness. The ongoing work would aim to realise efficiencies and help build professional working relationships across the Blue Light Services.

#### **v) Command Units**

The aim of this project was to establish and deliver additional collaborative uses of the command units in LFRS to support effective multi-agency working among emergency responders. The key objectives were to improve operational effectiveness and in line with LFRS' mission; 'Making Lancashire Safer'.

LFRS was currently rolling out a small command unit with 2 further large command units in build as part of a previously agreed capital vehicle replacement project. It was anticipated the two larger units would be in service by October 2023. It was expected that the initial benefits to be realised would be technological advances that would further develop information sharing and situational awareness aligned to improving and embedding the Joint Emergency Services Interoperability Principles. Further scoping and development will be overseen by the Blue Light Collaboration Board to ensure opportunities for joint working were effectively co-ordinated and delivered.

CC Shedwick commented that at the Preston Open Day over the weekend, alongside the Police and North West Ambulance Service he had met with Mountain Rescue. AM Powell advised that Mountain Rescue was a voluntary organisation that had previously provided support at incidents of flooding to transport people and goods.

	<p>In response to a question from CC Hennessy, AM Ashton advised that strategically and tactically across the blue light sector there was a lot of activity which was working well. The Deputy Chief Fire Officer added that at a strategic level the Executive Board had met with Police colleagues the previous week talking through opportunities to work together and better learn from each other.</p> <p>In response to a question from Cllr Hugo regarding the decrease of requests from LanCon in relation to missing persons, AM Ashton advised that LanCon had their own drone capability and LFRS offered resources (ie: drones / dogs) as required to assist wherever possible.</p> <p><b>Resolved:</b> That the Planning Committee noted the report.</p>
7/23	<p><b>His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)</b></p>
	<p>The Deputy Chief Fire Officer updated Members regarding His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) activity and LFRS planning arrangements.</p> <p><b>Values and culture in fire and rescue services</b></p> <p>HMICFRS had published a spotlight report on 30 March 2023 which focused on the values and culture of all 44 fire and rescue services in England. Since the start of inspections in 2018, HMICFRS reported that they repeatedly found evidence of poor values, culture and behaviour, including bullying, harassment and discrimination in many services. This led to recommendation that the sector should have a code of ethics, which was introduced in 2021. The spotlight report was the first time HMICFRS looked in such depth at the cumulative issue of values and culture across all services. They particularly focused on issues that had been seen in more than half (at least 26) of services and which were having a detrimental impact across the sector. These included: i) bullying, harassment, and discrimination; ii) lack of fairness and diversity; and iii) reporting and handling of concerns, including allegations of misconduct. The report examined what was working well, what needed to change and the barriers to making improvements. HMICFRS found that while some services had made improvements since their first round of inspections in respect of values and culture, many needed to do more.</p> <p>The report contained 35 recommendations, which were aimed at chief fire officers, chief constables, and national bodies and a request to implement the relevant recommendations by stated deadline(s). Fire and rescue authorities were also asked to note that fire and rescue services were required to update HMICFRS on how the recommendations were being actioned. Lancashire Fire and Rescue Service had provided HMICFRS with an update on the implementation of the recommendations, including a short self-assessment narrative per recommendation. HMICFRS would be monitoring these recommendations closely.</p> <p><b>Positive Practice Portal</b></p> <p>The National Fire Chiefs Council's (NFCC) Positive Practice Portal launched on 10 May 2023. The Positive Practice Portal would share case studies and examples of positive practice captured by HMICFRS, enabling fire and rescue services to learn from each other and improve their services for the benefit of the public. The Positive Practice Portal provided details about interventions, which had been</p>

developed to address a particular need, concern or organisational change and were recognised by HMICFRS as innovative or promising practice. These practices covered areas such as organisational culture.

### **HMICFRS Spring Data Collection**

In accordance with timescales LFRS submitted the spring data collection in June 2023.

### **Round 3 Overview**

In the next round of inspections, 'Round 3', HMICFRS would continue to inspect how effective and efficient Fire and Rescue Services (FRSs) were at carrying out their principal functions of fire safety, firefighting, and responding to road traffic collisions and other emergencies, whilst taking a more in depth, robust, look at certain aspects. As Members were already aware, HMICFRS had moved away from a tranche system to a more rolling approach. It was anticipated that this would ensure publication of the reports would be sooner after the inspection had concluded, which would enable FRSs to be able to react to feedback in a timelier way. Also, as previously reported, there were now five gradings with the new judgment of 'adequate'. Whilst it was not set in stone, indications suggested that where a service had an identified 'area for improvement', it had the potential to move a 'good' grade to 'adequate'.

Round 3 started in February 2023 and inspection activity was now underway for the first 12 services in the programme. Over a two-year period HMICFRS would inspect all 44 FRSs in England, using a similar methodology to the Round 2 inspections.

Whilst it was still not certain, planning assumptions remained that Lancashire would likely be inspected either late 2023 or early 2024 (the first 15 FRSs on the list had been given inspection dates up to September, and LFRS were 28<sup>th</sup> on the list.) The running order may be subject to change, which could be due to reasons including changes in performance or risk. Services affected by this would be informed of any planned changes at the earliest opportunity.

The newly formed Organisational Assurance Team within the Service Improvement Department would track progress from our previous inspection, monitor national themes and prepare LFRS for the round 3 inspection. AM Powell was LFRS' Service Liaison Officer.

In response to Member questions the Deputy Chief Fire Officer advised that one of the HMICFRS national recommendations from the spotlight report was for staff to have access to an independent reporting line to report anything anonymously. He confirmed that following researching a number of options, Safecall (an anonymous whistleblowing hotline) was now in place at LFRS.

CC Dad queried how many of the 35 recommendations were in place at LFRS. In response, AM Powell advised that 20 of the 35 recommendations related to Chief Fire Officers to implement within recommended deadlines. He confirmed there was a HMICFRS action plan that the Service needed to feed into and LFRS had reported back on the recommendations. The remaining 15 recommendations were for other bodies and / or were reliant on future regulatory changes and with some deadline dates of 2024 and beyond.

	<p>Further to the earlier discussion CC Hennessy requested that the action plan on the implementation of the recommendations including the short self-assessment narrative be brought to a future meeting. In response, the Deputy Chief Fire Officer advised that he would ask the Head of Human Resources to bring a report to a future Authority meeting.</p> <p><b>Resolved:</b> That the Planning Committee noted and endorsed the report.</p>
8/23	<p><b>Measuring Progress - Fire Engine Availability - KPI Review</b></p>
	<p>The Assistant Chief Fire Officer presented the report. He advised that further to scrutiny of key performance indicators (KPI) by Members of the CFA Performance Committee, the Service was asked to reflect upon the ongoing suitability of the current 'Fire Engine Availability' KPI's in particular with reference to the on-call measurement.</p> <p>Lancashire Fire and Rescue Service (LFRS) currently had one of the most challenging targets for availability of on-call fire engines of any fire and rescue service in the country and, whilst having a high aspirational target maintained focus on securing on-call fire engine availability, for some time now the Service had fallen short of delivering against this highly ambitious target.</p> <p>Work had been undertaken to compare our KPI's with those used in other Services, with the ambition being to provide Members of the Performance Committee with a suitable KPI which would better reflect holistic fire cover across the county of Lancashire, considering both wholtime and on-call availability.</p> <p>The Service had 3 KPI measurements pertaining to appliance availability across the entire fleet:</p> <ul style="list-style-type: none"> <li>i) KPI 3.3 for Total Fire Engine Availability (which combined wholtime and on-call and was for information only);</li> <li>ii) KPI 3.3.1 for Fire Engine Availability – Wholtime Shift System (which had a target of 99.5%); and</li> <li>iii) KPI 3.3.2 for Fire Engine Availability – On-Call Shift System (which had an aspirational target of 95%).</li> </ul> <p>The On-Call appliance availability target was a demanding 95% and whilst having such a high aspirational target maintained on-call availability as a continuing Service priority, setting unrealistic targets could have a negative impact on performance and could fail to recognise the improvements that some stations were making to availability, as overall they continued to fall short of the objective.</p> <p>Members noted that 32 of the 58 LFRS pumps were crewed by on-call firefighters. Many of these appliances provided fire cover in lower-risk, rural areas, whilst others provide a secondary layer of response to that provided by wholtime crews in urban areas of the county. The Service presently measured the availability of on-call appliances against the same 95% aspirational target across the county, irrespective of demand, risk levels or a wholtime resource being within that station area.</p>



Nationally, on-call availability continued to be a challenge as highlighted by the National Fire Chiefs Council and His Majesty's Inspectorate of Constabulary and Fire and Rescue Services and extensive work was ongoing both locally and nationally to address some of the key issues. Within the Service, a significant volume of work was ongoing which aimed to improve recruitment, training and development, retention, and broadening the utilisation of on-call staff; all balanced against realistic role expectations given the limitations on available training hours each week.

