

# Public Document Pack

## Lancashire Combined Fire Authority

**Monday, 16 December 2024 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 Sam Hunter, Member Services Manager 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 3

## Agenda

### Part 1 (open to press and public)

#### **Chair'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 Chair who will then instruct that those persons are not photographed, filmed or recorded.

#### 1. **Chair'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 - 10)**

#### 5. **Minutes of meeting Wednesday 4 September 2024 of Performance Committee (Pages 11 - 40)**

#### 6. **Minutes of meeting Wednesday 25 September 2024 of Resources Committee (Pages 41 - 52)**

#### 7. **Minutes of meeting Thursday 26 September 2024 of Audit Committee (Pages 53 - 64)**

8. **Minutes of meeting Thursday 7 November 2024 of Member Training & Development Working Group (Pages 65 - 72)**
9. **Minutes of meeting Monday 18 November 2024 of Planning Committee (Pages 73 - 86)**
10. **Membership of Committees 2024/25 (Pages 87 - 88)**
11. **Proposed amendment to Resources Committee Terms of Reference (Pages 89 - 92)**
12. **Grenfell Tower Inquiry Recommendations (Pages 93 - 96)**
13. **HMICFRS thematic inspection into the handling of misconduct in Fire and Rescue Services update (Pages 97 - 106)**
14. **Member Champion Activity Report (Pages 107 - 114)**
15. **Fire Protection Report (Pages 115 - 120)**
16. **Operational Incidents of Interest (Pages 121 - 126)**
17. **Celebrating our people update (Pages 127 - 130)**
18. **Member Complaints**

Standing item.

19. **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.

20. **Date of Next Meeting**

The next meeting of the Authority will be held on **Monday 17 February 2025** at 1030 hours at Washington Hall Training Centre, Euxton.

## Lancashire Combined Fire Authority

Monday, 16 September 2024 at 10.30 am in Washington Hall, Service Training Centre, Euxton

### Minutes

#### Present:

N Hennessy (Chair)

#### Councillors

S Serridge (Vice-Chair)  
 F De Molfetta  
 M Desai  
 M Clifford  
 U Arif  
 J Shedwick  
 G Baker  
 P Britcliffe  
 S Clarke  
 D Howarth  
 J Hugo

T Hurn  
 F Jackson  
 H Khan  
 S Morris  
 M Pattison  
 P Rigby  
 M Salter  
 J Singleton  
 D Smith  
 R Woollam  
 B Yates

25/24	<b>Chair's Welcome and Introduction</b>
	The Chair welcomed members to the meeting.
26/24	<b>Apologies for Absence</b>
	Apologies were received from County Councillor David O'Toole and Councillor Zamir Khan.
27/24	<b>Disclosure of Pecuniary and non-Pecuniary Interests</b>
	None received.
28/24	<b>Presentation from Fire Cadet - H Salisbury</b>
	<p>The Assistant Chief Fire Officer (ACFO) was pleased to introduce Fire Cadet H Salisbury to present to Members their presentation on the 'Impact of Modern Technology' which recently won first place at the North West Institute of Fire Engineers (IFE) Junior Lecture Final.</p> <p>The presentation included information on the challenges of electric car fires, risks of e-bikes, e-scooters and Lithium-Ion batteries and the impact of social media.</p> <p>Members applauded the presentation given. County Councillor Shedwick remarked</p>

	<p>that H was a credit to both the Fire Cadets and the Service as a whole.</p> <p>Following a question from the Chair, H confirmed that they had chosen to research modern technology as it was ever-changing and research could continue into the future.</p> <p>County Councillor Salter thanked H for their impressive presentation and for highlighting an emerging issue. He stated that Members and politicians could take away some of the points raised to get ahead of the emerging threats of which the Service was aware.</p> <p>In response to a further question from the Chair, H confirmed that they had enjoyed their time with the Fire Cadets and work experience within the Fleet and Engineering Services Team.</p> <p>Councillor Jackson asked that the statistics from the presentation be shared with Members. The Chair agreed that the presentation would be shared outside of the meeting.</p> <p>On behalf of the Authority the Chair wished H every success in their future career and remarked that they were a credit to the Service.</p>
29/24	<b>Minutes of Previous Meeting</b>
	<p>County Councillor Usman Arif joined the meeting.</p> <p><b>Resolved:</b> That the Minutes of the CFA held on 24 June 2024 be confirmed and signed by the Chair.</p>
30/24	<b>Minutes of meeting Wednesday 26 June 2024 of Performance Committee</b>
	<p>County Councillor Frank De Molfetta provided an update that the ACFO had liaised with Cheshire Fire and Rescue Service (CFRS) in relation to their sickness procedures and identified some learning points. The ACFO added that CFRS had lower grey book absence rates and had different policies in place than LFRS. The service was adjusting its policies to encompass some of the learning from CFRS by working with Area and Group Managers to ensure the timely application of policies and procedures.</p> <p><b>Resolved:</b> That the proceedings of the Performance Committee held on 26 June 2024 be noted and endorsed.</p>
31/24	<b>Minutes of meeting Monday 1 July 2024 of Strategy Group</b>
	<b>Resolved:</b> That the proceedings of the Strategy Group Meeting held on 1 July 2024 be noted and endorsed.
32/24	<b>Minutes of meeting Wednesday 3 July 2024 of Resources Committee</b>
	<b>Resolved:</b> That the proceedings of the Resources Committee held on 3 July 2024

	be noted and endorsed.
33/24	<b>Minutes of meeting Monday 8 July 2024 of Audit Committee</b>
	<b>Resolved:</b> That the proceedings of the Audit Committee held on 8 July 2024 be noted and endorsed.
34/24	<b>Minutes of meeting Monday 15 July 2024 of Planning Committee</b>
	<b>Resolved:</b> That the proceedings of the Planning Committee held on 15 July 2024 be noted and endorsed.
35/24	<b>Proposed amendment to Terms of Reference for Committees</b>
	<p>The Clerk to the Authority presented a report for Members to consider amendments to the Terms of Reference of all committees following a recommendation by external audit to include unambiguous guidance around the circumstances in which the respective Committees were quorate, and the arrangements for circumstances when the Committees were not quorate.</p> <p>Additionally, further changes to the Resources Committee recruitment arrangements were deemed necessary to ensure that as many members as possible were potentially available to the Committee, to enable it to proceed with selecting recruitment panels, when making appointments to the Executive Board, save and except for the appointment of the Chief Fire Officer, the Clerk to the Authority and the Treasurer to the Authority, which were appointments reserved to the full Authority, by the Constitutional and Procedural Standing Orders.</p> <p>In response to a question from County Councillor David Howarth, the Clerk to the Authority confirmed that a committee required 40% of it's members to be in attendance in order to be quorate.</p> <p><b>Resolved:</b> - That the Authority approved the amendments to the Terms of Reference for all committees.</p>
36/24	<b>Corporate Safety, Health and Environment Policy review</b>
	<p>The Deputy Chief Fire Officer (DCFO) presented a report for members to consider. Under Section 2(3) of the Health and Safety at Work Act 1974, employers must prepare, and where necessary revise, a written statement of health and safety policy. The existing safety, health and environment policy document, which was last considered by the Authority in September 2021, had been recently reviewed, amended as required, and was now presented to Members for consideration.</p> <p>As the health and safety and environment functions were managed in a similar way it was considered appropriate for the Authority to declare its intent for both health and safety and the environment in the same document.</p> <p>In response to a question from Councillor Jane Hugo, the DCFO confirmed that consultation had taken place with Unions and the policy would be updated to reflect</p>

	<p>this.</p> <p>Councillor Hugo further requested that the possible negative impact of PPE relating to turbans be assessed nationally to ensure there was no discrimination. The DCFO confirmed that this would be fed back to the National Fire Chiefs Council (NFCC).</p> <p>Councillor Hugo asked for clarification of the policy continuing despite negative impacts. The Director of People and Development (DoPD) confirmed that this demonstrated the services scrutiny and that provided the service could objectively justify the need it could continue with policies that may have had a negative impact in some areas.</p> <p><b>Resolved:</b> - That the Authority endorsed the revised policy and supported the new Chief Fire Officer re-signing the commitment on appointment, or bringing back a revised policy should it be deemed necessary on their review.</p>
37/24	<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 – County Councillor Matthew Salter</li> <li>• Equality, Diversity and Inclusion – Councillor Zamir Khan</li> <li>• Health and Wellbeing – County Councillor Hasina Khan</li> <li>• Road Safety – County Councillor Fred Jackson.</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 15 September 2024. During this period all had undertaken their respective role in accordance with the defined terms of reference.</p> <p>Councillor Dave Smith remarked that he was pleased to see signs promoting ‘no mow May’.</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>County Councillor Matthew Salter referred to the whole range of activities being undertaken currently within crime prevention and thanked all those who had taken part in the initiatives.</p> <p>Councillor Fred Jackson expressed his thanks to the previous Road Safety Member Champion County Councillor Ron Woollam. He requested that he be kept informed of any upcoming events relating to Road Safety.</p> <p><b>Resolved:</b> That the Authority noted and endorsed the report and acknowledged the work of the respective Champions.</p>

38/24	<b>Fire Protection Reports</b>
	<p>The report summarised Lancashire Fire and Rescue Service prosecutions pertaining to fire safety offences under the Regulatory Reform (Fire Safety Order) 2005. One case had been concluded, and the landlord, pleaded guilty to two breaches of the Regulatory Reform (Fire Safety) Order 2005, at Bond Street, Blackpool. On Monday 1 July 2024, sentencing had taken place at Preston Crown Court, where the landlord was sentenced to the following:</p> <ul style="list-style-type: none"> <li>• Five months to be served concurrently, suspended for eighteen months.</li> <li>• Twenty days rehabilitation.</li> <li>• Three hundred hours unpaid work (community service).</li> <li>• Two fines with a combined total of £7,500 for failure to comply with the above articles of the Fire Safety Order.</li> <li>• Ordered to pay £23,120 in costs to Lancashire Fire and Rescue Service.</li> </ul> <p>Four cases sat within the court system, two cases were due to appear at Magistrates Courts on the 20 August 2024. One of these cases was postponed to the 15 October 2024 with the other elevated to Crown Court for the 17 September 2024. Two further cases would appear at Crown Court in September 2024 and July 2025.</p> <p>Members noted that 1,266 Business Fire Safety Checks (BFSCs) had been undertaken during the 2024/25 year to date, with 172 deemed unsatisfactory and triaged by protection teams with both informal and formal enforcement taken. A total of 924 BFSCs had been undertaken in quarter 1, with 133 deemed unsatisfactory.</p> <p>Members also noted there had been no arson convictions during the quarter. However, there were 15 live cases ongoing through the Criminal Justice System.</p> <p>In response to a question from County Councillor Clifford in relation to a case that was being built against a nightclub, Area Manager Matt Hamer confirmed that LFRS worked in partnership with other agencies including the Police, Councils and Licensing to ensure a robust response from all partners.</p> <p><b>Resolved:</b> That the report be noted.</p>
39/24	<b>Operational Incidents of Interest</b>
	<p>The report provided Members with information relating to operational incidents of note over the period 1 June 2024 – 31 August 2024. As the operational period had been very busy, the report detailed only the larger deployments or more complex incidents. As a result, some incidents that Members had been made aware of locally, may not have formed part of the report. Full details of the following incidents were provided in the report:</p> <ul style="list-style-type: none"> <li>• Commercial building fire in Blackpool (7/6/2024)</li> <li>• Explosives incident in Preston (18/6/2024)</li> <li>• Domestic fire in Morecambe (26/6/2024)</li> <li>• Major entrapment in Burnley (3/7/2024)</li> <li>• Water rescue in Preesall (3/7/2024)</li> <li>• Person rescued from a car in water in Thornton Cleveleys (13/7/2024)</li> </ul>

- Domestic fire in Blackpool (17/7/2024)
- Waste fire in Preston (28/7/2024)
- Commercial building fire in Salmesbury (31/7/2024)
- Commercial building fire in Burnley (31/7/2024)

**Resolved:** That the Authority noted and endorsed the report.

County Councillor John Shedwick remarked that there were a wide range of serious incidents included within the report which required a large response.

In response to a question from County Councillor Ron Woolam in relation to the explosive incident in Preston, the ACFO explained that it is not uncommon for previous World War 2 hand grenades to be uncovered and as such the services response was well rehearsed.

County Councillor Frank De Molfetta congratulated the service on its ability to respond to a diverse range of incidents and assist partner agencies.

County Councillor Matthew Salter remarked that there were a number of serious incidents and incidents within his home division. He expressed his thanks to all officers involved.

Group Managers (GMs) Chris West and Kirsty McCreesh gave a presentation to members on the building fire at Warbeck House, Blackpool.

GM's West and McCreesh explained that Warbreck House was a former Department for Working Pensions building that had been vacant for some time. Access had become easier for local residents and security put in place by the site owners was insufficient and only covered 8am to 4pm, this led to increased Anti-Social Behaviour (ASB). The initial call was received at 23:32 hrs on 7 June 2024 and there was initial attendance of 4 pumps, a Hose Layer and a Water Bowser which was increased to 10 pumps, 2 Ariel Ladder Platforms (ALP's), a Hose Layer, a High Volume Pump (HVP), Command Unit, Command Support Unit, 2 Stingers and a Water Bowser.

The priorities were establishing if any persons were present, establishing adequate water supplies, extinguishing the fire and preventing fire spread, identifying any hazards to maintain firefighter safety, protecting the environment and considering the requirement for fire investigation.

There was a multiagency response from Lancashire Constabulary, North West Ambulance Service, Blackpool Council, Cadent Gas, Electricity North West and United Utilities. Members were shown pictures and a video which showed the extent of the fire.

GM West explained that this was a protracted incident with LFRS working alongside partners for 10 days to determine the involvement of persons, continue to monitor for hot spots to prevent reignition and complete the fire investigation. LFRS continued to work with Blackpool Council to prevent further incidents.

In response to a question from Councillor Jane Hugo in relation to the site owners,



	<p>GM West confirmed that there was ongoing communication with Blackpool Council in relation to the responsibilities of the site owners. The site owners had increased security provisions to 24 hours and installed mobile CCTV. United Utilities had also reopened the hydrant main.</p> <p>In response to a question from County Councillor John Singleton in relation to the confirmation that all persons were accounted for, GM West stated that the service took a robust multiagency approach and considered intelligence and missing person reports whilst utilising a number of resources including fire investigation teams and fire dogs.</p> <p>The CFO took the opportunity to commend GM McCreesh on her command leadership of the incident.</p> <p>The Chair thanked GMs Chris West and Kirsty McCreesh and the officers involved.</p>
40/24	<p><b>Member Complaints</b></p>
	<p>The Monitoring Officer confirmed that there had been no complaints since the last meeting.</p> <p><b>Resolved:</b> That the current position be noted.</p> <p><b>Executive Board updates</b></p> <p>The Chair announced the Director of People and Development (DoPD); Bob Warren's retirement after 22 years' service. On behalf of the Fire Authority the Chair thanked him for his leadership and service including his national work with the Local Government Association (LGA) and pensions work and wished him a happy retirement.</p> <p>The DoPD remarked that he had thoroughly enjoyed his 22 years with the service.</p> <p>County Councillor John Shedwick echoed the chairs comments and commended the DoPD on his work with North-West Fire Control.</p> <p>County Councillor Frank De Molfetta echoed previous comments and added that the DoPD has always been fair and done the best for the whole workforce.</p> <p>The Chair presented the DoPD with an award on behalf of the Fire Authority.</p> <p>The Chair welcomed the new DoPD, Liz Sandiford who was previously Assistant Director of Human Resources. On behalf of the Fire Authority the Chair congratulated her on her new role.</p> <p>The Chair announced that the Chief Fire Officer (CFO); Justin Johnston was due to retire in the new year after 30 years service with the last 5 years spent leading the service. On behalf of the Fire Authority the Chair congratulated the CFO on his distinguished career and thanked him for his leadership and service, remarking that he had led the service through the Coronavirus pandemic and various other challenges.</p>

	<p>County Councillor John Shedwick added that the CFO had guided the service through a difficult period and made the service an exemplar on a national stage through the HMICFRS inspection results. He expressed his thanks from the Conservative Group.</p> <p>County Councillor Frank De Molfetta echoed these comments and added that the CFO had been an ambassador throughout the country.</p> <p>The CFO thanked members for their support and remarked that he had enjoyed his service.</p> <p>The Chair presented the CFO with an award on behalf of the Fire Authority.</p> <p>The Chair announced that ACFO Jon Charters had been appointed as the services next CFO following a selection process and will commence in role in January. On behalf of the Fire Authority the Chair congratulated the ACFO on his new role.</p> <p>The Chair also congratulated Stephanie Collison on her promotion to Assistant Director of Communications and Engagement.</p>
41/24	<b>Date of Next Meeting</b>
	The next meeting of the Authority would be held on Monday <b>16 December 2024</b> at 10:30am at the Training Centre, Euxton.
42/24	<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.
43/24	<b>Governance update by Clerk and Monitoring Officer to the Authority</b>
	<p>(Paragraph 1)</p> <p>The Clerk to the Authority provided a governance update to authority members.</p> <p><b>Resolved:</b> That the current position be noted.</p>
44/24	<b>Re-Appointment of Clerk and Monitoring Officer to the Authority</b>
	<p>(Paragraphs 1 and 2)</p> <p>The Clerk to the Authority withdrew from the meeting for this item.</p> <p><b>Resolved:</b> That the Authority approved the re-appointment of Mr Mark Nolan as Clerk and Monitoring Officer to the Lancashire Combined Fire Authority for a period</p>

	of twelve months, to the September meeting of the Authority in 2025.
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**M Nolan**  
**Clerk to CFA**

**LFRS HQ**  
**Fulwood**

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## Lancashire Combined Fire Authority

Meeting to be held on 16 December 2024

### Proceedings of Performance Committee held 4 September 2024 (Appendix 1 refers)

Contact for further information:

Sam Hunter, Member Services Manager - Tel: 01772 866720

#### **Executive Summary**

The proceedings of Performance Committee meeting held 4 September 2024.

#### **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 4 September 2024.

#### **Business Risk**

None.

#### **Environmental Impact**

None.

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

None.

#### **Financial Risk**

None.

#### **HR Implications**

None.

#### **Legal 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

## Lancashire Combined Fire Authority Performance Committee

Wednesday, 4 September 2024, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### Minutes

<b>Present:</b>	
<b>Councillors</b>	
F De Molfetta (Chair)	
H Khan (Vice-Chair)	
T Hurn	
M Clifford	
M Salter	
D Smith	
G Baker (Substitute)	

<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 Leadership and Development (LFRS) P Jones, Area Manager, Head of Service Delivery (LFRS) B Maris, Station Manager, Organisational Performance (LFRS) S Hunter, Member Services Manager (LFRS) L Barr, Member Services Officer (LFRS) G Basson, North West Fire Control

9/24	<b>Apologies For Absence</b>
	Apologies were received from County Councillors Peter Britcliffe, David O'Toole, Paul Rigby and Barrie Yates.
10/24	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
	None received.
11/24	<b>Minutes of Previous Meeting</b>
	<b>Resolved:</b> - That the Minutes of the last meeting held on the <b>26 June 2024</b> be confirmed as a correct record and signed by the Chair.

	<p>County Councillor Clifford commented that he was impressed with the minutes and felt they were comprehensive.</p> <p>The Assistant Chief Fire Officer highlighted that he had brought the ward information from the review of the risk map, from the actions of the previous meeting. The handout sheet, which had been distributed to Members, showed areas of High Risk broken down to ward areas which would be presented in the performance management report agenda item under KPI 2.1.</p> <p>Councillor Baker requested confirmation of the risk categories and stated that the Stanley Ward in Blackpool did not appear on the handout sheet. The Assistant Chief Fire Officer explained that there were over 940 Super Output Areas and the wards listed focused those where risk was categorised as ‘Very High’ or ‘High’, hence some wards were not listed. The four risk categories were: Very High; High; Medium; and Low.</p> <p>The Assistant Chief Fire Officer advised that, following a request from County Councillor Hennessy at the previous meeting, he would share any measures that could be learnt from Cheshire Fire and Rescue Service in relation to Sickness Absences under KPI 1.2.1.</p>
12/24	<p><b>Performance Management Information</b></p>
	<p>The Assistant Chief Fire Officer presented a comprehensive report to the Performance Committee. This was the 1st quarterly report for 2024/25 as detailed in the Community Risk Management Plan 2022-2027.</p> <p>This quarter, one Key Performance Indicator (KPI), 2.9 Business Fire Safety Checks was shown in positive exception and four Key Performance Indicators were shown in negative exception. These were 1.2.1 Staff Absence Wholetime (WT), 2.6.2 Deliberate Fires – Commercial Premises, 3.1 Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance, and 3.3 Total Fire Engine Availability.</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 April to June 2024, 19 station visits were carried out by principal officers and area managers as part of the service-wide engagement programme. Six service delivery engagement sessions were held for local leaders across the county to reflect on progress achieved in 2023-24 and consider priorities for the year ahead.</p> <p>The Service also engaged with staff over several topics that related to the Service’s fleet and equipment, which included water rescue buoys, fire flash hoods, devices</p>



to monitor heat stress in firefighters, and property projects such as improvement works at Blackpool and Preston fire station.

As previously reported: A comprehensive staff survey was undertaken periodically to gain insight from all staff on a range of topics which included leadership, training and development, health and wellbeing, and equality, diversity, and inclusion. The feedback was used to shape future activity and bring about improvements and new ideas. The survey included a staff engagement index which was a measure of overall staff engagement based on levels of pride, advocacy, attachment, inspiration, and motivation. The current staff engagement score index was 74% (2023).

Year	Engagement Index	Response Rate
2023	74%	49%
2020	79%	44%
2018	70%	43%
2016	64%	31%

The engagement index was calculated based on five questions that measured pride, advocacy, attachment, inspiration, and motivation; factors that were understood to be important features shared by staff who were engaged with the organisation.

For each respondent, an engagement score was calculated as the average score across the five questions, where strongly disagree was equivalent to 0, disagree was equivalent to 25, neither agree nor disagree was equivalent to 50, agree was equivalent to 75 and strongly agree was equivalent to 100. The engagement index was then calculated as the average engagement score in the organisation. This approach meant that a score of 100 was equivalent to all respondents saying strongly agree to all five engagement questions, while a score of 0 was equivalent to all respondents saying strongly disagree to all five engagement questions.

During the survey period, the corporate communications department visited wholetime and on-call crews on 51 occasions to encourage participation in the survey. Five focus groups were held with on-call units by the Service's independent researcher to obtain qualitative feedback on on-call specific matters, to complement the survey data.

### **1.2.1 Staff Absence Wholetime**

This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime staff divided by the total average strength.

Annual Standard: Not more than 8 shifts lost.

Annual Shifts Lost ÷ 4 quarters = 2

Cumulative total number of shifts lost: 2.141

The negative exception report was due to the number of shifts lost through absence per employee being above the Service target for quarter 1.

The element of that section of the report referred to sickness absence rates for the period 1 April 2024 to 30 June 2024.

The agreed target performance level was 8 shifts lost per employee per year for wholetime staff, which equated to a target of 2.00 shifts lost.

The actual shifts lost for the period for this group of staff was 2.14, which was 0.14 shifts over target. During the same period of the previous year, 2.10 shifts were lost which was a slight increase of 0.04 shifts lost per wholetime employee compared to the same quarter of the previous year. Cases of long-term absence (over the whole quarter) had decreased by 0.11 shifts from the previous quarter.

During quarter 1, April to June 2024, there were 1,332 wholetime absence shifts lost = 2.14 against a target of 2.00.

The number of cases of long-term absence (over the whole quarter) had reduced from three in Q4 to two in Q1.

- Mental Health – Stress
- Cancer and tumours

80 shifts were lost during the quarter as a result of the above cases of long-term absences, this was in comparison to 158 shifts lost during the previous quarter. These cases accounted for 0.129 shifts lost per person over the quarter.

There were 31 other cases of long-term absence also recorded within the 3 months:

- Musculo skeletal – 10 cases
- Mental Health – 9 cases
- Hospital/Post Operative – 7 cases
- Other absence types (small or single returns) – 5 cases

117 shifts lost were related to Respiratory related absences, which included Coronavirus absence and equated to 0.189 shifts lost per person on Q1, in comparison to 154 shifts lost in Q4 of the previous year.

The Service had a robust Absence Management Policy which detailed the approach to managing periods of workplace absence to ensure that staff 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 Trauma Risk Management (TRiM), an Employee Assistance Programme (EAP), 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.

The Assistant Chief Fire Officer advised that, at the previous meeting in June, County Councillor Hennessy had asked if there were any measures that could be learnt from Cheshire Fire and Rescue Service (CFRS) with regards to achieving lower absence rates. He explained that, following a meeting with CFRS, learning taken from its absence processes would be implemented by the Service through policies and monitored as to whether there was a positive impact on the KPI. Adjustments had also been identified and applied in respect of Case Management Meetings and any findings would be reported back through a future committee meeting. It was highlighted that adjustments mainly focused on musculo skeletal absences.

In response to County Councillor Salter's request for examples of policy measures learnt from CFRS, the Assistant Chief Fire Officer advised that the Director of People and Development was amending the Modified Duties Policy and developing an Alternative Duties Policy, however, consultation with staff representative bodies would have to be carried out. These policies would be reviewed at a future point to measure effectiveness.

### **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, 1.25%.

### 1.2.3 Staff Absence Greenbook

This 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 8 shifts lost.

Annual Shifts Lost ÷ 4 quarters: 2

Cumulative shifts lost: 1.348

It was noted by 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 policies and procedures relating to absences were consistent for both green book and grey book staff.

The Assistant Chief Fire Officer highlighted to Members that the absence figures for green book staff were within target and had greatly improved from the previous year.

#### 1.3.1 Workforce Diversity

This indicator measured diversity as a percentage.

Combined diversity percentage of grey book (operational) and green book (support) staff. The percentages outside of the brackets represented the current quarter, with the percentage within the brackets illustrating the same quarter of the previous year:

Gender:	Female 22%(20%)	Male 78%(80%)	
Ethnicity:	BME 4%(3%)	White 93%(94%)	Not stated 3%(3%)
Sexual Orientation:	LGBT 4%(4%)	Heterosexual 58%(53%)	Not stated 38%(43%)
Disability:	Disability 3%(3%)	No disability 94%(94%)	Not stated 3%(3%)

Diversity percentage by Grey Book Staff and Green Book Staff. Counts included double counts if the member of staff was dual contracted between Grey and Green Book.

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

Gender:	Female	Grey book 10%	Green book 61%
	Male	Grey book 90%	Green book 39%
Ethnicity:	BME	Grey book 3%	Green book 4%
	White	Grey book 95%	Green book 87%
	Not stated	Grey book 2%	Green book 9%

Sexual Orientation:	LGBT	Grey book 4%	Green book 3%
	Heterosexual	Grey book 57%	Green book 62%
	Not stated	Grey book 39%	Green book 35%

Disability:	Disability	Grey book 3%	Green book 4%
	No disability	Grey book 95%	Green book 90%
	Not stated	Grey book 2%	Green book 6%

### 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. The percentages outside of the brackets represented the current quarter, with the percentage within the brackets illustrating the same quarter of the previous year:

Gender:	Female 90%(41%)	Male 10%(59%)	
Ethnicity:	BME 0%(6%)	White 40%(76%)	Not Stated 60%(18%)
Sexual Orientation:	LGBT 0%(6%)	Heterosexual 90%(76%)	Not stated 10%(18%)
Disability:	Disability 0%(6%)	No disability 100%(94%)	Not stated 0%(0%)

During quarter 1, there were a total of 10 new entrants.

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 persons recruited during the period.

### 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, 20 for quarter 1; year to date 20; previous year to date 16. Quarterly activity increased 25.00% over the same quarter of the previous year.

The Assistant Chief Fire Officer informed Members that there had been no significant incidents and fluctuations in the quarters was often dependent on incident types attended.

## 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 30,750 and the previous year's score was 31,170 which meant that the fire risk continued to reduce.

The handout sheet, which had been distributed to Members, showed areas of Very High and High Risk broken down to ward areas.

The Assistant Chief Fire Officer informed Members that the overall risk score continued to reduce year on year and the ambition of the Service was to eradicate the Very High Risk graded areas from the risk map.

## **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 Lancashire Constabulary (LanCon) and gaining entry incidents at the request of the North West Ambulance Service (NWAS).

Incidents attended, year to date 4,274; previous year to date 5,105. Quarterly activity decreased 16.28% over the same quarter of the previous year.

In quarter 1, the Service attended 4,274 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) – 1826, 43%
- Total Primary Fire Calls (accidental dwelling / building and deliberate dwelling / commercial fires and other primary fires) – 492, 12%
- Total Secondary Fire Calls (deliberate and accidental fires) – 739, 17%
- Total Special Service Calls (critical incidents, gaining entry, RTCs, Flooding and other critical incidents) – 1211, 28%

The Assistant Chief Fire Officer explained that the revised Automatic Fire Alarms policy had removed some unnecessary mobilisations and False Alarms incidents had decreased by almost 12% compared to the previous year.

## 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, 165 in quarter 1; year to date 165; previous year to date 203. Quarterly activity decreased 18.72% over the same quarter of the previous year.

It was noted by Members that the number of accidental dwelling fires had significantly reduced against the same quarter of the previous year and there had been a sustained a downward trend.

### 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	1 in quarter 1; year to date 1; previous year to date 0
Injuries appear Serious	0 in quarter 1; year to date 0; previous year to date 3
Injuries appear Slight	15 in quarter 1; year to date 15; previous year to date 8

Quarterly activity increased 45.45% over the same quarter of the previous year.

The Assistant Chief Fire Officer informed Members that sadly, the 1 fatality in quarter 1 was an elderly man in Burnley.

### 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 84%.

Combined quarterly percentage had therefore increased 2.92% 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), 71 in quarter 1; year to date 71; previous year to date 70. Quarterly activity increased 1.43% 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 78% against
- same quarter of the previous year, combined percentage of 66%.

Combined quarterly percentage had therefore increased 12.1% 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), 21 in quarter 1; year to date 21; previous year to date 40. Quarterly activity decreased 47.50% 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 38% against
- same quarter of the previous year, combined percentage of 38%.

Combined quarterly activity had therefore remained static over the same quarter of the previous year.

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

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

Deliberate Fires – 498 in quarter 1; year to date 498; previous year to date 684. Quarterly activity decreased 27.19% over the same quarter of the previous year.

The Assistant Chief Fire Officer advised that there had been a seasonal spike in the number of deliberate fires in early spring which had been managed at district level and had subsequently led to a reduction when compared to the same quarter last 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, 24 in quarter 1, year to date 24; previous year to date 24. Quarterly activity was static 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, 48 in quarter 1; year to date 48; previous year to date 42.

Quarterly activity increased 14.92% over the same quarter of the previous year.

The negative exception report was due to the number of deliberate commercial premises fires being above the upper control limit during April of quarter 1.

Whilst the count of deliberate fires within the first quarter was within the tolerance for the months of May and June, April recorded a high of 21 incidents, which was one incident above the upper control limit. The month of April accounted for 43.8% of fires over the three-month period.

Over the quarter 1 period, 17 (35.4%) of the incidents occurred in prisons, which equated to over a third of all deliberate fires at commercial premises. The most common ignition source was smoking materials, such as an electronic vape (e-Cigarette) to intentionally cause a fire.

Although LFRS had no direct legislative power over Prisons as they were Crown Property, LFRS had established a Prison Working Group and was working closely with the Prisons within Lancashire to support and advise in relation to fire safety and incident reduction.

Fire protection teams continued to drive their performance through the Risk Based Inspection Programme (RBIP). This work was enhanced through operational staff carrying out Business Fire Safety Checks (BFSCs) on lower risk businesses. This work supported Lancashire business safety through advice and guidance and referral to Protection teams where appropriate.

In response to a query from Councillor Smith regarding the classification of prisons as commercial premises, the Assistant Chief Fire officer explained that, for Home Office reporting purposes, national reporting was structured so prisons were classed as commercial properties. In addition, other types of government buildings and crown premises were classed as commercial i.e. military barracks.

Councillor Smith suggested that crown premises data be reported separately to other commercial premises with an additional line on the graph as that data caused the KPI to be in negative exception. The Assistant Chief Fire Officer proposed the suggested change to the reporting of the KPI and it was agreed by Members.

### **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, 426 in quarter 1; year to date 426; previous year to date 618. Quarterly activity decreased 31.07% 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, 5,807 in quarter 1; year to date 5,807; previous year to date 5,807. Quarterly activity remained static against the same quarter of the previous year.

HFSCs with high-risk outcomes, Quarter 1, 53%; previous year Quarter 1, 54%.

High risk outcomes decreased 1% against the same quarter of the previous year.

The Assistant Chief Fire Officer informed members that the number of HFSCs delivered had increased significantly over the last few years.

## **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, 1 session delivered to 30 students;  
 RoadSense, 89 sessions delivered to 3,210 students;  
 SENDSafe, 6 sessions delivered to 200 students;  
 Wasted Lives, 9 sessions delivered to 1,059 students;  
 Biker Down, 6 sessions delivered to 90 attendees;  
 FIRES, 40 referrals opened prior to Q1 and carried over. 46 referrals received in Q1. 35 referrals closed in Q1. 45 referrals carried to 2024-25, Q2;  
 Partner Training (including care providers), 15 sessions, to 11 different partners, to 161 delegates;

Specific Education packages – delivered Water Safety, BrightSparx, ASB, Deliberate Fire Setting etc (Covers key stages 2, 3 and 4). 39 in school water safety sessions, delivered to 5,468 students & 8 virtual sessions delivered to 9,147 pupils.

Arson Threat Referrals – 191.

The Assistant Chief Fire Officer explained that LFRS were active Members of the Water Safety Partnership and the water safety delivery aimed to reduce the number of water related fatalities in Lancashire.

County Councillor Clifford queried whether there was any statistical evidence that showed that water safety training had proved effective and reduced the number of water related incidents that the Service responded to. Area Manager, Matt Hamer explained that sadly, nationally the number of water related incidents continued to rise. From a prevention perspective, targeting groups was difficult as 48% of people who lost their lives did not intend to enter the water. LFRS were active members of the Lancashire Water Safety Partnership (LWSP) and along with Swim England and the Mine Trust, considered prevention strategies using national data from the WAter Incident Database (WAID) and Lancashire specific data. Lancashire had large areas of open water and prevention activity was targeted at young males through school. Nationally, there was a focus on water safety and there had been

advancement in the curriculum around safety in open water and access to public pools and swimming lessons for children. It was noted by Members that the Service did not have a statutory duty in terms of water related incidents, however, the Fire Service was mobilised as a rescue service.

## **2.9 Business Fire Safety Checks**

This indicator reported the number of Business Fire Safety Check (BFSC's) completed and whether the result was satisfactory or unsatisfactory. If the result of a BFSC was unsatisfactory, fire safety advice would be provided to help the business comply with The Regulatory Reform (Fire Safety) Order 2005. If critical fire safety issues were identified, then a business safety advisor would conduct a follow-up intervention.

- The pro rata BFSC target was delivered through each quarter.

A +/-10% tolerance was applied to the completed BFSCs and the year to date (YTD) BFSCs, against both the quarterly and YTD targets. When both counts were outside of the 10% tolerance, they would be deemed in exception which enabled local delivery to flex with the needs of their district plan over the quarters.

BFSCs completed, 924 in quarter 1; Cumulative 924; YTD target, 625; previous YTD 826.

Cumulative YTD BFSCs being satisfactory, 791. Top 5 completed satisfactory premise types (Shops 323, Factories/Warehouses 128, Other Workplaces 78, Other Public Premises 71, Offices 70).

Cumulative YTD BFSCs being unsatisfactory, 133. Top 5 completed unsatisfactory premise types (Shops 57, Factories/Warehouses 27, Licensed Premises 11, Other Sleeping Accommodation 11, Other Workplaces 9).

The positive exception report was due to the number of completed Business Fire Safety Checks (BFSCs) being greater than 10% of the quarterly target, and the cumulative year to date target.

Crews continued to embed built environment knowledge and understanding. The first of two Built Environment Virtual Training (BEVT) sessions were delivered in 2023 and the second phase of BEVT roll out was due to begin soon.

Protection grey book staff would commence with strengthening operational awareness days in Q2 which would see them quality assure the BFSC delivery and support the transition of crews starting to undertake BFSCs in more sleeping risk premises types.

### **2.9.1 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 1, 530;  
Formal Activity in Quarter 1, 6%, same quarter of the previous year 7%.  
Quarterly activity decreased 1% against the same quarter of the previous year.

Members noted the cumulative number of Business Fire Safety Check follow-up visits undertaken for 2024/25 was 530.

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

In Quarter 1, Building Regulation Consultations received 208, of which 207 were completed within timeframe (LFRS should make comments in writing within 15 working days of receiving a BRC).

Current focus within the department:

To comply with the NFCC Competency Framework for Fire Safety Regulators, Level 4 qualified Fire Safety Inspectors must complete consultations. It was the same inspectors who were required to complete intervention work in high risk, complex premises identified by the risk-based intervention program. Consequently, use of finite resources must be fully co-ordinated and balanced. To achieve this and ensure consultation timelines were achieved:

- The implementation of centralised building regulations onto the Community Fire Risk Management Information System (CFRMIS) and assigning dedicated resource to consistently input new applications, continued to improve the Services efficiency at responding to the majority within statutory timescales.

It was highlighted by the Assistant Chief Fire Officer that, in response to the last HMI inspection, there had been a reformat of the administration of consultations which had greatly improved the turnaround time over the previous 12 months with only 1 consultation being out of the timeframe within the current quarter.

## **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.

Standards were achieved when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident, averaged over the quarter, was less than the relevant response standard. Expressed in minutes & seconds.

Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance, Quarter 1, Very High 06:02 min; High 07:12 min, Medium 07:02 min, Low 08:51 min.

Q1 overall 07:41 min. Year to date overall 07:41 min. Previous year to date overall 07:30 min.

The negative exception report was due to the critical 1<sup>st</sup> fire appliance average response time to very high risk areas marginally exceeding the standard in quarter 1.

The standard within a very high risk area was 6 minutes. The average time achieved during quarter 1 exceeded this by 2 seconds.

The monthly average response times to very high risk areas were:

April – 07:19

May – 05:33

June – 05:26

Quarter 1 – 06:02

Only April exceeded the 6 minute average, with the average time of 07:19 being made up of just three incidents, of which, two recorded a response longer than six minutes.

The first incident was suspected overheating of cables within an electric shower in a domestic property. The nearest pump to this incident was engaged at another incident, and the second pump was On-Call crewed and, at the time, was on the run as a Small Incident Unit (SIU), which led to the first attending pump responding from another station area, hence and extended run time.

The second incident involved a wheelie-bin alight next to a fire exit of a commercial

building. The delay was due to the roadworks on the main ring road, so the location was reached via busier than normal side roads.

Response times were consistently monitored and, where they did not meet the target, the reason was reported on and then scrutinised at regular performance monitoring meetings. This allowed for trends to be identified and improvements implemented, as necessary.

The Assistant Chief Fire Officer explained that the Service was working with on-call units and staff representatives to negotiate changes to the policy around dispatching SIUs to an incident which would improve response times. He referenced recent incidents where an SIU could have made a positive impact. At a future point, it was anticipated that the Service and local managers would make informed decisions about SIUs attending an incident. Work to implement the change to SIU appliance deployment was ongoing with revised risk assessments, and further dial-in sessions scheduled with on-call staff and Trade Unions.

In response to a query from County Councillor Hurn in relation to necessary skills sets for dispatching an appliance, the Assistant Chief Fire Officer advised that there were challenges with on-call firefighters and SIUs around having the required skill sets such as a Driver, Incident Commander, and BA qualified staff, to crew a fully available appliance. Currently, SIUs could respond to certain incidents but not all, due to skill set requirements. Work was underway to allow SIUs to have autonomy to make a risk assessed evaluation about whether they could attend an incident to improve the outcome. Recent incidents would be used as examples to illustrate the benefits of changes to the current deployment policy.

County Councillor Clifford queried whether the 6 minute response standard for the first fire engine attending a critical fire was regularly reviewed and if advances in technology had improved response times. The Assistant Chief Fire Officer explained that response times were reviewed as part of the Community Risk Management Plan (CRMP) which ran over 5 years. The response times had remained steady for a length of time, other than the call handling time being taken out of the overall target and subsequently re-added, due to the target being consistently achieved. Additionally, although fire engine technology had greatly improved, there were other contributing factors such as increased traffic volume and, in the future, funding settlements and fleet modifications could affect response times. Nonetheless, LFRS had some of the quickest response times in the country. The Chair commented that, over the years, response times had constantly improved, and he was pleased that the Service was amongst the top in the country for speed of response.

In response to a statement from Councillor Baker regarding factors affecting response times and the Service responding as quickly as possible, the Assistant Chief Fire Officer explained that the call handling time comprised of the NWFC call handling time and mobilisation to the scene of an incident which could be at any location in Lancashire.

County Councillor Salter commented that response times were important, as was having the right equipment to deal with an incident for which he believed the technology would have advanced over the years enabling the Service to deal with

incidents more effectively. The Assistant Chief Fire Officer advised that LFRS had made significant investments in fleet, equipment, and PPE (Personal Protective Equipment) as it strived to be the best trained, best equipped, and most professional FRS in the country and through continued CFA investment, the Service benefitted from equipment with the latest advancements. Effectiveness at incidents was measured by the KPI for User Satisfaction and the KPI for measuring fire spread in buildings.

### **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).

Critical Special Service Response – 1<sup>st</sup> Fire Engine Attendance, 08:22 min in quarter 1; year to date 08:22 min; previous year to date 08:31 min. Again, the Assistant Chief Fire Officer highlighted that LFRS response times for this KPI remained very strong.

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

This indicator measured the availability of the 1<sup>st</sup> fire engine at each of the 39 fire stations. It was measured as the percentage of time the 1<sup>st</sup> fire engine was available to respond compared to the total time in the period.

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

Total Fire Engine Availability, 86.91% in quarter 1; year to date 86.91%; previous year to date 89.48%.

Quarterly availability decreased 2.57% over the same quarter of the previous year.

The negative exception report was due to the 1<sup>st</sup> fire appliance availability percentage being below the lower control limit during quarter 1.

Overall availability across all stations for the quarter recorded 86.91%, which was 3.09% below the 90% standard, although only the month of June recorded availability (86.25%) below the lower control limit of 86.80%

The availability by each of the stations designated first pump crewing type:  
Wholetime – 99.28%  
Day Crewing Plus – 98.86%  
Flexi Day Crewing – 99.48%  
On-Call – 70.97%



Total – 86.91%

Whilst all of the Whole-Time appliances achieved exceptional availability, the 1<sup>st</sup> appliance at the wholly On-Call stations contributed to the availability falling below the 90% standard. As such, the exception report was focused on On-Call availability.

On-Call recruitment, development, and retention was a national challenge which had seen a downward trend in availability over several years.

A shortage of staff with the Officer in Charge (OIC) skill was a significant contributing factor to low On-Call availability. On-Call Support Officers (OCSOs) were working with station-based staff and management, together with Training Centre, to support those in development and identify opportunities for staff to acquire those skills earlier in their career.

Actions being taken to improve performance:

- The On Call Improvement Programme (OCIP) was driving transformation across the Service with several workstreams to improve recruitment, development, and retention.
- Incident Command trainers had reviewed the process for On-Call Incident Command Courses, which had resulted in an increase in staff being trained as OICs.
- The Service was exploring options to enable WT Managers and firefighters to provide additional OIC availability at On-Call units.
- On-Call Performance Management training for Station Managers and On-Call Unit Managers commenced in Q1, which included the roll-out of sector-leading innovative software for On-Call Availability, Recruitment and Skills (OARS). The software was developed in collaboration with an On-Call academic and a software designer. This would enhance the support for managers with workforce planning, development, and performance.
- The Service trialed a '365 Recruitment' model in July, which had enabled an additional 8 recruits to be trained outside of LFRS' two annual On-Call recruitment campaigns. A 'Local Area Training Hub' trial enabled the recruits to be trained at a local fire station. The trials would be evaluated in Q2 with the potential for wider roll out for future campaigns.

The Assistant Chief Fire Officer advised that approximately 15 projects were being undertaken to improve on-call availability. Each project would provide incremental benefits with the culmination of all expected to contribute towards the required improvement overall.

Area Manager, John Rossen informed Members that the Service would be showcasing as good practice, the innovative OARS software, which was being used by many Managers in the Service, at the National On-Call conference to be held this month. Additionally, a trial was taking place at Wesham Fire Station which allowed an on-call firefighter, who did not live within a 5-minute radius of the fire station, to work from the station alongside their primary employment role. The trial was in the process of being evaluated and, if successful, recruitment could be

moved out of the traditional catchment area and potential on-call firefighters could work from an on-call station to provide valuable day time cover. The Assistant Chief Fire Officer added that other Fire Services were also trialling working from a fire station which was an opportunity that had been derived post Covid. It was noted by Members that the evaluation would need to consider a number of complexities before wider rollout could be achieved.

## **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 annual budget for 2024/25 was set at £75.1 million. Spend at the end of June 2024 was showing a small underspend, particularly on grey book offset by overspend across non pay.

Quarter 1 variance -0.05%.

### **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.

Lancashire Fire and Rescue Service (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 indicator provided Members with an update on partnership collaboration during the period.

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

The Service had increasing experience and could provide local or specialist advice for consideration by LanCon. Searches had become streamlined which allowed for a more structured and effective approach to locating a high-risk missing person. The Service's drone development (aerial and sub-surface), for which LFRS had the

National Fire Chiefs Council (NFCC) lead role, had further enhanced the Service's capabilities for Missing Person Searches.

LFRS had provided significant support to Lancashire Constabulary (LanCon) with its aerial drone assets, supported by an updated Memorandum of Understanding (MoU). Further investment in 2023/ 24 led to LFRS strengthening sub-surface rescue/ recovery capability of persons, with an underwater Remotely Operated Vehicle (ROV). This asset had been deployed locally, regionally, and nationally and delivered improved outcomes in incident resolution. LFRS received around 200 drone requests last year from LanCon, with most requests for Missing Persons searches.

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

This project was a long-term work stream which could deliver significant efficiencies and effectiveness where co-location sites were identified.

A set of principles were being developed to identify high level areas of opportunities. Blue Light partners were currently reviewing their strategic property asset plans to identify areas for co-ordinating future development plans over the next 5-10 years.

All Blue Light partners were included in the discussions and options in relation to future opportunities. All current locations for each organisation had been mapped, with focus being moved to the understanding of longer-term plans for each service, consideration of site sharing opportunities at existing locations, along with a procedure to facilitate site sharing.

In addition to the physical estate and site sharing, Blue light partners had identified other areas for learning, development and sharing of information in support of the provision of efficient and effective estate management within respective organisations.

### **Community First Responders**

A trial had commenced in 2023 that involved LFRS volunteering as Community First Responders (CFR) to support NWS. LFRS staff volunteers undertook an initial CFR training programme at LFRS Training Centre. Once qualified, they could shadow existing CFR practitioners to develop their clinical abilities and build confidence in their newly acquired skills.

Following the successful 'Phase 1' implementation, five LFRS staff volunteers had been responding to life threatening emergencies in their communities from the workplace and would administer first aid in the initial vital minutes before NWS colleagues arrived. The Service had now expanded its support to NWS as it was a successful, life-saving initiative and several LFRS Flexible-Duty Officers (FDOs) completed CFR training in early July as part of the 'Phase 2' implementation.

### **Leadership Development**

An analysis of leadership development was ongoing between the three organisations with the Services currently exploring three leadership development days.

## **Command Units**

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

The Command Support Unit (CSU) project aimed to upgrade the vehicles and adopt technological advancements to support operational incidents. On-Call firefighters crewed a CSU, and as part of the agreed capital vehicle replacement project, two new larger Command Units (CUs) were now operational and had been deployed to several incidents, with excellent feedback received from the firefighters, FDOs, and partner agencies. LFRS continued to demonstrate the unit and software to other fire and rescue services with a recent visit from Northern Ireland FRS which took place in May. The Service had also carried out multi-agency familiarisations in June for the Blackburn-with-Darwen Emergency Planning Team.

The initial benefits realised had been improved information sharing and situational awareness aligned to improving and embedding the Joint Emergency Services Interoperability Principles (JESIP).

Members noted that Deputy Chief Fire Officer, and John Rossen, Area Manager, Head of Service Delivery led partnership collaboration on behalf of LFRS.

### **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: 98.74%

In quarter 1, 75 people had been surveyed and the number satisfied with the service was 74. The running number of people surveyed for the year was 3,643 with 3,597 of those people being satisfied with the Service; 98.74% against a standard of 97.50%; a variance of 1.27%.

### **Associated Information to Members**

The Assistant Chief Fire Officer referenced the Lithium-Ion Battery Safety Bill document that had been emailed to Members which would go through the parliamentary process (Link below).

[Lithium-ion Battery Safety Bill](#)

Members discussed concerns regarding Lithium-Ion batteries which included: -

- The increasing problem of thermal runaway caused by a design issue.
- Difficulties faced with extinguishing Lithium-Ion battery and Electric Vehicle fires.

	<ul style="list-style-type: none"> <li>- The need for the safety measures to be introduced for car parks, buildings regs etc as the UK moved towards Electric Vehicles.</li> </ul> <p>In response to the issues raised, the Assistant Chief Fire Officer explained that the NFCC were engaged at government level regarding safety concerns of Lithium-Ion batteries. He added that thermal runaway occurred when batteries became damaged which could cause waste fires and Lancashire County Council had carried out work with household recycling centres to educate the public around the correct disposal of batteries to reduce the risk. There was also a domestic risk with e-scooters and e-bikes and people buying second hand parts. The associated risks with Lithium-Ion batteries were global and ongoing research was taking place with manufacturers to improve safety. The Service had a number of tools to help contain and extinguish Electric Vehicle fires, however, once they went into thermal runaway, fires were difficult to extinguish as water needed to be directly entered onto the battery cells. He assured Members that the Lithium-Ion Safety Bill encompassed all their concerns, and its purpose was to adapt the broader system and infrastructure for the UK.</p> <p>The Chair thanked the Assistant Fire Officer for a positive report.</p> <p><b>Resolved:</b> - That the Performance Committee noted and endorsed the Quarter 1 Measuring Progress report, including one positive and four negative exceptions.</p>
13/24	<p><b>North-West Fire Control Presentation - Findings from Annual Report</b></p>
	<p>The Chair welcomed Ged Basson, Senior Operations Manager, North West Fire Control (NWFC). Mr Basson provided the Committee with a presentation detailing the findings from the 2023-24 Annual Report and investment in people.</p> <p>Mr Basson explained that for the previous 19 years NWFC had been set up with a business plan for what it was expected to achieve and in 2023-24 NWFC published its first three-year business plan and first annual delivery plan. The impact of control rooms throughout incidents to a successful resolution had been recognised. The control room staff had received Joint Emergency Service Interoperability Programme (JESIP) training in with regard to their role, which had been integrated with other emergency services. The National Fire Chiefs Council (NFCC) had set out an agenda that control rooms should have standards which included Occupational Standards and Fire Control Fire Standards.</p> <p>The four new organisational priorities that the plans included were:</p> <ul style="list-style-type: none"> <li>- Priority 1: To provide an effective and efficient control room function that satisfies our partner fire and rescue services' operational response requirements. (Impacting this priority were financial pressures, the new mobilising system, social changes &amp; impacts, the threat of terrorism, and Grenfell tower phase 2 report).</li> <li>- Priority 2: To train and develop our people to provide a skilled, motivated, and competent workforce. (Achieving this priority involved JESIP collaboration, the right people with the right skills at the right time, new initiatives by the Police Service, and the impact of the Manchester Arena Inquiry and</li> </ul>

recommendations).

- Priority 3: To provide professional business services to support the control room function and the training and development of our people. (Retention of staff in controls rooms was a national issue and to help tackle this, NWFC had established the People Development and Assurance Programme (PDAP) and would train test and exercise staff).
- Priority 4: To develop open and inclusive relationships with our people and partner fire and rescue services. (NWFC worked to strengthen collaboration, had a Board of Directors which met quarterly, had a Steering Committee, and an Operations Management Committee which oversaw the operational function of the control room).

The Annual Delivery Plan identified 37 commitments that provided the focus for the year with progress on completion of the commitments reported quarterly to the Operations Management Committee, Steering Committee, and Board. The commitments and projects for the upcoming years had been mapped out.

NWFC's partner fire and rescue services had approved additional investment of £860k funding for 2024-25, 2025-26, and 2026-27 for key commitments and projects in the annual delivery plan. Funding had been specifically provided for:

- A new mobilising system solution project team and specialist legal and procurement advice;
- An organisational improvement team;
- A programme management team;
- A resource to undertake a review of the control room's capacity, working patterns and associated arrangements; and
- A resource to undertake reviews of potential future operating models for fire control and the support provided by partner fire and rescue services and external bodies.

NWFC was out to tender for a new mobilising system and success of the tender process would be determined by the number of tenders received. Presently, 3 suppliers had successfully submitted tender bids with a deadline for tenders of 5 August 2024.

NWFC had set up an Organisational Improvement Team and employed an Organisational Improvement Manager as part of the PDAP to ensure staff adhere to National Operational Guidance (NOG) to provide Operational Assurance which were linked to the outcomes of the Manchester Arena Inquiry and Grenfell Tower Inquiry recommendations. A Programme Management Team would oversee the new mobilising system and Annual Delivery Plan, and delivery against the Fire Control Fire Standard.

A Capacity Review would take place to ensure NWFC had the right people with right skills in right place at the right time. A review of the staffing model was planned as it had remained unchanged for 10 years.

A key date for the future was 10 July 2033 as it was the end of the building lease and government subsidy. It would also be end of the new mobilising system contract and exit of Greater Manchester Fire and Rescue Service (GMFRS) from

the partnership.

NWFC had enhanced and refined its governance arrangements. The Lead Principal Officers had been reengaged as the Operations Management Committee and New Mobilising System Solution Project Board. The Terms of Reference for the Board of Directors, Steering Committee, Company Leadership Team, and Senior Leadership Team had been revised. Mobs and Comms had been renamed as the Operational Response and Mobilising Subcommittee which reported to the Operations Management Committee.

NWFC had adopted the National Fire Chief Council's (NFCC) Core Code of Ethics as its values.

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity, including being open, honest, and consistent in everything we do.
- Dignity and respect – making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

**NWFC Key Achievements included:**

- Completion of the reporting progress on the implementation of the Manchester Arena Inquiry recommended to the Chair of the inquiry – now reporting to the Home Office.
- Completion of a gap analysis of the Fire Control Standard and production of an action plan that ensures compliance with the standard's requirements.
- Development and approval of new operational training frameworks, competencies, and product packs – part of the People Development and Assurance Programme (PDAP) – in readiness for implementation in April 2024.
- Establishment of a project board to oversee the procurement of a new mobilising system solution and the issue of a survey questionnaire to potential suppliers. Official tender documentation was submitted 04 June 2024.
- Completion of the appointment of Operations Managers as part of a new leadership and command structure for control room teams.
- Introduction of a new business planning and reporting framework.
- Development of a refined appraisal process aligned to the NFCC's Core Code of Ethics and Leadership Framework.
- Completion of an induction programme for new board directors.
- Completion of an independent audit of our GDPR policies and associated documentation.
- Conduction of the third HSE Management Standards Indicator Tool Survey.
- Completion of an independent audit of business continuity arrangements.

- Registration of an audited copy the Statement of Accounts with Companies House.

NWFC Performance in 2023-24 included:

- 127,789 emergency calls – 350 calls a day.
- 229,542 administrative calls – 629 calls a day.
- Average of 979 calls a day.
- Call challenge reduced the number of mobilisations by 16,800 – 46 mobilisations a day.
- Average time to answer emergency calls: 6 seconds.
- 89% of emergency calls answered within 10 seconds.
- Average time to mobilise first response to fires: 82 seconds. (The Assistant Chief Fire Officer highlighted that the time to mobilise first response had reduced significantly over recent years and was now below the performance standard of 90 seconds).
- Average time to mobilise first response to all incidents: 93 seconds.
- 68% of control room operators achieved and maintained competence in role.
- 89% of team leaders achieved and maintained competence in role.
- 86% of team leaders and control room operators completed all their programmed training.
- Control room teams involved in 63 exercises.
- Maintained minimum staffing levels on 75% of occasions.
- Sickness absence: average of 10.2 days per person.
- News starters: 20.
- Leavers: 19.

The NWFC Board of Directors approved the Annual Delivery Plan for 2024-25 and associated budget at its meeting on 26 March 2024.

In response to a query from Councillor Salter as to the adequacy for safety of minimum staffing levels, Mr Basson advised that, 75% of the time, the required number of staff on shift was reached. However, it did not significantly impact the call handling time as it typically increased by 1 second. For every 7,000 calls there would be 1 call where NWFC could have improved its response and which learning could be taken from, but these were not due to staff inefficiencies. The staff model would be reviewed as it was formed many years ago and included staff welfare breaks, maternity leave, special leave, court leave, and sick leave, which could take the staffing levels below the minimum. It was recognised that the staffing levels were getting close to the minimum buffer which was the reason NWFC would be carrying out a capacity review. Retention was a national issue and the Mobilising Officers Group, which he was a member of, were investigating a recruitment initiative where they would investigate incentives for staff to remain.

Councillor Clifford asked for the reason that, if NWFC were the most cost-effective control centre in the country, Greater Manchester Fire and Rescue Service had chosen to leave in 2033. Mr Basson explained that all fire and rescue services were encouraged to consider whether NWFC provided the right service for them, operationally and financially. GMFRS, consistent with the Manchester Arena Inquiry, had reviewed its operating model and the long-term view of the Greater Manchester Combined Authority was to exit in 2033.



	The Chair thanked Mr Basson for his interesting and informative presentation. It was frustrating staff were leaving NWFC, however, it was the nature of the job as they worked shifts and rotas. He suggested organising a visit to NWFC at a future date and encouraged all Members to attend.
14/24	<b>Date of Next Meeting</b>
	The next meeting of the Committee would be held on <b>04 December 2024</b> at 10:00 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.  Further meeting dates were noted for 05 March 2025 and 25 June 2025 and agreed for 03 September 2025.

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

**LFRS HQ**  
**Fulwood**

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## **Lancashire Combined Fire Authority**

Meeting to be held on 16 December 2024

### **Proceedings of Resources Committee held 25 September 2024 (Appendix 1 refers)**

Contact for further information:

Sam Hunter, Member Services Manager - Tel: 01772 866720

#### **Executive Summary**

The proceedings of Resources Committee meeting held 25 September 2024.

#### **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 25 September 2024.

#### **Business Risk**

None.

#### **Environmental Impact**

None.

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

None.

#### **Financial Risk**

None.

#### **HR Implications**

None.

#### **Legal 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

## Lancashire Combined Fire Authority Resources Committee

Wednesday, 25 September 2024, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### Minutes

<b>Present:</b>	
<b>Councillors</b>	
R Woollam	
F De Molfetta	
T Hurn	
M Pattison (Vice-Chair)	
S Serridge (Chair)	
B Yates	

<b>Officers</b>
S Brown, Director of Corporate Services (LFRS) E Sandiford, Director of People and Development (LFRS) B Warren, HR Lead - Pensions and NWFC (LFRS) J Meadows, Head of Finance (LFRS) S Hunter, Member Services Manager (LFRS) L Barr, Member Services Officer (LFRS)

<b>In attendance</b>

16/24	<b>Apologies for Absence</b>
	Apologies were received from County Councillor David O'Toole and Councillors Graham Baker and Zamir Khan.  Vice-Chair Margaret Pattison chaired the meeting as the Chair had been delayed.
17/24	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
	None received.
18/24	<b>Minutes of the Previous Meeting</b>
	<b>Resolved:</b> That the Minutes of the last meeting held on 3 July 2024 be confirmed as a correct record and signed by the Chair.

19/24	<p><b>Equality, Diversity and Inclusion Annual Report</b></p>
	<p>The Director of People and Development (DoPD) presented the report. The report was one of the ways the service demonstrated its compliance with the Equality Duty, which was created under the Equality Act 2010. The report supported the delivery of Lancashire Fire and Rescue Service’s (LFRS’s) People Strategy.</p> <p>Key areas covered within the report included;</p> <p><b>Accessibility</b></p> <p>LFRS Corporate Communications Department ensured that information was made available in a variety of formats and using multiple channels to best reach Lancashire’s diverse communities.</p> <p>During 2023-24, the service published a new website that was compliant with the Web Content Accessibility Guidelines version 2.2 AA standard, which was an internationally recognised set of recommendations for improving web accessibility by the World Wide Web Consortium (W3C).</p> <p>Fire safety advice was available in 26 additional languages on the website to make the information more accessible to people whose first language was not English. In addition, a series of fire safety videos were available in British Sign Language. All videos were produced with subtitles, including public safety videos from emergency incidents.</p> <p>The Corporate Communications Department actively supported the prevention work of LFRS working with prevention, community fire safety, and operational teams. A campaign planning process was in place for the effective planning, delivery, and evaluation of prevention campaigns.</p> <p><b>Recruitment and Selection</b></p> <p>LFRS continued its journey to improve the diversity of the workforce to ensure that it represented the community it served. Positive action was delivered to attract a diversity of candidates to fill the Wholetime firefighter apprenticeship courses. The service had taken an integrated approach in relation to delivering positive action and promoting LFRS as an employer of choice; colleagues from human resources, prevention and operational staff worked together to deliver attraction events supported by other colleagues from the service’s employee voice groups. Eight “Have a Go” events were delivered by project members, at various stations and at our Leadership and Development Centre.</p> <p>The events were supported by Corporate Communications who delivered an integrated targeted social media campaign utilising Facebook ‘Events’ and Instagram Posts, and Twitter ‘Tweets’ were also utilised to reach almost 1,200,000 people. Social media was targeted at under-represented groups of people.</p> <p>Wholetime firefighter applications opened on 7 August 2023 and closed on 16 August 2023 with 956 valid applications received. Of the 956 who applied the demographic profile of applicants was as follows:</p>

Total Applications	Male % of total	Female % of total	BME % of total	LGBT+% of total	Disabled % of total
956	87	13	11	9	5

The outcome further to a robust recruitment process was as follows:

Total Selected	Male % of total	Female % of total	BME % of total	LGBT+% of total	Disabled % of total
35	60	40	17	29	6

### **Firefighter Apprenticeships**

LFRS was an employer provider of firefighter operational apprenticeships. As at 31 March 2024 the Service had 88 firefighter apprentices who had all successfully completed their end point assessment. Of the 88 passes, 8 gained distinctions. In addition to those, the Service had 90 apprentices who were working through their apprenticeship programme.

### **Flexible Working Policy**

During 2023/2024, the flexible working policy was updated to make the right to request flexible working a 'day one' right, and for individuals to have the right to make two requests per year rather than one.

### **Anonymous Reporting Line – Safe Call**

The anonymous reporting line 'Safe Call' had been established where volunteers, members of staff and cadets could raise issues of concern anonymously. This had resulted in 7 reports which had resulted in investigation, training and action depending on the set of circumstances.

### **Workforce Profile**

Employment monitoring data was collected and reported annually in relation to all protected groups apart from gender reassignment due to the sensitive confidential nature of this data. Since 2022/23 there had been a slight increase in the number of women LFRS employed from 18.9% to 19.7% continuing the upward trend. There had been a slight increase in the number of people who were BME from 3.2% to 3.7%, back to the same level as 2021/22 and a slight increase in the number of people LFRS employed who declared a disability from 2.6% to 2.9%. The number of people who identified as LGBT+ had stayed the same at 3.7%.

### **Disciplinary cases**

There were 28 disciplinary investigations during the period 1 April 2023 to 31 March 2024 which was an increase of 9 compared to the previous year.

The outcomes of these cases where:

- Two dismissals\*
- Three final written warnings
- Eight formal written warnings
- Seven management letters
- Five no case to answer

\*Three people resigned or retired prior to the hearing. In two cases the investigations continued and reached a decision to dismiss and in the third case, the individual would likely have been dismissed had the evidence available been proven at hearing.

### **Equality, Diversity and Inclusion (EDI) Steering Group**

The EDI Steering Group was chaired by the Chief Fire Officer (CFO) and was responsible for monitoring the development and delivery of the EDI Annual Report. During 2024, recognising the impact that EDI had on a positive organisational culture, LFRS broadened the role of the EDI Steering Group to monitoring the services activity and progress in developing an organisational culture where everyone could thrive, and consequently the Steering Group was renamed the Equality, Diversity, Inclusion and Culture Board.

Appendix 2 of the report included progress against the actions the Service was taking in response to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services' (HMICFRS) March 2023, Values and Culture recommendations and the National Fire Chief Council's (NFCC) subsequent recommendations.

The DoPD provided an update in relation to recommendation 9, that 93% of Grey Book members of staff had now had their DBS check completed and where appropriate, a risk assessment completed.

The DoPD confirmed that most actions within the report had been completed.

Further to the HMICFRS report on Standards of Behaviour and the Handling of Misconduct in Fire and Rescue Services August 2024, a second set of recommendations were published and progress against those recommendations was included at Appendix 3. The DoPD confirmed that the service was working through the recommendations with many already launched.

In relation to recommendation 3 the DoPD provided an update that individuals would be moved when there were concerns in relation to performance and individuals may be encouraged to move and volunteer to move for development purposes. There were challenges in compulsory changing contracts of employment to enforce a move. The service was currently exploring the implications of changing the Promotions Policy which was in the process of being updated. However, there were challenges with Flexible Day Crewing (FDC) and On Call as individuals must live within 5 mins of their station.

The role of the Service Solicitor had been expanded to Legal Services and Standards Manager, they would be responsible for overseeing cases and making sure they were investigated in a fair and transparent way. This work was currently being scoped.

In response to a question from County Councillor Woollam in relation to checks completed prior to recruitment, the DoPD confirmed that the service conformed to Safer Recruitment Standards, which required two satisfactory references, one of which needed to be from a previous employer. Additionally, any gaps in employment history were identified as part of the application process. Although the service did not check social media, social media was covered as part of the



induction process. The DoPD confirmed that some roles did have enhanced checks, this included Station Managers and above and roles within the Princes Trust.

County Councillor Woollam asked a further question in relation to the conditions around flexible working and working from home. The DoPD confirmed that the Service had a flexible working policy in place and employees have the right to request flexible working. Agreement to the request was dependent upon the needs of the service. She confirmed that a flexible working policy was also available for support staff which allowed staff to start later, finish earlier and accrue time which could be taken at a later date. In relation to working from home the DoPD confirmed that hybrid (home) working was available to some members of staff within the Service and this was dependent on the role and at the Head of Departments discretion.

In response to a question from County Councillor Terry Hurn in relation to promoted firefighters being moved to a different station, the DoPD confirmed that HMICFRS had identified that when firefighters were promoted to the same watch there could be some cultural issues. It was not a requirement within LFRS for newly promoted firefighters to move within the service but it was encouraged to aid the development of new skills.

In response to a question from the Chair in relation to Firefighter apprenticeships the DoPD confirmed that Maths and English GCSE qualifications were not essential but could be completed as part of the apprenticeship qualification. She advised that due to the high number of applicants there were some selection tests in place and potential applicants were encouraged to complete their Functional Skills qualification which could be completed for free at college to improve their level of attainment within the tests.

In response to a further question from the Chair, the DoPD advised that the number of applicants could vary with the highest being 1200 and the lowest 670.

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

20/24

## **Financial Monitoring**

Councillor Sean Serridge joined the meeting.

The Director of Corporate Services (DoCS) advised that this report set out the current budget position in respect of the 2024/25 revenue and capital budgets.

### **Revenue Budget**

Lancashire Fire and Rescue Service's 2024/5 revenue budget was set at £74.149m. The budget profiled to the end of May 2024 was £25.307m and expenditure for the same period was £25.172m, resulting in a year-to-date underspend of £0.129m.

The overall underspend position was further broken down between pay and non-pay budgets; there was an underspend of £0.209 on pay and a £0.080m overspend on non-pay activities.

Adjustments had been made to the forecasts to reflect known changes, but in headline terms the forecast for the year was a small overspend of £0.173m, which was 0.2% of the net budget.

The year-to-date and forecast positions within all departmental budgets were set out in Appendix 1, with the major variances of note shown separately in the table below.

