

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 15 July 2019, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

M Parkinson (Chairman)  
S Blackburn  
I Brown  
J Eaton  
F Jackson (Vice-Chair)  
H Khan  
M Khan  
T Martin  
D O'Toole  
J Shedwick

Officers

D Russel, Deputy Chief Fire Officer (LFRS)  
B Norman, Acting Assistant Chief Fire Officer (LFRS)  
J Keighley, Member Services Assistant (LFRS)

1/19 APOLOGIES FOR ABSENCE

None received.

2/19 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

3/19 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 18 March 2019 be confirmed as a correct record and signed by the Chairman.

4/19 HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) - INSPECTION OF LANCASHIRE FIRE AND RESCUE SERVICE

Acting Assistant Chief Fire Officer Norman advised that the Lancashire Fire and Rescue Service's HMICFRS inspection report was published publicly in December 2018 where the Service was graded against the three core pillars of the inspection programme; efficiency, effectiveness and people.

LFRS was graded as 'good' overall for each of the three core pillars and 'good' against ten of the eleven sub-diagnostics, which formed each of the three core pillars.

LFRS was the only Service in the first tranche to receive an 'outstanding' grading for how we promote our culture and values.

The report highlighted our areas of best practice and no formal areas for improvement were received. The report did however guide the consideration of the following three areas:

- The Service should ensure that it had allocated sufficient resources to a prioritised and risk-based inspection programme;
- The Service should assure itself that it was making the most of collaboration opportunities and that they provided value for money;
- The Service should put in place an open and fair process to identify, develop and support high potential staff and aspiring leaders.

The Service continued to evaluate these areas and was working towards the initial action plan for delivering and measuring improvements against them. To ensure the delivery of these improvements, they were reported to the Corporate Programme Board for monitoring and scrutiny.

The internal HMICFRS project had been formally closed and a governance structure was in place which reported to the Senior Management Team.

LFRS was currently required to undertake quarterly data set returns for the HMICFRS. This involved providing the HMICFRS data teams with an array of data, ranging from overtime costings to fire engine availability. This would be an on-going requirement to assist the HMICFRS in determining our efficiency and effectiveness as a Service. It also provided a platform for making national comparisons.

The reports for the tranche two inspections were published on 20 June 2019. Findings were similar to those identified in tranche one inspections, notably improvements required around protection and the people pillar. No Fire and Rescue Service achieved an 'outstanding' grade against any of the three core pillars, however three Fire and Rescue Services achieved an 'outstanding' grading for one or more sub-diagnostics:

- Merseyside Fire and Rescue Service- Preventing fires and other risks & Responding to national risks;
- West Midlands Fire and Rescue Service- Responding to fires and other emergencies;
- Oxfordshire Fire and Rescue Service- Promoting the right values and culture.

Lancashire Fire and Rescue remained the only Service in both tranches to be graded as at least 'good' against every sub-diagnostic and to receive an 'outstanding' grade in one.

The findings from tranche two were being reviewed against our own action plan and LFRS would seek to learn from those Services that had been identified as best

practice. LFRS would continue to embed the HMICFRS into the Service and horizon scan emerging themes from within the sector.

LFRS continued to build on our professional relationship with our HMICFRS Service Liaison Lead (SLL). Regular engagement was held with our SLL and he would continue to visit both strategic and district level activities to assess how we were delivering effective and efficient services for the people of Lancashire. The SLL had recently met with our new CFO and DFCO to discuss future direction. SLL engagement was due to increase from September following the conclusion of tranche three inspections with a view to another round of full inspections from 2020.

County Councillor Shedwick expressed his congratulations on the outcomes of the Lancashire Fire & Rescue HMICFRS inspection report. He welcomed that the Service was continuing to build a professional relationship with the SLL and work would continue around the issues covered in the report.

In response to a question raised by Councillor Khan regarding collaboration, Acting Assistant Chief Officer Norman confirmed that the Inspectorate referred to collaboration across the board which included county councils, unitary authorities and other parties. Members noted that an update on the ongoing Blue Light collaboration work which focussed mainly with Lancashire Constabulary would be discussed later on the agenda.

In addition, the Deputy Chief Fire Officer advised Members as the Inspectorate had not formally announced any dates for a further re-inspection it was indicated that they would undertake another full inspection next year and the likelihood would be that the same Services would remain in the same tranche. Since the last inspection the Service continued to progress and moving forward with the support of the Fire Authority the Service was prepared.