Having considered a number of options, a proposal for Service KPI change was presented which would provide the right balance of oversight and ambition for fire engines crewed by both wholetime and on-call firefighters, supplemented by further internal KPI's for use by local managers to drive contractual performance and ensure value for money.

The proposal was to measure the 'First Fire Engine Availability (wholetime and on-call)' across the 39 risk areas within Lancashire. It was noted that the dynamic cover tool software enabled LFRS to dynamically move resources according to risk and demand, optimising ability to meet published response times. Where operational incidents arose and mobilised appliances created gaps in fire cover, the system managed cover across the county based on the known risk.

The proposal sought to report performance based on how effectively fire cover was provided across the 39 fire stations (risk areas) at a fire station level, rather than by each of the 58 fire engines. It would report on the combined availability of the primary asset at each of the 39 locations in percentage terms, whether that be a wholetime or on-call appliance. This aligned with the Response Standard KPI approach which measured first pump response times and gave a true indication of the speed of response and first intervention provided across the 39 risk areas.

Based on the last 4 full years' data, KPI 3.3 (combined wholetime and on-call availability) would be represented as:

Overall 2019/20, 95.77% (wholetime, 99.51% and on-call, 90.93%)

Overall 2020/21, 96.51% (wholetime, 99.35% and on-call, 92.83%)

Overall 2021/22, 91.65% (wholetime, 99.34% and on-call, 81.71%)

Overall 2022/23, 89.60% (wholetime, 99.35% and on-call, 76.97%)

The deterioration in performance was largely as a result of declining on-call availability. Going forward, the Service would continue to apply focus to recruitment activities centred around all on-call units, not just those which comprised the basis of the KPI calculation and to underpin the proposed Service level KPI, an incremental 2% per annum approach to increasing on-call availability would be implemented on a local level, starting from the current baseline position.

In response to a question raised by Cllr Hugo regarding whether analysis of data pre-covid would change the pattern of availability the Assistant Chief Fire Officer explained that availability was higher than now but not as high as during covid (given at that time people were working from home and / or were furloughed from their primary employment and were therefore more available). He added that the target was aspirational and not realistic at the present time and the Service would be measured against the targets set.

Cllr Hugo commented that she understood the reasoning for lowering the target and queried how a 90% target compared against other Services. In response the Assistant Chief Fire Officer advised that research indicated typical levels for other Services ranged between 85% to 90%.

CC O'Toole queried the main reason for the lack of on-call availability. In response, the Assistant Chief Fire Officer advised that if an on-call firefighter left the organisation the impact was felt straight away. Availability hinged then on attracting, training and introducing new people to become safe, competent firefighters which took time. After recruitment, it could be 6 months before breathing apparatus training was undertaken and to then go onto driving appliance training or becoming an officer in charge could take years. These were the types of issues that the Service was focussed on improving. The Deputy Chief Fire Officer added that nationally over the last decade on-call firefighters had reduced by 25%. LFRS staff had declined by 11% from 444 firefighters to just short of 400 however it was the amount of hours those staff gave that was 25% less because people wanted a better work-life balance. CC O'Toole was pleased the lack of availability was not due to mechanical issues with fire appliances.

CC Hennessy stated that she would much sooner aim high to achieve high and asked what the views of staff were. In response the Assistant Chief Fire Officer advised that Station, Group and Unit Managers were working exceptionally hard to maintain availability however, despite all their efforts it was unhelpful that the KPI was consistently in exception which could have a negative and de-motivational psychological effect. A lot of work was being done to support on-call availability. The Service was looking at every facet of the duty system to make it more efficient and improved but the numbers demonstrated the level of exception in recent years and that ultimately the Service would be measured by how successfully it achieved the targets it set itself.

CC Hennessy queried whether lowering the target to 92.5% would be a better target as it remained aspirational. In response the Deputy Chief Fire Officer advised that no other Service had a target of 95%. The ACFO stated that the proposal for the 90% overall target was more achievable and would be supplemented by a local 2% in-year target increase for on-call units where low availability featured. As such that the KPI could be reviewed annually with a view to an upward increase.

CC Rigby thanked officers for making Members aware of the challenges currently faced.

CC Singleton MOVED the recommendation in the report and proposed that the new indicator be reviewed annually. This was **SECONDED** by CC Shedwick who commented that Members were well placed in their communities to assist raising awareness of the on-call firefighter role.

At the request of the Chair of the Committee, CC Clarke, the meeting Clerk held a recorded vote and the names of Members who voted for or against the Motion and those who abstained are set out below:

	<p><u>For (7)</u> S Clarke, J Singleton, G Baker, J Hugo, D O'Toole, P Rigby and J Shedwick</p> <p><u>Against (1)</u> N Hennessy</p> <p><u>Abstained (1)</u> M Dad</p> <p>The motion was therefore CARRIED and it was:</p> <p><b>Resolved:</b> That the Planning Committee</p> <ul style="list-style-type: none"> <li>i) approved a combined KPI for first pump availability of wholetime and on-call fire engines across the 39 stations in Lancashire with a revised overall availability target of 90%, which would be reviewed annually; and</li> <li>ii) approved the removal of sub-indicators 3.3.1 and 3.3.2 which would be encompassed in the above new KPI acknowledging that monitoring would continue locally by Service Delivery Managers.</li> </ul>
9/23	<p><b>Measuring Progress - 1st Pump Critical Fire and Critical Special Service Response Standards - Key Performance Indicator Review</b></p>
	<p>The Assistant Chief Fire Officer presented the report. He advised that Lancashire Fire and Rescue Service (LFRS) currently set itself one of the most challenging targets for critical incident response times in the country. Having a high aspirational target reflected the priority and importance of responding to incidents in a suitable time, and whilst LFRS response times remained exceptionally fast in comparison to many other Fire and Rescue Services, the standard was not presently achieved. As such, Members of the Performance Committee had requested that the Service consider the ongoing suitability of this KPI.</p> <p>Members were aware that UK Fire and Rescue Services set their own response standards in line with their Community Risk Management Plan and were then held to account against those standards. It was noted that there were different methods of measuring the response, primarily from time of call or from time of mobilisation, through to the time that the appliances booked as being 'in attendance' at the incident.</p> <p>The two key methods used by fire services in the UK were "Crew Response Time" and "Total Response Time". It was also noted that LFRS previously used the "Crew Response Time" standard (which measured from the point of mobilisation). However, in 2015/16 (and to present a more accurate position) this was reviewed and updated to a "Total Response Time" method whereby 60 seconds were added to each risk level to account for call handling time by North West Fire Control (NWFC).</p> <p>LFRS used a median average of call handling time and the data used for this analysis showed the median call times within Lancashire for critical incidents varied between 1 minute 2 seconds and 1 minute 23 seconds and that the median was 73 seconds. Therefore, when considering that the updated response time factored in</p>

only 60 seconds for call handling time, the figures represented a tightening of the standard of between 2 – 23 seconds from 2015/16 onwards.

Also, when comparing LFRS with other Fire and Rescue Services (FRS), the 90% target and the reaction times set by LFRS were amongst the most challenging set by any UK FRS, particularly those within the Family Grouping (considered by Members at appendix 1). The other FRS' within the 'predominantly urban' category had response standards which were slower than those of LFRS even when call handling was often not factored into the overall response times.