<b>Area</b>	<b>Year to Date</b>	<b>Forecast</b>	<b>Reason</b>
Service Delivery - Pay	£0.019m	£0.279m	The pay award of 4% was agreed effective July 2024, this was 1% above the services budgeted assumptions which largely accounted for the forecast variance.
Prevention and Protection - Pay	(£0.168m)	(£0.361m)	Several vacant posts existed in the current staffing establishment for which recruitment was planned long term. It was anticipated that 3 posts would be recruited to in year, with a few vacancies to persist for the duration of the financial year. Challenges persisted in recruitment and retention due to competition from the private sector.
Fleet – Non Pay	£0.103m	£0.223m	Vehicle repair and maintenance costs remained high due to inflationary pressures and demand for parts across the industry.
Bank Interest	(£0.068m)	(£0.196m)	Favourable interest rates and new fixed term investment opportunities indicated an early forecast of additional income on budget.

### **Future Pressures**

Green book pay award negotiations were ongoing and were budgeted at 3%. Unison had put the current offer of a flat £1290 pay increase to ballot for industrial action among its members. Current pay projections used the 3% budgeted rate.

Additionally, the employer's contribution rate to the 2015 Firefighters' pension scheme as determined by the scheme actuary was increased from 28.8% to 37.6%. Additional grant funding was assumed to offset this pressure.

### **Capital Budget**

The revised Capital Programme for 2024/25 approved by the Resources Committee was £12m. To date £0.984m had been spent predominantly on operational equipment for cutting and extraction. A summary of the programme was set out in Appendix 2.

A summary of the programme is set out below: -

Area	Budgeted Items	Budget	Year to Date
Operational Vehicles Budget	The budget included initial costs of two water towers, two climate change vehicles and an aerial appliance from previous programmes. It also included three pumping appliances for the 2024/25 programme. A number of other vehicles were on course for delivery at budget in year, including two water towers, a prime mover, plus a foam pod and an All-Terraine Vehicle.	£2.943m	£0.139m
Other vehicles Budget	This budget allowed for the replacement of various operational support vehicles including several cars, vans and a beavertail lorry.	£0.948m	£0.066m
Operational Equipment Budget	This budget allowed for operational equipment purchases including CCTV cameras for appliances and cutting and extrication equipment.	£1.846m	£0.639
Building Modifications Budget	This budget included the continued programme of Drill Tower Replacements and budget for the initial works to support the upgrade to Preston station.	£3.639m	£0.094
IT systems Budget	This budget included various projects including upgraded Firewalls, network upgrades and replacement of pooled PPE and stock management systems.	£2.593m	£0.046

A detailed review of the Capital Programme had identified a number of areas where expenditure would slip into 2025/26, the table below sets out the main items of slippage:

Area	Slippage to 2025/26	Reason

Operational Vehicles	(£1.501)	Delivery times on operational vehicles post COVID and Brexit were still much longer than anticipated across the sector resulting in delays; a number of pumping appliances, an Aerial Ladder Platform (ALP) and climate change vehicle were delayed to early 2025/26.
Other vehicles	(£0.388)	The useful remaining life of a number of operational support vehicles had been extended resulting in slippage to the following year.
Building Modifications	(£0.962)	The project to enhance facilities at W30 (Blackpool) had incurred some initial costs and would continue to deliver in year, but would see final completion in 2025/26. Similarly, Drill Tower replacement works would see part delivery in year.
IT systems	(£0.544)	A review of the IT systems capital programme had identified a number of projects that would likely slip into 2025/26; in particular the replacement systems for the management of stock, assets and pooled PPE. Existing contracts had been extended.
	<b>(£3.404)</b>	

The report had included slippage of £250k for Operational Equipment which the DoCS had requested be removed.

**Resolved:** That the Committee noted and endorsed the financial position and approved slippage in the capital programme of £3.404m to 2025/26.

21/24

**Date and Time of Next Meeting**

The next meeting of the Committee would be held on Wednesday **27 November 2024** at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 26 March 2025 and 2 July 2025.

22/24

**Exclusion of Press and Public**

**Resolved:** That the press and members of the public be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act 1972, indicated under the heading to the item.

23/24

**Pensions Update (Standing Item)**

(Paragraphs 4 and 5)

	<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>
24/24	<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 16 December 2024

### Proceedings of Audit Committee held 26 September 2024

(Appendix 1 refers)

Contact for further information:

Sam Hunter, Member Services Manager - Tel: 01772 866720

#### **Executive Summary**

The proceedings of Audit Committee meeting held 26 September 2024.

#### **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 26 September 2024.

#### **Business Risk**

None.

#### **Environmental Impact**

None.

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

None.

#### **Financial Risk**

None.

#### **HR Implications**

None.

#### **Legal 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



## Lancashire Combined Fire Authority Audit Committee

Thursday, 26 September 2024, at 10.00 am in the Main Conference Room,  
Service Headquarters, Fulwood.

### Minutes

<b>Present:</b>	
<b>Councillors</b>	
M Clifford (Chair)	
J Shedwick (Vice-Chair)	
M Salter	
J Singleton	
N Hennessy (Substitute)	
<b>Officers</b>	
S Brown, Director of Corporate Services (LFRS) J Meadows, Head of Finance (LFRS) A Latham, Financial Accountant (LFRS) S Hunter, Member Services Manager (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 G Jones, External Audit, Grant Thornton Y Li, External Audit, Grant Thornton	
12/24	<b>Apologies for Absence</b>
	Apologies for absence were received from Councillors Hugo and Jackson, and County Councillor Clarke.
13/24	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
	None received.
14/24	<b>Minutes of the Previous Meeting</b>
	<b>Resolved:</b> - That the Minutes of the last meeting held on 08 July 2024 be confirmed as a correct record and signed by the Chair.

15/24	<b>Statement of Accounts 2023/24</b>
	<p>The Director of Corporate Services gave thanks to the External Auditors, Internal Auditors, and the Finance Team for all their work on the arduous process of the Statement of Accounts.</p> <p>The Director of Corporate Services presented the report to the meeting. The report presented the Statement of Accounts for the financial year ended 31 March 2024 which included the Authority's 25% share of the North West Fire Control (NWFC) accounts. Its purpose was to give electors, local taxpayers, Fire Authority Member, employees, and other interested parties clear information about the Fire Authority's finances.</p> <p>The Committee considered the Statement of Accounts as presented.</p> <p>The aim was to provide information on:</p> <ul style="list-style-type: none"> <li>- The cost of providing Fire Authority services in the financial year 2023/24.</li> <li>- How these services were paid for.</li> <li>- What assets the Fire Authority owned at the end of the financial year.</li> <li>- What was owed, to and by, the Fire Authority at the end of the financial year.</li> </ul> <p>The narrative report provided a guide to the most important matters which were included in the Statement of Accounts. The Statement of Accounts had been prepared in accordance with the Accounts and Audit Regulations 2015 as amended by the Accounts and Audit (Amendment) Regulations 2021 and the Code of Practice on Local Authority Accounting in the United Kingdom.</p> <p>The Statement of Accounts contained: -</p> <p><b>Statement on Annual Governance Arrangements</b> – Set out the Authority's responsibilities regarding the system of internal control on corporate governance.</p> <p><b>Independent Auditor's Report to Members of Lancashire Combined Fire Authority</b> – The Auditor's report to the CFA on the accounts for 2023/24, which were set out in the agenda pack.</p> <p><b>Statement of Responsibilities for the Statement of Accounts</b> – Set out the responsibilities of the Authority and the Treasurer regarding the statement of accounts.</p> <p><b>Comprehensive Income &amp; Expenditure Statement</b> – The Statement showed the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. The Fire Authority raised taxation to cover expenditure in accordance with regulations; this could be different from the accounting cost. The taxation position was shown in the Movement in Reserves Statement.</p> <p><b>Movement in Reserves Statement</b> – This statement showed the movement in year on the different reserves held by the Fire Authority analysed between usable and other reserves. The surplus or deficit on the Provision of Services line showed</p>

the true economic cost of providing the Fire Authority's services, more details of which were shown in the Comprehensive Income and Expenditure Statement.

**Balance Sheet** – This showed information on the financial position of the Fire Authority as at the 31 March 2024, which included the level of balances and reserves at the Fire Authority's disposal, its long-term indebtedness and the value of the assets held by the Fire Authority.

**Cash Flow Statement** – This showed the cash and cash equivalent movements in and out of the Fire Authority due to transactions with third parties for revenue and capital purposes.

**Fire Fighters Pension Fund Account and Net Assets Statement** – This presented the financial position of the fire fighters pension fund account, which showed whether the Authority owed, or was owed, money by the Government in order to balance the account, together with details of its net assets.

The Director of Corporate Services drew the Members attention to Page 17 of the agenda pack for the review of the year which included information from the Annual Service Plan in 2023/24.

In the 2023/24 Financial Overview on Page 18 of the agenda pack, it was noted by Members that a £5 increase (£82.27), in Council Tax had been agreed in line with the Council Tax referendum limit which allowed for an affordable, prudent, and sustainable budget that ensured that the Authority was able to deliver against its corporate priorities. The net revenue position showed a small overspend of £0.2m.

The chart on page 19 of the agenda pack illustrated that employee costs accounted for the majority of the expenditure and approximately half of the income came from Council Tax.

It was stated on Page 20 of the agenda pack that the Authority's general fund balance at start of the year was £4.89m and the overspend of £0.22m from the Authority's expenditure had been transferred to the reserve which had taken the balance to £5.66m. The Reconciliation table in the report summarised the key adjustments with adjustments for Capital Purposes and the net change for Pension Adjustments.

The Authority also held an additional £8.44m of earmarked revenue reserves and £20.45m of capital reserves and receipts. The Capital reserves and receipts were fully utilised within the medium-term financial strategy. Over half of the earmarked reserves related to the Authority's two Private Finance Initiative (PFI) schemes, whereby monies were set aside in the early years of the scheme to meet future costs, thus easing the impact of inflationary pressures.

Page 21 of the agenda pack explained that the Authority's Total net liabilities remained broadly unchanged at £503.0m to £502.5m which reflected the Authority's compliance with International Accounting Standards and in particular, the requirement to show the full pensions liability in the accounts. Whilst the liability on the Local Government Pension Scheme was funded, the Fire-fighters Pension Scheme was unfunded, i.e. there were no assets from which future liabilities would

be paid, and hence the Authority's overall Fire-fighters pension liability of (£651.8m) was extremely large. If this liability was excluded, the Authority's Total Net Assets would be £148.8m. The Firefighters Pension Scheme liability remained largely unchanged with a small increase of £0.290m of £224.4m. The pension liability included estimated costs in relation to the McCloud judgement. Long-term assets had increased slightly in value to £127.8m from £126.6m which reflected the investment in the asset base and the impact of revaluations.

In terms of future financial plans, the financial sustainability of the Authority was addressed in February 2024 as part of setting the Budget and Medium-Term Financial Strategy for 2024/25. Given the economic uncertainty, the potential impact of the Fair Funding Review and potential changes to local retention of Business rates, it was extremely difficult to anticipate the model of funding beyond the existing settlement. For the purpose of the medium-term financial strategy, it had been assumed that the funding would increase broadly in line with inflation. It was on that basis that the Service had set a balanced budget in future years, allowing for council tax increases in line with forecast inflation.

In response to a query from County Councillor Singleton with regards to acquiring the market value of the Service's heritage assets, Georgia Jones, Key Audit Partner advised that the assets were very specialised and not sold on the open market and therefore the value was difficult to estimate. An insurance evaluation would assist with the accuracy of value; however, the cost of an assessment could offset the value of the assets.

County Councillor Singleton queried the difference between the 2023/24 interest paid of £1,341 on Page 73 of the agenda pack and the 2023/24 interest payment of £30,115 on Page 74. The Director of Corporate Services explained that the interest payment of £30,115 collected the interest element through the pensions assets and liabilities transactions. The interest paid of 1,341 included the interest paid on the Service's loan and also PFI transactions. Part of the Unitary Charge included the interest element that the provider would have to pay as part of the 25-year PFI transaction.

The Director of Corporate Services confirmed, in response to a question from County Councillor Singleton, that the long-term borrowing had been taken over a 40-year term with the date to be paid in 2039.

County Councillor Salter asked for clarification on the non-material amendments as mentioned in the recommendation to Members. Georgia Jones, Key Audit Partner advised that it was possible that some amendments to the Statement of Accounts could arise following the Committee meeting. If the changes were non-material, then the Chair and the Director of Corporate Services could sign the Statement of Accounts, however, if the amendments were material, Audit Committee approval would be required.

County Councillor Shedwick acknowledged that there were some items beyond the Service's control and congratulated the Finance Team on their fantastic statement of accounts.

It was noted by Members that Adam Latham, from the Finance Team, had recently

	<p>qualified as an Accountant.</p> <p>The Chair thanked the Finance Team for all their hard work.</p> <p><b>Resolved:</b> - That the Committee: -</p> <ul style="list-style-type: none"> <li>i) approved the Statement of Accounts and authorised the Audit Committee Chair and the Director of Corporate Services to sign them; and</li> <li>ii) approved any non-material amendments post Committee.</li> </ul>
16/24	<p><b>External Audit Letter of Representation</b></p> <p>As part of the year-end process, the Authority was required to sign a letter of representation. This letter confirmed that the Authority had disclosed all relevant information in its accounts for the year in question and that all issues which should have been brought to the attention of the auditors had been.</p> <p>The Treasurer confirmed that he would sign the letter, as there were no issues which he felt required disclosure.</p> <p><b>Resolved:</b> - That the Audit Committee authorised the signing of the letter by the Chair of the Committee.</p>
17/24	<p><b>External Audit - Audit Findings Report</b></p> <p>Ying Li, Audit Manager presented the Audit Findings report to the Committee.</p> <p>Under the Statutory Code of Audit Practice for Local Government bodies, the Authority's external auditors, Grant Thornton, were required to issue a report to those charged with governance that summarised the conclusions from their audit work.</p> <p>The audit was substantially complete, and the Value For Money (VFM) work had been completed. The auditors expected to issue an unqualified audit opinion following the Audit Committee meeting subject to receipt of the management letter of representation and final quality procedures, subject to the below outstanding matters;</p> <ul style="list-style-type: none"> <li>• Completion of testing for creditor, grant income, employee benefits expenses, pension liabilities, cash and bank balance, land and building revaluation, journals, and financial instrument.</li> <li>• Verify the responses from the pension fund auditor to gain assurances on underpinning controls and supporting data for the pension fund net liability.</li> <li>• Final review of the audit file by the Engagement Lead and Audit Manager. Regular reviews of the file had taken place throughout the audit.</li> <li>• Update post balance sheet events review to the date of signing.</li> <li>• Receipt of the management representation letter.</li> <li>• Review of the final set of financial statements.</li> </ul> <p>Some of the matters had been completed at the time of the Committee and some</p>

were still outstanding. Grant Thornton had worked closely with the Finance Team and thanks were given for their work and excellent communication.

Members noted that the Value For Money arrangements report would be presented at the next Audit Committee meeting.

The Audit Manager drew Members attention to Page 8 of the agenda pack which detailed that the materiality had been revised as the actual gross expenditure had changed significantly from that anticipated at the planning stage. This had resulted in a review of the appropriateness of the materiality figure.

The risks identified in the Audit Plan and corresponding commentaries were:

- Improper revenue / expenditure recognition.
  - The substantive income and expenditure testing had not identified any material errors that were required to be brought to the Service's attention.
- Management override of controls.
  - From the review of all journals posted during they year, 41 higher risks or unusual journal had been identified that warranted detailed audit testing. Audit work to date had not identified any significant issues in respect of management override of controls. The work was subject to the final review by the Engagement Lead.
- Valuation of land and buildings.
  - As part of the overall audit work, 25 asset valuations had been tested, including large assets or those with movements outside of expectations. In completing the work, Grant Thornton examined the accounting entries, data and assumptions used, and relevant asset indices.
- Valuation of Pension Fund Net Liability
  - The pension fund net liability of £651.920m was made up of the Firefighters pension scheme (FFPS) net liability of £651.826m and Local Government Scheme net liability of £0.094m. For the LGPS pension scheme, the Authority had considered the potential impact of IFRIC 14 before audit challenge. The Authority obtained additional information relating to accounting surplus from its actuary which concluded the asset ceiling as £nil. The balance of £0.094m represented the unfunded liabilities only. The audit work was ongoing in respect of valuation of pension fund liability. The audit work could not be concluded until the IAS19 letter from the Pension fund auditor had been received and considered.

Ying Li advised that during the course of the Audit, two recommendations for the Authority had been identified as detailed on page 124 of the agenda pack. The recommendations had been agreed with management and progress would be reported during the course of the 2024/25 audit.

On page 129 of the agenda pack, on Note 6 Capital Expenditure Disclosure, a variance of £751k had been identified between the expected Capital Financing Requirement (CFR) and the CFR in the draft accounts. This variance was due to the omission of the capital financing element from the North West Fire Control's (NWFC) accounts (Joint Operation) in the opening CFR balances. Since it was a disclosure error and had no impact on the main financial statements, the Capital

	<p>Expenditure disclosure had been amended in the 2023/24 accounts with a foot note explaining the treatment.</p> <p>Georgia Jones, Key Audit Partner, summarised that the two issues that needed to be completed were the review of land and buildings, with which no issues were anticipated, and the late guidance around pensions and the calculation for the Local Government Pension Scheme (LGPS) accounting surplus.</p> <p>County Councillor Shedwick thanked Grant Thornton for the report, the information on asset valuations, and the recommendations on page 125 of the agenda pack where the management response stated that the issues raised had been addressed. He gave thanks to Grant Thornton and the Finance Team.</p> <p><b>Resolved:</b> - That the Committee: -</p> <ul style="list-style-type: none"> <li>i) Noted and endorsed the matters raised in the report;</li> <li>ii) Noted and endorsed the Action Plan set out within the Audit Findings Report.</li> </ul>
18/24	<p><b>External Audit - Auditors Annual Audit Report 2023/24</b></p>
	<p>Georgia Jones, Key Audit Partner, presented the report.</p> <p>Under the National Audit Office Code of Audit Practice, the external auditors were required to consider whether the Service had in place, proper arrangements to secure economy, efficiency, and effectiveness in its use of resources.</p> <p>As reported, the audit was substantially complete, and the auditors expected to issue an unqualified audit opinion following the Audit Committee meeting subject to receipt of the management letter of representation and final quality procedures.</p> <p>The review of value for money arrangement covered the 3 areas of: i) financial sustainability; ii) governance and iii) improving economy, efficiency, and effectiveness.</p> <p>Georgia Jones drew the Members attention to Page 150 of the agenda pack and the overall summary of the Value for Money assessment of the Authority's arrangements. Improvements had been made from the previous year and the 2023/24 Auditor judgements on arrangements were:</p> <ul style="list-style-type: none"> <li>- Financial Sustainability – No significant weaknesses in arrangements were identified, but one improvement recommendation had been made to support the Authority in improving arrangements relating to efficiency savings. The recommendation related to reporting of planned and achieved savings.</li> <li>- Governance – No significant weaknesses in arrangements were identified, but seven improvements had been made to support the Authority in continuing to improve its arrangements.</li> <li>- Improving economy, efficiency, and effectiveness.</li> </ul> <p>Members noted that improvement recommendations were good practice and did not suggest that there were issues with exiting arrangements.</p>

The auditor's review did not identify any significant weaknesses in arrangements across any of these areas, but had made 10 improvement recommendations as set out on pages 167 to 171 of the agenda pack as now considered by Members:

1. Recommendation – That the Authority should consider making improvements to the reporting of plans to bridge identified gaps in the revenue budget, and performance against savings and efficiency plans, by:
  - disaggregating efficiency savings from adjustments to revenue contributions to capital in the MTFS summary table; and
  - reporting specifically on efficiency savings achieved as compared to the approved plan, within the quarterly financial update.

The Authority should continue development of its savings plan in advance of 2026/27, including consultations and costing of invest-to-save projects, so that delays in implementation could be avoided. Savings plans should be subject to quality impact assessments where appropriate, and responsibilities for delivery of savings should be clearly assigned.

Management Comment – Noted, budget monitoring reports to the Resources Committee would be developed to include progress against agreed savings plans in the MTFS.

2. Recommendation – The Authority should consider opportunities to improve risk management by:
  - consolidating very similar risks and actions to reduce duplication in the Corporate Risk Register;
  - adding environmental risks to the risk scoring criteria;
  - providing more comprehensive information to the Audit Committee, such as residual risk scores and action owners/timelines for implementation;
  - mapping corporate risks to the strategic objectives outlined in the Community Risk Management Plan.

Management Comment – Noted, the corporate risk register was based on NFCC national best practice and whilst it could look like duplication, the Service had adopted sector best practice. As part of the ongoing review of the risk management processes, the proposal would be considered.

3. The Authority should consider enhancing the level of detail within Internal Audit progress reports to the Audit Committee, to include details of recommended actions, management's response, timelines for completion of actions and confirmation that actions had been completed.

Management Comment – Noted, it would be discussed with the Internal Audit team.

4. It was recommended that the Authority considered expanding the quarterly financial update to the Resources Committee to include:
  - year to date revenue outturn against year-to-date budgets, and reasons for variances; and
  - details of the best-case and worst-case outcomes against the revenue and capital budgets (and the basis for those estimates).

Management Comment – Noted, the Service would consider developing the monitoring reports further to provide additional analysis.



5. The Authority should consider introducing referencing of meeting agendas and papers to the Authority's strategic objectives around as outlined in the CRMP. Management Comment – Noted, the Service continually reviewed the information provided to Members and would consider the improvement recommendation.
6. The Terms of Reference for every Committee should include quoracy conditions and should be reviewed at least every three years. Management Comment – Noted, the TOR had recently been updated to include this.
7. The Authority should take action to review policies and procedures (including Service Orders) where this was identified as being overdue. Following review, policies and procedures should be approved by the Authority or appropriate Committee, even where no changes had been made. Management Comment – Noted, out of date policies and procedures would be brought up to date.
8. The Authority should establish, implement, and embed procedures to provide assurance that Contract Standing Orders were adhered to in all instances. Management Comment – Noted, improvements were being put in place now resourcing issues in the procurement teams had been resolved.
9. The Authority should consider including information on performance against the capital plan in the quarterly performance monitoring reports provided to the Performance Committee. The Authority should continue to seek to mitigate slippage and delays in the delivery of the capital programme. Management Comment – Noted, the performance report included revenue performance and not capital and they were reported in detail to the Resources Committee and the CFA. The performance report would be reviewed to ensure consistency.
10. The Authority should implement a framework for structured and consistently applied contract management. Contract management for key service contracts such as North West Fire Control collaboration and PFI agreements should be prioritised. Arrangements should include:
  - regular reviews of existing contracts to safeguard the achievement of value for money and compliance with legal and regulatory requirements;
  - monitoring of contract performance and deliverables against key performance indicators and other measures to identify and resolve service performance issues; and
  - reporting of contract management activity to the Authority or Performance Committee.
 Management Comment – Noted, the service would be reviewing Contract Management arrangements against best practice during 2025/26 as identified in the Procurement Strategy.

Georgia Jones informed Members that the external auditors were satisfied with the responses they had received to their recommendations.

**Resolved:** - That the Committee noted the management comments and endorsed

	the content of the report as presented.
19/24	<b>Internal Audit Monitoring Report</b>
	<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 01 April 2024 to 06 September 2024 was presented by Laura Rix, Senior Auditor.</p> <p>To date, 14 days had been spent this financial year on completion of the 2024/25 plan, equating to 20% of the total planned audit activity of 70 days. The table in the report showed the current status of all audit work.</p> <p>With regards to the Implementation of Learning from National Incidents, the report was in the process of compilation and would be available for the next Audit Committee meeting. Members were informed that the District Planning Activity work had now been completed and work would soon commence on Cyber Security.</p> <p>In response to a question from County Councillor Singleton in relation to 2 planned Audit days for follow up audit activity, Laura Rix explained that there 2 days in the plan and 1.5 days had been used with 0.5 days variation. The only other follow up work was key financial systems which would take place later in the year, however, there were no issues which was positive.</p> <p><b>Resolved:</b> - That the Committee noted the report.</p>
20/24	<b>Date of Next Meeting</b>
	<p>The next meeting of the Committee would be held on <b>28 November 2024</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 27 March 2025 and agreed for 24 July 2025.</p>

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

**LFRS HQ**  
**Fulwood**

**Lancashire Combined Fire Authority**

Meeting to be held on 16 December 2024

**Proceedings of Member Training & Development Working Group held 7 November 2024  
(Appendix 1 refers)**

Contact for further information:

Sam Hunter, Member Services Manager - Tel: 01772 866720

**Executive Summary**

The proceedings of Member Training & Development Working Group meeting held 7 November 2024.

**Recommendation(s)**

To note the proceedings of Member Training & Development Working Group as set out at appendix 1 now presented.

**Information**

Attached at Appendix 1 are the proceedings of the Member Training & Development Working Group meeting held on 7 November 2024.

**Business Risk**

None.

**Environmental Impact**

None.

**Equality & Diversity Implications**

None.

**Financial Risk**

None.

**HR Implications**

None.

**Legal 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

## Lancashire Combined Fire Authority

### Member Training & Development Working Group

Notes of hybrid meeting held on Thursday, 7 November 2024.

<b>Present:</b>	
<b>Councillors</b>	
D Smith (Chair)	
S Morris (Vice-Chair)	
Z Khan MBE	
D O'Toole	
M Salter	

<b>Officers</b>
E Sandiford, Director of People and Development (LFRS) L Barr, Member Services Officer (LFRS)

#### Apologies for Absence

Apologies were received from County Councillor Margaret Pattison.

#### Notes of Previous Meeting

The notes of the previous meeting held on 02 November 2023 were confirmed as a correct record.

#### Review of Member Training and Development Strategy

The Chair gave thanks to Bob Warren for his time as Lead Officer on the Working Group and welcomed Liz Sandford, Director of People and Development as the new Lead Officer. Members requested that their thanks for his Service on the Working Group and wishes for a happy retirement were sent on to Bob Warren.

The Authority had kept a Member Training and Development Strategy in place since 2006 which had been reviewed regularly.

County Councillor Salter proposed that 2 minor amendments be made to the Role of Members of the Combined Fire Authority attached in the agenda pack at Annex 1 due to the current financial climate and uncertainties around Local Government funding. The amendments were:

- To change the wording on Page 2 of the document from 'Deliver Affordable and Sustainable Services', to 'Deliver Realistic Future Planning'.
- To remove the bullet point 'Planning for future grant reductions'.

County Councillor Salter proposed that the following amendment be made to the Community

Safety Champion – Role Description attached in the agenda pack at Annex 2:

- To change the wording of the bullet point 'Engage with other Fire Authority Members to promote awareness of older people issues and to seek their views', to 'Engage with other Fire Authority Members to promote awareness of issues effecting older people and seek their views'.

All Members agreed to the amendments to the Role of Members of the Combined Fire Authority and the Community Safety Champion – Role Description which would be sent before the full CFA for approval.

The Chair commented that the Member Training and Development Strategy worked very well and the opportunities for training were excellent. In addition, it was important that Members were informed and trained so they could undertake an effective Scrutiny function. County Councillor O'Toole felt that the Service 'led the field' in terms of Member development.

The Chair emphasised the importance of attending the Strategy Group meetings and asked Members to encourage attendance.

**Resolved:** - That Members reviewed and approved the strategy as presented with the proposed amendments.

### **Member Training & Development - Update Report**

The Chair presented the report which detailed the various means available for Elected Members for the Combined Fire Authority to access training and development opportunities.

It was noted by Members that Member training activities had been impacted by staffing changes and the adjustment of the political balance. As circumstances were stabilising, activities were resuming.

### **Personal Development Plans**

Personal Development Plans were being held face to face, although they could be held over the telephone and electronically to support Members with busy diaries.

Three new Councillors and one returning Councillor had joined the CFA since the November 2023 meeting, of which none had received an initial Personal Development Plan and induction discussion. Of the 25 elected Members of the Authority, 84% had met with a Democratic Services Officer to draw up or review their Personal Development Plan.

### **e-Learning**

Members were encouraged through the Member Information Bulletin and emails, to view the North West Employers Organisation and the Local Government Association websites to access training opportunities.

### **Members' Handbook**

The handbook for the municipal year 2023/24 had been issued to all Members. The

handbook for the municipal year 2024/25 was being prepared and would be updated once the issues with the political balance of the committees had been resolved.

### **Member Information Bulletin**

Further to Member discussion at previous meetings, the Member Information Bulletin had been reformatted to web-based and was accessed via an electronic link with tabs for information. Although the bulletin was continuously in development, the first digital bulletin had been emailed to Members on 01 April 2022.

In addition to providing meeting dates, Member Training and Development opportunities, news and events, it was intended that the Bulletin would also provide upcoming safety campaign information for Members to forward as appropriate to their constituents and key partners using their social media channels together with reporting to Members on the success of these campaigns in subsequent issues.

The Bulletin set out key dates for the diary and encouraged Members to attend special community events, presentations and demonstrations, fire station open days, and the King's Trust presentations. Members were also actively encouraged to provide information to officers for inclusion in the Bulletin and provide feedback on any improvements they would like to see.

### **Co-ordination of Training**

Democratic Services arranged visits to outside bodies and organised demonstrations of Service equipment and facilities which helped Members to broaden their organisational knowledge and understanding of the work of Lancashire Fire and Rescue Service.

Democratic Services continued to contact home authorities where relevant, to co-ordinate Member training and development opportunities and avoid duplication.

County Councillor O'Toole expressed the importance of the Member Handbook and how it was a very valuable resource which contained useful information.

The Chair and County Councillor Salter highlighted that the Member Information Bulletin was a useful resource which contained regular updates, invitations to events, and kept Members well informed.

County Councillor Morris was pleased with the co-ordination of training activities which included demonstrations of new equipment and the arrangements for visits to facilities of outside bodies.

Councillor Khan stated that he was happy with the access to training and development opportunities and activities.

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

### **Monitoring, Review & Evaluation of Activities**

The report provided an update on Member Training and Development activities since the

previous meeting. The report showed opportunities and outcomes of activities undertaken by Members to support the achievement of Service objectives or positive outcomes for communities.

### **Involvement at Area Level**

Members were routinely invited to attend local events such as Open Days and Members were encouraged to contact area personnel to arrange to visit their local fire station to discuss local key issues.

Through the Member Information Bulletin, Members had been invited to and had attended King's Trust Presentation events in their local communities. The Chair, Vice-Chair and Leader of the Opposition had been invited to attend the Wholetime Recruits Passing Out Parade on 14 December 2023 but were unable to attend due to prior commitments, therefore a Member had attended on their behalf and provided positive feedback on the experience.

The Chair, Vice-Chair and Leader of the Opposition had also attended a Wholetime Recruits Passing Out Ceremony in April 2024.

### **LGA Annual Fire Conference 2024**

Four Members had attended the LGA Annual Fire Conference in March 2024 which had been held in Bristol. Conference activity included eight plenaries consisting of presentations, a fringe session, and five workshops consisting of various topics.

### **Events and Visits**

- **LGA Fire and Rescue Leadership Essentials**

Six Members (3 new Members) had been scheduled to attend the LGA Fire and Rescue Leadership Essentials Programme which was being held in October 2024 and February 2025 (with a maximum of 3 Members per authority on each programme).

Other sessions Councillors had been invited to attend included LGA Fire and Rescue Leadership Essentials: Audit Committee with one Member due to attend in January 2025.

- **North West Fire Control Visit**

Positive feedback had been received from previous visits to North West Fire Control and two visits were currently being arranged for January 2025.

- **Hagglund Demonstration at the Learning and Development Centre (Previously Service Training Centre)**

Members had attended a demonstration of the Hagglund vehicle at the Service Training Centre following the CFA Meeting on Monday 18 December 2023. Members had commented that the vehicle was impressive and would be very useful for flooding and wildfire related incidents.

- **Merseyside Fire and Rescue Service Visit**



Members of the Capital Projects Working Group had visited Merseyside Fire and Rescue Service on Monday 09 September 2024 which included a tour of the facilities that Members found impressive.

- **Tour of the Service Training Centre**

Members of the Capital Projects Working Group were given a tour of the existing facilities at Service Training Centre, Euxton in November 2023.

- **Carol Service**

The annual Carol Service would return to Blackburn Cathedral on 11 December 2024. The Chair, Vice-Chair, Spokesperson for the Opposition, and the Clerk had been invited to attend the service.

- **Burnley College Road Safety Week Event**

Members had been invited by Area Manager, Matt Hamer, to attend a Road Safety event which would be held at Burnley College on Thursday 21 November.

### **Member Information Bulletin**

Members views were requested to comment on what they felt worked well with the Member Information Bulletin and how engagement could be improved.

### **IT and Mileage Claim Sessions**

Ongoing support on a 1-2-1 basis was provided by Democratic Services Officers to access the internet, assist Members to submit mileage claims, and access the Mod.Gov app to view private papers.

### **Social Media**

The Service used a number of social media platforms which Members were encouraged to join to share protection and prevention information and promote the work of the Service. County Councillor Matthew Salter had shared an email recommending that Members considered following Lancashire Fire and Rescue Social Media Accounts.

The Service had social media accounts on Facebook, X/Twitter, Instagram, YouTube, TikTok, Nextdoor, and LinkedIn, as well as a Podcast (Out of the Ashes).

### **Suggested Training**

- STRIVE Values and Core Code of Ethics
- Training for those Members involved in the recruitment of the CFO.
- Training for those Members involved in Appeals.

Members discussed the system for the claiming of expenses and mileage and raised issues including the complexity of the system and the taxability of journeys to Washington Hall, Euxton.

Members asked for an update on the introduction of a new system for claiming expenses as mentioned at previous Committee meetings, and suggested that a new system, similar to the

one used at Lancashire County Council could be implemented which was very simple to use. The Director of People and Development, and the Democratic Services Officer advised that they would liaise with the Director of Corporate Services regarding exploring an alternative option for members to provide mileage claims and a response would be provided outside of the meeting.

During this section of the meeting, Councillor Khan's audio failed and a phone call was made to him to allow him to share his views. He advised that he did not claim expenses from Blackburn with Darwen Borough Council as he found the system, which was similar to that of the Service, complex and difficult to use.

The Chair commented that the Service's social media posts were very good and he had shared a post for the recruitment of On-call Firefighters on his home authority website.

The Chair encouraged all members to attend a King's Trust presentation as they were inspiring and uplifting events where young people shared their experiences and talked about how they had turned their lives around.

In relation to a question from the Chair in relation to the suggested training for Members of the Appeals Committee, the Democratic Services Officer explained that Members would receive the training ahead of, and separate to, any planned meeting of the Appeals Committee as they were extremely rare.

Members agreed to the suggested training in the report.

Members suggested and agreed that the format of the Member Training and Development Activity, as attached at Appendix 2, be amended so that all activities listed which included all Members, be listed separately to the individual activities so that the number of pages used would be considerably less.

The Chair advised that, overall, he was happy with the information provided, and the training and delivery which attributed to being the best Fire Service in the country. County Councillor O'Toole concurred that the training Members received was excellent and LFRS was the leading Fire Service in the country.

In terms of the meeting being held virtually, the Chair confirmed that he was pleased with the meetings being held via MS Teams which worked for the length of the meeting and the number of Members in attendance.

**Resolved:-** That the Group noted and endorsed the content of the report as presented.

#### **Future Meeting Dates**

The next meeting of the Working Group will be held on Thursday **24 April 2025**. A further meeting was agreed for Thursday **23 October 2025**.

## Lancashire Combined Fire Authority

Meeting to be held on 16 December 2024

### Proceedings of Planning Committee held 18 November 2024 (Appendix 1 refers)

Contact for further information:

Sam Hunter, Member Services Manager - Tel: 01772 866720

#### **Executive Summary**

The proceedings of Planning Committee meeting held 18 November 2024.

#### **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 18 November 2024.

#### **Business Risk**

None.

#### **Environmental Impact**

None.

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

None.

#### **Financial Risk**

None.

#### **HR Implications**

None.

#### **Legal 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

## Lancashire Combined Fire Authority Planning Committee

Monday, 18 November 2024, at 10.00 am in the Main Conference Room,  
Service Headquarters, Fulwood.

### Minutes

<b>Present:</b>	
<b>Councillors</b>	
G Baker	
S Clarke	
N Hennessy (Vice-Chair)	
J Hugo (Chair)	
F Jackson	
H Khan	
S Serridge	
J Shedwick	
J Singleton	
B Yates	

<b>Officers</b>
S Healey, Deputy Chief Fire Officer (LFRS) S Brown, Director of Corporate Services (LFRS) E Price, Group Manager - Planning, Performance & Assurance (LFRS) M Fish, Head of Safety, Health & Environment (LFRS) S Hunter, Member Services Manager (LFRS) L Barr, Member Services Officer (LFRS)

<b>In attendance</b>

10/24	<b>Apologies for Absence</b>
	Apologies were received from County Councillor D O'Toole with County Councillor B Yates attending as substitute.
11/24	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
	None received.
12/24	<b>Minutes of Previous Meeting</b>

	<p><b>Resolved:</b> That the Minutes of the last meeting held on 15 July 2024 be confirmed as a correct record and signed by the Chair.</p>
13/24	<p><b>Emergency Cover Review</b></p>
	<p>The Deputy Chief Fire Officer (DCFO) advised that the report updated on the Emergency Cover Review (ECR) 2022-25 implementation, outlining the work that was ongoing and had been completed to date.</p> <p>With many ECR workstreams now concluded or in the final phase of implementation, all ongoing workstreams were being managed as projects through programme boards. It was proposed that any future updates on work associated with the ECR was brought through the relevant programme board or by exception to Planning Committee. Resources committee would be updated in relation to the capital programme, which would impact on some of the projects within the ECR.</p> <p>Lancashire Fire and Rescue Service (LFRS) was required to review emergency response arrangements periodically to ensure that provision remained effective and consummate with the dynamic risk profile. This process was a robust assessment of historic data and emergent risk and was delivered in the format of an Emergency Cover Review (ECR).</p> <p>The changes identified in the ECR 2022-25 reflected the most effective and efficient use of resources for the whole of Lancashire. Lancashire’s Combined Fire Authority (CFA) agreed the proposed changes on 19 December 2022. The changes would result in LFRS:</p> <ul style="list-style-type: none"> <li>• Maintaining all 39 fire stations and 58 fire appliances</li> <li>• Maintaining their outstanding response standards</li> <li>• Creating an increase in overall firefighter jobs by eight</li> </ul> <p>An ECR implementation plan was developed with five key workstreams, updates on the workstreams were as follows:</p> <p><b>Introduce more resilient and flexible crewing arrangements</b></p> <p>The implementation of all the proposed change of duty systems and establishment numbers, with the exception of Penwortham, took place on the 1 March 2024. The changes in duty system at Penwortham would be worked through as part of the Preston Area review project which was ongoing.</p> <p>An evaluation of the implementation was underway to ensure both positive practice and areas of learning were captured to inform any future emergency cover reviews.</p> <p><b>Optimise emergency cover through dynamic cover software</b></p> <p>The dynamic cover software was being used widely internally to monitor coverage and plan relief strategies during incidents and on a day-to-day basis within the Command Support Room.</p> <p>The project’s current focus was on the implementation and use at North West Fire</p>

Control, empowering Control Room Operators to make coverage and relief moves based on real-time risk and demand.

Extensive modelling work had been undertaken to better understand the impact and use of the software once fully implemented. Over 200 real-time activity periods had been modelled, these had included when there had been high demand on resources such as large, protracted incidents including periods when resource availability had been reduced. Analysing the predicted coverage move results, LFRS could determine that overall standby numbers would broadly remain similar, however both the deploying appliance and the standby fire station destination would likely change. This would see LFRS move away from traditional static pre-defined key stations to dynamically determining cover moves based on risk, current demand, and live resource availability. Using the dynamic cover software as intended would provide Lancashire with better emergency cover based on risk, demand and resource availability.

Extensive consultation had taken place on all aspects of the ECR which included the dynamic coverage software. Virtual engagement sessions had been held with On Call units, which included demonstrating the tool and likely impacts to cover moves, accepting that by their very nature moves are dynamic based on what is happening across the county at a point in time. Further engagement sessions were due to be scheduled with the most impacted stations and units and Trade Unions had been fully engaged. A phased implementation would commence from January 2025, aiming to have full implementation by the end of March. This moved the Service away from traditional key stations to a more intuitive, risk-based deployment of resources using the latest technology and software so that LFRS resources had the best disposition based on current risk, demand and available resource.

### **Strengthen our response to climate change emergencies**

#### **Investing in four Fire Appliances with Off-Road Capabilities**

With the re-baselining of the larger vehicle specification, new estimated timelines had been developed. Project groups were established with staff engagement to ensure the specifications were developed with LFRS teams to deliver the most suitable appliances to meet the changing risk profile. It was anticipated a procurement process for one large and one small climate change appliance would take place in the next quarter, with both the larger and smaller appliances due to be delivered and rolled out in early 2026.

The vehicles would be evaluated prior to the potential purchase of two further vehicles (one large and one small).

Both projects were being managed through the Service Delivery Change Programme Board and would therefore be reported through Capital Projects Programme Board.

#### **Introduce Flood Water Incident Managers and Flood Water Tactical Advisors**

Flood Water Incident Managers and a Flood Water Tactical Advisor were all now

trained and in place for operational deployment.

### **Strengthen firefighting and rescue capabilities in high-rise and commercial buildings**

#### **Introduce a 45m Aerial Ladder Platform (ALP)**

Members had previously been made aware of the delays to this project due to supply chain issues. The company who won the contract, had agreed a new delivery timeline with the Service and final delivery was expected in April 2025, with a period of training before being fully operational.

This project was being managed through the Service Delivery Change Programme Board and would therefore be reported through Capital Projects Programme Board.

#### **Invest in two Additional Water Towers**

The Water Towers were due to be rolled out in Spring 2025. They would be located at St Annes and Lancaster.

This project was also being managed through the Service Delivery Change Programme Board and would therefore be reported through Capital Projects Programme Board.

#### **Broaden on-call firefighting capabilities to strengthen operational response**

A significant amount of work continued within LFRS's On Call improvement programme. Work was ongoing in relation to On Call staff supporting specialist appliance resilience including the two new Water Towers, and On Call unit's in Southern area supporting the deployment of our Water Bowser.

In response to a question from County Councillor S Clarke in relation to a new Water Tower being located at St Annes Fire Station, the DCFO advised that the Service was aspiring to have a Water Tower in each of the four areas of the county and other Fylde coast stations had other specialist capabilities. County Councillor S Clarke further asked for clarification of the turn out time at St Annes during the night. The DCFO confirmed that the crew at St Anne's operated on the Flexible Day Crewing system which provided a 'standby' response whereby firefighters responded to incidents from their home address during the evening. The turn out time was roughly 5 minutes and it was a countywide resource that could be deployed to a protracted incident anywhere in the county.

In response to a question from County Councillor J Shedwick in relation to how the availability of On Call fire appliances was determined by the dynamic cover software, the DCFO confirmed that the software was used by North West Fire Control (NWFC) and knew all appliances availability as the Service's mobilising system fed into the dynamic cover software which updated in real time. The dynamic cover software knew the historical risk of all areas based on the previous 5 years of critical incident data and monitored response times, setting thresholds across different areas.



	<p>County Councillor N Hennessy joined the meeting at 10:22.</p> <p><b>Resolved:</b> That the Planning Committee noted and endorsed the report.</p>
14/24	<p><b>Strategic Assessment of Risk</b></p>
	<p>The Deputy Chief Fire Officer (DCFO) presented a report on the Service's Strategic Assessment of Risk for 2023/24.</p> <p>Risk in Lancashire would always remain dynamic: it changed over time, differed by area and demographic, and needed different interventions to reduce the likelihood of the risk occurring or to lessen its consequences. These risks were identified in the Strategic Assessment of Risk (SAoR) which was refreshed annually and was also informed by the Lancashire Resilience Forum Community Risk Register and the services Political, Economic, Socio-cultural, Technological and Infrastructure, Environmental, Legislative and Organisational (PESTELO) analysis. Through its risk management framework, the Service continually assessed changing risk and prioritised its response framework.</p> <p>The Strategic Assessment of Risk reflected the knowledge and experience of a variety of specialist departments and utilised Lancashire Fire and Rescue Service (LFRS) Incident Recording System (IRS) data to derive a data driven methodology that highlighted the incident types that posed the greatest risk to the county of Lancashire and the individuals who lived and worked within it.</p> <p>This year's document built on previous iterations as LFRS sought to continually improve its risk management processes. Pages 36 – 52 of the agenda pack detailed a number of risks including;</p> <ul style="list-style-type: none"> <li>• Political <ul style="list-style-type: none"> <li>○ UK Government Fire Reform White Paper</li> <li>○ Wars, conflicts and political unrest</li> </ul> </li> <li>• Economic <ul style="list-style-type: none"> <li>○ Deprivation</li> <li>○ Inflation/ Cost of living</li> <li>○ Fuel Poverty</li> </ul> </li> <li>• Socio-Cultural <ul style="list-style-type: none"> <li>○ Population changes</li> <li>○ Dwellings and households</li> <li>○ Cultural Diversity</li> <li>○ Health and Wellbeing</li> </ul> </li> <li>• Technological (and Infrastructure) <ul style="list-style-type: none"> <li>○ Emerging Technology – Electrical vehicles (EVs) and energy storage systems</li> <li>○ Emerging Technology – Hydrogen</li> <li>○ Artificial Intelligence/ Robotics/ Autonomous Vehicles</li> <li>○ Infrastructure</li> </ul> </li> <li>• Environment <ul style="list-style-type: none"> <li>○ Climate change – wildfires</li> <li>○ Climate change – flooding</li> <li>○ Built environment</li> </ul> </li> </ul>

- Legal
  - The Building Safety Act 2022
  - The Fire Safety (England) Regulations 2022
  - The Fire Safety Act 2021
  - Strikes (Minimum Service Levels) Act 2023
- Organisational
  - Risk that service funding over the medium term was insufficient to achieve 2022-27 CRMP objectives
  - LFRS resilience issues e.g. staff availability, recruitment, retention, loss of key staff
  - Impact of public inquiries e.g. Grenfell and Manchester Arena

Pages 57- 83 of the agenda pack detailed the risk associated against the 32 incident types which had resulted in some movement in the ranking of the highest risk incident types.