In response to a question raised by Councillor Khan regarding if the Service had an open and fair process, Acting Chief Fire Officer Norman confirmed that the Inspectorate had a question with regards to early identification of staff that had the greatest potential to achieve. It was noted that the Service had not run recent promotion boards for new entrants due to a freeze on recruitment and therefore the Service did not have some of the aspects.

In addition, the Deputy Chief Fire Officer reassured Members that the Service was confident that our processes to identified staff were open and fair. Members noted that the Service had now put in place a specific action plan to develop and support high potential staff and aspiring leaders.

RESOLVED: - That the report be noted and endorsed.

## 5/19 BLUE LIGHT COLLABORATION AND SITE SHARING ARRANGEMENTS

Acting Assistant Chief Fire Officer Norman advised that the Blue Light Collaboration programme had now had a full time resource attached to it for 6 months. Within these 6 months, out of the original 32 ideas, 17 of them had been closed after initial scoping from both organisations. They had been closed on the basis that there were no tangible benefits for either organisation or the people of Lancashire. Some had

been placed on hold with a future review date; where it was not the right time for the two organisations to invest time and resource to the specific work stream. There were however, 15 opportunities still being looked into and advanced within this programme which included 5 main projects:

1. Missing persons and real time demand management;
2. Public Order training site;
3. Occupational health services;
4. Fire crime scene investigation accreditation;
5. Neighbourhood level collaborative activity.

And 10 were categorised as 'business as usual':

1. Integrated youth volunteer partnership;
2. Fuel business continuity planning;
3. Vehicle maintenance for LFRS flexi duty officer cars;
4. Command unit incorporating JESIP principles;
5. Duty officer communication;
6. Shared data, risk and analytical reporting;
7. Joint communications activity;
8. Shared asset management;
9. First aid provision;
10. Second event drone.

The leadership for the collaboration had changed since the last Executive Collaboration Board as Superintendent Karen Edwards has now moved role and Superintendent Damien Darcy had taken over at Lancashire Constabulary HQ. As well as this, Group Manager Phil Jones had taken over from ACFO Ben Norman as Programme Manager for LFRS.

The Blue Light Collaboration Programme Board meetings co- chaired by Group Manager Phil Jones, LFRS and Superintendent Damian Darcy, Lancashire Constabulary continued to deliver project management related control to the Programme. The first meeting under the new Chair's was held on 10 May 2019, where updates were provided from work-stream leads. These meetings continued to take place on a quarterly basis.

Scrutiny of the Collaboration Board was in the form of a Quarterly Executive Collaboration Board, chaired by ACFO Norman and DCC Gamblin. Also in attendance were the collaboration leads GM Jones and Supt Darcy.

The early Blue Light Collaboration Programme Board work had been further shaped and defined into 3 key project management related documents according to status; these were Project Initiation Documents, Health Reports and Scoping Closure Reports. A change from the previous paper was the removal of the Highlight report and replacement with a Health Report. This was a joint decision, which would make updates easier, less demanding on resources and easier to track progress.

#### LFRS Site Sharing Collaborations

Currently the partner with the largest scale of site sharing collaborations and subsequent revenue cost related benefits was North West Ambulance Service

(NWAS). Operational crews shared the station facilities at N11 Lancaster, C50 Preston and E76 Darwen fire stations. In addition to the above formal lease arrangements, there were licence arrangements at both N13 Bolton-Le-Sands and P94 Nelson fire stations whereby NWAS crews could make use of the welfare facilities on an ad-hoc basis.

Site sharing arrangements with Lancashire Constabulary followed a similar format in that there were sites with formal lease arrangements, these being N33 Preesall, W36 St Annes and S56 Skelmersdale. At these locations police staff had hot desk office accommodation for circa 3-4 officers and made use of the welfare facilities. At both W35 Lytham and E72 Great Harwood the welfare facilities and on-site parking facilities were utilised by Lancashire Constabulary staff on a drop in ad-hoc basis.

Discussions remained ongoing with regards to potential site sharing with NWAS at P74 Rawtenstall and also with Lancashire Constabulary with regards to W37 South Shore.

Telecommunication masts were installed at W37 South Shore, P93 Barnoldswick, S56 Skelmersdale and Service Training Centre sites with lease arrangements in place.

Licence arrangements were also in place for a number of site sharing practices with other organisations or charities. This included the use of station facilities for community engagement events, vehicle storage and multi-agency office facilities.