LFRS was currently categorised as 'predominantly urban' though it had a diverse demographic with both highly urbanised and remote rural areas. Comparing LFRS with other 'predominantly urban' services (considered by Members at appendix 2) it was evident that Lancashire was significantly larger geographically than the majority of the services in the category (but with a relatively low average population density / km<sup>2</sup>). It was not surprising therefore that when comparing average attendance times of 'predominantly urban' services for primary fires (considered by Members at appendix 3) Lancashire was slower than the national average for this category. However, LFRS was performing better than the overall national average (by 1 minute 5 seconds) and had also showed an improvement since 2016 which contradicted the national trend of increased response times. This reflected the work which had gone into this field and the benefits of technological innovations that had been delivered by the Service, such as the 'pre-alerting' of fire engines. Since 2016/17 the Service had improved average response times by 21 seconds whereas the overall family group had only improved by 3 seconds. Furthermore, it could be argued that given Lancashire was the largest county within the family group, with a low population density per km<sup>2</sup> it was more similar to 'significantly rural' FRS which had a notably higher average response time of 9 minutes and 58 seconds.

The 2 most common approaches for measuring performance were: i) by percentage of incidents achieved within target (ie: life critical incidents attended within 10 minutes on 80% of occasions); or ii) by average time to attend incidents under target (ie: life critical incidents attended within an average of 10 minutes). Although the 2 metrics appeared to be very similar, they provided significantly different results. Of the 2 methods used HMICFRS identified that, 57% used the first method and 32% used the second with the other 11% a variety of other approaches. HMICFRS had not made a judgement on which method to use but they had praised a FRS that had used the second method. The disadvantage of the first method was that it offered a binary pass or fail result whereby the second method provided for an average and was proposed to be more transparent for understanding by our communities and therefore a better overall representation of Service performance.

### **Changes to reporting KPI 3.1 – Critical Fires**

LFRS currently used the first metric and aimed to achieve its response standards on 90% of occasions. A table in the report set out how successful the Service had been in successive years from 2015/16 to 2022/23 for each of the very high, high, medium and low risk categories. The flaw in that approach was it did not provide a measure of by how much time the response had or had not been achieved.

The report also set out a table using the same data (using a mean average as this was considered the most accurate and transparent approach) to show an average response time which clearly identified how effectively the Service was achieving each standard as set out below:

**Average Response Times / Target**

Year	Low (12 mins)	Medium (10)	High (8)	Very High (6)
2015/2016	08:42	06:51	06:24	05:53
2016/2017	08:42	07:01	06:01	05:55
2017/2018	08:40	06:48	06:17	05:41
2018/2019	08:52	06:51	06:17	05:59
2019/2020	08:15	06:26	06:02	06:07
2020/2021	08:27	06:16	05:48	05:31
2021/2022	08:52	06:25	05:50	05:44
2022/2023	08:33	06:26	06:17	05:35

Furthermore, Members were reassured that regardless of response time ‘success’ or ‘failure’ against target, robust operational assurance and debriefing processes were embedded to ensure the Service had a learning and development approach to operational response arrangements

**KPI 3.2 – Critical Special Service Response**

The Critical Special Service Response target was set at 13 minutes and was not affected by risk rating. The current method of measuring performance showed that LFRS had only once achieved the 90% target within the period of data used for the analysis (2015-2023). However, the following table in the report showed that by applying the same average response metric to critical special service incidents, the Service could be seen to be performing much better than the current binary method and provided a more accurate reflection of service performance:

**Critical Special Service Incidents - 1st Pump Response**

Year	Pass rate	Mean Average Response
2015/2016	86.6%	08:53
2016/2017	86.8%	08:51
2017/2018	83.9%	09:35
2018/2019	89.8%	08:40
2019/2020	88.9%	08:35
2020/2021	89.4%	08:21
2021/2022	90.0%	08:11
2022/2023	89.6%	08:17

CC O’Toole was pleased that call handling times were included in the data which he believed should be consistent across all FRS to compare performance effectively. In response to a query from CC O’Toole regarding whether call

	<p>handling time had improved due to the benefit of North West Fire Control Centre (NWFC), the Assistant Chief Fire Officer advised that performance had improved significantly with the percentage of calls handled within standard now circa 90% and there were many additional ancillary benefits. For example, at the most recent Performance Committee meeting a graph had been shared which detailed incidents ‘not mobilised to’, as a result of effective call challenge, which ultimately improved FRS productivity by preventing unnecessary mobilisations and interruptions to crews’ activities (Business Fire Safety Checks, Home Fire Safety Checks, gathering risk information and training).</p> <p>In response to a question raised by CC Singleton regarding the family group comparator information not including call handling time across all FRS (appendix 1), the Assistant Chief Fire Officer advised that if 1 minute was removed from LFRS’ figures (the call handling element) then our response standards and times achieved, would look even more favourable.</p> <p>In response to a question raised by CC Hennessy, the Assistant Chief Fire Officer advised that the FRS praised by HMICFRS had used the method of reporting by average time to attend incidents however, this did not include a call handling time. In response to further questions from CC Hennessy, the Assistant Chief Fire Officer added that the proposal was for the method of reporting to change only, and not the target times for speed of response, in order to improve transparency. When asked by CC Hennessy whether the proposal provided ‘best value’ the ACFO confirmed that in his view the speed of response provided outstanding value to Lancashire’s communities. He confirmed that the response standards against each category of risk would remain the same (at: very high, 6 minutes; high, 8 minutes; medium, 10 minutes and low risk, 12 minutes).</p> <p><b>Resolved:</b> That the Planning Committee noted the content of the paper and agreed to change the method of reporting for both KPI 3.1 – Critical Fire Response - First Fire Engine Attendance and KPI 3.2 – Critical Special Service Response - First Fire Engine Attendance to ‘average response times’.</p>
10/23	<p><b>Measuring Progress - Addition of Key Performance Indicator for Business Fire Safety Checks</b></p>
	<p>The Assistant Chief Fire Officer presented the report. He advised that Business Fire Safety Checks (BFSC) were inspections of lower risk commercial buildings undertaken by operational firefighters. They typically resulted in low level interventions, however where deficiencies identified were more significant, they could be followed up with a subsequent visit by a Business Safety Adviser (mid-level intervention) or a higher-level intervention, such as enforcement under the Fire Safety Order by a Fire Safety Inspector.</p> <p>Lancashire presently had over 65,000 commercial buildings. A large proportion of those were lower risk buildings which would have been unlikely to make the inspection programme for Fire Safety Inspectors thereby delivering BFSC’s the Service was effectively addressing the built environment risk more broadly whilst improving our operational crews’ knowledge of building construction and how buildings should behave when involved in fire.</p>

	<p>During 2022 the Service began rollout of training to operational crews on the delivery of Building Fire Safety Checks (BFSCs). During the first year, crews began delivering the service as and when they had completed their training and as such, the Service completed over 2,500 BFSC's in the first part-year. Training rollout has since been completed across all wholetime stations and local targets had now been applied within each district, based upon risks identified within the district's local risk management plan.</p> <p>The Service proposed to include a new Key Performance Indicator (KPI) into the quarterly performance report 'Measuring Progress' to ensure that Members and the public were suitably appraised.</p> <p><b>Resolved:</b> that the content of the report be noted and the recommendation to implement a new Key Performance Indicator for Business Fire Safety Checks be approved.</p>
11/23	<b>Date of Next Meeting</b>
	<p>The next meeting of the Committee would be held on <b>Monday 20 November 2023</b> at 1000 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.</p> <p>Further meeting dates were noted for 5 February 2024 and agreed for 15 July 2024.</p>

**M Nolan**  
**Clerk to CFA**

**LFRS HQ**  
**Fulwood**

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## **Lancashire Combined Fire Authority**

Meeting to be held on 18 September 2023

### **Proceedings of Audit Committee held 25 July 2023**

**(Appendix 1 refers)**

Contact for further information:

Diane Brooks, Principal Member Services Officer - Tel: 01772 866720

#### **Executive Summary**

The proceedings of Audit Committee meeting held 25 July 2023.

#### **Recommendation(s)**

To note the proceedings of Audit Committee as set out at appendix 1 now presented.

#### **Information**

Attached at Appendix 1 are the proceedings of the Audit Committee meeting held on 25 July 2023.