The Chair remarked that the DCFO was the chair of the Lancashire Resilience Forum and that LFRS was the national lead in relation to drones and the service’s Digital Team worked closely with the National Fire Chiefs Council (NFCC) lead.

In response to a question from County Councillor N Hennessy in relation to the dissemination of risk information, the DCFO confirmed that each district had a district plan which identified risks in each area, this information informed individual officer appraisals to ensure all staff knew how they were contributing to keeping Lancashire safer. In response to a further question the DCFO confirmed that each station was aware of their district plan and the service was developing its use of Power BI to allow each station to display their progress and contribution to a safer Lancashire.

**Resolved:** That the Planning Committee noted and endorsed the Strategic Assessment of Risk for publication.

15/24

**Blue Light Collaboration Update**

The Deputy Chief Fire Officer (DCFO) 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 were contributing towards improving outcomes, providing better value for money, reducing demand, and reducing inequalities within communities.

**Leadership Development**

Partners had scoped collaboration opportunities for leadership development. Each Service agreed to host a leadership development event for senior leaders from all three organisations. Lancashire Fire and Rescue Service (LFRS) hosted the first event in October, which focussed on ‘Leadership and well-being’ and explored cross-coaching. The event was a success with over 60 people attending from across all three services and the partners would meet again in November to develop cross-coaching opportunities.

The Services were planning the next session which would be hosted by North West Ambulance Service (NWAS) in early February 2025, where the focus for the event would be on 'Media'.

The final session would be hosted by Lancashire Police in Spring 2025. The group were considering an interesting area around 'Generational Differences' with a view to potentially exploring this as the final topic.

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

This was a long-term workstream which could deliver significant efficiencies and effectiveness where co-location sites were identified.

In October the project objectives were reviewed and affirmed, aligned to the Strategic Board objectives. The Estates and Co-location workstream focused on four key areas: Sharing knowledge and information, estates and asset integration, resilience and shared opportunities in support functions, and financial opportunities.

Blue Light partners were reviewing property asset management strategies to identify potential areas for co-ordinating future development plans over the next 5-10 years and discussions were continuing in relation to future opportunities. All current locations for each organisation had been mapped, with the focus now on understanding of longer-term plans for each service. The LFRS 'Preston Area Review' continued to be discussed and considered with Blue light partners regarding collaboration opportunities.

### **Community First Responder**

This workstream involved LFRS staff volunteering as Community First Responders (CFR) to support NWAS. LFRS staff volunteers undertook an initial CFR training programme at LFRS Training Centre. Once qualified, they could shadow existing CFR practitioners to develop their clinical abilities and build confidence in their newly acquired skills.

The Service had 13 LFRS staff volunteers responding to life threatening emergencies in Lancashire from the workplace and administering life-saving interventions in the initial vital minutes before NWAS colleagues arrive. Since the workstream commenced in 2023, LFRS had responded to more than 180 CFR incidents including unresponsive/ collapsed, not breathing, cardiac arrests, seizures, strokes, and choking. This had resulted in many successful outcomes.

The Service was scoping 'phase 3' of the workstream which would involve on call staff volunteers becoming CFRs within more remote parts of the county, where NWAS resources and response times could be more challenging. This would further improve outcomes for medical emergencies within those communities.

In response to a question from County Councillor J Singleton in relation to the potential for the authority to be combined by the Police and Crime Commissioner, the DCFO advised that this was a political issue and he was unable to comment, he acknowledged that there were a number of Police, Fire and Crime Commissioners (PFCC's) nationally. County Councillor N Hennessy added that a

	<p>motion was going to Lancashire County Councils (LCCs) next full council meeting in December and she had asked the Fire Minister's view at the recent HMICFRS Chairs and Chiefs event and was reassured that nothing was on the agenda in relation to PFCCs taking over Fire Authorities.</p> <p>In response to a question from County Councillor S Clarke in relation to charging other services for drone use, the DCFO confirmed that there was a memorandum of understanding signed by all blue light partners and recharges were sought where appropriate.</p> <p>County Councillor N Hennessy requested an update on the blue light leadership development session. Group Manager (GM) Emma Price and the Head of Safety, Health and Environment (SHE) Martin Fish attended and remarked that they found the session to be very engaging, a good opportunity to build relationships and allowed them to understand what other services have in place in terms of wellbeing.</p> <p><b>Resolved:</b> That the Planning Committee noted the report.</p>
16/24	<p><b>HMICFRS update</b></p>
	<p>GM Price presented the report to Members regarding His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) activity and Lancashire Fire and Rescue Services (LFRS) planning arrangements.</p> <p><b>Round 3 Overview</b></p> <p>HMICFRS commenced Round 3 inspections in early 2023, the three pillars; effectiveness, efficiency, and people remained the same as Round 2. Likewise, the 11 diagnostics under each pillar which inspectors made graded judgements against.</p> <p>Although LFRS had not yet received confirmation of the new inspection date, it was anticipated that the Service's inspection would take place in early 2025. Phil Innis had been appointed as LFRS's new Service Liaison Lead, to assist with engagement prior to the inspection, an Inspecting Officer from HMICFRS, Viv Horton, would also remain as an LFRS point of contact. Viv Horton met with members of the executive board in August 2024 and was in regular contact with LFRS Service Liaison Officer, Area Manager Tom Powell as part of the engagement process.</p> <p>The Organisational Assurance Team within the Service Improvement Department continued to track progress against the Service's previous inspection, monitor national themes and prepare LFRS for its Round 3 inspection.</p> <p>HMICFRS had published 24 Round 3 inspection reports. A summary of the gradings for all 24 Fire and Rescue Services (FRSs) inspected so far in Round 3 were included in the report.</p> <p><b>FRS inspection programme 2025/27 public consultation</b></p>

HMICFRS public consultation on the proposals for the FRS inspection programme for 2025/27 was launched on 19<sup>th</sup> August 2024 and closed on 15<sup>th</sup> September 2024. LFRS provided a detailed response. HMICFRS received around 61 responses to the public consultation, including almost all FRSs, as well as some from governing bodies, trade unions and national bodies. Overall, the HMICFRS received strong support for their proposals, however, respondents also raised issues with these planned changes, provided additional areas they thought should be covered, areas they should inspect less, and ways they could improve their reports.

HMICFRS final plans would be published in the form of an Inspection Programme and Framework document in the spring of 2025, alongside a formal response to the consultation.

### **Positive Practice**

The National Fire Chiefs Council (NFCC) Positive Practice Portal provided details about interventions, which had been developed by one or more Fire and Rescue Service to address a particular need, concern or organisational change recognised by the NFCC or HMICFRS as an innovative or positive practice. These practices were in different functional areas and may include operational and non-operational responses, business practices and good ideas.

LFRS actively engaged with the positive practice process and had 10 submissions published on the portal and a further 5 submissions in progress.

As requested at the previous planning committee, a summary of the first HMICFRS Fire and Rescue Positive Practice Masterclass event is detailed below. There were presentations on the following topics:

- Opening address, HMCI Andy Cooke, HMICFRS
- 'Our findings, positives practices and improvement', HMI Roy Wilsher, HMICFRS
- 'Greater Manchester FRS's improvement journey', CFO Dave Russel, GMFRS and Deputy Mayor Kate Green
- 'People strand positive practices in Cambridgeshire FRS', Hayley Douglas, CAMFRS
- 'How learning and development promotes improvements in policing', Ray Clare, College of Policing
- 'How the leadership fire standards can support services to improve', Independent Chair Suzanne McCarthy, Fire Standards Board
- 'How the NFCC can support services to improve', Chair Mark Hardingham, NFCC
- Panel session - Dave Russell, Hayley Douglas, Suzanne McCarthy, Ray Clare, Mark Hardingham, Roy Wilsher

LFRS would continue to monitor positive practice submissions and attend future events, benchmarking LFRS's own progress against areas identified, and exploring potential areas for improvement.

### **HMICFRS Standards of behaviour: The handling of misconduct in fire and rescue services**

HMICFRS published their Standards of behaviour: The handling of misconduct in fire and rescue services report in August 2024. This followed the detailed inspection of 10 FRSs, as well as analysing data provided by all 44 FRSs in England about their grievance and discipline cases. The service was making progress through the reports 15 recommendations.

### **Values and culture in Fire and Rescue Services**

Values and culture in Fire and Rescue Services remained a focus for HMICFRS, LFRS continued to work proactively in terms of promoting its values and engendering an organisational culture where all employees can thrive. LFRS submitted its updated report on the progress the service was making regarding the HMICFRS and NFCC recommendations in relation to values and culture in March 2024.

### **HMICFRS Autumn Data Collection**

The Autumn Data collection opened on Monday 14<sup>th</sup> October and would close on Friday 22<sup>nd</sup> November.

County Councillor N Hennessy stated that she had requested an update be brought to the next CFA Meeting in December 2024 in relation to standards of behaviour within the service.

The Chair remarked that the service was doing everything it could in preparation for the next HMICFRS Inspection.

In response to a question from County Councillor J Singleton in relation to the services' misconduct cases, the DCFO confirmed that there were a low number of disciplinary cases and the statistics were reported to HMICFRS. In terms of the number of cases, an update would be included in the report going to the full CFA around progress against the recent HMICFRS cultures and values report.

**Resolved:** That the Planning Committee noted and endorsed the report.

17/24

### **Budget Consultation**

The Director of Corporate Services (DoCS) provided a verbal report in relation to the budget consultation.

The DoCS advised that the service was required to consult the public on the proposed precept. The service was expecting an update on how much the precept could be raised by in late December, the precept in 2023/24 was 2.99% and in 2022/23 it was £5 which equated to about 6%.

Consultation with the public would commence once it is known to what extent the precept could be raised. This would then be discussed with the chair of the authority and an update be brought to Planning Committee and the full CFA in February.

	<b>Resolved:</b> That the verbal report be noted.
18/24	<b>Environmental Sustainability Plan 2024-29</b>
	<p>The Head of Safety, Health and Environment (SHE) presented the report on the service's Environmental Sustainability Plan 2024-29.</p> <p>Climate change was already having an impact on the Fire and Rescue Service; the service was responding to new and evolving risks, such as wildfires, and new technologies designed to address climate change, including electric vehicles, lithium-ion batteries and highly insulated buildings. Rising temperatures would have the greatest impact on the most vulnerable, such as reducing food and water availability. Changing heating systems, insulating buildings, moving to an alternatively fuelled fleet and planting trees was essential in contributing to net zero, however, environmental sustainability was much wider.</p> <p>The Climate Change Act 2008 committed the UK government to reduce greenhouse gas emissions by at least 100% of 1990 levels (net zero) by 2050 whilst the Paris Agreement committed the UK and other countries to a global temperature rise this century of below 2 degrees Celsius above pre-industrial levels.</p> <p>Since launching LFRS's Carbon Management Plan in 2009 the service had made good progress in terms of reducing its carbon footprint, however Lancashire Fire and Rescue Service (LFRS) recognised there was more work to do. Environmental enhancements on LFRS premises had been made as part of business-as-usual (BAU) investment, for example new build premises meeting Building Research Establishment Environmental Assessment Methodology (BREEAM) standards, boiler replacement and LED light installs. The Service had not used dedicated funding for aspects such as photovoltaic installations, in order to make further process this approach needed to be reconsidered in conjunction with our wider Estates Strategy. A similar approach had been taken to the LFRS fleet, with BAU investment providing environmental enhancements as technology had changed.</p> <p>Since 2009 LFRS had been monitoring use of gas, electricity, fleet vehicle fuel and water on the services sites. Conversion factors were applied using a toolkit to generate a carbon emissions total with the target of reducing this by 40% (initially by 2020 and then extended to 2030 following CFA approval). The conversion factors for emissions were kept constant and therefore never fully reflected any changes such as decarbonisation of the grid, however based on this toolkit, as of 31st March 2024, fuel, gas and electric emissions had reduced by 25.4%. Water emissions had reduced by 30.1%.</p> <p>A new Environmental Sustainability Plan was proposed for LFRS and this plan outlined the initial actions the service must take in order to continue to reduce the organisations environmental impact. This plan aimed to outline LFRSs commitment to minimising its impact on the environment and to provide a clear approach to the progress of actions that would contribute to the long-term achievement of becoming a Net Zero organisation. This was the first of five, 5-Year Plans in the journey to Net Zero by 2050.</p>

	<p>The governance of the revised plan would be overseen through the Health, Safety and Environment Advisory Group (HSEAG) and annual reporting to the CFA as part of the Annual SHE Report.</p> <p>The Carbon Management Team had been renamed the Environment and Sustainability Group and would continue to be responsible for practical implementation and delivery of the areas outlined within the plan.</p> <p>County Councillor J Singleton remarked that since 2009 the team had established good improvements.</p> <p>The Chair remarked that it was good to see momentum behind the agenda.</p> <p><b>Resolved:</b> That the Planning Committee support the revised approach with the adoption of the new plan with the long term net-zero aspirational vision for the Service.</p>
19/24	<p><b>Date of Next Meeting</b></p>
	<p>The next meeting of the Committee would be held on <b>Monday 3 February 2025</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 14 July 2025 and 17 November 2025.</p>

**LFRS HQ  
Fulwood**

**M Nolan  
Clerk to CFA**



## Lancashire Combined Fire Authority

Meeting to be held on 16 December 2024

### Membership of Committees 2024/25

Contact for further information – Mark Nolan, Clerk and Monitoring Officer to the Authority Tel: 01772 866720

#### Executive Summary

The membership of committees and related appointments of the Combined Fire Authority for the year 2024/25.

#### Recommendation

The Authority is asked to note and endorse the membership of the committees of the Combined Fire Authority for 2024/25 as set out below.

#### Information

The Combined Fire Authority is required to confirm the membership of committees in accordance with the political balance rules set out in the Local Government and Housing Act 1989.

This means that the makeup of each committee must reflect the proportions of seats held on the Combined Fire Authority by each political group. The composition of each committee is set out below.

Committee	Total Membership	Conservatives	Labour	Liberal Democrats	Independent
Full CFA	25	12	10	1	2
Performance	10	6	4	0	0
Planning	10	5	5	0	0
Resources	10	5	5	0	0
Audit	7	4	3	0	0
Appeals	7	4	3	0	0

#### Business Risk

None

#### Environmental Impact

None

#### Equality and Diversity Implications

None

**HR Implications**

None

**Financial Implications**

None

**Legal Implications**

None

**Local Government (Access to Information) Act 1985****List of background papers**

Paper:

Date:

Contact:

Paper:

Date:

Contact:

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

## Lancashire Combined Fire Authority

Meeting to be held on Monday 16 December 2024

### Proposed Amendments to Resources Committee Terms of Reference (Appendix 1 refers)

Contact for further information: Mark Nolan, Clerk and Monitoring Officer  
Telephone: 01772 866720

#### Executive Summary

The Authority's constitutional provisions are regularly reviewed to ensure their efficacy and efficiency, as well as to ensure they are cosmetically up to date.

Members are asked to consider further minor amendments to the Terms of Reference of the Resources Committees (highlighted) which represent minor changes to reflect certain processes, which allows the Resources Committee to appoint a recruitment panel which enables flexibility to select appropriate members to support the needs of each recruitment panel.

The Terms of Reference for the Audit, Performance, Planning and Appeals Committees, as well as the operating procedures for the Strategy Group will remain the same, following review and approval by the Authority on 24 June 2023 and remain appropriate and proportionate to the needs of the Authority in conducting its business, since a further review on 16 September 2024 in which the arrangements for ensuring each Committee is quorate and what Chairs should do in the event they are not quorate, were added.

#### Recommendation

The Authority is asked to approve the amendment to the revised terms of reference for the Resources Committee.

#### Information

Members will be aware that as busy professionals it can often be difficult to organise a recruitment panel, (although this should be distinguished from a subcommittee, which should be politically balanced) despite requiring the appointment of three members, whereby until 2022 seven members were required. In maintaining the requirements of the Constitutional Contractual and Procedural Standing Orders, this will enable the Authority to expedite any recruitment practices, especially in the event of an emergency or if action is required quickly, to avoid any impact that additional delay may have upon the ability of the Authority and the Service to conduct business. Such change would serve to improve resilience and would remain consistent with the Constitutional Contractual and Procedural Standing Orders, which requires the appointment of the Chief Fire Officer, Clerk and Treasurer to the Authority to be a matter reserved to the full Authority, therefore this proposal would not apply to those roles.

#### Business Risk

Governance arrangements form a key element of the control framework within which the Authority operates. The changes proposed are merely cosmetic and do not impact on the effectiveness or efficacy of either the Committee or the Authority.

### **Environmental Impact**

None identified

### **Equality and Diversity Implications**

None identified

### **HR Implications**

This will enable the recruitment process for those roles which are not those of the Chief Fire Officers, Treasurer or Clerk and Monitoring office to be more expedient.

### **Financial Implications**

None identified

### **Legal Implications**

None identified

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

### **List of background papers**

Paper: Report to CFA and subsequent minute 35/24  
Date: 16 September 2024  
Contact: Clerk and Monitoring Officer to the Authority  
Reason for inclusion in Part 2 if appropriate: N/A

Paper: Report to CFA and subsequent minute 14/24  
Date: 24 June 2024  
Contact: Clerk and Monitoring Officer to the Authority  
Reason for inclusion in Part 2 if appropriate: N/A

Paper: Report to CFA and subsequent minute 29/22  
Date: 3 October 2022  
Contact: Clerk and Monitoring Officer to the Authority  
Reason for inclusion in Part 2 if appropriate: N/A

Paper: Report to CFA and subsequent minute 89/17  
Date: 23 April 2018  
Contact: Clerk and Monitoring Officer to the Authority  
Reason for inclusion in Part 2 if appropriate: N/A

## Lancashire Combined Fire Authority

### Resources Committee Outline Terms of Reference

The Resources Committee meets four times each year. Political balance rules and regulations apply.

The Resources Committee remit specifically including Financial, Human Resources, Health and Safety, Property and Equipment related issues.

Core functions are:

- Monitor and review financial strategies including capital and revenue plans and treasury management (with the Audit Committee approving financial accounts);
- Consider, approve and adopt any new or significant revision to existing human resources strategies and policies, including Equality and Diversity;
- Other relevant issues outside the scope of the Scheme of Delegation including:
  - Budget monitoring (but not setting);
  - Implementation of Capital Programmes;
  - Consideration of financial implications of proposals involving increase in expenditure or reductions in income which have not been provided for within the Authority's budget;
  - Review and implementation of Health and Safety strategies to ensure compliance with Health and Safety legislation and best practice;
  - Acquisition or leasing of interests in land or property;
  - Public/Private partnership initiatives;
  - Information technology;
  - Equipment and vehicles;
  - Insurance.
- Appointments to Executive Board posts via a **politically balanced** panel of 3 **Resources Committee** Members (appointed by the Resources Committee), together with the Chief Fire Officer (as direct line manager for the post), save and except for the appointment of the Chief Fire Officer, the Clerk and Monitoring Officer and Treasurer to the Authority, which are appointments reserved for the full Authority.

- Review assimilation and response to appropriate Government Consultation documents on behalf of the Authority affecting fire and rescue authorities generally, from Central Government, LGA, NFCC or any other source.

**The Committee will have decision making powers in relation to the above areas. In exceptional circumstances the Committee may refer issues to the Authority for a decision.**

- Any items referred to the Committee by the Authority or Strategy Group who will indicate if a decision or recommendation is required, including any transitional matter referred to it for a decision.

It is also recommended that members of the Committee attend appropriate training where possible.

The Resources Committee will only be quorate and therefore constitutionally able to conduct business and make decisions if there are at least 4 members present. Should the Committee be inquorate it shall stand temporarily adjourned for 30 minutes and if, thereafter, there is still not a quorum the meeting shall stand finally adjourned. At the point of adjournment, or subsequently, the Chair may agree arrangements for the meeting to be reconvened.

## Lancashire Combined Fire Authority

Meeting to be held on 16 December 2024

### Grenfell Tower Inquiry Recommendations

Contact for further information – Deputy Chief Fire Officer, Steve Healey  
Tel: 01772 866801

#### **Executive Summary**

This report summarises the Grenfell Tower Inquiry Phase 1 and 2 reports including the progress that the Service has made in relation to Phase 1 recommendations and a forward look to the recommendations made under Phase 2. Further detail will be provided in a slide presentation to Members at the meeting.

#### **Recommendation**

The Authority is asked to note the report and the contents of the associated slide presentation.

#### **Information**

On June 14 2017, Grenfell Tower, a high-rise residential building in London, was engulfed by fire, tragically resulting in the loss of 72 lives. The Grenfell Tower Inquiry, led by Sir Martin Moore-Bick, released the Phase 1 report on October 30, 2019. The report, comprising of six parts, primarily examined the events on the night of the fire. Despite the scope of Phase 1 being limited to that night's events, it highlighted the necessity for significant improvements in fire safety measures, particularly in the London Fire Brigade's and other fire and rescue services' responses to major disasters, including high-rise fires.

Lancashire Fire and Rescue Service's (LFRS's) reaction to the Grenfell Tower Inquiry Phase 1 involved receiving and reviewing the recommendations to implement necessary enhancements. LFRS identified 75 actions and categorised these within various themes which included; training, equipment, vehicles, systems, and resourcing. All actions were placed on the services Assurance Monitoring System (AMS) with relevant owners assigned, who provided updates and attached evidence to support progress. The LFRS Organisational Assurance Group, which is made up of stakeholders from across the Service provided oversight and scrutiny on each actions progress and collectively agreed the sign off of each recommendation once satisfied.

All 75 actions relating to the Grenfell Tower Inquiry Phase 1 have now been implemented.

The Grenfell Tower Inquiry Phase 2 was published on the 4<sup>th</sup> September 2024. The report comprised of fourteen parts, and covers the course of events leading up to the fire; it has 58 recommendations. Although there are fewer recommendations than anticipated, many of the recommendations are broad with significant implications for a number of stakeholders with some requiring legislative change. These stakeholders include: Central Government, Royal Borough of Kensington and Chelsea Council,

Tenant Management Organisations (TMO), private companies involved in the design and refurbishment, product manufacturers and those involved in testing materials, and the London Fire Brigade (LFB) in relation to its planning and preparedness.

The recommendations will have significant implications across Lancashire in the short, medium and long term. Although many of the recommendations are not directed at Fire and Rescue Services, they will still have an impact on LFRS such as changes to Building Control processes or how Local Authorities prepare and respond to an incident similar to the fire at Grenfell.

LFRS will now review our previous actions under Phase 1 within the context of the Phase 2 recommendations made to LFB and Fire and Rescue Services, to provide additional assurance and identify where further work may be required. The National Fire Chiefs Council are also reviewing the recommendations and LFRS will monitor their updates closely. As with Phase 1, all relevant recommendations will be added to, and tracked on, our AMS, with the Organisational Assurance Group providing internal scrutiny and oversight.

### **Business risk**

Although the inquiry's recommendations are not legally binding, an incident and inquiry of this magnitude is such that not implementing recommendations without a justifiable position could cause reputational damage.

### **Sustainability or Environmental Impact**

None identified at this stage.

### **Equality and Diversity Implications**

Any new proposals associated with the recommendations of the Grenfell Tower Inquiry have an individual equality impact assessment.

### **Data Protection (GDPR)**

Will the proposal(s) involve the processing of personal data? Y/N

If the answer is yes, please contact a member of the Democratic Services Team to assist with the appropriate exemption clause for confidential consideration under part 2 of the agenda.

### **HR implications**

None identified at this stage.

### **Financial implications**

Any financial implications associated with the recommendations of the Grenfell Tower Inquiry are accounted for through individual proposals and are managed through the various governance structures within LFRS.



**Legal implications**

None identified at this stage.

**Local Government (Access to Information) Act 1985****List of background papers**

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate:

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## Lancashire Combined Fire Authority

Meeting to be held on 16 December 2024

### His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) thematic inspection into the handling of misconduct in Fire and Rescue Services

(Appendix A refers)

Contact for further information – Liz Sandiford Director of People and Development  
Tel: 01772 866804

#### Executive Summary

In July 2023, the Home Secretary commissioned HMICFRS to conduct an inspection of the handling of misconduct in Fire and Rescue Services in England. The report was published on the 1 August 2024 and identified a number of issues across the Services inspected and a set of recommendations. The report below details those findings, the recommendations and the Service's current position against the recommendations.

The report also details how members of the public and staff can raise issues of concern, how they would be investigated and dealt with.

#### Recommendation

The Fire Authority are asked to note the report.

## 1. Background

On the 13 July 2023, the Home Secretary commissioned HMICFRS to undertake a thematic inspection into the handling of misconduct in Fire and Rescue Services (FRSs) in England. The commission built on a series of critical reports into organisational culture across FRSs and the findings of the HMI spotlight report on values and culture in FRSs published in March 2023.

The inspection took place between October 2023 and January 2024 and carried out detailed inspections of ten FRSs: Cornwall, Dorset and Wiltshire, Greater Manchester, Humberside, Kent, Lincolnshire, Northamptonshire, Staffordshire, Tyne and Wear, and West Midlands. These services were selected to be a representative sample of FRSs across England in terms of size, location, governance structures and performance. The report was published on the 1 August 2024.

The thematic inspection planned to examine;

- a) the extent to which services are identifying and investigating misconduct.
- b) the effectiveness of misconduct processes and how consistently they are applied.

- c) how confident fire and rescue service staff are in raising concerns and in misconduct processes; and
- d) the role of fire and rescue authorities and other organisations in handling misconduct.

The inspection found that whilst bad behaviour could occur anywhere in services, poor behaviour occurred disproportionately on Watches and whilst Watches can be sources of strength, cultures in tightly knit watches and some on-call stations could become toxic when they form 'in groups' and 'out groups'.

In addition, many members of staff were identified as having a lack of confidence in misconduct processes and it was also identified that there was a lack of training. The inspection made a series of recommendations and, attached at appendix A, is the detail in relation to the Service's progress against those actions.

The Service has taken a proactive approach to reviewing the learning from these reports. Progress in relation to this learning and progress against the HMI spotlight report are reported to the Equality, Diversity, Inclusion and Culture (EDIC) Board and also reported to the Fire Authority alongside the Equality, Diversity and Inclusion (EDI) Annual Report, with relevant actions also being included in the EDI Member Champion report.

## **2. Reporting areas of concern**

In terms of supporting individuals to highlight areas of concern, the Service has launched its anonymous reporting helpline, Safecall, and undertaken a communication campaign advising members of staff of the various ways in which matters of concern can be raised.

Where individuals wish to raise complaints about their own employment, the Grievance Procedure and Bullying and Harassment Policy can be utilised.

### **2.1 Grievances**

All members of staff have the right to raise a grievance. Within Lancashire Fire and Rescue Service (LFRS) seven grievances have been raised this financial year which relate to twenty eight members of staff. This compares to nine grievances last year and eight the year before.

### **2.2 Disciplinary**

The Disciplinary Procedure is applied in cases of misconduct, the initial stages can be an informal fact finding or a formal investigative process. The findings from those processes will determine the next stage. On occasion an informal fact finding and investigation can result in no further action.

Since this financial year fifteen disciplinary investigations have begun and from those six cases have been concluded which resulted in:

- One 6-month warning.
- One 12-month warning.
- One dismissal.

- Two resignations, where the investigation was concluded and would have resulted in dismissal.
- One resignation linked to a failure to respond.

Nine cases remain under investigation.

### **2.3 Bullying and Harassment**

This year the Service has received no complaints of bullying and harassment and last year two complaints were received.

### **2.4 Whistleblowing and Safecall**

Issues of concern can also come in via numerous routes utilising Safecall, the Grievance Procedure or Whistleblowing Policy.

The Whistleblowing Policy is intended to cover major concerns that fall outside the scope of other procedures which may include:

- Conduct which is an offence or a breach of law (e.g., misconduct in public office)
- Disclosures related to miscarriages of justice
- Health and Safety risks, including risks to the public as well as other employees
- Damage to the environment
- The unauthorised use of public funds
- Possible fraud and corruption (also see the anti-bribery policy)
- Other unethical conduct (e.g. serious breaches of the LFRS Code of Conduct or the LCFA Principles in Public Life)

Where a matter is reported using Safecall it may then be investigated as a Safecall under the Disciplinary or Grievance Procedure depending on the nature of the case.

Since 1 April 2023 to 31 March 2024, six matters of concern were raised utilising Safecall, all of the cases related to behaviour.

Further to the matters being raised the following action occurred:

- Mediation between two individuals and no further action.
- Recruitment and Selection Investigation – no further action.
- Formal investigation resulting in a management letter, additional training.
- Formal investigation resulting in a management letter, additional training.
- Matter investigated under the Grievance Procedure.
- Matter investigated under the Whistleblowing Procedure.

Since 1 April 2024, there have been two complaints utilising Safecall, one matter is under investigation, the other anonymous complaint has been challenging to deal with as no place of work or person is identifiable but the concerns raised will be the subject of training.

### **2.5 Complaints**

Members of the public can make complaints against members of staff and these are initially investigated by the line manager. If misconduct is found to have occurred the matter is passed to Human Resources (HR) where the matter is investigated under the relevant procedure. In this financial year there have been eighteen complaints.

### **Business risk**

A failure to challenge and deal with behaviour that is contrary to the Service values and the Core Code of Ethics can undermine public trust and confidence.

### **Environmental impact**

There is no environmental impact arising from the report.

### **Equality and diversity implications**

Where there are complaints or concerns which relate to any form of harassment, bullying or any form of discrimination these will be fully investigated and appropriate action taken.

### **HR implications**

There are no HR implications arising from the report.

### **Financial implications**

There are no financial issues arising from the report.

### **Legal implications**

There are no legal implications arising from the report.

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

### **List of background papers**

Paper:

Date: 02/12/2024

Contact: Liz Sandiford

Reason for inclusion in Part 2 if appropriate:

## Appendix A

### **HMICFRS recommendations and the current position of Lancashire Fire and Rescue Service (LFRS).**

- **Recommendation 1**

By 1 February 2025, chief fire officers should, as a priority, make sure their staff are aware of and follow the Core Code of Ethics. Services should build the code into all relevant policies and practices.

A range of communication tools have been utilised to communicate the Code of Ethics and the Code has been built into all policies, practices and training.

- **Recommendation 2**

By 1 February 2025, chief fire officers should make sure a policy for probationary staff is in place. This policy should make clear that services can immediately dismiss probationers who fail to meet the required standards of behaviour set out in the Core Code of Ethics and the Code of Ethics fire standard.

The probationary policy makes reference to people behaving in accordance with the Code of Ethics and Service values and individuals can be dismissed where they fail to meet the required standards of behaviour.

- **Recommendation 3**

By 1 May 2025, chief fire officers should make sure their workforce plans allow staff to be moved from a wholetime watch to a different watch or station, within their contractual requirements, proactively and reactively as required.

By 1 May 2025, chief fire officers should also make sure firefighters who are promoted are posted to a different watch or station, including when the promotion is temporary, for two months or more. If this is not possible, chief fire officers should show how the risks of reinforcing a negative culture have been addressed.

Some staff do not understand service policies on social media use. It would be helpful to know exactly what is and is not allowed as they felt that so many things can be taken the wrong way.

The Service's workforce plans and contracts allow for members of staff to be transferred. Often people who are promoted will be transferred, but transfer of staff has to be considered in the context of skills required within functional departments and within different stations depending on the specialist equipment and training demands at that station, for example SRT and Boat. In addition the Service has a number of different shift systems, some members of staff want to work day duty, others 224 and Day Crewing Plus (DCP). The shift system is dependent on individuals personal circumstances. For members of staff who undertake the Flexible Day Crewing (FDC) they are required to live within five minutes of the turn in time of the station.

A communication campaign has been completed in relation to social media. In addition it is talked about regularly at induction and staff meetings so all members of staff are aware of the standards.

- **Recommendation 4**

By 1 February 2025, chief fire officers should make sure their services create or have access to dedicated professional standards function to oversee the investigation of concerns raised within a service or from an external source. This should oversee cases to make sure they are investigated in a fair and transparent way, manage complex cases directly and act as a point of contact for all staff involved.

The Service has expanded the role of the Service Solicitor to include the professional standards function to oversee all cases and to ensure that any learning from cases is applied. LFRS officers who undertake investigations attend ACAS training in how to investigate and are supported by a fully qualified member of staff from Human Resources, they act as a point of contact for all staff involved. Regular case management meetings takes place to ensure that cases are being progressed.

- **Recommendation 5**

By 1 November 2024, chief fire officers should make sure all staff understand how to raise a concern and use grievance and whistle-blowing processes. Chief fire officers should:

- make sure staff know how services will handle responses and maintain confidentiality and anonymity; and
- explain how staff can access services' whistle-blowing capability and the difference between whistle-blowing and other processes for raising concerns.

The Service has delivered a campaign of how members of staff can raise issues of concern. The awareness of staff is evaluated using feedback from the staff survey.

- **Recommendation 6**

By 1 February 2025, chief fire officers should make sure a programme of training is in place for all supervisors and managers on how to manage staff performance and welfare and how to raise an issue. It should be supported by relevant policies and procedures. Training should include:

- staff welfare and absence management;
- the process for managing individual staff performance, addressing poor performance and potential misconduct issues;
- how to handle difficult conversations and resolve issues informally, if appropriate, when a concern is identified; and
- clarifying the role of HR services in helping managers to deal with staff concerns and misconduct issues.

Chief fire officers should make sure all managers and supervisors attend the training programme.



The Service has a supervisory and middle manager development programme which includes Human Resources modules which include performance management and absence management. The programmes are supplemented by additional training for middle managers on how to conduct an investigation and report writing. In addition those in a leadership role attend development on how to handle difficult conversations and other leadership development events. Line managers have ready access to a Human Resources Business Partner to give advice and guidance on people management issues.

- **Recommendation 7**

By 1 May 2025, chief fire officers should make sure the policies and processes for misconduct are consistent for all staff and are fairly applied within their respective conditions of employment. By 1 August 2025, the National Joint Council for Local Authority Fire and Rescue Services and the National Joint Council for Local Government Services, supported by the National Fire Chiefs Council, should make misconduct processes consistent for all staff, irrespective of the terms and conditions of their employment. Many investigations don't have clear terms of reference. The terms of reference should be the starting point for any misconduct investigation. They should clearly set out:

- how the person concerned is alleged to have breached the standards expected
- who the investigator will be
- the provisional time frame for the investigation
- the relevant policies and procedures to be followed; and
- the sources of the evidence that should be collected, including the people who should be interviewed.

Without clear terms of reference to guide it, an investigation is less likely to be effective.

Further to the training delivered by ACAS the importance of the terms of reference is stressed and investigating officers are trained on the formulation of the terms of reference.

- **Recommendation 8**

By 1 November 2024, chief fire officers should make sure all allegations of misconduct are handled in a consistent way and staff have confidence in misconduct processes. Chief fire officers should carry out a full review of the processes, from initial identification of a misconduct issue through to the resolution or outcome. This should include a review of how services;

- monitor and manage investigations;
- maintain accurate records; and
- adhere to required timescales.

The Service has a case conference process and all cases are overseen by the Head of People with an additional safeguard more recently implemented in terms of the new role of Legal Services and Standards Manager. This provides for consistency in decision making.

- **Recommendation 9**

By 1 August 2025, chief fire officers should introduce a case management system if they do not already have one.

The Service currently has a system whereby it monitors the progress of cases. Plans are being implemented which will automate the recording of cases into the HR system, facilitating a case management system. It is anticipated that this will be completed by January 2025. This will allow the Executive Board to review cases and other workforce demographics via a People Dashboard within ITrent.

- **Recommendation 10**

By 1 May 2025, chief fire officers should make sure their services have enough capacity to carry out their misconduct investigations. They should consider using external investigators or a similar independent resource to support the process if required.

The Service has a professionally qualified and experienced Human Resources Team which supports the investigation process. The Team has been supplemented by the Service Solicitor when complex cases arise and has a contract with an external company to be utilised where there are capacity issues, or an external investigator is needed.

- **Recommendation 11**

By 1 May 2025, chief fire officers should review the training their services provide for supervisors and managers who investigate misconduct issues at all levels.

ACAS training is provided to those who investigate misconduct cases and ongoing support is provided by HR Business Partners. The roles and responsibilities of those involved in the investigation process is clearly defined in the policy and the disciplinary investigative guidance documentation. Welfare support is offered to all those involved in investigative arrangements and individuals are signposted to Employee Assistance and safeguarded as required.

- **Recommendation 12**

With immediate effect, chief fire officers should make sure all staff are aware of the welfare support, including occupational health support, that is available to staff involved in misconduct processes.

All letters to all parties signpost to support. The service has a management disciplinary support pack which gives guidance to line managers. This has recently been updated to stress the importance of welfare to all those involved in the process.

- **Recommendation 13**

By 1 November 2024, fire and rescue authorities and chief fire officers should consider varying the approach to hearing appeals so that appeals for complex or serious cases are heard by a panel rather than one person.

By 1 February 2025, fire and rescue authorities and chief fire officers should make sure all service managers and members of fire and rescue authorities who hear appeals receive appropriate training. People retiring or resigning during a misconduct case has a negative effect on morale and the culture in the fire and rescue service. In our values and culture spotlight report we noted that when someone is due to be dismissed for misconduct, they can retire or resign instead. We considered this evasion of the sanction to be a significant flaw in misconduct arrangements and recommended that such cases be continued to conclusion in the person's absence.

Officers who undertake investigations, hearings and appeals are appropriately trained. Whilst individuals can choose to resign or retire pending an investigation the investigation process would be concluded and an outcome received. The Service has a consistent appeals process and currently comprises a Panel of a Senior Officer and a HR Advisor.

- **Recommendation 14**

By 1 November 2025, chief fire officers should implement a process that makes sure they can oversee and scrutinise their services' performance relating to misconduct issues. This process should provide:

- a strategic overview of performance and analysis of trends, including disproportionality;
- regular reporting of issues, outcomes and trends to the fire and rescue authority; and
- identification of learning outcomes and how they will be shared with fire and rescue service staff, to prevent repeat behaviours.

Services need to identify learning from misconduct cases and find appropriate ways of sharing it with their staff.

A report is presented to the Equality, Diversity, Inclusion and Culture (EDIC) Board. This includes identifying if there is a disproportionate impact on any particular equality group. In addition, as part of the performance management arrangements relating to the People Strategy, a progress report is considered at Corporate Programme Board. Further to the disciplinary investigative process an evaluation is completed, and supplementary actions are delivered. This may include communication, training, debriefing.

- **Recommendation 15**

We propose a national system is established to address the concerns that smaller services with relatively few cases have raised with us about protecting confidentiality. We also urge chief fire officers to identify practical solutions to help learning at the service level. These could include, but are not limited to, communicating only the learning and not the case itself, and batching cases and communicating the learning from them as a batch.

Any local learning from investigations and hearings is captured through the evaluation process and implemented.

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## Lancashire Combined Fire Authority

Meeting to be held on 16 December 2024

### Member Champion Activity Report

Contact for further information – Assistant Chief Fire Officer Jon Charters

Tel: 01772 866802

#### **Executive Summary**

This paper provides a report on the work of the Member Champions for the period up to 15 December 2024.

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

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

### Information

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

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

- Community Safety – County Councillor Matthew Salter
- Equality, Diversity and Inclusion – Councillor Zamir Khan
- Health and Wellbeing – County Councillor Hasina Khan
- Road Safety – Councillor Fred Jackson

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 – County Councillor Matthew Salter**

Another successful quarter involving the delivery and raising awareness of prevention activities across the County via the Community Fire Safety (CFS) Teams.

At Central the CFS team have been continuing to work closely with the Hindu and Sikh communities raising awareness of fire safety in relation to the dangers of traditional tea lights and the benefits of switching to battery-operated candles. During the recent Diwali celebrations, the CFS team visited supermarkets across Preston distributing fire safety literature and due to an increase in the number of international students living in university halls of residence. The team undertook targeted outreach to reduce the risk of fire by carrying out Home Fire Safety Checks (HFSCs) at Leighton Hall, Canterbury Hall and Jubilee Court.

During the month of September Muslims around the world commemorate Milad-un-Nabi. Whilst deeply symbolic, observations via Central CFS staff have indicated a recurring trend of accidental dwelling fires during this period, often caused by households displaying lights as part of their celebrations, typically using green LED lights mounted on cardboard with thin wiring and two-pin plugs. In order to address this issue, the team initiated a project with the primary aim to raise awareness of the fire risks associated with decorative lights and promote the use of British Standard lighting equipment.

In Southern Area the CFS team attended the annual Freshers Fayre at Edge Hill University. The team engaged with first year students living on campus, as well as second and third years living off campus, and provided them with fire safety advice specifically tailored to students. To highlight the dangers of drink driving and driving the next day whilst possibly still being under the influence, the crashed car was utilised. This provided an excellent focal point and an opportunity to start difficult conversations.

Following a tumble dryer fire in the basement of a Sheltered Housing Scheme on Buckshaw Village, the Southern Team delivered a fire safety talk and subsequent HFSCs to residents in the 2 schemes affected by the fire. In total 29 HFSCs were delivered to one scheme and 46 to the other.

In Pennine, the team supported the annual initiative Restart a Heart. Every October an alliance of partners (including UK Ambulance Services, universities, and other charitable and public sector community-based organisations and first aid training organisations) come together to increase public awareness of cardiac arrests and the number of people trained in lifesaving CPR and defibrillation. This year the CFS team supported the North West Ambulance Service (NWAS) to equip 320 year 7 pupils, typically aged 11-12, to understand the basic steps of CPR, including chest compressions and how to contact emergency services.

The 2024 Bright Sparx campaign ran from 01 October to 18 November. The campaign is a vital way for the Service and our partner agencies to work together to help people living in Lancashire stay safe, happy and content during the Bonfire Night period. This year more than 15,000 secondary school age young people received important bonfire and firework safety information, in particular schools closest to areas of high levels of anti-social behaviour.

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

Over the last quarter, representatives from the service have been actively engaging with employees and communities in various ways.

The service has developed a new Disability Policy detailing the support available for employees who have a disability. In addition, a policy detailing the services new approach to supporting people returning to work following a period of sickness absence has been detailed in its new Modified and Alternative Employment Policy.

Positive action will be recommencing to support the recruitment of a diverse group of firefighters for September 2025. As part of this work a Buddy Scheme is in development which will support the services approach to coaching and mentoring in terms of supporting people in the workplace and those who are interested in joining the service. The buddies will provide guidance in relation to recruitment and selection and how to get applicant ready.

To celebrate and share good practice across the Employee Voice Groups, we will be hosting a Leadership Development Event in January 2025.

Further to a change to the law made by the Worker Protection Act (Amendment of Equality Act 2010), which will have effect from 26 October 2024. The Act introduces a new legal duty on employers to take reasonable steps to prevent sexual harassment of their workers (the 'preventative duty'), the Director of People and Development has been visiting station briefing on the new requirements, more communications and training on the Act will be delivered during 2025.

A number of colleagues from across the service are attending the National Fire Chiefs Council (NFCC) Dignity at Work training to help shape the training plan for 2025 in relation to equality, diversity and inclusion (EDI). A leadership development event was delivered in collaboration with Lancashire Police and NWAS in relation to maintaining health and wellbeing.

## **Health, Wellbeing & Climate Change – County Councillor Hasina Khan**

### **Climate Change and Environment**

In September we promoted 'World Car-Free Day', which provided a great opportunity to reduce air pollution. Every year on or around 22 September, World Car-Free Day is celebrated around the globe, encouraging motorists to give up their cars for a day. The event highlights the numerous benefits of going car-free, including reduced air pollution and the promotion of walking and cycling in a safer environment.

Car-free days are an opportunity to realise how much pollution affects our lives. The first Car-free day was held in Paris in September 2015 and was found to reduce exhaust emissions by 40%. This awareness event has also provided anecdotal evidence over the years that giving up your car for three weeks can improve health and wellbeing.

This year we introduced an Environmental category to the annual Star Awards. It is an award that recognises the great work and passion that many of our staff have for our environment. The award went to an individual that strives to limit the damage to our planet by adopting and promoting more sustainable practices. The winner is committed to reducing their impact on the environment and persuading others to do the same. Their actions and endeavours to influence others to follow suit, set a shining example for us all.

## Health and Wellbeing

Throughout July to September 2024, the Safety Health and Wellbeing Advisor has co-delivered the final few Responding to Trauma and Emotions (RTE) courses in the pilot programme with the Fire Fighters Charity. The RTE course has been co-developed with the Fire Fighters Charity, to provide support for our colleagues around dealing with attending mental health related incidents as well as identifying and utilising their own strengths and resilience. A full review of the pilot will be completed and findings reported into the Health, Safety, and Environment Advisory Group (HSEAG) meeting in February 2025.

Wellbeing update sessions have been delivered to all Flexi-Duty Officers (FDO) as part of the Flexi Friday programme and each FDO given a 'red bag' with key information about the wellbeing support resources available in service.

The main Wellness Events Calendar item in September was raising awareness of cancer and supporting the Macmillan Coffee Morning, which included a Bake Off competition judged by two colleagues and Cllr Hasina Khan. The coffee morning was held at Headquarters and open to all staff across the service; including entry to the Bake Off, we raised £138.75. Stations were encouraged to host their own coffee morning, even if it was just to sit down and have a 'brew as a crew' and check-in with each other.



Bakes by colleagues



The judges: Kevin Dacre, Cllr Hasina Khan, Emma Hardman



## Road Safety – Councillor Fred Jackson

The 17 November marked the start of National Road Safety Week. This week is organised by BRAKE, a charity who support families who are bereaved as a result of a road traffic collision. Group Manager Phil Jones and Prevention Support Officer Clare Burscough attended a multi-cultural service at County Hall to mark World Day of Remembrance for Road Traffic Victims. This service was attended by members of Lancashire Road Safety Partnership and bereaved families from across Lancashire.



Clare Burscough was interviewed for That's Lancashire TV to highlight the important work Lancashire Fire and Rescue Service (LFRS) do to educate different types of road users and explain LFRSs role in the event of a Road Traffic Collision.

An event took place at Springfields, delivering Wasted Lives to all new apprentices with the inclusion of the crashed car trailer. The resource is a car from a fatal collision in Pennine area where a 23-year-old man lost his life and two people were seriously injured in a collision caused by a driver speeding.

At West Lancs College a Wasted Lives Session was delivered whereby a car was cut up by Red Watch for the Public Service and Motorsport students to witness and better understand what happens in the event of an RTC. The display supported learning from the classroom-based part of the session and engaged learners well.



Two Biker Down sessions were delivered during the week, firstly a large session at Bowker BMW, then a slightly smaller session at Chorley Fire Station for a woman's motorcycle club. Biker Down very much supported this year's theme of 'After The Crash,' as 2/3 of the session is Incident Management and First Aid. Attendees of both

sessions engaged fully with the input and enjoyed the practical activities of helmet removal and basic life support.

The biggest event of the week was a multi-agency day at Burnley College. The highlight of the day was a road traffic collision demonstration that utilised students from the college. The day started with an assembly style input of Wasted Lives paying particular importance to Lancashire's 'Fatal 5' which explores the five most common causes of fatal collisions. Following this the students watched a video that had been produced by Performing Arts students, then were taken outside to watch the demo. Throughout the afternoon all partners had a stall outside and all students were timetabled to attend.

### **Business risk**

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

### **Sustainability or 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.

### **Data Protection (GDPR)**

Will the proposal(s) involve the processing of personal data? N

If the answer is yes, please contact a member of the Democratic Services Team to assist with the appropriate exemption clause for confidential consideration under part 2 of the agenda.

### **HR implications**

Some Member and Officer time commitments.

### **Financial implications**

Activities are within budget.

### **Legal implications**

None identified.

### **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 16 December 2024

### 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 may also be 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

#### Prosecution outcome

On Thursday 21 of November 2024, sentencing took place at Preston Crown Court regarding 120 Corporation Street, Preston, where Mr Liang Chen was sentenced to the following.

- Nine months to be served concurrently, suspended for eighteen months.
- One hundred and twenty hours Community Service.
- Ordered to pay £2,400 in costs to Lancashire Fire and Rescue Service.

The four offences to which Mr Liang Chen pleaded guilty were:

- Article 9(1) Failure to make a suitable and sufficient fire risk assessment.
- Article 13(1)(a) Failure to ensure the premises were equipped with appropriate fire detectors and alarms.
- Article 14(2)(b) Failure to ensure persons could evacuate the premises as quickly and safely as possible.
- Article 32(2)(h) Failure to comply with the requirements imposed by the prohibition notice.

#### Prosecution Case Progress

LFRS currently have two cases relating to the same premises within the court system. These relate to two responsible persons at a care and nursing home. One case is set for sentencing on the 29 January 2025 at the Magistrates Court. The second case has a

dismissal hearing on the 24 March 2025 at Crown Court along with a trial date set for the 28 July 2025.

Two other legal cases are also set to be heard in the Crown Court, one for sentencing on the 9 December 2024 relating to supported living, and the second which relates to student accommodation, has a trial date of 14 July 2025.

Protection teams continue to investigate and build case files in relation to sixteen other premises where offences are believed to have been committed under the Regulatory Reform (Fire Safety Order) 2005, which include the following:

- Care and Nursing Home x 1
- House in Multiple Occupation x 2
- Residential Flats x 3
- Mixed commercial and Residential x 4
- Commercial car repair garage x1
- Commercial restaurant x 1
- Nightclub x 1
- Health care setting x 1
- Hotel x 2

### **Enforcement Notice Appeals**

The Protection team are currently engaged with two appeals against the issuing of Enforcement Notices. One relates to a mixed-use premises with the grounds of the appeal being that it was served in error. The other relates to a residential block of flats and on the grounds that the company in question are not a responsible person, as defined by the Regulatory Reform (Fire Safety) Order 2005.

In both instances, the services regulatory position is that all notices were served correctly and to the relevant responsible persons.

Responsible persons have 21 days from the issuing of a notice, to appeal to the Magistrates Court. In respect of an Alterations or Enforcement Notice, any appeal has the effect of suspending the operation of the notice until the appeal is complete or withdrawn.

Upon hearing the appeal, the Court can either cancel or affirm the notice and if it affirms the notice, can do so either in its original form or alter the notice as it sees fit. If the appellant or the enforcing authority is aggrieved by the determination of the Magistrates Court in respect of any such appeal, they can then appeal the Magistrates Court's decision to the Crown Court.

### **Arson Risk Reduction**

#### **R v Jonathon DONNELLY**

Address - Leicester Road, Preston

Date and Time of Call – 03/01/2024, 01:16

This incident occurred in a rented terraced property and involved the deliberate ignition of ignitable material in a bedroom wardrobe. The fire caused severe damage by fire to

the wardrobe, severe damage by smoke to the bedroom and moderate damage by smoke to remainder of the first floor. Slight smoke had also entered the property to the right of the affected house.

On the 29 August 2024 the occupier was sentenced to 9 years imprisonment for various offences including reckless arson.

### **R v Ashley O'NEILL and Lewis YATES**

Address – Pedders Lane, Preston

Date and Time of Call – 21/11/2023, 00:55

This incident involved the ignition of tissue paper which had been placed in the letterbox of an occupied semi-detached property. CCTV also showed the two males deliberately igniting the fascia boards with a lighter and using an aerosol can as a makeshift blowtorch. The incident caused slight damage by heat to the rear of the front UPVC door, and moderate damage by heat and flame to fascia boards.

The two defendants were found guilty of arson with intent to endanger life and sentenced to 4 and 5 years in prison respectively.

### **R v Wayne DARGIE**

Address – The Barn, Berkley Drive, Bamber Bridge

Date and Time of Call – 27/09/2021, 03:20

This incident involved a deliberate fire at a visitor centre tea shop. The incident caused significant damage by fire and firefighting operations to the tea shop and storeroom.

The defendant received a 9 month custodial sentence for reckless arson.

### **R v Waqar KHAN**

Address - 172 Grey Street, Burnley

Date and Time of Call – 06/08/2023, 13:06

This incident involved the deliberate ignition of clothing in the kitchen of a mid-terraced rented property. The rear UPVC door was found open on arrival of crews. The fire caused severe damage by fire to the kitchen contents and decor, severe damage by smoke to the staircase and moderate damage by smoke to one further ground floor room, two bedrooms and a bathroom.

On the 22 August 2024 the defendant was sentenced to 3 years in prison for arson with intent to endanger life.

### **R v Gerald TAYLOR**

Address - Wilton Parade, Blackpool

Date and Time of Call – 12/02/2024, 22:56

This incident involved the deliberate ignition of a sofa in the lounge of a flat. The incident caused severe damage by fire to the lounge and contents and severe damage by smoke to the remainder of the flat.

The defendant who was the occupier was sentenced to 4 years in prison for reckless arson.

### **R v Jack LAIN**

Address – Woodcrest, Wiltshire

Date and Time of Call – 25/09/2023, 18:55

This incident occurred at a detached house and involved the ignition of a flammable liquid which the defendant had poured through the open ground floor bedroom window of his parents' house. The incident caused significant burns to the defendant's father's hand, severe damage by fire to the bedroom and first floor landing, and severe damage by heat and smoke to the remainder of the property.

The defendant pleaded guilty to arson with intent at Preston Crown Court and was sentenced to 3 years in prison.

### **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.

### **Sustainability or Environmental Impact**

None

### **Equality and Diversity Implications**

None

### **Data Protection (GDPR)**

Will the proposal(s) involve the processing of personal data?

No

### **HR implications**

None

### **Financial implications**

None

### **Legal implications**

Failure of Responsible Persons to meet new legislative requirements placed upon them, may result in LFRS undertaking additional prosecution cases in future.



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

### **List of background papers**

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: Insert Exemption Clause

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## Lancashire Combined Fire Authority

Meeting to be held on 16 December 2024

### Operational Incidents of Interest

Contact for further information – Assistant Chief Fire Officer Jon Charters

Tel: 01772 866802

#### Executive Summary

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

#### Recommendation(s)

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 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:

- Road Traffic Collision in Lancaster (2/9/24)
- Hazardous Materials Incident in Chorley (6/9/24)
- Explosion in Burnley (14/9/24)
- Commercial Building Fire in Fleetwood (17/9/24)
- Heavy Goods Vehicle Fire in Lancaster (19/9/24)
- Major Entrapment of Person in Preston (23/9/24)
- Animal Rescue in Rawtenstall (28/10/24)
- Commercial Building Fire in Preston (31/10/24)
- Gas explosion in Preston (2/11/24)
- Major Incident Road Traffic Collision in Lancaster (6/11/24)

<b>LFRS station area:</b>	<b>N11 Lancaster</b>
<b>Date:</b>	<b>2 September 2024</b>
<b>Time:</b>	<b>16:32</b>

On 2 September 2024 at 16:32 hours two fire engines from Garstang and Fulwood and Urban Search and Rescue attended the M6 motorway, Lancaster. One elderly casualty was trapped underneath the cab of an articulated lorry. Fire crews used heavy rescue air bags and rams to release the casualty. The casualty was then passed to the care of ambulance crews and transported to hospital. Fire Service remained at scene for two hours and ten minutes. The scene was left with Lancashire Constabulary for accident investigation.

<b>LFRS station area:</b>	<b>S54 Chorley</b>
<b>Date:</b>	<b>6 September 2024</b>
<b>Time:</b>	<b>21:45</b>

On 6 September 2024 at 21:45 hours, two fire engines from Bamber Bridge and Chorley along with the Hazardous Materials Unit (HMU) from Burnley and Detection Identification and Monitoring (DIM) Team attended an incident on Liverpool Walk, Buckshaw Village. Crews assisted Police identifying a suspicious substance at the address. Unfortunately, one male passed away at the incident. Crews were in attendance for approximately two hours and thirty minutes as part of the multi agency response.

<b>LFRS station area:</b>	<b>P90 Burnley</b>
<b>Date:</b>	<b>14 September 2024</b>
<b>Time:</b>	<b>13:45</b>

At 13:45 hours on 14 September 2024, two fire engines from Burnley fire station along with Urban Search and Rescue appliances from Chorley and Bamber Bridge attended a domestic premises on Brunswick Street, Burnley. Firefighters used one hose reel and four breathing apparatus to carry out search and rescue operations following a suspected gas explosion at a ground floor flat that blew out most of the windows. One casualty was rescued by fire service personnel suffering from burns to hair and face and refused treatment from ambulance crews. The incident involved a multi-agency response from Cadent Gas, and Lancashire Constabulary. Fire crews were on scene for approximately two hours and ten minutes.

<b>LFRS station area:</b>	<b>W32 Fleetwood</b>
<b>Date:</b>	<b>17 September 2024</b>
<b>Time:</b>	<b>19:27</b>

At 19:27 hours on 17 September 2024, six fire engines from Blackpool, Bispham, Fleetwood, South Shore, Preesall attended a fire involving chip range at a commercial premise on Rossall Road, Thornton Cleveleys. Crews used six breathing apparatus, one foam hose reel, two dry powder extinguishers, positive pressure ventilation fan, hand tools and respiratory protection to extinguish the fire. Crews were detained approximately four hours and ten minutes. The incident was also declared a Significant Incident Fire Safety (SIFS) and follow up visits and support were carried out by members of the Protection team.

<b>LFRS station area:</b>	<b>Lancaster</b>
<b>Date:</b>	<b>19 September 2024</b>
<b>Time:</b>	<b>16:34</b>

At 16:34 hours on 19 September three fire engines from Lancaster and Morecambe and the water bowser from Leyland attended an incident on bay gateway, Halton, Lancaster. The incident was a fire involving an open top lorry containing old lead acid batteries. Firefighters used one hose reel, two breathing apparatus and quantity of foam to bring the fire under control. Crews worked in conjunction with the Environment

Agency, Police and Highways to re-open the carriageway and were detained for four hours.

<b>LFRS station area:</b>	<b>C50 Preston</b>
<b>Date:</b>	<b>23 September 2024</b>
<b>Time:</b>	<b>08:14</b>

At 0814 hours on the 23 September 2024 three fire engines from Preston, Chorley and Fulwood and several specialist Urban Search and Rescue appliances attended a rescue of person in a major entrapment on Pittman Way, Preston. The incident involved a casualty trapped by their lower limbs by a forklift truck. On arrival fire service personnel used an air bag, holmatro equipment, on site equipment and blocks and chocks to release the casualty. The casualty was left in the care of North West Ambulance Service and Air Ambulance doctors. The Fire Service were in attendance for approximately one and a half hours.

<b>LFRS station area:</b>	<b>P74 Rawtenstall</b>
<b>Date:</b>	<b>28 October 2024</b>
<b>Time:</b>	<b>08:32</b>

At 08:32 hours on 28 October 2024, four fire engines from Nelson, Bacup and Rawtenstall, an Aerial Ladder appliance from Hyndburn and the Urban Search and Rescue unit responded to an animal rescue on Cowpe Road in Rossendale. The incident involved the rescue of one injured sheep stranded on a rock face approximately thirty feet above a stream. Fire service personnel used rope rescue equipment to lower the sheep to safety and were on scene for one hour

<b>LFRS station area:</b>	<b>C50 Preston</b>
<b>Date:</b>	<b>31 October 2024</b>
<b>Time:</b>	<b>18:29</b>

At 18:28 hours on the 31 October, eight fire engines, an Aerial Ladder Platform and special appliances from Lancashire Fire and Rescue Service attended a commercial building fire on Chain Caul Way, Preston. The incident involved quantities of paints, thinners and aerosols. Crews also located the presence of oxyacetylene cylinders. The firefighting robot was deployed at this incident for firefighter safety. The Fire Service were in attendance for thirteen hours.

<b>LFRS station area:</b>	<b>C50 Preston</b>
<b>Date:</b>	<b>2 November 2024</b>
<b>Time:</b>	<b>22:20</b>

At 22.20 hours on the 2 November 2024, Preston, Bamber Bridge and Fulwood, along with various appliances from the Urban Search and Rescue team, attended an incident on Gillett Street, Preston. This incident involved a gas explosion where one casualty was conveyed to hospital. Whilst in attendance crews monitored the situation and

worked with Cadent gas to make the scene safe. Fire service were in attendance for several hours.

<b>LFRS station area:</b>	<b>N11 Lancaster</b>
<b>Date:</b>	<b>6 November 2024</b>
<b>Time:</b>	<b>11:34</b>

At 11.34 hours on the 6 November 2024, four fire engines from Lancaster, Morecambe, Fulwood and Chorley attended a road traffic collision persons trapped, involving two articulated lorries and three cars on the M6 southbound between junctions thirty four and thirty three. The incident was declared a Major Incident. Firefighters used heavy rescue equipment, small tools and environmental packs to rescue persons and protect the environment. Two casualties were treated by Northwest Ambulance Service and one casualty was declared fatal. Crews were in attendance for approximately seven hours. Parts of the motorway remained closed for over a day for investigation work and motorway repairs.

#### **Business risk**

None

#### **Sustainability or Environmental Impact**

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

#### **Equality and Diversity Implications**

None

#### **Data Protection (GDPR)**

Will the proposal(s) involve the processing of personal data? No

If the answer is yes, please contact a member of the Democratic Services Team to assist with the appropriate exemption clause for confidential consideration under part 2 of the agenda.

#### **HR implications**

None

#### **Financial implications**

None

#### **Legal implications**

None

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

### **List of background papers**

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: Insert Exemption Clause

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## Lancashire Combined Fire Authority

Meeting to be held on Monday 16 December 2024

### Celebrating our people

Contact for further information – Stephanie Collinson, Assistant Director  
Communications and Engagement  
Tel: 01772 866787

#### **Executive Summary**

Following the Service's annual staff celebration event on 21 November, the report sets out staff recognition activity and individuals celebrated for a variety of achievements in 2024.

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

The Authority is requested to note and endorse the report and acknowledge the achievements of award recipients.

### **Information**

On Thursday 21 November 2024, Lancashire Fire and Rescue Service marked the exceptional contributions of some of its most dedicated and talented staff at a celebration event held at Mytton Fold Hotel in Langho. As part of the Service's staff recognition activity, more than 70 people were honoured with Long Service Good Conduct Awards, Star Awards, Chief Fire Officer's Commendations, Bravery Awards and Academic Achievements.

Before 2021, long service good conduct events were held at the learning and development centre. However in 2021, the Service moved to holding an annual event at an external venue to encompass a broader range of recognition initiatives. Award recipients are invited to the celebration event or can choose to receive their award locally.

### **Long Service Good Conduct Awards**

In 2024, 24 Long Service Good Conduct Awards were awarded for long and meritorious service:

#### 20 years

- Sean Carlisle, Fire Safety Inspector
- Kieron Dobson, Crew Manager
- Darren Ferneyhough, Acting Station Manager
- Anthony Hewitt, Watch Manager
- Joel Mason, Firefighter
- Stephen Mason, Crew Manager
- Peter Middleton, Firefighter
- Anthony Nixon, Acting Crew Manager
- David Peckover, Crew Manager

- Fiona Scott Wilson, Community Safety Advisor
- Wayne Ward, Watch Manager

#### 30 years

- Jacqueline Boron, Catering Assistant
- John Burrow, Crew Manager
- Stephen Chappell, Station Manager
- Michael Dawson, Watch Manager
- Malcolm Dewhurst, Station Manager
- Justin Johnston, Chief Fire Officer
- Gordon Mitchell, Firefighter
- Robert Shaw, Knowledge and Information Officer
- Darrell Sturgess, Watch Manager
- William Taylor, Firefighter
- Christine Wilson, Service Support Manager

#### 40 years

- Alan Cole, Watch Manager and Community Safety Advisor
- Adrian Willan, Crew Manager

### **Star Awards**

The Star Awards were introduced in 2018 and recognise members of staff nominated by their peers for exemplifying the Service's STRIVE values and the national code of ethics for fire and rescue services. They highlight the people making a real difference to their communities and their colleagues. There are 14 categories, and the winners are chosen by a panel of judges comprising award winners from the previous year.

In 2024, there were 156 nominations and the winners were:

- Northern Star Award: Gerry Hellier, Community Safety Advisor.
- Southern and Leadership and Development Centre Star Award: Julie Yates, Administrator.
- Western Star Award: Mihail Leskovetc, Crew Manager.
- Central and Service Headquarters Star Award: Jean Carter, HR Business Partner.
- Eastern Star Award: Mohamed-Yusuf Lorgat, Community Safety Advisor.
- Pennine Star Award: Phillip Smy, Firefighter.
- On-Call Firefighter of the Year: Dominic Aughton, Crew Manager.
- On-Call Employer of the Year: Brenda's Butty Shop in Preesall.
- Rising Star Award: Kevin Dacre, Safety, Health and Environment Advisor.
- Environmental Star Award: Fiona Dransfield, Firefighter.
- Equality, Diversity and Inclusion Star Award: Darcy Williams, Internal Communications Officer.
- Fundraiser of the Year: Matt Bowen, Firefighter.
- Service Management Team Award for an Outstanding Star: Helen Garth, Executive Assistant to Chief Fire Officer.
- Team of the Year: Support Team - Tom Powell, Matt Hamer, Bob Warren, Tom Cookson, Mark Evans, Shelley Calvert, Bekki Ford, Louis Davies, Damian Hartley, Brian Welch, Simon Rackley.

## **Chief Fire Officer's Commendations and Bravery Awards**

The chief fire officer gives personal commendations for acts of courage and determination that reflect the highest levels of commitment to serving communities.

Gas explosion in Blackburn, December 2023

- Watch Manager Kyle Hutchinson.
- Crew Managers Mark Soloniewicz and Chris Jowett.
- Firefighters Callum Ali, Jake Fielding, Richard Sopel, James Taylor, Emma Tinsley, Andrew McLachlan, Simon Eardley, Trevor Rackley, Matthew Bowen and Gary Marsden.

House fire in Blackpool, January 2024

- Watch Managers Steve Hartley and Michael Dawson.
- Crew Managers Pete Breathnach, Rosie Pearson and Mike Willan.
- Firefighters Justin Toland, John O'Hagan, Greg Doughty, Oliver Melling, Mike Turner, Patrick Griffiths, Wayne Stott, Tom Dunbar and Chris Maggs.

House fire in Leyland, May 2024

- Watch Manager Paul Rigden.
- Crew Managers Rachael Usher and Chris Wales.
- Firefighters Robert Bramhall, Alan Bell, Sarah Connolley, Pete Derbyshire, Rob Chapman and Matthew Leathard.
- Crew Manager Rachael Usher and Firefighters Derbyshire, Connolley and Bramhall were also awarded bravery medals in addition to commendations in recognition of their actions at this incident.

## **Academic achievements**

The Service celebrated those who have successfully completed high-level academic qualifications alongside demanding job roles, reflecting outstanding commitment to personal development:

- Jonathan Ashton, Group Manager - Chartered Management Institute Level 7 Certificate in Strategic Management and Leadership.
- Steven Barnes, Station Manager - Bachelor of Engineering Honours Degree in Fire Engineering.

## **Year-round recognition activity**

Throughout the year, staff are recognised for their efforts through formal activity such as letters of appreciation and nominations for external awards, in addition to informal activity carried out by local leaders.

The Service's intranet contains a 'compliments board' where compliments from colleagues and the public are shared. This year to-date there have been 55 compliments published for staff across the Service.

In autumn, a programme of on-call station appreciation events began. They are designed to thank on-call staff, their families, and employers who are all invited to join a senior officer at the station for refreshments. Six events have taken place in Pennine area, with staff on the units recognised for teamwork, professionalism, and supporting their local communities. These events are currently being evaluated before wider rollout.

**Business risk**

None.

**Sustainability or Environmental Impact**

None.

**Equality and Diversity Implications**

There is a specific category in the Star Awards for an Equality, Diversity and Inclusion Star. This is awarded to an individual or team that is committed to valuing and understanding equality, diversity, and inclusion; standing against all forms of discrimination; and celebrating difference.

**Data Protection (GDPR)**

Will the proposal(s) involve the processing of personal data? Y/N

If the answer is yes, please contact a member of the Democratic Services Team to assist with the appropriate exemption clause for confidential consideration under part 2 of the agenda.

**HR implications**

None.

**Financial implications**

Recognition activity is financed within existing departmental budgets.

**Legal implications**

None.

**Local Government (Access to Information) Act 1985****List of background papers**

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: Not applicable.