The arrangements with health related partners was the most significant with blood bikes currently being stored by LFRS at N12 Morecambe, W30 Blackpool, P90 Burnley, E70 Hyndburn (x2) and S57 Penwortham (x2). In addition to this LFRS supported the Blood Transfusion Service through the sharing of E70 Hyndburn and S54 Chorley sites for their public blood donation sessions.

Multi-agency meeting rooms and office accommodation was provided at both S54 Chorley and P94 Nelson, these partnerships supported the Local Authority (Chorley) Early Action project and also the Lancashire County Council Early Help provision (Nelson).

Partnerships that enhanced LFRS' operational response arrangements were supported in the format of vehicle and equipment stowage. This included the Salvation Army and Red Cross at Service HQ, Bay Search and Rescue at Bolton-Le-Sands and also support for Operation Florian in the format of storage at Service Training Centre.

LFRS had a long standing relationship with the Prince's Trust charity and delivery of their Team Programme was hosted at the following fire station locations: N12 Morecambe, N32 Fleetwood, W37 South Shore, P75 Haslingden or E70 Hyndburn, P90 Burnley, P94 Nelson, E71 Blackburn and C50 Preston. One of the 9 teams was not located at an LFRS' fire station, this was the second team in Preston and they were based at Oakham Court in premises leased from Preston City Council.

In response to a question raised by Councillor Jackson, Acting Assistant Chief Fire Officer Norman confirmed that the Service and Lancashire Constabulary had

discussed the possibility for police staff to 'drop in' and work from South Shore fire station using their own computers which would be based at the station. This would prove more effective and improve their response standards as staff could respond from South Shore rather than the main Blackpool Police station.

RESOLVED: - That the report be noted and endorsed.

## 6/19 ANNUAL SERVICE REPORT

Acting Assistant Chief Fire Officer Norman presented the report. The Annual Service Report (ASR) was a key part of the Service's corporate planning process which enabled the documentation of deliverables in the previous 12 month period.

In addition to highlighting the key projects that had been delivered against the 2018/19 Annual Service Plan, it also presented the opportunity to reflect on some of the unplanned major achievements the Service had delivered over the last 12 months. The most notable example would be the response and resolution to the Winter Hill incident during June and July 2018. Building on the successful delivery of the 2017/18 ASR these reflections would once again be captured in the format of a short video that would be presented to the next Combined Fire Authority meeting in addition to internal and external cascade via website links, social media and staff briefings.

### Annual Service Plan Progress Report

Members considered the detailed a range of projects, action plans and priority items for completion during the year as set out in the report:-

Preventing fires and other emergencies from happening, protecting people and property when they happen and responding quickly and competently

### Evaluate tools to strengthen our response

- Pre-alerting

The pre-alerting project was rolled out as a pilot from early 2019 at four fire stations; Preston, Penwortham, Bamber Bridge and Fulwood. This allowed the Service to measure the impact on performance levels across different shift systems of early mobilisation messages.

- Dynamic cover tool

The dynamic cover tool had been viewed by our staff and some business benefits had been noted. However, the costs currently outweighed the benefits therefore it hadn't been procured. The Service was exploring the possibility of collaborating with our bordering fire and rescue services and North West Fire Control in order to consider if this approach was more feasible.

### Strengthen our operational assurance

- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Following the inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services we received an 'outstanding' in promoting the right values and culture and 'good' in all other categories. LFRS was currently the only Service in the country to be graded as at least 'good' against every category whilst also receiving an 'outstanding' grade in one.

- National Operational Guidance

The Service had decided against replacing current operational procedures and was instead writing what are known as Standard Operating Procedures (SOPs), bringing them, and training, in line with National Operational Guidance while also retaining local information.

- Assurance monitoring system app

The Service had been working towards delivering an assurance monitoring app that collated information and intelligence from numerous sources. Crews were currently operating on a 'debrief' function of the app but further work was planned to provide benefits such as the identification of early trends and issues regarding policy, equipment or training. This work was expected to be completed later this summer.

- Integrate water towers into our fleet

The Fleet and Engineering Department had worked alongside operational members of staff to capture a qualitative evaluation of Stinger 1 placed at Blackburn Fire Station. This had allowed the Service to request modifications from the manufacturer to be made to the vehicle in order to improve its operational capabilities.

We had procured a second Stinger, which at the time of writing was at Skelmersdale Fire Station hosting the required crew training. This would be operational from August 2019.

- Replace incident command units

A functional specification had been produced for two new incident command units. This specification had been produced to support the command model that we operated towards. The Service had made the decision to, when the time arrived; place the new units at the stations they were currently hosted at: Fulwood and Blackburn.