#### **Business Risk**

Nil

#### **Environmental Impact**

Nil

#### **Equality & Diversity Implications**

Nil

#### **Financial Risk**

Nil

#### **HR Implications**

Nil

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper:

Date:

Contact:

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

# Lancashire Combined Fire Authority

## Audit Committee

Tuesday, 25 July 2023, at 10.00 am in the Main Conference Room,  
Service Headquarters, Fulwood.

### Minutes

<b>Present:</b>	
<b>Councillors</b>	
J Shedwick (Chair)	
N Hennessy (Vice-Chair)	
S Clarke	
M Dad	
F Jackson	
J Singleton	
<b>Officers</b>	
S Brown, Director of Corporate Services (LFRS)	
J Meadows, Head of Finance (LFRS)	
L Barr, Member Services Officer (LFRS)	
<b>In attendance</b>	
L Rix, Internal Audit, Lancashire County Council	
A Dalecki, Internal Audit, Lancashire County Council	
S Hobson, Internal Audit, Lancashire County Council	
G Jones, External Audit, Grant Thornton	
D Shaw, FBU	
1/23	<b>Apologies for Absence</b>
	Apologies for absence were received from County Councillor Andrea Kay.
2/23	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
	None received.
3/23	<b>Minutes of the Previous Meeting</b>
	<b>Resolved:</b> That the Minutes of the last meeting held on 28 March 2023 be confirmed as a correct record and signed by the Chairman.

4/23	<p><b>External Audit - Audit Plan 2022/23</b></p>
	<p>The Chair, County Councillor Shedwick welcomed Georgia Jones, Audit Manager, Grant Thornton who presented the Audit Plan 2022/23.</p> <p>It was noted that the external auditors were required to produce an annual audit plan, setting out the areas intended for review during the year.</p> <p>Members considered the Audit Plan which included key matters that impacted on the audit, details of significant risks identified and the key aspects of proposed response to the risk, other matters, progress against prior year recommendations, Grant Thornton’s approach to materiality, IT audit strategy, value for money arrangements, audit logistics and team, audit fees, independence and non-audit services, and communication of audit matters with those charged with governance.</p> <p>The proposed audit fee took account of the agreed base fee of £29.3k (as set by Public Sector Audit Appointments (PSAA)) plus a further £14.5k to reflect the additional work required reflected in the audit plan as presented. This resulted in a total fee of £43.8k (last year’s agreed fee was £40.8k).</p> <p>Updates on the management over-ride of controls risk, prior year audit recommendations, value for money arrangements, and the IT audit strategy and the implementation of the Oracle Fusion: E Business Suite Finance and Payroll system would be provided later in the year.</p> <p>In response to a statement from County Councillor Clarke in relation to audit fees, The Chair stated that the previous year’s fee was £40,000 which was set by the PSAA and the £3,000 fee increase for the current year resonated across local government and external audit fees. Georgia Jones explained that the original fees by the PSAA were set 5 years prior to the contract for 2023/2024. Each year, they faced increased demand from the regulator around requirements and had to charge the Service for the work undertaken.</p> <p>In response to a question from County Councillor Singleton regarding whether the auditors had received the draft accounts, Georgia Jones replied that the draft account had not yet been received. The Chair added that the draft accounts would be addressed later in the agenda.</p> <p>County Councillor Singleton asked if there was a date for the Audit Findings Report. Georgia Jones explained the timetable for the year was for financial statements to be prepared by the end of May with the target date for audit being 1 September which many organisations were finding difficult to meet. She could not give a date for issuing the Audit Findings Report until they had received the draft statements.</p> <p><b>Resolved:</b> - That the Audit Committee agreed the external audit plan for 2022/23 and the increased fee.</p>
5/23	<p><b>Internal Audit Annual Report 2022/23</b></p>
	<p>The Chair, County Councillor Shedwick introduced Laura Rix, Senior Auditor. Laura</p>

Rix requested, and it was agreed, that agenda item 6 (Internal Audit Annual Report 2022/23) be presented before item 5 (Internal Audit Monitoring Report).

The report was presented by Laura Rix. The Internal Audit Annual Report summarised the work that the Internal Audit Service had undertaken during 2022/23 and the key themes arising from it. It provided an opinion on the overall adequacy and effectiveness of the systems of governance, risk management and internal control.

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

The opinion was based on the work the Internal Audit Service performed during 2022/23 and 2023/24 in relation to the 2022/23 audit plan, as approved by the Audit Committee in March 2022.

### **Internal Audit Work Undertaken**

Laura Rix highlighted that it had been a positive year with 8 (72%) agreed actions being implemented, 2 (18%) in progress and 1(10%) superseded. All budgeted days (70) had been spent in delivering the audit plan. All 2022/23 work had been completed.

### **Overall governance, risk management and control arrangements**

A high-level review was completed in April 2023 and no areas of concern were noted. Although the introduction of Fusion had caused some practical issues, additional controls had been introduced to mitigate any risks.

### **Recruitment – Positive Action**

The audit report was completed in January 2023.

### **Carbon Management Arrangements**

The audit report was completed in April 2023.

### **Accounts payable, Accounts receivable and General ledger**

Audit work across each of these three key financial systems was completed in March 2023.

### **HR and Payroll**

The review was completed in November 2022.

### **Pensions administration**

Assurance over the operation of the Pension Fund had been obtained from work conducted directly by Lancashire County Council's Internal Audit Service, work undertaken by the Local Pensions Partnership (Administration) Ltd, (LPPA) Internal Audit, and by KPMG for the Local Pension Partnership (Investments) Ltd (LPPi).

### **Treasury Management**

The review was completed in October 2022. No areas for improvement were

identified.

### **Follow up audit activity**

#### **Training, Learning and Development**

Follow up work was completed during February 2022. Six actions had been implemented.

#### **Management of On Call provision**

Follow up work was completed in June 2023. Two actions had been implemented and two were progressing.

Laura Rix highlighted that, since the last meeting in March, 2 audits had been finalised: Carbon Management and follow-up work on the On-Call Provision.

Overall, the audit provided substantial assurance regarding the adequacy of design and effectiveness in operation of the Authority's frameworks of governance, risk management and control. No significant areas of weakness in overall governance, risk management or control had been identified.

It was acknowledged that the introduction of Fusion had caused some practical issues within LFRS and Internal Audit were satisfied that additional controls had been introduced to mitigate any risks.

### **Other components of the audit plan**

#### **National Fraud Initiative**

Following the submission of data in October and November 2022, the resulting matches were released by the Cabinet Office in January and February 2023. The table in the report detailed the total number of matches identified. Limited action had been taken to process the matches due to the timing of the release and LFRS operational pressures such as Fusion. Action would progress later in the year.

County Councillor Singleton asked why there was no assurance opinion on the work completed on overall governance, risk management and control arrangements (page 44 of the agenda). Laura Rix explained that the work was continuous and linked to the overall opinion of the Authority's frameworks of governance, risk management and internal control through resources reports, committee reports and external assurance received throughout the year.

County Councillor Singleton noted that the follow up work had been implemented and asked if completion dates were in place for the non-conformities. Laura Rix confirmed that there were timeframes for non-conformities to be applied but policies were being embedded and therefore, they were still progressing.

The Chair commented that he was pleased with the number of substantial assurances in the annual report.

**Resolved:** - That the Audit Committee noted and endorsed the report.

6/23	<p><b>Internal Audit Monitoring Report</b></p>
	<p>The Internal Auditors produced a summary of progress against the annual plan for each Audit Committee meeting, setting out progress to date and any significant findings. The report for the period up to 12 June 2023 was presented by Laura Rix, Senior Auditor.</p> <p>To date, 1 day had been spent this financial year on completion of the 2023/24 plan and work to progress the internal audit plan would begin in October. The table in the report provided a summary of the assignments that comprised the 2022/23 audit plan.</p> <p>Since the 2022/23 audit plan was agreed, an additional Audit had been requested by the Director of Corporate Services on District Planning. The proposed additional resources that would be required was approximately 10 days which had been provisionally added to the plan.</p> <p>The Director of Corporate Services explained that, in regard to district planning, HMICFRS required information from Lancashire Fire and Rescue Service relating to planning activity and how the Service plan was being delivered throughout the organisation. Each district in Lancashire had a number of fire stations, through which, the Service plan was delivered with a targeted approach to that area. Each district had its own plan which would be assessed on how it was delivered, monitored, and reported through governance arrangements. It was considered valuable to have an independent assessment to discuss with the Inspectorate and take learning from.</p> <p>County Councillor Dad stated that, in relation to district planning, it was good practice to learn from other sources to improve an already excellent Service and asked that Members were kept updated so they too could be educated.</p> <p><b>Resolved:</b> That the Committee noted and endorsed the report.</p>
7/23	<p><b>Annual Governance Statement</b></p>
	<p>The Director of Corporate Services presented the report. The Authority was required to publish an Annual Governance Statement along with the Authority's financial statements, following a review of the effectiveness of the internal controls in place. The report and the statements set out the key elements of the Authority's governance framework, how these had been evaluated, the outcome of the assessment of effectiveness and any areas for improvement.</p> <p>The Audit Committee had previously approved a Code of Corporate Governance, in line with guidance produced jointly by CIPFA (Chartered Institute of Public Finance Accountants) and SOLACE (Society of Local Authority Chief Executives). The Code defined corporate governance as the way an authority ensured that it was doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.</p> <p>In order to assess the effectiveness of the Authority's current arrangements a self-assessment had been undertaken by the Executive Board who had considered the</p>

various sources of assurance that supported the core principles outlined in the report and the outcome of this was considered by Members under appendix 1 as now presented. One of the key elements of this was external assurance of the systems, and this was provided by internal and external auditors, both of whom provided positive reports, and by the HMICFRS Inspection which rated the Service as Good.

The assessment also considered recommendations made as part of last year's Annual Governance Statement i) a project to replace the existing Performance Management System would commence; ii) an upgraded Finance system would be implemented in April 2022 and the Service would review and implement improvements to the monthly budget monitoring process which made greater use of additional functionality provided; iii) the Core Code of Ethics would be embedded into the corporate policy, and recruitment and promotion process.

It was noted that as a result of various reviews the following area had been identified for further improvement: -

- Identify a mechanism to report to Members of the CFA our response to national recommendations made by the HMICFRS during the year.

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

In response to a question from County Councillor Singleton in relation to completion dates for 2 areas for improvement that were listed as 'on-going' in Last Year's Annual Governance Statement, the Director of Corporate Services informed that they would be completed within the financial year and a date for completion would be added before the Chair signed the statement.

**Resolved:** That the Committee noted and endorsed the self-assessment and the Annual Governance Statement based on this and recommended that the Chairman of the Authority sign the Statement once the added dates for completion of the 2 areas for improvement had been added.

8/23

### Accounting Estimates

The Director of Corporate Services presented the report. It was noted that the International Standard on Auditing (ISA) 540: Auditing Accounting Estimates and Related Disclosures was revised in December 2018 by the International Auditing and Assurance Standards Board (IAASB), an independent standard-setting body that served the public interest by setting high-quality international standards for auditing, quality control, and review. The auditing standard was revised because Statement of Accounts were increasingly subject to judgements and estimations performed by management and experts on a range of items within them, as required by current accounting standards. These changes required that auditors should understand and evaluate: "the nature and extent of oversight and governance that the entity has in place over management's financial reporting process relevant to the accounting estimates."



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

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

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

It was noted that the Statement of Accounts were prepared with the underlying significant assumption of Going Concern, which meant that the Authority considered its financial position to be stable for the foreseeable future, as assessed at the most recent budget setting exercise finalised in February 2023. Accounting standards required that management made an annual assessment of going concern, although the Code recognised that Local Authorities could not be created or dissolved without statutory prescription, the accounts must therefore be prepared on a Going Concern basis. Management had prepared the assessment in line with requirements.

Members considered the significant Accounting Estimates for 2022/23 including the: estimated value, degree of uncertainty and methodology used for the: i) valuation of land and buildings; ii) depreciation of property and equipment; iii) valuation of both Firefighter and Local Government Pension Scheme (LGPS) liability; iv) valuation of LGPS pension asset; v) fair value measurement – private finance initiative schemes; and vi) holiday pay expenditure accrual.

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

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

9/23

**Financial Statements Update**

The Director of Corporate Services provided the committee with an update on the preparation of the Authority's 2022/23 unaudited financial statements and included the draft core financial statements for information; the Comprehensive Income and Expenditure Account, Movement in Reserves Statement and Balance Sheet.

The Accounts and Audit (amendment) Regulations 2022 came into force on 22 July 2022 and revised the statutory deadline for publishing the audited financial statements to 30 September for 2022/23 accounts and the subsequent 5 years. The deadline for the Authority to produce and publish draft accounts had reverted back to 31 May 2022/23 as per the Accounts and Audit Regulations 2015.

At the previous meeting, the Committee was advised that due to changes in the finance teams and delays implementing the new financial system, the Authority sought to produce their draft set of financial statements for 2022/23 by 31 July 2023. At the time the report was written, the Authority had produced a first draft of the financial statements and its quality assurance processes had now commenced.

There was a requirement to obtain certification of the accounts by the Responsible Financial Officer (RFO); for the Authority, this was the Director of Corporate Services. It would be completed by the end of July and the draft statements published on the Authority's website.

The Accounts and Audit (England) Regulations 2015 applied to the preparation, approval and audit of the Statement of Accounts and other financial statements. The regulations were based on International Financial Reporting Standards (IFRS) which attempted to standardise accounts in a consistent format across both the public and private sectors with the aim of achieving greater transparency. The table in the report summarised the adjustments required to the revenue outturn to reach the Total Comprehensive Income and Expenditure and reported in the financial statements.

The draft Comprehensive Income and Expenditure Account, Movement in Reserves Statement and Balance Sheet were set out Appendix 1. Subject to changes as part of the Quality Assurance Processes, they would form part of the accounts for audit.

It was noted that the Authority now had a reserve balance of £4.5m and in that figure was the quarter share in North West Fire Control. The balance sheet showed the pension reserve left an underlying deficit position, but once that was stripped away, the Service was in a positive position.

The Director of Corporate Services highlighted that all members of the finance team were fairly new to the Service and had carried out an incredible amount of work to make sure the Authority was in a promising position.

Georgia Jones, Audit manager, explained that, to manage expectations, if they received the draft accounts in the upcoming weeks, they would be unable to start work immediately as they would have to manage resources and capacity within the team but assured that the work would be completed as soon as possible.

County Councillor Clarke commented that it had become clear that the unusable reserves on the balance sheet were mainly due to pensions.

County Councillor Singleton asked how confident the finance team were that they could produce the draft financial statements by 31 July and the Director of Corporate service confirmed that they were very confident.

	<p>County Councillor Hennessy invited the new officers from the finance team to future meetings of the Audit Committee for the experience, which the Director of Corporate Services agreed.</p> <p><b>Resolved:</b> - That the committee noted the update with progress in preparing the unaudited Financial Statements; and noted the Authority's draft core financial statements that would form part of the 2022/23 unaudited Financial Statements.</p>
10/23	<p><b>External Audit - Understanding How the Audit Committee Gains Assurance from Management</b></p>
	<p>It was noted that in order to comply with Auditing Standards, the External Auditors, Grant Thornton needed to establish an understanding of the management processes in place to prevent and detect fraud and to ensure compliance with laws and regulations. They were also required to make enquiries of both management and those charged with governance as to their knowledge of any actual, suspected or alleged fraud.</p> <p>International auditing standards placed certain obligations on auditors to document managements' view on some key areas that affected the financial statements. In addition to the request to management, they also needed to gain an understanding of how those charged with governance maintained oversight of the above processes as set out in letters to management (Executive Board) and the Chair of the Audit Committee as now considered alongside separate responses.</p> <p><b>Resolved:</b> That the Committee noted and endorsed the response submitted by the Executive Board and approved the response by the Chair of the Audit Committee for submission.</p>
11/23	<p><b>Date of Next Meeting</b></p>
	<p>The next meeting of the Committee would be held on <b>26 September 2023</b> at 10:00 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.</p> <p>Further meeting dates were noted for 28 November 2023 and 28 March 2024 and agreed for 25 July 2024.</p>

**M Nolan  
Clerk to CFA**

**LFRS HQ  
Fulwood**

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## Lancashire Combined Fire Authority

Meeting to be held on 18 September 2023

### Member Champion Activity Report

Contact for further information:

ACFO Jon Charters – Tel No: 01772 866801

#### **Executive Summary**

This paper provides a report on the work of the Member Champions for the period up to 31 August 2023.

#### **Recommendation**

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

#### **Information**

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

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

- Community Safety – Councillor Jean Rigby
- Equality, Diversity and Inclusion – Councillor Zamir Khan
- Health and Wellbeing – County Councillor Andrea Kay (up to 30 August 2023)
- Road Safety – County Councillor Ron Woollam

Reports relating to the activity of the Member Champions are provided on a regular basis to the Authority. During this period, all have undertaken their respective role in accordance with the defined terms of reference. Their activity to date is as follows:

#### **Community Safety – Councillor Jean Rigby**

In July, Lancashire was busy promoting World Drowning Prevention Day which was on 25 July. Highlights included 6,933 young people receiving face to face Water Safety Education and a further 14,598 students across the county received education via virtual delivery. Further initiatives to support the day included the lighting of monuments blue including Blackpool Tower, Rivington Pike & Pigeon Tower, Ormskirk Clock Tower, and Preston Town Hall.

Further Water Safety delivery included information to boat owners as part of Boat Safety Week at White Bear, Adlington, Top Lock, Botany Bay and Lock and Quay, Scarisbrick and Rufford Marinas, Burscough Wharf in Burscough, the Boat House in Appley Bridge and Ring-o-Bells, Burscough. Social media messages were sent out through the campaign time on all platforms.

Lancashire Fire and Rescue Service (LFRS) attended an event named RotaKids Conference on Friday 16 June 2023. Here young persons from primary schools across Lancashire and Cumbria attended the annual RotaKids Conference. RotaKids was set up to help build children's self-esteem and community service ethics by introducing rotary concepts of service, understanding and citizenship. The young persons also had an introduction to project, team, and leadership skills. Over 120 children participated in the day which consisted of taking part in small group activities including, Water Safety (LFRS), seed sowing, first aid, sign language, and much more.

LFRS has been working in partnership with the Primary Care Networks in Pennine NHS. Burnley Fire Station was used to host a Living Well Think Health Day on 1 July 2023. The focus was to collaborate and build on our existing partnership working with a view to reaching out to the most vulnerable people in the area as Burnley has one of the highest markers for health inequalities and deprivation links to several wards in the town. Over 30 stakeholders representing agencies attended the event to showcase their work and roles specifics, including: Age UK / IHSS Ltd / Community and District Nurses / Doctors / Burnley Council / Burnley Football Club in the Community/ Up and Active / Carers Link / Quit Squad / LAL – Lancashire Adult Learning / Falls Team / Social Prescribing teams.

### **Equality, Diversity & Inclusion – County Councillor Zamir Khan MBE**

Further to a wholtime recruits apprenticeship course planned for January 2024, the Service has been actively engaged in delivering positive action. To increase the engagement and the understanding of employment opportunities with LFRS amongst minority groups we have seconded two community safety officers, who understand the role of a firefighter and who already have well established links with different communities in Lancashire. This active engagement has reaped positive results with an increased diversity of applications including 12% from women, 11% from ethnic minorities (excluding white minorities) and 9% from members of the LGBTQ+ community.

The Service is keen to ensure that members of staff understand the purpose of positive action and the value of having a diverse workforce and the Assistant Director HR, Head of Corporate Communications, and Head of Service Delivery hosted a live discussion with staff in relation to positive action and wholtime recruitment. The rest of the recruitment process will now progress, all applicants are measured against the same criteria and only the highest performing candidates are appointed.

In terms of existing members of staff, we continue to deliver our Code of Ethics development sessions. One of the key principles within the Code of Ethics is equality, diversity and inclusion, to date 407 employees have attended. We have also launched a confidential reporting "Safe Call" line; this allows members of staff to raise issues of concern independently and anonymously, our associated reporting policies have also been updated and supplemented by simple guidance.

Further to changes in the Rehabilitation of Offenders Act, we have now commenced Standard DBS checks of all operational members of staff and community safety advisors. We already undertake enhanced DBS checks where members of staff undertake "regulated activity".

## **Health, Wellbeing & Climate Change – County Councillor Andrea Kay**

### **Health and Wellbeing**

In August we introduced the idea of Walk and Talk Groups, taking lunchtime walks from between 15 minutes and one hour, to encourage staff to take time away from their desks during lunch and actively promote healthy wellbeing conversations.

Initially launched around the Service Headquarters area, the levels of walk have been split into categories; 'Rainbow' (1 mile), 'Sunshine' (up to 2 miles), 'Blue Sky' (up to 3 miles) and 'Thunderstorm' (up to 10 miles). The plan is to encourage local Walk and Talk Groups across the Service to organise their own 'Rainbow', 'Sunshine' or 'Blue Sky' walks – with 'Thunderstorm' walks due to be organised centrally across the County so all staff, family and friends can get involved. This not only improves physical activity levels but boosts mental health and encourages social networking between different areas of the Service.

To further enhance our peer support network the first Peer Support Ambassador workshop was held in early September. Further workshops are planned and once these are complete feedback will be provided via the Health, Safety and Environment Advisory Group and it is hoped we can facilitate Peer Support Ambassador workshops twice a year, to increase peer support coverage across the Service.

### **Climate Change and Environment**

In July we promoted 'Plastic Free July' and following the messages to reduce single use plastic, in August, we introduced reusable coffee cups to the SHQ Conference Room and Lightfoot House. These are placed with the coffee machines along with a poster developed with the help of our Corporate Communications Department.

We hope we can shift people's perception that their single use coffee cup can and will be recycled. Generally, this is not the case – even when the cups say they are recyclable, it is not usual for them to end up a recycling process. We aim to change behaviour that will see people opting for a reusable cup by either bringing their own, or using one provided at point of use then returning it washed and ready for the next person to use.

These reusable cups will not be issued to each individual as we do not believe this helps to achieve the aim. We have however offered to provide them to our Environmental Champions to help us spread the important reuse message and to encourage people to simply 'Waste Less'.

Our Environmental Champions have also now all been issued with a badge they can wear on their uniform or lanyard to help identify them as a Champion and potentially prompt others to ask for their help and advice.

## **Road Safety – County Councillor Ron Woollam**

Road Sense is a Year 6 Road Safety Education Package delivered by LFRS and offered to all primary schools in Lancashire. This academic year around 17,200 pupils

have received the package, our greatest delivery to date. Feedback from teachers remains very positive, please see example below:

*“The session really engaged the children and gave them plenty to discuss and think about”.*

A recent inclusion of a short post questionnaire for the pupils is showing very positive results. To date 93% of children who completed the questions answered them all correctly. This is a very positive figure, as it proves the key messages and information being taught in the session are being retained by the pupils. This will allow evaluation of the effectiveness of the delivery from the pupil's perspective and will feed into a wider piece of work Prevention Support are doing into the evaluation of our prevention activities.

Biker Down continues to grow with 14 sessions running since April. This has amounted to 260 bikers completing a session and gaining lifesaving skills. The introduction of a pre and post questionnaire is showing very positive feedback about the session. One of the questions the attendees are asked is around their confidence to safely remove a motorcyclist helmet following a road traffic collision. The scale they use is 1-5 (1 not confident – 5 very confident). Prior to the session the average rating is 2.3 but feedback has confirmed that this increases to 4.7 following the session. We also ask for free text feedback, please see an example below from a recent course:

*“Having been a first aid instructor for 8 years I still learnt new skills especially the removal of a helmet”.*

Due to 'Safe Drive Stay Alive' delivery currently being on hold, LFRS has been actively engaging with groups of apprentices. Young drivers (17–25-year-old) are involved in around 25% of Road Traffic Collisions (RTC) in Lancashire. This month we have taken the crashed car (a car from a fatal RTC) and delivered Wasted Lives – our pre and new driver education package to apprentices at both BAE and Springfields. Due to the majority of apprentices being school leavers they very much fall into this 'at risk' group. The feedback has been very favourable and proved the delivery is very worthwhile:

*“Presentation was well delivered and very much age appropriate, we had good feedback from all of our apprentices”*

LFRS delivered an “Alive to Drive” campaign on Blackpool Promenade Headlands at the beginning of August. Crews carried out an RTC demonstration which attracted a huge crowd. The event made it onto both BBC and ITV channels. As well as allowing the Service to highlight what happens at an RTC, other elements of road safety such as the importance of car seats (using the measuring pole) and seatbelts, plus the use of 'appropriate speed', were also covered. The event attracted thousands of visitors throughout the day. It was organised by LFRS but supported by Lancashire Constabulary, National Highways, North West Ambulance Service, Blood Bikes, IAM (formerly the Institute of Advanced Motoring and South Lancashire Advanced Motorcyclists (SLAM)).

LFRS was invited to the annual Cleveleys Car Show to provide an RTC demonstration and delivery of the Wasted Lives Crashed trailer. This was a multi-agency event with the Police and LFRS. LFRS delivered an RTC demonstration with commentary on a



PA system and attended with the Wasted Lives vehicle. The Police also attended and gave information during the demonstration, discussing the consequences of dangerous driving and possible convictions. The event had an approximate footfall of 20,000 - 40,000 attendees.

### **Financial Implications**

Activities are within budget.

### **Business Risk Implications**

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

### **Environmental Impact**

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

### **Equality and Diversity Implications**

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

### **Human Resource Implications**

Some Member and Officer time commitments.

### **Local Government (Access to Information) Act 1985**

#### **List of background papers**

Paper:

Date:

Contact: ACFO, Jon Charters

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

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## Lancashire Combined Fire Authority

Meeting to be held on 18 September 2023

### Fire Protection Report

Contact for further information: Deputy Chief Fire Officer Steve Healey

Tel: 01772 866801

#### Executive Summary

This report summarises Lancashire Fire and Rescue Service (LFRS) prosecutions pertaining to fire safety offences, in addition to convictions resulting from arson incidents which have been progressed via the criminal justice process.

Given the rapidly evolving regulatory change in building fire safety, an update on Fire Protection and Business Support is also provided, detailing how the Service is adapting delivery whilst developing our workforce, to ensure that we keep pace with the changes and improve public and firefighter safety within the built environment.

#### Recommendation

The Authority is asked to note the report.

## FIRE SAFETY CONVICTIONS

### Prosecutions

There is one case within the court system at present for offences under the Regulatory Reform (Fire Safety) Order 2005. Provisionally set for trial on 16<sup>th</sup> October 2023.

Protection teams continue to investigate and build files in relation to further cases wherein offences are believed to have been committed under the Regulatory Reform (Fire Safety Order) 2005, involving the following types of premises:

- Specialised Housing / Supported Living Scheme
- Care & Nursing Home
- House in Multiple Occupation used as Student Accommodation
- Mixed commercial and Residential (Takeaway with sleeping above) x2
- Residential Flats x3
- Commercial car repair garage
- Mixed commercial and Residential (in-dining restaurant with sleeping above)

Of the above-mentioned cases, one has been served a summons with a first hearing scheduled for 20<sup>th</sup> September 2023. Two of the other cases have a draft summons drawn and four are currently under review by legal counsel.

There is also one further case currently being investigated which may see a joint prosecution with the Health and Safety Executive.

## **FIRE PROTECTION & BUSINESS SUPPORT INFORMATION**

### **Business Fire Safety Checks (BFSC)**

As at the end of July 2023, c.3685 BFSC have been undertaken across Lancashire with 619 identifying significant fire safety concerns resulting in follow up action by Protection teams. The delivery of this service is well established across fire stations and is continuing to receive system refinements to support efficient methods of arranging and delivering this valuable risk reduction work.

### **Legislation Changes Update**

From the 1 October 2023 the Regulatory Reform (Fire Safety) Order 2005, will be amended by the introduction of Section 156 of the Building Safety Act 2022. These amendments will require that all responsible persons must now record the fire risk assessment in full (including all the findings) along with the fire safety arrangements for premises in all circumstances.

This is a significant change for responsible persons, as currently the Fire Safety Order only requires a written fire risk assessment if the business has five or more employees or requires a license.

The new legislation will also introduce several additional duties on the responsible person, regarding information they must record and provide along with increasing the level of fines for some offences.

To better prepare responsible persons for these changes, LFRS continue to undertake engagement activities, these include:

- The production of a letter which outlines all relevant changes, is being distributed as part of the protection department's day to day interactions with businesses and premises.
- Digital media and digital copies of the letter are being shared via partners, examples being Local Authority licensing, housing, and the Care Quality Commission (CQC).
- A campaign highlighting the changes is being conducted utilising LFRS social media channels and website.

LFRS will also be supporting Business Safety Week (11<sup>th</sup> – 17<sup>th</sup> September) where specific activities, engagement and media will raise awareness and support businesses and responsible persons to prepare for change and keep fire safety a priority.

## **ARSON RISK REDUCTION**

### **R v Matthew SMITH**

Barton Avenue, Blackpool

Date and Time of call – 25/09/2019, 23:55hrs

This incident involved a deliberate fire set in the bedroom of a ground floor flat. The fire caused severe damage by direct burning to the bedroom/contents and severe damage by smoke to the remainder of the flat. The flat located directly above, suffered severe damage by direct burning to the floorboards and light damage by smoke to the remainder of the property.

Following a trial at Preston Crown Court the defendant was found guilty of 'Arson being reckless as to whether life is endangered' and was sentenced to 5 years in prison plus 2 further years on licence.

### **Business Risk**

Moderate – Members are made aware of prosecutions related to fire safety activity and/or arson within Lancashire to satisfy themselves that the required robust approach is being pursued.

### **Environmental Impact**

None

### **Equality and Diversity Implications**

None

### **HR Implications**

None

### **Financial Implications**

None

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper:

Date:

Contact:

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

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## Lancashire Combined Fire Authority

Meeting to be held on 18 September 2023

### Operational Incidents of Interest

Assistant Chief Fire Officer Jon Charters, Director of Service Delivery

Tel: 01772 866801

#### Executive Summary

This report provides Members with information relating to operational incidents of interest since the last report to the Authority.

#### Recommendation

The Authority is asked to note the report.

#### Information

This report provides Members with information relating to operational incidents of interest. This has been a very busy operational period, therefore the report details only the larger deployments or more complex incidents attended. As a result, some incidents that Members have been made aware of locally, may not form part of the report.

The following summarises the incidents with further detail provided within the body of the paper:

- Building fire in Fleetwood (24/5/23)
- Storage yard in Accrington (9/6/2023)
- Multiple houses on fire in Accrington (14/6/2023)
- Derelict chapel in Rossendale (16/6/2023)
- Explosives discovered during police operation in Leyland (22/6/2023)
- Commercial building fire in Haslingden (23/6/2023)
- Road traffic collision (RTC) on the M6, closing the motorway in both directions due to spill (2/7/2023)
- Commercial building fire in Burnley (6/7/2023)
- Commercial building fire in Barnoldswick (9/7/2023)
- Commercial building fire in Blackburn (21/7/2023)

<b>LFRS station area:</b>	<b>N32 Fleetwood</b>
<b>Date:</b>	<b>24 May 2023</b>
<b>Time:</b>	<b>17:34</b>

Calls were received to a fire at the Mount Hotel on the Esplanade in Fleetwood. On arrival crews were advised that there were potentially persons within the building therefore requested a total of eight fire engines, two aerial ladder platforms, drone team and an incident command unit. The fire involved the third floor and roof of the building, approximately 20m x 30m in size. Fire crews from across the county attended the fire, including Bispham, Blackpool, Preesall, Fleetwood, St Annes, South Shore, Bolton le Sands, Bamber Bridge and Blackburn.

The fire was tackled internally by firefighters wearing breathing apparatus and externally using the high-level access from the two aerial ladder platforms in attendance. Fire crews were on scene for approximately 24 hours. The cause of the fire is not believed to be suspicious.

<b>LFRS station area:</b>	<b>E70 Hyndburn</b>
<b>Date:</b>	<b>9 June 2023</b>
<b>Time:</b>	<b>02:57</b>

Ten fire engines, one aerial ladder platform, and the drone team were called to a commercial property fire on Blackburn Road, Accrington. This attendance was supported by the water bowser, high volume ump (HVP) and the incident command unit. The fire involved a pallet storage yard and approximately 40 shipping containers with mixed storage items. Firefighters wearing breathing apparatus used firefighting water jets, the Stinger appliance to pierce the shipping containers, and the HVP to provide a water supply from the nearby canal.

Fire crews were in attendance for approximately 12 hours. The cause is believed to have been started deliberately, by persons presently unknown. Investigations continue by Lancashire Constabulary.

<b>LFRS station area:</b>	<b>E70 Hyndburn</b>
<b>Date:</b>	<b>14 June 2023</b>
<b>Time:</b>	<b>12:46</b>

Eight fire engines from across the county were called to a domestic garage fire on East Crescent, Accrington. The fire spread to neighbouring terraced properties and due to cylinders being present, 15 homes were evacuated for several hours, whilst the cylinders were cooled and deemed safe.

Firefighters wearing breathing apparatus utilising two firefighting jets tackled the fire at the rear of the property. The drone was used to provide an aerial overview and establish areas of burning across the site.

In total four houses were damaged by fire, along with garages, garden sheds and a camper van. Crews were in attendance for over four hours. A fire investigation took place and the cause is believed to be accidental.

<b>LFRS station area:</b>	<b>P73 Bacup</b>
<b>Date:</b>	<b>16 June 2023</b>
<b>Time:</b>	<b>10:05</b>

Four fire engines were mobilised to the derelict, former Waterbarn Baptist Church on Rakehead Lane in Stacksteads. The incident was attended by crews from Bacup, Burnley, Hyndburn and Greater Manchester.

The building consisted of a previously fire damaged derelict church, approximately 30m x 20m in size. Several firefighting water jets, along with the aerial ladder platform, were utilised to fight the fire externally due to the dangerous structure. The drone was also used to scan the scene for any hotspots still present.



As the fire was of suspicious origin, the LFRS fire dog attended the scene and a joint investigation took place, between Police and Fire. The incident was recorded as deliberate and an ongoing police investigation continues. Fire crews were in attendance for approximately seven hours.

<b>LFRS station area:</b>	<b>S55 Leyland</b>
<b>Date:</b>	<b>22 June 2023</b>
<b>Time:</b>	<b>07:41</b>

LFRS was made aware of a police operation on Nursery Close, Leyland, where a potential explosive device had been found at the property. This led to a significant multi-agency response, involving Police, Fire, Explosive Ordnance Disposal (EOD) and others, using Leyland Fire Station as a rendezvous point for the agencies involved. Several LFRS' resources were stood-by at the rendezvous point including specialist hazardous materials officers and national inter-agency liaison officers, who provided support and advice to colleagues at scene.

A 100m cordon was put in place, leading to several homes being evacuated. The EOD team made the scene explosively safe so that the police could thereafter continue their investigations within the property.

A 59-year-old male was arrested at the scene on suspicion of offences under the explosives act and subsequently bailed. Fire crews were on scene for approximately ten hours.

<b>LFRS station area:</b>	<b>P75 Haslingden</b>
<b>Date:</b>	<b>23 June 2023</b>
<b>Time:</b>	<b>09:05</b>

Six fire engines from Hyndburn, Rawtenstall, Bacup and Burnley, along with a fire engine from Greater Manchester, an aerial ladder platform (ALP), water bowser, stinger and command unit attended a commercial building fire on, Commerce Street, Haslingden. The incident was also supported by a hazardous materials officer and the LFRS drone.

The fire involved a building approximately 80m x 30m in size. Due to the manufacturing processes, several chemicals were stored within the building, which could either accelerate the spread of the fire or damage the environment if not contained. As a result, the hazardous materials unit was also requested, so that they could take mitigating measures to prevent contaminated fire water running off the site.

Firefighters wearing breathing apparatus tackled the fire with firefighting water jets, whilst the ALP tackled the fire from above, as the fire had started to spread to the roof space.

Fire crews were in attendance for over 14 hours, damping down and carrying out a fire investigation. The severity of the fire has led to a partial collapse of the industrial unit. The cause of the fire is yet to be determined, however is being investigated by insurance companies in conjunction with our fire investigation staff.

<b>LFRS station area:</b>	<b>C52 Fulwood</b>
<b>Date:</b>	<b>2 July 2023</b>
<b>Time:</b>	<b>07:13</b>

Four fire engines from Preston, Bamber Bridge and Chorley, the Urban Search and Rescue Team and hazardous materials unit from South Shore, were mobilised to a road traffic collision on the M6 southbound between junctions 31A and 31. On arrival, crews found a large goods vehicle that had overturned and approximately 20,000 litres of milk had spilt onto the motorway. Two casualties were treated by North West Ambulance Service and conveyed to hospital.

Fire crews assisted the Highways Agency and Environment Agency to reduce the impacts of the spillage. Milk can be extremely damaging to watercourses, so drains were blocked by fire service staff, in an attempt to minimise the quantities entering the River Ribble, via surface water drains. The LFRS' boat was utilised on the river, so that the quantities of contaminants entering the water course could be monitored.

The M6 was closed in both directions for several hours as all eight lanes had been contaminated. LFRS and partner agencies were at the scene for over eight hours.

<b>LFRS station area:</b>	<b>P90 Burnley</b>
<b>Date:</b>	<b>6 July 2023</b>
<b>Time:</b>	<b>15:24</b>

Eight fire engines from Burnley, Hyndburn, Nelson, Bacup, Rawtenstall, Fulwood, and Blackburn, together with an aerial ladder platform (ALP), stinger, drone and command unit, attended a commercial building fire on Farrington Place, Burnley. The incident involved a commercial building approximately 75m x 50m in size.

Firefighters tackled the fire using several firefighting water jets, the spike from the Stinger and from the water monitor on the ALP. There was severe fire, heat and smoke damage to the entire unit.

Fire crews were in attendance for over 24 hours, damping down and carrying out a fire investigation. The cause of the fire is believed to have been accidental attributed to processes used on the site.

<b>LFRS station area:</b>	<b>P93 Barnoldswick</b>
<b>Date:</b>	<b>9 July 2023</b>
<b>Time:</b>	<b>06:21</b>

Eight fire engines from Earby, Colne, Nelson, Burnley and Hyndburn, along with an aerial ladder platform, stinger and drone were called to an incident on Ravenscroft Way, Barnoldswick. The fire involved a commercial building, approximately 75m x 50m in size.

Firefighters using six breathing apparatus, several firefighting water jets, a ground monitor and the ALP externally tackled the fire at the building.

The company used acid baths as part of their processes, which had become damaged and spilled the contents. This created an extremely acidic environment internally. Crews utilised their environmental equipment to lay booms across the entrance to the building, preventing the acidic water running out of the premises.

Fire crews were in attendance for approximately four hours. The cause of the fire has been recorded as accidental; however, the investigation was constrained due to the hazardous environment existing within the building.

<b>LFRS station area:</b>	<b>E71 Blackburn</b>
<b>Date:</b>	<b>21 July 2023</b>
<b>Time:</b>	<b>00:39</b>

Eight fire engines from Blackburn, Hyndburn, Burnley, Padiham, Preston and Darwen, plus the aerial ladder platform, stinger and drone attended a commercial building fire on Stanley Street, Blackburn.

The building was a single storey multi-occupied mill approximately 50m x 50m in size. There was an established fire within an upholstery company when the first crews arrived. Crews with firefighting water jets and breathing apparatus entered the building to fight the fire. As the fire also involved a northern light roof section, the ALP was utilised to prevent fire spread within the roof.

The cause of the fire is most likely to be accidental. Crews were on scene for approximately 11 hours.

### **Business Risk**

None

### **Environmental Impact**

Potential impact on local environment in relation to operational incidents. Significant incidents benefit from the attendance of specialist water towers (stingers) and the hazardous materials unit both of which have positive impacts on firefighting operations and reduce environmental impacts.

### **Equality and Diversity Implications**

None

### **HR Implications**

None

### **Financial Implications**

None

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper:

Date:

Contact:

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