Engagement had been made with Lancashire Constabulary and wider Lancashire Resilience Forum members to ensure the Joint Emergency Services Interoperability Principles (JESIP) requirements would be met. The vehicles would be owned by Lancashire Fire and Rescue Service and a joint procurement exercise would not be taking place.

- Emergency Services Network (ESN)

The Service continued to support this Home Office led project; there was a funded post from the programme that was filled by an experienced operational station

manager. Early work remained ongoing with regards to helping the programme shape the required deliverables and deployment plans. The full business case was due to be presented to Government by the Home Office Programme Team later this year and transition timescales were anticipated at that time. Our current Airwave provision remained fit for purpose and effective in the interim.

- Optimise availability of front-line services

A range of duty systems operated within the Service to ensure fire engines and special appliances were crewed appropriately based on risk. Rota management software and smart phone apps were currently utilised by whole-time and on-call operational crews, as well as administration teams, to achieve this. This project was established as it became apparent that, although we were consistently very good at ensuring appliance availability, improvements could be made to some of the processes used to achieve this. The project team had reviewed the full range of processes, software, policies and guidance and authored an improvement action plan which was being progressed in 2019/20. The improvements were identified through extensive staff engagement and the independence of the findings was assured through involvement of an external auditor. The outcomes of the project were not specifically intended to enhance appliance availability (as this was already well supported by existing processes) however they would release significant amounts of time for operational and administrative teams to be re-invested in other activities.

Valuing our people so they can focus on making Lancashire safer

#### Develop a strong organisational culture where our values are understood

- Consult with staff on the appraisal conversation

The Service had consulted with staff on how to improve the way we undertake the appraisal conversation. This work was being used to develop new arrangements in relation to how we undertake appraisals. For 2019, the feedback from the consultation had been used to develop new appraisals for on-call firefighters.

- Performance manage appraisals

Following feedback from staff, an electronic recording system had been developed to allow all managers to record completion of appraisals centrally: this was known as PDR Pro.

- Develop a range of tools to improve the appraisal conversation

The Service had explored opportunities for implementing an online appraisal tool to enable accurate reporting and recording, and a solution was being progressed. Further to feedback from staff, the documentation that sat within the appraisal process was being updated. Development had been provided to all crew managers in terms of having difficult conversations and this would continue to be a feature of their development programme.



### Encourage and listen to employee voice

- Staff survey

A survey for staff at all levels and in all roles ran for seven weeks during 2018 to find out their views on: what it's like to work for the Service, leadership and management, training and development, recognition and communication in order to inform future activity. There was an increase in both response rates and engagement levels than in previous surveys. The results were being used to provide insight and influence activity in a variety of areas across the Service.

- Intranet

A new intranet had been developed reflecting feedback from the staff survey in terms of information and features people most wanted. The site aimed to connect staff from across the Service and provided forums for expression of views and knowledge sharing. It also represented the first phase of a new corporate document store.

### Develop our leaders

A development day for middle managers was held which included an outline of our Annual Service Plan and direction in terms of a positive, ambitious and realistic future. There was also a focus on dealing with change, developing resilience and increasing staff engagement.

In addition, the Service hosted several events led by Paul McGee which opened up the opportunity for staff to listen and learn from the international keynote speaker and performance coach, who combined his background in psychology with humour and practical insights.

### Promote equality, diversity and inclusion (EDI) within the Service

Lancashire Fire and Rescue Service worked very hard to promote working opportunities to our vastly diverse population and shaped inclusive services through a representative and informed workforce. Our chief fire officer leads the EDI steering group which developed and shaped our EDI action plan. This plan was further refined through staff engagement in the format of LGBT, women and families, ethnicity and culture and disability employee voice groups. The work of these teams had enabled the Service to shape policy, deliver positive action recruitment and diversify the workforce. The EDI action plan and delivery against the objectives were reported to the Lancashire Combined Fire Authority annually.

### Expand apprenticeship opportunities

In the previous 12 months the Service had offered a more diverse range of apprenticeships including: project management, procurement, business administration, human resources and fleet and engineering. The Service had been awarded accrediting body status for apprenticeships and the 18 recruits commencing their training in September would be a part of our apprenticeship growth.

## Build a strong and resilient workforce

### Embed TRiM

Trauma Risk Management (TRiM) is a recently developed risk assessment based approach to trauma support for all staff within the Service. This new system had replaced critical incident debriefing and was being delivered by trained practitioners from across the Service.

- Review research on the effects of contaminants at fires on firefighters' health

Lancashire Fire and Rescue Service had developed its understanding of the potential risks posed by contaminants on firefighting personal protective equipment. Following current best practice guidance, the Service had developed a new policy and risk assessment on how we managed this risk. We had included improvements to managing contamination within a new design for breathing apparatus training facilities at Service Training Centre. We had signed a memorandum of understanding with the University of Central Lancashire (UCLAN) to become the first fire service in the UK to support the research on contamination being developed by UCLAN and the Fire Brigades Union.

Delivering value for money in how we use our resources

### Invest in training and equipment

- Area-based training hubs

Scoping work for an area based training hub for the north of the county had been ongoing. The Service had been completing market research by seeing what other fire and rescue services were using, what manufacturers had to offer and at what price. A utilisation exercise had been completed to calculate the projected periods of time the hub would be used and by which staff. Consultation was still ongoing with this project and a cost benefit analysis would take place to mark the feasibility of the project.

- Service Training Centre improvements

Consultation with staff across the Service had been ongoing regarding our new plans to upgrade Service Training Centre. The detailed specifications for our new building included: breathing apparatus training, equipment maintenance, staff welfare facilities and trainer offices were completed, tender documents were drafted and we now moved towards the build phase.

- Virtual reality training software

XVR virtual reality training software had been extensively evaluated and the required benefits were not identified for Service command training, therefore we would no longer be pursuing this.

- Review duty rig

A project team had been exploring a wide variety of options for duty rig. The team was working closely with staff consultation groups to ensure that any changes to uniform met the needs of our diverse workforce across all areas of business.

#### Collaboration with Lancashire Constabulary

Collaboration with Lancashire Constabulary had been building momentum over the year since a joint temporary project officer post was created. There had now been a series of Blue Light Collaboration Boards and Executive Collaboration Boards that had inserted a structure into the programme as well as a governance pathway.

Within this, the original 32 opportunities proposed in February 2018 had been streamlined into 15 positive opportunities to work on together. These include major projects such as: missing person searches, real time demand management and co-location of a public order training site, as well as smaller local projects such as shared asset management, vehicle maintenance and fuel business continuity.

In addition, there had been other relationship developments such as collaboration over the changes required following the General Data Protection Regulation legislation, duty officer communication links and also a joint emergency services open day, which included the three blue light services as well as other partners such as Blood Bikes, Mountain Rescue and the RNLI.

#### Property collaborations and co-location

The Service, working alongside North West Ambulance Service, had completed the build of a joint fire and ambulance station in Lancaster. This was finished in early 2019 and both fire and ambulance colleagues using the site were reporting positively on the environment and enhanced working relationships.

#### Information Management Strategy

- Records management

The Service had appointed a records management officer who was leading this work to improve how records were managed, stored and deleted within the organisation.

- Integrated Planning Platform

The Service had gone live with an interim solution for district-level key performance indicator reports. This built on the work delivered earlier in 2018/19 whereby post incident records were created and analysed digitally to ensure that all learning and reactive prevention measures were delivered in a timely and effective manner.

- General Date Protection Regulation (GDPR)

The Service had been working to raise awareness of the Data Protection Act 2018. Staff members who handled sensitive information had all received specialised training on how to work in compliance with the Act. We had also provided all members of staff with an e-learning module to educate them of the changes in the new Act. A project team had created a GDPR action plan delivering the key priorities

whilst developing improvements and longer term changes to ensure the Service remained compliant.

In response to a question raised by County Councillor O'Toole regarding the modifications for the new second Stinger, Acting Chief Fire Officer Norman reported that the manufacturer had changed the specification requirements for stinger 2 procured for Skelmersdale.

In response to a question raised by County Councillor O'Toole regarding the Incident Command Units during the Moorland Fires incidents, Acting Chief Fire Officer Norman confirmed that the Service had captured the lessons learnt as we do from all incidents with command debrief focussing on a number of areas.

In response to a question raised by County Councillor O'Toole regarding the Services preparedness for a major incident such as a terrorist incident, the Deputy Chief Fire Officer reassured Members that the Service had a strong working relationship with Lancashire Constabulary and we continued to learn from all our partners. In addition, the Lancashire Resilience Forum continued to regularly pre-plan exercises to ensure if a major incident did happen the Service would be able to respond.

RESOLVED: - That the report be noted and endorsed.

7/19 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Monday, 25 November 2019 at 1000 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

A further meeting date was noted for 16 March 2020 and agreed for 13 July 2020.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood