

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 30 January 2017 in Main Conference Room, Service Headquarters, Fulwood commencing at 10.00 am.

IF YOU HAVE ANY QUERIES REGARDING THE AGENDA PAPERS OR REQUIRE ANY FURTHER INFORMATION PLEASE INITIALLY CONTACT DIANE BROOKS ON TELEPHONE NUMBER PRESTON (01772) 866720 AND SHE WILL BE PLEASED TO ASSIST.

AGENDA

PART 1 (open to press and public)

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

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

1. APOLOGIES FOR ABSENCE

2. 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.

3. MINUTES OF PREVIOUS MEETING (Pages 1 - 6)

4. IRMP - 2017 TO 2022 - CONSULTATION OUTCOMES (Pages 7 - 68)

5. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 20 March 2017 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are scheduled for 17 July 2017 and 27 November 2017.

6. 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.

7. EXCLUSION OF PRESS AND PUBLIC

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

PART 2

8. URGENT BUSINESS (PART 2)

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.

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 21 November 2016, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

M Parkinson (Chairman)
K Brown
M Green
F Jackson (Vice-Chair)
M Khan
A Matthews
D O'Toole
J Shedwick
R Shewan

Officers

J Johnston, Deputy Chief Fire Officer (LFRS)
D Russel, Assistant Chief Fire Officer (LFRS)
B Norman, Head of Service Delivery, Pennine, Eastern and Southern (LFRS)
J Charters, Group Manager, Corporate Programme & Intelligence (LFRS)
T Cookson, Station Manager (LFRS)
D Brooks, Principal Member Services Officer (LFRS)
J Harney, Member Services Assistant (LFRS)

8/16 APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor Alyson Barnes.

9/16 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

10/16 MINUTES OF THE LAST MEETING HELD ON 18 JULY 2016

RESOLVED:- That the Minutes of the last meeting held on the 18 July 2016 be confirmed and signed by the Chairman.

The Deputy Chief Fire Officer explained that since the concept of the Integrated Risk Management Plan (IRMP) in 2004 there had been other requirements that had been placed on Lancashire Fire and Rescue Service (LFRS) which had resulted in the move to an annual planning cycle. The IRMP was now a more strategic planning document which connected other necessary documents that required updating more frequently. He advised that there was nothing in the draft IRMP 2017-2022 now presented which significantly changed the risk profile and therefore it was proposed to go out for a 6-week consultation, in line with the Authority's Consultation Strategy. The IRMP would be offered in an electronic format with links to key documents for more detail.

The Deputy Chief Fire Officer then introduced Group Manager, Jon Charters to present the IRMP document.

The draft IRMP 2017 - 2022 was considered by Members. The IRMP provided details of what LFRS intended to do over the forthcoming five year period to identify and assess the full range of fire and rescue related risks within Lancashire. The IRMP processes provided the opportunity to demonstrate how we intend to fulfil our responsibilities in a clear, cohesive way, to both our communities and other interested parties. In writing an IRMP each Fire Authority must pay due regard to the National Framework guidance issued by central government.

Maintaining a clear and current understanding of the risks that affect Lancashire's communities underpins everything we do – driving both our governance and planning arrangements.

In preparing the IRMP for this period the widespread staff consultation approach on content which had been undertaken previously, had not been adopted as this IRMP was not linked to an Emergency Cover Review and there were no specific items for consultation. The approach to this IRMP had been through the engagement of a working group who had shared their views, ideas and suggestions and thereby helped to inform and shape this key document.

The IRMP 2017-2022:

- Highlighted Lancashire's risks;
- Explained how LFRS would manage and reduce fire and rescue related risk in Lancashire;
- Set out our priorities and values;
- Set out our ambitions against each priority and stated how we aim to deliver these;
- Illustrated how we will measure and assure performance.

Members noted key changes which had been made to the new plan:

- The document covered a 5-year period; this extended period took account of the fact that the IRMP was an overarching and enabling document that was underpinned by various other strategic Service publications; examples being the

Strategic Assessment of Risk (SAOR), Annual Service Plan and Annual Progress Report. These would be hyperlinked from the IRMP with amended and updated versions made available each year thus aiming to evolve the IRMP into a real-time, working document.

- Strategic risks previously included were now referenced within the SAOR. This new publication provided a thorough assessment of fire and rescue related risk and would be refreshed annually, thus providing an improved picture of risk for the IRMP.
- Given the simultaneous expiry of the Community Safety Strategy (2014-17), the opportunity had been taken to encapsulate this strategic direction for the Service into the IRMP document (within section 5). This placed the inter-locking components of Start Safe, Live Safe, Age Safe and Road Safe at the core of our approach to reducing risk and improving public safety.
- The articulation of our values through STRIVE was enhanced with definitions of our values, provided to support our staff in developing a working environment in which everyone could feel engaged, valued and respected.
- The IRMP did not incorporate the Emergency Cover Review. This would be conducted and consulted upon separately during 2017/18.

In response to a question raised by CC O'Toole regarding whether the IRMP could include additional work around the inspection of premises, the Deputy Chief Fire Officer advised that the Regulatory Reform (Fire Safety) Order 2005 significantly changed the role of the Fire Service with certificates no longer being issued by the Service and each individual company responsible for their own fire safety. He confirmed that the recent prevention and protection review had established Business Safety Advisors who would be proactively providing fire safety education to local businesses and schools.

In response to a question raised by CC Parkinson regarding any involvement with the development of a Lancashire Combined Authority, the Deputy Chief Fire Officer confirmed that the Chief Fire Officer was engaged with this development and therefore best placed to react accordingly.

Members welcomed the opportunity proposed by the Deputy Chief Fire Officer to attend an informal training event which would include firefighter safety and innovations.

RESOLVED:- That the Planning Committee: -

1. Approve the draft Integrated Risk Management Plan 2017-2022 and consent to proceed to public consultation on 28 November 2016 for a period of 6 weeks;
2. Agree that following consultation, outcomes are to be presented to the Planning Committee meeting on 30 January 2017 for scrutiny;
3. Agree that a final version of the IRMP be presented to the Combined Fire Authority meeting on 20 February 2017 for final approval and publication thereafter.

The Authority's business continuity policy required that the business continuity plan was periodically tested, in a simulated environment, to ensure that staff understood how it was to be executed, and that it could be successfully implemented in emergency situations.

The Planning Committee was required to monitor the effectiveness of the Service's business continuity arrangements on an annual basis, and to ensure the plan was regularly reviewed and updated, to take account of changing circumstances. Typically, this was achieved as result of the business continuity plan being subject to an annual test / update; either through a planned 'simulated' event, or through an unplanned 'real life' event with outcomes reported to the Authority as appropriate.

The Deputy Chief Fire Officer introduced Station Manager, Tom Cookson who presented Members with details of the plans, policies and strategies adopted by the Service including how these had been tested this year.

SM Cookson advised that the Civil Contingencies Act 2004 placed a duty on all Category 1 responders to:

- Maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur, the person or body is able to continue to perform his or its functions; and
- Consider whether a risk assessment makes it necessary or expedient for the person or body to add to or modify emergency plans.

He reassured Members that the Business Continuity Policy was reviewed and tested each year and audited every 2 years. The policy was aligned to good practice guidelines set out by the Business Continuity Institute (who are an independent body of knowledge for good Business Continuity practice worldwide). The Business Impact Assessment was a process to identify the critical activities within the Service which quantified the effects of disruption. Analysis had been carried out within each department and significant findings had included a reliance on ICT, the Service Headquarters Building and on North West Fire Control.

The Business Continuity Test scenario this year involved an exercise involving wide-area flooding that included the flooding of 3 stations and Service Headquarters (which resulted in the failure at Service Headquarters of the server room), and which occurred during a period of increased demand. The scenario was tested without notice and focussed on testing Station, Departmental, Tactical and ICT business continuity plans.

The exercise increased the understanding of business continuity and improved resilience.

In response to a comment from CC O'Toole regarding the wording of the colour-coded green, amber and red categories detailed under 5.1.1 of the Service's Strategic Business Continuity Plan, particularly he questioned why both the amber and red categories referred to a 'severe' warning, SM Cookson confirmed that these had been aligned to those used by resilience partners (Category 1 and 2 emergency

responders) who share information across organisational and geographic boundaries.

In response to a question by CC J Shedwick the Assistant Chief Fire Officer advised that a future business continuity plan exercise could be used to examine any overlap with Lancashire County Council's Emergency Planning while testing the Service's performance.

RESOLVED: - That the Planning Committee note the report and endorse the effectiveness of the Service's business continuity arrangements and the satisfactory outcome of the latest Business Continuity Plan exercise.

13/16 DATE OF NEXT MEETING

The next scheduled meeting of the Committee was agreed for Monday 30 January 2017 in the Main Conference Room, Service Headquarters, Fulwood, commencing at 1000 hours.

Further meeting dates were agreed for 20 March 2017, 17 July 2017 and 27 November 2017.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 30 January 2017

DRAFT INTEGRATED RISK MANAGEMENT PLAN 2017- 2022 CONSULTATION OUTCOMES

Appendices 1 - 8 refer (*note: for reasons of confidentiality and data protection, the un-redacted versions of appendices 3, 5 and 8 are for Member circulation only and should not be shared with third parties. A redacted version is available for wider distribution*)

Contact for further information, Justin Johnston, Deputy Chief Fire Officer
Tel: 01772 866801

Executive Summary

At the Combined Fire Authority meeting on the 21st November 2016, Members endorsed the publication of the draft Integrated Risk Management Plan (IRMP) 2017-22 for consultation over a six week period from 28th November 2016 to 8th January 2017.

During this time a consultation exercise was undertaken with staff, partners and service users, full details of which are contained in the body of this report. In addition, the report details the consultation process requirements and any resulting amendments that have been included in the proposed final version of the IRMP (attached as appendix 1).

Recommendation

The Planning Committee is requested to:

1. Endorse the consultation process surrounding the draft Integrated Risk Management Plan (IRMP) 2017-22 as adequate in scale and scope; and
2. Agree the Climate Change and Environment Strategy and Community Safety Strategy are embedded within the IRMP 2017-22.
3. Refer final recommendations to the full Combined Fire Authority meeting of the 20th February 2017 for approval to publish.

Information and Background

Integrated Risk Management Planning brings with it a consultation requirement. The Fire and Rescue National Framework for England highlights the government's expectations that each fire and rescue authority's Integrated Risk Management Plan (IRMP) must 'reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners' (Fire Authority Integrated Risk Management Plans – Guidance Note 2)

When deciding the extent of consultation the guiding principle is that any person or organisation that may have a legitimate interest in the proposals under consideration, or who may be affected by those proposals, should have the

opportunity to express their views. Government recommendations state that the scale and scope of the consultation should be proportionate to the nature and extent of any changes, whilst consultation from a public perspective is typically dependent on changes to Service provision and possible perceived changes to public safety.

Taking into consideration these principles the approach in using countywide forums for in-depth public consultation, which has been undertaken with previous IRMP documents, has not been adopted. Nor was there a detailed staff consultation approach in the form of working groups / presentations, this is because this IRMP is not linked to an Emergency Cover Review and there are no specific items as such for consultation.

In addition to this, the Combined Fire Authority's public consultation strategy has been in place since the new Integrated Risk Management Planning arrangements were introduced in 2003. This strategy, which is reviewed on an annual basis, is in place to ensure consultation activities meet statutory requirements; incorporate good practice and provide the public and stakeholders with timely opportunity to influence development of LFRS documents. The consultation exercise for the draft IRMP 2017-22 was duly conducted in accordance with this strategy.

The Consultation Process

DRAFT INTEGRATED RISK MANAGEMENT PLAN (IRMP) 2017-22 – TIMETABLE	
Draft publication approved and proposed consultation process endorsed.	CFA Planning Committee 21st November 2016
Consultation with the community, staff and other interested parties.	28th November 2016 – 8th January 2017
Consultation report and final recommendations to Planning Committee.	CFA Planning Committee 30th January 2017
Publication presented for final approval and publication.	Full CFA meeting 20th February 2017
Feedback on final outcomes	March 2017

Consultation commenced on 28th November 2016 and ran for a six-week period ending on 8th January 2017. Opinion on the content and format of the draft IRMP 2017-22 was sought from a wide range of stakeholders. The following were consulted:

THE FOLLOWING GROUPS WERE INFORMED AND INVITED TO PARTICIPATE IN THE CONSULTATION	
All LFRS Staff	Office of the PCC
All County Councillors	NHS Trusts / Commissioning Groups
All Unitary/District Councillors	Lancashire Resilience Forum
CEO's of all District & Unitary Authorities	MP's and North West MEP's
CEO of Lancashire County Council	Parish Councils
Combined Fire Authority Members	Representative Bodies
Chief Fire Officers (NW Region)	North West Fire Control
Fire and Resilience Directorate	NW Ambulance Service
Lancashire Constabulary	Other Miscellaneous

During the consultation period on behalf of the Combined Fire Authority, over 2000 stakeholders were contacted and provided with the opportunity to consider the draft IRMP 2017-22 and to express an opinion on the content. The majority of communication was done via email with a hyperlink provided to facilitate ease of access to the document and to reduce publication and postal costs. (See appendix 2 for distribution details).

Links to the document were placed on the Service's Intranet site and external website (www.lancsfirerescue.org.uk) and participation in the consultation was also encouraged through the Service's social media platforms; Facebook and Twitter.

Further communication was undertaken via letter with communication going out to appropriate parties when no email address was available. Hard copies of the document were also provided upon request (only one request received).

Consultation with LFRS Staff

All Lancashire Fire and Rescue Service (LFRS) staff were invited to comment on the draft IRMP through various channels. Consultation with staff commenced on the 28th November via email (sent to all users appendix 3), this provided a link to the document and guidance stating the consultation period and the process to use for the submission of feedback, views or observations.

Further invitations to encourage staff to express their opinions on the document were issued via the routine bulletin each week during the consultation period and through the Service's internal intranet site. (Appendix 4).

Staff representative bodies were advised of the consultation exercise via email and were provided with a link to the document and the process to use for the submission of feedback, views or observations.

Public Consultation

The draft IRMP, LFRS's primary enabling document, is under-pinned by various other strategic Service publications and does not contain any detailed proposals for change. This draft IRMP enables the Service to remain in a progressive position as documents such as the Annual Service Plan and Strategic Assessment of Risk will be hyperlinked from the document, with annually amended and updated versions made available in a real-time manner. The public remain a valued stakeholder and any proposals that require future consultation during the lifespan of the IRMP i.e. the Emergency Cover Review, will be developed in line with policy, so views can be actively sought and considered.

Formal Responses

A total of 11 responses were received from the following:

- 5 from LFRS Staff;
- 2 from the Fire Brigades Union (FBU);
- 4 from members of the public, elected representatives and/or other organisations.

Two further responses were received after the closing date of the official consultation period. These responses have been included as part of the outcomes of this report, this is to ensure that a comprehensive range of opinion is captured and presented.

A table highlighting response totals is included within appendix 5 with a summary of views detailed below. The response from the FBU is provided in full within appendix 6.

Summary of Responses

In practical terms the majority of responses only required a standard acknowledgement as they contained standard comments without question. Some respondents queried the length and timing of consultation and expressed concern due to constraints with the Christmas and New Year holiday period falling during the consultation period. Nevertheless, no extensions were sought, as it was recognised that no specific proposals that would require a comprehensive evaluation were included within the document.

Many respondents expressed they felt the draft IRMP 2017-22 provided a clear summary and overview of the organisation and were supportive of ambitions detailed within the document. In particular, the Chief Constable of Lancashire Constabulary highlighted that the document complements his organisation's mission and communicated their commitment to future partnership opportunities (Appendix 7).

Some suggestions were made to improve or add to the content and where appropriate these have been encompassed within the document. Minor changes were requested to strengthen the link to climate change and the environment so that the IRMP 2017-22 and the Safety, Health and Environment Policy are integrated. These changes evidence the Service's ongoing commitment to adapt to and mitigate the changing climate and minimise the impact on the environment.

The Climate Change and Environment Strategy was agreed by members in 2009 to ensure that Climate Change and Environmental responsibilities were fully embedded across the Service and integrated at all levels. The improvement objectives outlined in the strategy have been completed and Climate Change and Environmental considerations are now embedded into Service planning, policies and procedures, it is therefore proposed that the Climate Change and Environment Strategy is embedded within this IRMP.

The Community Safety Strategy was agreed by members in 2014 to ensure that a clear framework for delivering services that contribute to making our communities safer was in place. The strategy formed an integral part of the IRMP 2013-2017. The draft IRMP 2017-2022 fully integrates the Community Safety Strategy and embeds its message. The need to have a separate strategy document is negated once the IRMP 2017-2022 is in place.

A response was received expressing concerns that fracking was not prevalent within the document. Fracking is a new emerging industry within Lancashire that is new to both the county and country alike. This industry and any potential associated risks that may transpire will be thoroughly monitored and reviewed by LFRS by our Response and Emergency Planning team and Site Specific risk information will be collated in the usual manner as required. All of the Service's risks are documented

and assessed within the Strategic Assessment of Risk document which is updated on an annual basis to evidence evolving risk requirements and thus will include going forward risks identified surrounding fracking. The Service will also continue to work closely with our multiagency partners through the Lancashire Resilience Forum (LRF) and create a coordinated multi agency response plan for strategic risks as identified. This will ensure that detailed risk plans are developed through appropriate channels in line with any potential risks that fracking may present. We will write to those who raised concerns to give a full response to the specific area of concern and provide an overview of how LFRS will manage any emergent strategic risk in line with our existing arrangements.

The FBU's response welcomed the opportunity to comment on the draft IRMP, the main points raised are summarised below.

- Supportive of the format and presentation of the draft IRMP.
- Felt it was premature to state, "Delivery of integrated public services will see us continue to build on our co-responding partnerships".
- Highlighted that nationally the FBU remains opposed to Police and Crime Commissioners taking on responsibility for the delivery of Fire and Rescue Service's.
- Welcome the commitment to transform workforce diversity.
- Supportive of the four themes of helping people to start safe, live safe, age safe and be safe on our roads.
- Welcome the commitment to "identify key lessons through effective debriefing to ensure future operational response continues to evolve".
- Reserve comment for the separate consultation currently taking place on the capital and revenue budgets.

All submissions are reproduced in full at appendix 8, but as the originators and their respective contact details are clearly evident, circulation in this format is restricted to CFA and LFRS Executive Board members only. A redacted version is included in electronic format with the agenda paper on the LFRS website.

Next Steps

Subject to Planning Committee sanction, a final version of the IRMP 2017-22 will be presented to the full CFA at its meeting on the 20th February 2017 for Member approval.

With CFA approval the IRMP will be published in early April 2017 and will be communicated to all consultees via letter or email. An electronic version for access/download will be available on LFRS website along with more detailed information. The IRMP 2017-22 will be refreshed on an annual basis to ensure that all links within the document are up to date and relevant.

Benefits

Approval of the draft IRMP 2017-2022 will allow us to meet the statutory requirements as outlined within the National Framework document

Financials

Production of the IRMP falls within existing budgets and no abnormal spends are anticipated. As with the publication of the last IRMP, the move to publishing the IRMP in a fully digital format reduces costs compared to previous printed versions.

Business Risk

Production of the IRMP is a business critical planning function. LFRS must produce an IRMP in line with National Framework guidance issued by central government.

Environmental Impact

Inevitably there will be a requirement for a printed version of the IRMP (on request) however the approach taken will be 'digital by default' and therefore the environmental impact will be minimal with no sustainability issues identified.

Equality and Diversity Implications

An initial Equality Impact Assessment was undertaken for the IRMP 2017-22. Usual distribution media will be employed to assist persons with access to information. The IRMP will be available in a variety of languages and/or a format suitable for impaired consultees.

HR Implications

None.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact Justin Johnston Tel. 01772 866801
Reason for inclusion in Part II, if appropriate:		

Lancashire Fire and Rescue Service IRMP 2017 – 22

Welcome to our Integrated Risk Management Plan (IRMP)

Lancashire Fire and Rescue Service is a strongly performing organisation, in good financial health; despite the fact that during the course of our last IRMP we faced our most difficult operating conditions ever. During this time we had good plans, coped well and achieved strong results – saving £14m to meet budget deficits; making significant transformational changes to our services and achieving a 27% reduction in deliberate and accidental fires. We are well placed to focus this plan on meeting the future changing needs of communities.

Our aim remains the same: to make Lancashire safer. Understanding Lancashire's demographics and continuing to explore how they will change in the future provides us with the insight to ensure we continue to create the capacity and capability to meet these needs and fulfil our aim.

Future predictions indicate a trend of an ever growing and ever aging population; increasing weather-related events; growing frequency of road traffic collisions; increasing demand on health and social care services and rising incidents relating to mental health issues.

By focusing on clear priorities, we make effective use of our resources to address these issues; increasingly working with our strategic partners to deliver integrated public services. This period will see us rolling-out emergency first responding, a scheme where we respond to medical emergencies alongside colleagues in the North West Ambulance Service; and further development of our home visits to incorporate “safe and well” advice and interventions. Working collaboratively and in partnership, is nothing new in Lancashire but over the course of this IRMP we expect to play an active role in the development and delivery of integrated public services.

Our commitment to preventing, protecting and responding to incidents remains; with a clear focus on delivering services which aim to help people start safe, live safe, age safe and be safe on our roads.

We know that our success would not be possible without our team of professional staff who have at their hearts the desire to help people. We have always worked hard to provide the best equipment, excellent training and support to our teams but this plan places more emphasis on the things that we do to value our staff; recognising the key role they play in developing our organisation.

Finally, whilst our financial position is enviable, we must continue to make the best possible use of our resources at all times as pressure on the public purse remains a feature of our operating climate. Together, we assure you of our collective commitment to making Lancashire a safer place.

Our County

Lancashire comprises of the 12 districts within the Lancashire County Council area and two unitary authorities of Blackburn with Darwen and Blackpool. It covers just over 3,000 square kilometres including 123 kilometres of coastline from West Lancashire in the south to Morecambe Bay in the north, including the major tourist resorts of Blackpool, Fleetwood and Morecambe. With a resident population of 1.45 million, it is one of the most populated and urbanised shire counties in Britain, with a legacy of historical industrial heritage. Conurbations include Preston, Lancaster, Burnley, Blackburn, Blackpool and Skelmersdale. Large parts of the county are sparsely populated with coastal and estuary landscapes; moorland or arable countryside. Major motorways traverse the county with the M6 running through its entire length; as does the West Coast Mainline. There are ports at Heysham and Fleetwood and an airport in Blackpool. There are two nuclear facilities within the county – Heysham and Springfields – and industrial sites which require special plans to deal with hazards under COMAH legislation. Off shore wind generation and oil fields sit off the coast in Morecambe Bay. During 2017 we expect to see the construction of sites to deliver shale gas extraction or ‘fracking’. There are three large universities in Lancashire; Lancaster, Preston and Ormskirk, and the county’s major hospitals are in Blackburn, Preston, Blackpool and Lancaster.

Lancashire Combined Fire Authority

Lancashire Fire and Rescue Service (LFRS) is accountable to the Lancashire Combined Fire Authority (CFA) which is made up of 25 elected councillors drawn from Lancashire County Council, Blackburn with Darwen Council and Blackpool Council. The CFA is legally responsible for the enforcement of the Regulatory Reform (Fire Safety) Order 2005 which is applicable across England and Wales. This Order places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire within public and commercial buildings. The CFA meets five times a year to make key strategic decisions and has a number of committees which focus on a particular area of scrutiny. You can find out more about the Authority [here](#).

Lancashire Fire and Rescue Service

LFRS deliver Prevention, Protection and Response functions across the county of Lancashire. We employ staff in a variety of roles who operate from 39 operational bases. We also work extensively with partner organisations to allow for a more efficient and effective delivery of services.

[Insert station map]

More information on LFRS and the current organisational structure chart can be found on our [website](#).

1. Integrated Risk Management Plan – Aim, Priorities and Values Overview

Our Aim – what we're here for:

Our aim describes what we are here for: **Making Lancashire safer** is our commitment to making sure that *everything* we do improves the safety of our diverse communities.

Although it is important, our aim is more extensive than simply responding to fires and other emergencies. We use our skills, experience and resources to make people safer in much broader terms across life's stages; helping people to **start safe; live safe; age safe and be safe on our roads**.

Our Priorities – what we do:

Our **priorities** are the things we think are most important to helping us achieve our aim of making Lancashire safer. We focus our resources on these areas and use them to develop and deliver the activities we set out every year in our [Annual Service Plan](#).

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

Our priorities are so important to us that our CFA uses Key Performance Indicators to measure performance against them every three months. Progress is reported to the Performance Committee in the [Measuring Progress](#) report.

Our Values – what we believe in:

Our **values** are the qualities that we believe are the most important to us and describe the expectations the public have of us and that we have of each other.

We use them every day to influence how we work to achieve our priorities and guide the professional behaviours we expect of our staff which we manage through our performance management framework.

As a Service, we STRIVE to achieve our purpose of making Lancashire safer by making sure what we do is guided by strong principles of Service, Trust, Respect, Integrity, Value and Empowerment.

STRIVE	We do our best and make every effort to make Lancashire safer
Service	Making Lancashire safer is the most important thing we do and we work in a diligent and competent way.
Trust	We trust the people we work with and we contribute to a positive workplace.
Respect	We demonstrate consideration of others and we recognise how our behaviour may impact on others.
Integrity	We do what we say we will do and we work in a professional, positive, non-judgemental way.
Valued	We actively listen and recognise the contribution of others, whatever their role, background, idea, view or approach.
Empowered	We are encouraged to contribute to decision making, to resolve problems and we are accountable for our decisions, actions and behaviour.

2. Our Future

National Change

The way in which all fire and rescue services are governed is changing. At a national level responsibility for fire and rescue policy has transferred from the Department for Communities and Local Government to the Home Office. The move will influence our future as it is an enabler to the government's commitment to deliver greater joint working between public services.

The government is committed to fire service reform in the coming years and a programme of reform will see changes to:

- **Efficiency and collaboration:** delivery of integrated public services which will see us continue to build on our partnerships. It will also build on joint procurement opportunities and co-location to achieve efficiencies
- **Accountability and transparency:** this will allow Police and Crime Commissioners the ability to take on responsibility for fire and rescue services locally if a suitable business case were made. It will also deliver changes to our inspection regime and the way we measure performance
- **Workforce Reform:** this will challenge us to transform the diversity of our workforce and embed our values

The National Fire Chiefs Council (NFCC) is a newly formed professional body that is scheduled to replace the Chief Fire Officers Association (CFOA), having been developed to provide professional advice to government on matters such as operational guidance, professional standards and best practice. This supporting body will help fire and rescue services build strong relationships and improve communications with each other and with the government and our partners.

It is clear from the national picture, that for all fire and rescue services, further change is on the horizon. Whilst we cannot at present identify all the changes that we will face, we can ensure our service is committed to change and improvement; this will be visible through the activities identified year on year within our Annual Service Plan.

Local Change

Locally the horizon is already changing; proposals are being developed for a [Combined Authority for Lancashire](#). A Combined Authority provides a governance model to work with government across a range of issues affecting the county. This has the potential for a single representative body to shape Lancashire's future in respect of integrated public services and we need to be aware of the future developments.

The ambition is to have integrated public services at the heart of local communities to give everyone the opportunity for a healthier life. We are committed to support the delivery, with our partners, of the Lancashire and South Cumbria Sustainability and Transformation Plan. Our partners in health are facing the same challenges fire and rescue services faced ten years ago, in that they recognise the need to become

more prevention focused to cope with demand. This plan details opportunities to work together to reduce demand by investing in prevention activities as we recognise that firefighters can make a real difference.

3. Serving Our Diverse Communities

We recognise that we can only provide an effective service to our communities if we recognise the diversity within our communities and enable our workforce to meet their needs and concerns.

Our annual report on equality and diversity is one of the ways we communicate how we are meeting our obligations to recognise diversity and promote equality. It reflects our work with our diverse communities as well as reporting key equality data and information. We set and publish our equality objectives based on an assessment of risk to our communities.

Our Communities

Making Lancashire safer requires us to work with all parts of our diverse communities and to deliver services fairly and equitably– irrespective of ethnicity, gender, age or background. By being better able to understand the needs of people from different backgrounds, we can respond more effectively in an emergency and are more likely to reach them with critical safety information that may prevent them becoming a victim of fire or other emergencies in the first place. This focus also helps us develop and tailor our services to meet specific risks or needs that a particular part of our community may have. **We have agreed the following equality objectives that relate to how we work with our communities:**

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

Our Workforce

We employ in the region of 1200 staff, with the majority of our workforce employed in an operational capacity. Our Workforce Plan identifies the strategic challenges faced by our staff and the actions we will undertake to meet those challenges. As an employer our aim is to develop a diverse workforce and ensure that our STRIVE values help us to develop a working environment where everyone can feel engaged, valued and respected whatever their backgrounds; where we can work together without fear of bullying, discrimination or harassment. We invest in organisational development ensuring that our leaders have the required skills and competencies to meet the challenges now and in the future. **We have agreed the following equality objectives that relate to our workforce:**

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

4. Integrated Risk Management

How we Manage Risk

Integrated risk management planning helps us meet the responsibilities placed on us by the [Fire and Rescue National Framework for England](#). This requires us to have an IRMP which identifies and assess all the foreseeable fire and rescue related risks and challenges which may arise and sets out how we plan to mitigate these risks. Integrated risk management planning is designed to give fire and rescues services the flexibility to use our resources in the most effective way to save lives, improve public safety and reduce emergency incidents.

Our IRMP is delivered through the production of an [Annual Service Plan](#). Each year the Service Management Team discuss and develop our Annual Service Plan to deliver a clear steer on the priority activities we will lead to manage the real issues we face in front of us year on year built around our five priorities.

Risk in Lancashire will always remain dynamic: it changes over time, differs by area and demographic and needs different interventions to reduce the likelihood of the risk occurring or to lessen its consequences. We identify these risks in our [Strategic Assessment of Risk](#) which is refreshed annually and also informed by the Lancashire Resilience Forum [Community Risk Register](#). Through our risk management framework we continually assess changing risk and prioritise our response framework.



Where areas of risk to LFRS and our business operations are identified they are managed in accordance with our Risk Management Strategy. The purpose of this strategy is to define a simple practical framework to manage risk and it outlines how the organisation recognises, assesses and mitigates key risks where appropriate.

Our business continuity plans are in place to ensure that the critical business functions LFRS provides continue to operate, despite serious incidents or disasters that might otherwise have interrupted them.

Our planning is also influenced by other legislation:

- Fire and Rescue Services Act 2004
- Fire and Rescue Service (Emergencies) (England) Order 2007
- Civil Contingencies Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- Health and Safety at Work Act 1974



How we Calculate Community Risk

Our [Strategic Assessment of Risk](#) provides information on the demographics of our diverse communities which helps to indicate households and businesses that are more likely to experience a fire or other emergency.

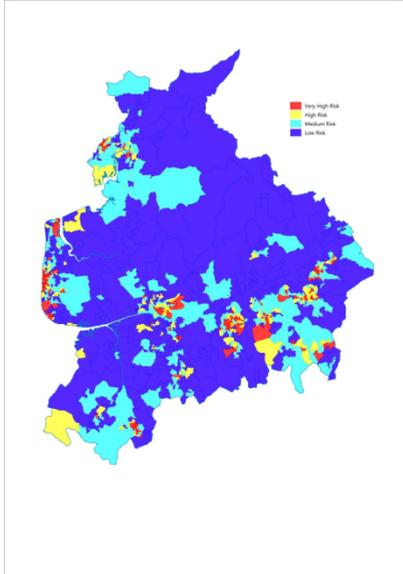
We calculate risk across the households of Lancashire by using small geographic areas known as Lower Layer Super Output Areas (LLSOA). There are 941 LLSOAs in Lancashire each containing between 1000 to 3000 people. We apply a risk formula to each of these areas based upon historic fire data and social deprivation data to give each LLSOA a risk grade of low, medium, high or very high to produce a fire risk map. We are committed to reducing the number of very high and high risk areas. Over the last 10 years we have reduced the overall risk in Lancashire by 20%.

Fire Risk Change

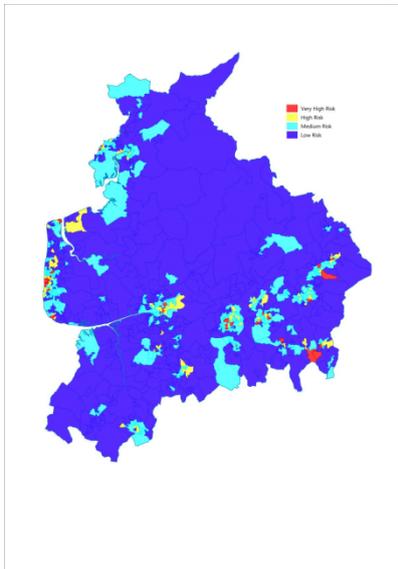
		2006 - 09		2007-10		2008-11		2009-12		2010-13		2011-14		2012-15		2013-16	
Score	Risk Grade	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count
Greater than 75	VH	5928	70	5040	60	5026	60	4434	53	3388	40	2714	32	3332	41	2578	32
Between 56 & 75	H	7476	119	7410	118	7194	114	6402	100	5876	93	6040	95	5440	86	4890	76
Between 36 & 55	M	13234	299	13672	310	13284	303	13676	313	13180	301	13208	306	12130	281	13578	314
Less than 36	L	10564	452	10410	452	10734	463	11046	474	11784	507	11686	508	12366	533	11944	519
Risk score		37202		36532		36238		35558		34228		33648		33268		32990	
Change from baseline risk score		-9.3%		-11.0%		-11.7%		-13.3%		-16.6%		-18.0%		-18.9%		-19.6%	

The fire risk map shows us where the most frequent and the most serious fires occur, telling us where we need to provide the fastest fire engine response. This information helps us decide where to locate our resources, particularly when we undertake a review of our fire cover arrangements. As we always prefer to prevent fires occurring we also use the risk map to target our prevention & protection activity.

2006:



2016:



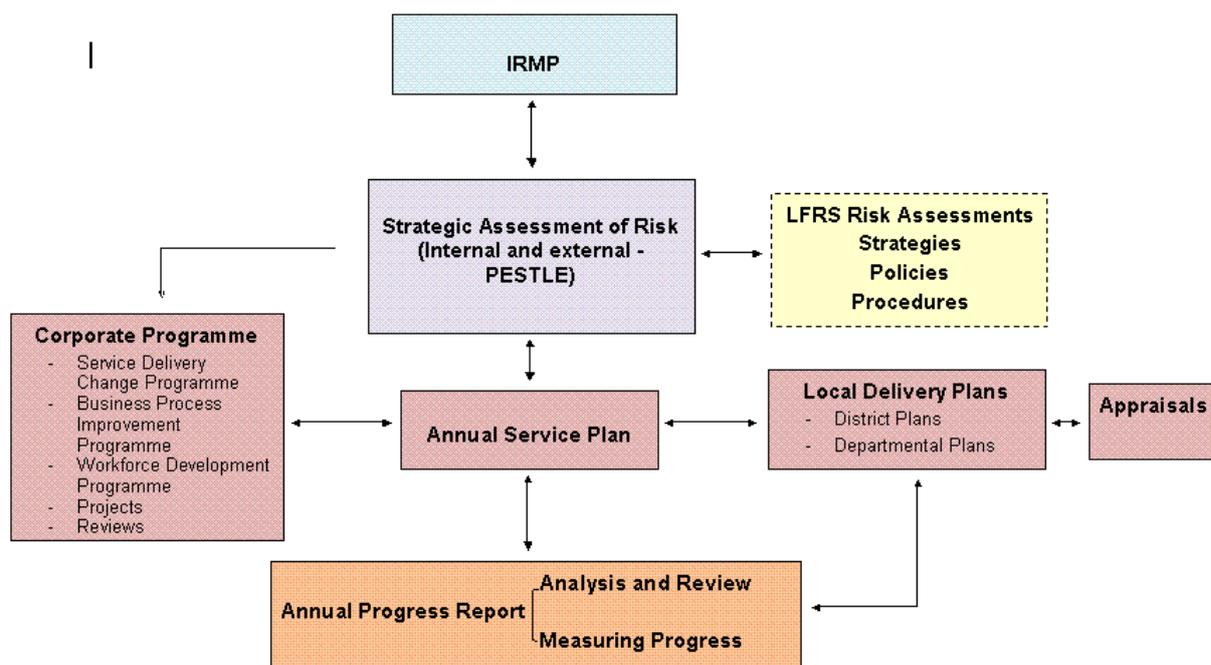
5. How We Plan

Corporate Planning

Corporate planning is a systematic process of determining the organisations goals to be achieved in the foreseeable future. Corporate Planning within LFRS includes the development of our IRMP, providing support for change and transformational Projects and Programmes, as well as providing critical assurance of the progress of these bodies of work.

Corporate planning needs to follow a rigorous yet flexible process that permits the organisation to assess and respond to opportunities and threats. The process must allow for adjustments as the environment in which it operates evolves.

The planning framework is represented in the diagram below, which sets out the various sources of information which inform the planning process and the inter-dependencies between the various elements of LFRS planning strategy.



Annual Planning

Our corporate planning is designed to support continual improvement. Every year the Service carries out a PESTLE analysis which looks at our external and internal Political, Economic, Sociological, Technological, Legal and Environmental influences and how they may have changed. We use this to refresh our [Strategic Assessment of Risk](#). This informs the IRMP and the [Annual Service Plan](#) which are two of the main outcomes of the Corporate Planning process. These plans set out the strategic direction of the organisation for both the medium and short term, which give guidance for the content of Department and District plans.

Governance

The Service's Corporate Programme Board (CPB) provides accountability and governance to effectively deliver the Projects and Programmes detailed in the Annual Service Plan. Independent reporting to the CPB provides transparency of our decision making process to support significant projects. Each projects progress is measured using a RAG (Red, Amber, Green) status to indicate how well a project is performing thus providing the opportunity for scrutiny and challenge.

For our major projects further scrutiny is provided through the Fire Authority who are responsible for ensuring the implementation of appropriate risk management structures and processes, and to provide sufficient resources to meet agreed objectives. The CFA's committee structure is in place to manage our broad governance arrangements, for further details [click here](#).

The Fire Authority has an agreed [Consultation Strategy](#) which details how we will consult with the public about proposals for significant change which may be contained within our Annual Service Plan.

The annual [Statement of Assurance](#) aims to provide the necessary accountability and transparency to the people of Lancashire and evidence that their Fire and Rescue Service continues to deliver under the expectations detailed within both the [National Framework](#) and our own IRMP. It details the measures to assure that the Combined Fire Authority's performance is efficient, economic and effective in relation to finance and governance. It also details our measures of operational assurance to demonstrate that our services are delivered in line with our statutory responsibilities and with due regard to the expectations set out in our IRMP including cross-border, multi-authority and national incident arrangements.

Financial Planning

Since April 2013 we have saved £14m. Throughout this time we have had strong plans; achieved good results and delivered unprecedented change which has secured the viability of the Service. Our strong financial risk management is evident in our [Medium Term Financial Strategy](#), which illustrates that we are well positioned over the medium term to support continued investment in people, training and equipment.

Looking forward as part of the Local Government Finance Settlement the Secretary of State announced an offer of four year funding settlements for local authorities in return for publishing an [efficiency plan](#). This provisional settlement showed a £5.5m funding reduction over the four year period. The Fire Authority is seeking to accept the four year funding settlement, which would mean that the Authority will know what it will receive in government grant every year up to 2020 and will be better able to forward plan to manage budget reductions. In order to meet these reductions the Authority will need to deliver against its efficiency plan and as part of this process it has already identified over £2m of savings in future years. However the level of funding reductions means that further efficiencies will need to be found in future years.

People Planning

We employ in the region of 1200 staff in many roles, working a range of duty systems, across multiple locations. Our Workforce Plan helps us to deliver our priorities by ensuring that we have the right number of people, with the right skills, employed in the right place, at the right time. The plan considers:

- The workforce challenges we will face in the medium term
- The profile of our workforce
- Labour demand, turnover and supply forecasting
- Recruitment and retention with links to developing a more diverse workforce
- Succession planning and talent management
- Job design and multiskilling

Firefighters need to carry out extensive and on-going training. The specialisms and training requirements are referenced within the Workforce Plan as it impacts on our ability to undertake workforce planning.

Our Organisational Development Plan outlines our approach to enabling sustained organisational performance through the involvement of our people who have the necessary qualifications, experience, knowledge, skills and competencies to meet our needs now and in the future.

6. How we Direct and Deliver Operations to Achieve our Priorities

Our Approach

Fulfilling our aim of making Lancashire safer requires us to make sure that *everything* we do improves the safety of our diverse communities. Our approach to achieving this reflects the fact that risk in Lancashire is dynamic. Fire disproportionately affects certain demographic groups, and whilst the cause is often quite generic, it is the underlying aspects associated with the individual that is the root cause of the fire. For example:

- those living alone
- those with health issues
- drug and/or alcohol use
- those with mobility issues
- those affected by socio-economic deprivation and poor housekeeping

Different problems often require different solutions; no one risk reduction measure alone will improve public safety. In recognising this, we will continue to use an integrated approach involving; prevention, protection and emergency response.

Whilst the third aspect - what happens when an emergency occurs – is still probably most familiar to the public, our primary focus remains based on the first two: prevention and protection. The rationale for this approach is simple:

- Prevention is better than cure whatever the issue.
- Minor injury is less traumatic than a serious one, or even worse a fatality.
- Superficial damage is preferable to total loss.

Prevention and protection services and our structure for delivery were reviewed over the course of the last IRMP to ensure that we are delivering appropriate services in line with our changing operating environment. As a result we have changed our working practices with a strategic focus on the quality of the services that we deliver. These services are delivered around four themes: helping people to **start safe; live safe; age safe and be safe on our roads** with a focus on working collaboratively with other organisations.

Insert the 'jigsaw' diagram of start safe/live safe/age safe/road safe

Against a backdrop of ever-changing risk, being well prepared to deal with any eventuality is increasingly important with good plans, effective training and staff who are well prepared. Preparing to deal with fires and other emergencies enables us to give the best response. When an emergency happens we **respond** to the incident quickly and competently with the right resources.

Supporting these delivery priorities is a recognition that we need to have staff who are well trained, supported and valued within the organisation and **resources** to enable us to do what we need to do, whilst offering our communities **value for money**.

To support our aim it is our duty to ensure that we consider and identify all areas where collaborative working could improve service delivery, achieve efficiencies and ensure an effective response to all incidents that we attend. We must now look to explore opportunities to respond differently - integrating with other public services - to meet the changing risks and needs of our diverse communities.

We have already started on this journey; delivery of an emergency first responder model in conjunction with the North West Ambulance Service has seen firefighters save lives within their communities at incidents other than fire. Expansion of these services will continue to be developed as our partners needs continue to emerge across our communities. This will always be balanced against that which we have a statutory duty to deliver (Fire and Rescue Services Act 2004).

Preventing fires and other emergencies from happening

We will seek to prevent fires and other emergencies, such as road traffic collisions, flooding, wildfire and search and rescue activities, from happening in the first place as we believe this is the best way to make Lancashire safer. We focus our efforts on helping people start safe, live safe, age safe and use our roads safely; targeting our resources at those most vulnerable.

Our ambitions:

- Seek to continue to reduce the number and impact of fire to our diverse communities.
- Bring about positive change in peoples behaviours to improve their safety.
- Educate the children and young people of Lancashire in fire safety awareness.
- Reduce the number of people killed and seriously injured on our roads.

How we will do this:

- Use a targeted approach to ensure that we reach those who are most vulnerable and at risk from fire.
- Increase access routes to all our services to help people start safe, live safe, age safe and be safe on our roads.
- Deliver a comprehensive safe and well service.
- Deliver youth engagement and education programmes in fire safety awareness.
- Co-locate our community safety advisors within multi agency hubs to help develop more integrated safety services.
- Use education as the primary means to support a multiagency approach to reduce risk on our roads through the Lancashire Partnership for Road Safety and support the Chief Fire Officers Association (CFOA) national strategic aims and objectives.

Moving from Home Fire Safety Checks to a Safe and Well Service

Over the last decade our Home Fire Safety Check service has been at the heart of our prevention activity and has been hugely successful at driving down fire risk, resulting in a dramatic drop in demand for emergency response and huge reductions in the number of fire deaths and injuries. Delivery methods have recently been improved to a more targeted, risk based approach for home visits, to ensure those most in need receive our direct intervention. Those assessed as low risk now receive a new digital service, receiving specific advice and safety interventions via email. This links to our ambition to deliver more digital services, delivering digitally by default, where we are able.

In delivering our ambitions aligned to the Lancashire and South Cumbria Sustainability and Transformation plan, we are working to introduce a new 'Safe and Well' service. Our staff will facilitate direct contact with vulnerable people on behalf of other agencies to provide a vital role delivering wider health benefits in our communities. The service will include brief intervention and advice to reduce risk, falls risk assessments, alcohol and mental health advice, improved understanding and access to other services. This sees us working more closely with colleagues in health and social care - working together to support them in improving health and quality of life outcomes for those most at risk in our communities.

Helping people to start safe, live safe, age safe and be safe on our roads.

To ensure constant improvement in all parts of our prevention priority, the Service has dedicated thematic groups which review current practice and results. Where new areas of work are identified or improvements are required, they are identified within the Annual Service Plan. The Service has four dedicated thematic groups:

Start Safe

We will focus our efforts and resources towards educating, supporting and protecting children and young people so that they are able to start their lives safely and grow up to be safe adults and good citizens. This includes design and delivery of multi layered education and development activities.

Live Safe

We will focus our efforts and resources towards assisting the people who live and work in our communities to minimise the risk of fire and other related accidents occurring. Supporting people to live safely helps bring about positive change in peoples behaviours within their homes thus improving their safety, quality of life and health outcomes. Each year we plan a wide number of activities covering key stages in life. Our live safe package aims to educate individuals and families about their lifestyle choices.

Age Safe

We will focus our efforts and resources towards ensuring that our prevention work is delivered in the most effective way to support the individual needs of our older communities. By tailoring our services we can target our prevention work to minimise the risk of fire and other related accidents occurring; whilst working closely with our

partner agencies to realise the best outcomes for our older communities.

The number of older people in Lancashire is increasing so we have to ensure that our prevention work is delivered in the most effective way. Analysis of statistics shows us that 50% of all fire deaths involve those aged 65 or over. It is also evident that some people from within this group have increasingly complex needs. Our work therefore needs to be flexible enough to address a wide range of risks whilst remaining cognisant of those who wish to maintain their independence. Priorities in this area are centred around:

- How we identify persons most at risk from fire (including processes and data)
- The services and products we can use to reduce risk
- How we analyse the effectiveness of our service
- Improving the ways in which we engage with older people

Road Safety

Road safety affects everyone in Lancashire and is not just about the mechanics of roads, vehicles and street design, but as much about attitudes, perceptions and the way that we value and share our roads. Over the past decade significant progress has been made in making Lancashire's roads safer by reducing the number of casualties and improving the road network for all road users, however, since 2013, like many areas across Great Britain, casualty numbers in Lancashire have risen.

'Towards Zero Lancashire' is the Lancashire Partnership for Road Safety joint response approach to road safety – a ten year strategy which is underpinned by a more detailed annual action plan and is in place to support the delivery of five key outcomes:

- Reduce road traffic fatalities by user group, age and districts of Lancashire
- Reduce severity and numbers of road traffic injuries by user group, age and districts of Lancashire
- Improve outcomes for 'vulnerable' road users in Lancashire
- Improve and change road safety attitudes and behaviours
- Improve community response to road safety

Lancashire Fire and Rescue Service is a member of the partnership and delivers activity to directly support achieving these outcomes including training and education programmes and awareness events.

Protecting People and Property When Fires Happen

We will reduce regulatory burden by supporting local businesses to help them reduce fire risk and remain compliant with fire safety legislation (Regulatory Reform (Fire Safety) Order 2005) and will lead effective enforcement activity where businesses fail to commit to fire safety.

Our ambitions:

- Reducing risk in buildings both for the public and our fire fighters.
- Reduce the regulatory burden by supporting local business to reduce the risk of fire and remain compliant with fire safety legislation.
- Work with our partners to continue to reduce the number of fires caused by arson.

How we will do this:

- Deliver our Business Safety Strategy.
- Continue to establish Primary Authority Schemes (PAS) to both support strategic businesses and learn how to improve our support.
- Enforce fire safety regulations across the county when required.
- Investigate suspected arson cases to produce evidence that will support the criminal justice process.

Responding to Fire and Other Emergencies Quickly and Competently

We seek to deliver high standards of operational response. We prepare and plan for emergencies so that when an emergency happens and we have to respond, we do it quickly, with right training, the right information and the right equipment to deal with the incident effectively and safely.

Our ambitions:

- Work with our partners to deliver collaborative response opportunities.
- Prepare and plan for emergencies so that when they occur we respond effectively and safely whilst minimising the impact to the environment.
- Learn from incidents to be better prepared and respond to future emergencies.
- Ensure we provide an effective response to fire and other emergencies at all times.
- Ensure our crewing arrangements are fit for purpose to meet the risk levels of the community.
- Ensure our firefighters are equipped with the best possible risk information whilst responding to incidents.
- Research, develop and adapt firefighting techniques and procedures to strengthen our capabilities and improve safety.

How we will do this:

- Work with our partners to deliver response models to incidents other than fire e.g. emergency first responder.
- Continue to train and equip our staff with the best information, training and equipment to carry out their roles as efficiently, effectively and safely as possible.
- Continue to identify key lessons through effective debriefing to ensure that our future operational response continually evolves.
- Continue to have in place and test our robust business continuity plans to ensure the resilience of the service and our operations.
- Review and refresh our operational procedures to align with National Operational Guidance.
- Carry out and consult on an Emergency Cover Review to ensure appropriate future provision of our resources and crewing arrangements.
- Continue to develop our capabilities to ensure a coordinated operational response with other blue light services to multi agency incidents e.g. Emergency Services Mobile Communication Programme.
- Continue to adapt our capabilities in response to climate change e.g. flooding and wildfire.

Valuing Our People so They Can Focus on Making Lancashire Safer

While making Lancashire safer is our primary aim; to be successful at this we seek to develop a confident, vibrant and diverse culture where our staff at all levels are engaged, feel valued and empowered to make a positive contribution, whatever their role.

Our ambitions:

- To provide a highly skilled and competent workforce that is broadly representative of the diverse nature of the communities we serve.
- To provide a safe and healthy working environment and a safe workforce with low rates of accidents and injuries.
- Ensuring that all our staff understand our aim, our priorities and their personal contribution to achieving these.
- Ensuring our STRIVE values – doing our best to make every effort to make Lancashire safer – is understood, upheld and reflected in day-to-day behaviours.
- Help our managers to lead in a command and control style when on the incident ground and to lead in an engaging style at other times.
- Help our managers to lead their people – developing their skills, competencies and capacity to lead and to manage change effectively.
- Providing staff with opportunities for learning and development.

How we will do this:

- Understand our culture to ensure our STRIVE values are embedded through a values based performance management framework.

- Deliver our Organisational Development Plan to support staff with learning opportunities and training.
- Ensure there are organisation-wide communication and engagement processes in place.
- Promote equality in our workforce policies and workforce practices.
- Continue to embed our [safety, health and environment policy and monitor performance via annual reviews](#).
- Continue to implement a programme of activities and support to promote and develop better staff health and wellbeing.
- Work effectively with our Trade Unions ensuring a productive industrial relations environment.

Delivering Value for Money in How we Use Our Resources

We aim to use our resources efficiently and effectively to provide the best possible, resilient fire and rescue service for the people of Lancashire.

Our ambitions:

- To produce a balanced budget which provides resources matched to the level of risk in order to deliver our Service's aim, priorities and values.
- Ensure that our resources mean that we can be in the right place at the right time, with staff that are equipped with the right skills, equipment and training to respond to any emergency that we are called upon to attend.

How we will do this:

We will manage our Revenue Budget across the settlement period:

- We have submitted a bid for a fixed four year settlement covering 2016-2020.
 - We will deliver a balanced Revenue Budget delivering services as outlined in this IRMP and other plans, whilst maintaining future council tax increases at reasonable levels.
 - We will continue to deliver efficiencies in line with targets, as outlined in our Efficiency Plan.
 - We will utilise reserves to meet any funding shortfalls, whilst maintaining these at an adequate level.
 - We will continue to invest in improvements in service delivery, facilities, equipment and training.
- We will manage our Capital Budget across the settlement period:
 - We will deliver a balanced Capital Budget matching requirements to available resources.
 - We will ensure that the Authority's capital investment supports corporate priorities identified in asset management plans.

- We will ensure that all capital investment decisions represent value for money, consider the future impact on revenue budgets, as well as minimising the impact on the environment.
- We will continue to effectively plan to provide assurance that our vehicles, equipment, building and ICT meet current and future needs through our asset management plans.
- Refrain from pursuing financially unsustainable schemes, unreliable funding streams or funding that is not related to our aim of making Lancashire safer.
- Proactively seek opportunities for joint working with partners to more fully contribute to wider public safety outcomes.
- Ensuring compliant procurement processes to purchase the right products or services at the right time, for the right cost.
- Carrying out periodic reviews of our emergency cover; prevention and protection services and supporting functions.

7. Key Performance Measures

The Combined Fire Authority sets us challenging targets for a range of performance indicators which help them to monitor and measure our performance in achieving success meeting our priorities.

We have a number of headline targets, known as Key Performance Indicators (KPIs) and these are set out in our [Annual Service Plan](#). All KPIs are reported to the Authority's Performance Committee each quarter. [Measuring Progress](#) reports are available from our website. At the end of the year we produce an [Annual Performance Report](#) which is often presented as a film.

We also have local indicators which help us plan our resources, and monitor trends to establish whether action is needed to address changing risk.



8. Contacts

You can email us: rmp@lancsfirerescue.org.uk

You can write to us: Risk Management Plan
Service Development Department
Lancashire Fire and Rescue Service
Headquarters
Garstang Road
Fulwood
PR2 3LH

If you would like a copy of this document in large print, audio, braille or another language please telephone 01772 866791.

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Website

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Audit of Draft IRMP 2017-22 - Distribution

Recipient	Number Sent
External Distribution – Via email or letter with link to document on website	
CFA Members & Clerk	26
County Councillors	84
Parish Councils	179
District / Unitary Councillors	647
MPs and MEPs	24
CEOs of Councils	15
NHS Trusts	25
NW Chief Fire Officers / CFOA	8
Unions	4
Director of Fire & Resilience	2
Miscellaneous	13
Lancashire Resilience Forum via LRF Secretary	33
NWFC	1
Total External Distribution	1061
Internal Distribution	
LFRS Staff	1172

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The screenshot shows a Microsoft Outlook window titled "Draft Integrated Risk Management Plan (IRMP) 2017-2022 - Message (HTML)". The interface includes a ribbon with various actions like Ignore, Delete, Reply, Forward, Move, and Mark Unread. The email header shows it was sent on Monday, 28/11/2016 at 09:39. The recipient is "LFRS 0 - All Users". The subject is "Draft Integrated Risk Management Plan (IRMP) 2017-2022".

The email body contains the following text:

Dear Colleagues

Fire and Rescue Services are required by Government to publish an Integrated Risk Management Plan (IRMP) which shows how we manage and reduce risk in Lancashire, sets out what our priorities are, describes the activities we will deliver and shows how we measure and assure our performance. The IRMP can be read [HERE](#). The IRMP is made available first in a draft format to enable the public, elected representatives, businesses, LFRS staff and our partner agencies to give us feedback prior to publication of the final version. Consultation ends on 8 January 2017.

If you have any feedback, views or observations on our Draft IRMP that you would like us to consider before the Plan is finalised please send them to us before the 8th January 2017.

Instructions on how to contact us to give feedback on the Plan appear on the back page of the document.

Regards,

[Redacted signature]

At the bottom of the screenshot, a Windows taskbar is visible with a notification that "Windows Desktop Search is not available." and the system clock showing 14:38 on 13/01/2017.

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Lancashire Fire & Rescue Service Intranet – Routine Bulletin

Routine Bulletin



30th November 2016

Aa Aa Aa

Latest News (7)

- Safe and Well Project Update
- Firefighter 'Passing Out' ceremony
- Draft Integrated Risk Management Plan (IRMP) 2017-2022
- Duty Rota Cards - 2017
- Family Christmas Carol Service
- Institution of Fire Engineers & The University of Central Lancashire Free Event at 13.30hrs on the 7th December 2016
- Breakfast with Santa
- Operations (2)
- Pensions and Payment (1)
- People Moves (1)
- Service Orders (8)
- Sports & Social Bulletin (1)

Draft Integrated Risk Management Plan (IRMP) 2017-2022



Integrated Risk Management Plan

DRAFT
For Consultation

2017-22

FIRE and rescue services are required by Government to publish an Integrated Risk Management Plan (IRMP) which shows how we manage and reduce risk in Lancashire, sets out what our priorities are, describes the activities we will deliver and shows how we measure and assure our performance. The Draft IRMP can be read in a link from the LFRS website [HERE](#).

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Northern (1)

Western (1)

[Print Page](#)

Lancashire Fire & Rescue Service Intranet – Home Page

Lancashire Fire and Rescue Service intranet

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- Approved Websites
- CFA
- News
- LCC
- Staff Suggestion Scheme
- Annual Service Plan
- Applications
- New Payroll System
- Fleet and Engineering
- Out of Hours Procedures

Draft Integrated Risk Management Plan (IRMP) 2017-2022

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LFRS News

Chief's Blog
CFO Blog for September 2016 Click [HERE](#) to read it...
[Click here for more...](#)

Submission and Authorisation of Expenses within Miplace - December 2016
Due to the early pay date for December would all personnel please note the last date for authorising claims for guaranteed payment in December will be...
[Click here for more...](#)

Advice from Lancashire Constabulary Counter Terrorism Branch on security, safety and vigilance at public events.
Following the tragic events in Paris last year, the UK threat level from International Terrorism remains at SEVERE. This means an attack is highly l...
[Click here for more...](#)

IRMP 2017 – 22 Consultation Responses

Post consultation responses =	2
Consultation period responses =	11
Fire Service responses =	7
Other organisations responses =	6

13

Respondent	Date	FS / Public	Response format (letter, email etc.)	General
1	29/11/2016	FS	Email	1
2	01/12/2016	Public	Email	1
3	01/12/2016	FS	Email	1
4	05/12/2016	Public	Email	1
5	06/12/2016	Public	Email	1
6	12/12/2016	FS	Email	1
7	14/12/2016	FS	Email	1
8	15/12/2016	FS	Email	1
9	19/12/2016	FS	Email	1
10	06/01/2017	FS	Email	1
11	08/01/2017	Public	Email	1
12	10/01/2017	Public	Email	1
13	10/01/2017	Public	Email	1

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LANCASHIRE FIRE BRIGADES UNION

LANCASHIRE FIRE & RESCUE SERVICE TRAINING CENTRE, WASHINGTON HALL, WESTGATE, CHORLEY. PR7 6DH

TEL – 01257 241557

Response to Lancashire Fire & Rescue Service Integrated Risk Management Plan 2017-2022

The Fire Brigades Union welcome the opportunity to comment on the latest IRMP document from LFRS. To be honest there is little contained within that we would seek to take issue over. We look forward to seeing detailed and updated information becoming available throughout the lifetime of this IRMP through the production of Annual Service plans and the next Emergency Cover Review.

Efficiency and Collaboration

The FBU has been involved with and supported the LFRS/NWAS Co-responding collaboration pilot from the beginning as part of the wider National Joint Council (NJC) Emergency Medical Response work stream trials. Outside of these national trails, this type of work is not currently contained within the role maps of firefighters and therefore is outside of their contractual obligations. This was deemed to be, and still remains the case today, by Judge Mr Justice Butterfield in the High Court *Bull and anor v Nottinghamshire and City of Nottingham Fire and Rescue Authority; Lincolnshire County Council v FBU and others [2007]*. It is therefore premature, in our view to state, “Delivery of integrated public services will see us continue to build on our co-responding partnerships” until we have a clearer picture of the National position. As things stand there is only a commitment for the NJC pilot schemes to continue until the 28th February 2017. If the NJC agree that this type of work will be incorporated into our conditions of service in the future then of course we will continue to liaise with LFRS, NWAS and the paramedic unions to develop this work further.

Accountability and Transparency

The FBU nationally remains opposed to Police and Crime Commissioners taking on responsibility for the delivery of Fire and Rescue Service’s. The public have a tremendous respect for Firefighters and quite rightly hold them in high regard, readily allowing them into their homes. We feel this trust and respect could be compromised if we become too closely associated with the police. Locally, we have attended regular meetings with the Lancashire PCC, Clive Grunshaw and these will continue whilst this move is still on the Governments agenda. The FBU in Lancashire continue to support the current Combined Fire Authority governance arrangements. We will also be keeping a close eye on devolution proposals for a Combined Authority for Lancashire.

Workforce Reform

The FBU welcome the commitment to transform workforce diversity, however we do have to question how the recent decision to restrict recruitment onto the last whole time recruits course to RDS personnel assisted the service in this matter. Within the IRMP LFRS recognises the diverse communities it serves. To make our workforce truly diverse recruitment needs to be opened up to people from all communities of

Lancashire and beyond and not just those living and working in areas served by RDS appliances. This type of strategy would not only assist with creating a more diverse workforce, it would also enable recruitment of talent from outside of the service, providing equal opportunity for all. RDS staff of course would still be free to apply for whole time positions under a recruitment strategy open to all.

Prevention and Protection

The FBU in Lancashire support the four themes of helping people to start safe, live safe, age safe and be safe on our roads as a way of providing strategic focus to the delivery of these services in collaboration with partner agencies.

Responding to Fires and other Emergencies

The FBU always support the ambition to deliver high standards of operational response. With critical fire incidents especially, time is of the essence, second's count. Speed and weight of attack is paramount with the correct number of firefighters and officers deployed to effect a competent and safe resolution to the incident. We are happy to see the IRMP contain a commitment to equipping staff with the best information, training and equipment to carry out their role efficiently, effectively and most importantly in our view, safely.

We welcome the commitment to *"identify key lessons through effective debriefing to ensure future operational response continues to evolve"*. We would also like to see systems evolve for the better sharing of information between Fire & Rescue Services so that we continue to improve the way we learn from each other. The FBU in Lancashire has a history of sharing H&S information with LFRS in the hope of improving firefighter safety, this information should automatically be shared by between FRS where it can be done so legally.

The provision of risk information to crews is an essential first building block towards resolving incidents. The more crews know about a property and its contents the better equipped they are to understand and mitigate the risks involved when an incident occurs. Systems should be in place to ensure that risk information is gathered from multiple sources both inside the organisation and from partner agencies, especially when we are responding jointly or on their behalf as we do for the Police with Gaining Entry incidents.

Valuing our People

The FBU welcomes LFRS commitment towards its staff; this shows recognition that its greatest resource is its staff. We agree with all the ambitions from *"providing a highly content workforce that is broadly representative of the diverse nature of the communities it serves"* through to *"providing staff with opportunities for learning and development"*. The FBU has always had a good working relationship with LFRS and we also will strive to ensure a productive industrial relations environment continues to be the norm in Lancashire.

Delivering Value for Money

The FBU will reserve comment for the separate consultation currently taking place on the capital and revenue budgets, other than to say that we recognise the ongoing pressures on the LFRS budget due to this Governments continued squeeze on public sector finances.

Ian McGill

FBU Brigade Secretary

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**Lancashire
Constabulary**
police and communities together

**Steve Finnigan CBE QPM MA (Cantab) BA (Open)
Diploma A.C. & P.S. (Cantab)
Chief Constable**

Lancashire Constabulary Police Headquarters PO Box 77 Hutton Preston PR4 5SB
Tel: 01772 412221 Fax: 01772 614916
e-mail stephen.finnigan@lancashire.pnn.police.uk

Mr Justin Johnston
Deputy Chief Fire Officer
Lancashire Fire & Rescue Service
Garstang Road
Fulwood
Preston PR2 3LH

Your ref: JJ/RMP

10 January 2017

By email to rmp@lancsfirerescue.org.uk

Dear Justin,

DRAFT INTEGRATED RISK MANAGEMENT PLAN 2017-2022 – CONSULTATION

With regard to your letter dated 28th November 2016 and the Integrated Risk Management Plan 2017-2022, having read this document it is clear that it very much complements Lancashire Constabulary's mission to keep people safe, particularly the most vulnerable.

The 5 risk management groups identified are the same vulnerable groups who we regularly work with as a Constabulary; those who live alone, with health problems, drug or alcohol issues, mobility issues and social deprivation. Therefore, these areas provide further prevention opportunities for both organisations as we work with the same vulnerable people.

In relation to the link for future efficiency, collaboration and workforce reform, there are clear opportunities for continued collaboration working towards vulnerability prevention between Lancashire Fire and Rescue Service and the Constabulary, particularly in relation to workforce development.

We already have many great examples of collaborative work together, and this document highlights the opportunities to continue that collaboration, especially with vulnerable risk groups.

Thank you for giving us the opportunity to view the document. We look forward to continuing working with you in these areas in the future.

Yours sincerely

Steve.

**Steve Finnigan
Chief Constable**

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From: RMP Department
Sent: 02 December 2016 11:08
To: [REDACTED]
Subject: RE: Consultation

Dear [REDACTED],

Thank you for your response relating to the IRMP 2017-22. Your comments are important to us and will be considered prior to the final consultation report that will be issued to the Combined Fire Authority in January 2017.

Please be assured that I will keep you informed of the outcome of the consultation and any subsequent decisions taken.

Kind Regards

Joy Hetherington

Strategic Planning Officer
Lancashire Fire and Rescue Service

From: [REDACTED]
Sent: 29 November 2016 15:12
To: RMP Department
Subject: Consultation

Hi

I have had a read of the IRMP document and thought it is really good. I just have one little suggestion on page 20. Could the final paragraph (starting....To ensure constant improvement) be moved to the beginning of this page as this is more about setting the scene and providing the background? When I read it in its current position I assumed it related just to the Road Safety section as it follow on. It may also need to say – the Service has dedicated 4 thematic groups?

Many thanks

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

From: RMP Department
Sent: 14 December 2016 08:48
To: [REDACTED]
Subject: RE: Lancashire Fire and Rescue Service - IRMP Consultation

Hi [REDACTED],

Yes that's correct the Emergency Cover Review proposals which have previously featured in the IRMP are due April 2018, so any future proposed changes will be presented for consultation separately.

Kind regards

Joy

From: [REDACTED]
Sent: 13 December 2016 14:37
To: RMP Department
Subject: Re: Lancashire Fire and Rescue Service - IRMP Consultation

Hi Joy I have had a look at the Plan. In previous years there was a section on expenditure reductions, but nothing jumped out at me. Does this mean there are none proposed.

Kind Regards,

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

On Friday, 2 December 2016, 10:59, RMP Department <rmp@lancsfireandrescue.org.uk> wrote:

Dear [REDACTED]

Thank you for your reply. As consultation closes on the 8th January 2017, for any comments to be considered they would need to be received by this date. Consultation periods are agreed by the Combined Fire Authority in advance and the closing date of this consultation period is set to meet subsequent Authority meetings.

Joy Hetherington
Strategic Planning Officer
Lancashire Fire and Rescue Service

From: [REDACTED]
Sent: 01 December 2016 19:55
To: RMP Department
Subject: Re: Lancashire Fire and Rescue Service - IRMP Consultation

Hi and thanks for your email. Unfortunately the Agenda for the Dec meeting has now been issued and the next PC meeting is not until the first meeting in Feb, so we will not be able to submit comments until after that date.

Kind Regards,

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: RMP Department
Sent: 02 December 2016 11:10
To: [REDACTED]
Subject: RE: IRMP- Station Icon

Dear [REDACTED],

Thank you for your response relating to the IRMP 2017-22. Your comments are important to us and will be considered prior to the final consultation report that will be issued to the Combined Fire Authority in January 2017.

Please be assured that I will keep you informed of the outcome of the consultation and any subsequent decisions taken.

Kind Regards

Joy Hetherington

Strategic Planning Officer
Lancashire Fire and Rescue Service

From: [REDACTED]
Sent: 01 December 2016 12:02
To: RMP Department
Subject: IRMP- Station Icon

Hi,

On the map of LFRS stations and duty systems (page 3) Chorley has both the DCP / Retained icon and a Retained icon (possibly from when the RDS hadn't moved from the old station?) this should only have the DCP/ Retained icon now.

Regards,

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: RMP Department
Sent: 05 December 2016 10:21
To: [REDACTED]
Subject: RE: DRAFT INTEGRATED RISK MANAGEMENT PLAN 2017- 2022 - CONSULTATION

Dear [REDACTED],

Thank you for your reply. As consultation closes on the 8th January 2017, for any comments to be considered they would need to be received by this date. Consultation periods are agreed by the Combined Fire Authority in advance and the closing date of this consultation period is set to meet subsequent Authority meetings.

We appreciate that this response may be disappointing in respect of your comments below, however we are unable to accommodate any changes to our consultation process at this time. We do hope that as a stakeholder you may find an alternative way to participate in our consultation process as your comments are valued.

Kind regards

Joy Hetherington

Strategic Planning Officer
Lancashire Fire and Rescue Service

From: [REDACTED]
Sent: 05 December 2016 08:53
To: RMP Department
Subject: DRAFT INTEGRATED RISK MANAGEMENT PLAN 2017- 2022 - CONSULTATION

Good morning

I am writing on behalf of Wyre Council's Overview and Scrutiny Committee who would like the opportunity to consider submitting a response to the consultation. They meet this evening but have only just become aware of the consultation so it is not on their agenda. The next meeting of the Committee is not until Monday 9 January, after your deadline. Consequently, the Committee has two questions:

- 1 Is it likely that the deadline might be extended if other organisations also find the time constraints problematic, particularly over the Christmas and New Year holiday periods?
- 2 Would any submissions received after 8 January 2017 still be considered?

The Committee notes your comment, "*We believe it is essential that stakeholders are given the opportunity to consider this plan and to express an opinion on the content*" so we hope that you might be able to accommodate a response under 1 or 2 above.

Thank you and we look forward to hearing from you.

[REDACTED]

[REDACTED]
[REDACTED]
Wyre Council

[REDACTED]
[REDACTED]
[REDACTED]



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From: RMP Department
Sent: 07 December 2016 08:35
To: [REDACTED]
Subject: RE: Lancashire Fire and Rescue Service - IRMP Consultation

Dear [REDACTED]

Certainly, I will send you a copy out today

Kind regards

Joy

Joy Hetherington

Strategic Planning Officer
Lancashire Fire and Rescue Service

From: [REDACTED]
Sent: 06 December 2016 16:38
To: RMP Department
Subject: RE: Lancashire Fire and Rescue Service - IRMP Consultation

Good afternoon,

Would it be possible to get a hard copy of this report. It would be appreciated.

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Scrutiny Committee
Boundary Committee

Please visit--->

www.katyholmestrust.co.uk

www.facebook.com/PenworthamFoodBank

From: RMP Department
Sent: 12 December 2016 14:24
To: [REDACTED]
Subject: RE: Lancashire Fire and Rescue Service - IRMP Consultation

Dear [REDACTED]

Thank you for your response, the consultation period was agreed in advance by the Combined Fire Authority and is in line with our Consultation Strategy 2016/17 which states

Public consultation timeframes will vary in proportion to the scale of the issue/proposals, with a minimum of four weeks and a maximum of twelve-weeks.

I acknowledge your comments with regard to not seeking an extension due to the documents content, however if you wish to discuss the consultation timescales any further please contact Area Manager Phil Cox who will be happy to speak with you.

If you would like any further detail on the strategy it can be found on our website
<http://www.lancsfireandrescue.org.uk/Pages/publications.aspx>

Please be assured that for any future consultations the consultation period will be carefully considered dependant on the content of the proposals.

Kind regards

Joy

Joy Hetherington

Strategic Planning Officer
Lancashire Fire and Rescue Service

From: [REDACTED]
Sent: 12 December 2016 10:50
To: RMP Department
Subject: RE: Lancashire Fire and Rescue Service - IRMP Consultation

TO RMP team.

Thanks for inviting the FBU to make a response to the Draft IRMP 2017-2022. We will forward our response in due course, however we would at this point like to take the opportunity express our disappointment at a six week consultation period that runs through the two week Christmas and New year break. It is common practice and indeed Government guidance (IRMP Guidance Note 2) for a 12 week consultation period to be given that allows for considered written responses. I have copied the relevant text below.

4.5 Sufficient time should be allowed for considered responses from all groups with an interest. Cabinet Office guidelines (www.cabinet-office.gov.uk/servicefirst/index/consultation.htm) provide useful information on best practice in conducting consultation exercises. This includes the Code of Practice on consultation documents issued by government which suggests that, other than in exceptional

circumstances, a minimum period of twelve weeks should be allowed for written consultation. It is recommended that you adopt a similar timescale for consultation on the draft Integrated Risk Management Plan because of its potential scope and complexities.

I am not seeking an extension on this occasion as it would be unreasonable at this late stage and thankfully the document isn't too complex. I do however trust that LFRS will take this Government guidance into consideration for future consultations.

Regards

[Redacted signature]

From: RMP Department
Sent: 16 December 2016 13:22
To: [REDACTED]
Subject: RE: Integrated Risk Management Plan 2017-22 Feedback

Hi [REDACTED]

Thank you for your comments, I will ensure that they feature in the final report that goes to Planning Committee following the consultation. If I have any questions when making the amendments I will contact you but it all seems fairly straightforward.

All the best

Joy

Joy Hetherington

Strategic Planning Officer
Lancashire Fire and Rescue Service

From: [REDACTED]
Sent: 14 December 2016 12:12
To: RMP Department
Subject: Integrated Risk Management Plan 2017-22 Feedback

Hi

As LFRS hold the ISO 14001 standard it is necessary to make a clear link to the strategic plans and objectives in relation to Climate Change and Environment. This is currently achieved through the Climate Change and Environment Strategy which was agreed by the CFA way back in 2009. This strategy contained a number of improvement actions which have all now been integrated into day-to-day operations. To ensure Climate Change and Environmental considerations (both internal and within the wider community of Lancashire) are considered at the strategic level it is necessary to show within the highest level plans and objectives of the service (IRMP) how this is planned for and considered.

I request that minor changes are made to the IRMP to strengthen the link to the reason that the service is having to adapt to deliver its service; examples being flooding and wildfire is because of the changing climate. We are having to adapt to climate change and consider the environment, especially in the operational environment but also in making the communities resilient through prevention and protection alongside partners (Local Resilience Forum). There is a balance to be struck when responding to different types of incidents due to the changing climate and the safety of firefighters and needs to be enhanced in the planning so should be in the highest level planning document (IRMP) and will also provide clarity against the ISO 14001 standard.

I accept on P13 environment through the PESTLE is considered but the words 'Climate Change' and if possible how 'LFRS adapt and mitigate the effects of the changing climate' would really help against evidencing that Climate Change and the Environment are inclusive within LFRS and considered at the highest level. (I believe they are we just need to be clear on how the outcomes link to the plan/objectives).

In respect of the existing Climate Change and Environment Strategy I request that this strategy is made obsolete when the IRMP is implemented as the Climate Change and Environment considerations are included in the IRMP (assuming the above comments are accepted and changes

made to the draft IRMP) and also within the associated Strategic Assessment of Risk document. As part of the reporting of the new IRMP to CFA can this point be noted to ensure closure and completeness of the Climate Change and Environment Strategy as all actions have been completed and is now integrated into business as usual. At this point the climate Change and Environment Strategy should be removed from the Internet (CFA website) and internally (SHE department).

Other points of note:

Include a reference to the Safety, Health and Environment Annual Review reported to CFA annually which demonstrates and reports our performance for both Health and Safety and the Environment.

P4 - amend the box Health and Safety to read Safety, Health and Environment. (Environment is the same level of risk as Health and Safety).

P6 - 2.0 to read 2.

P10 - Strategic Assessment of Risk – I read this just in relation to fire which is our primary reason but all other risks; RTC, flooding, wildfire, rescues should be/are considered as part of the assessment which in turn is delivered through strategic actions. For example, rope rescue teams, SRT pumps, special appliances, new PPE etc. Not sure the IRMP clearly defines what this document is used for and how it results in changes in LFRS/Community.

P15 - under people planning, first bullet point to read 2017-2019 not 2016 as that date is in the past once implemented.

P18 - in the title other emergencies, expand to include RTC's, flooding, wildfire, search and rescue activities so the public understand the full range of activities we respond to and deliver.

P22 – include an additional ambition – minimise the impact to the environment.



 [Lancashire Fire and Rescue Service](#)

 [@LancashireFRS](#)

 www.lancsfirerescue.org.uk

From: RMP Department
Sent: 15 December 2016 15:16
To: [REDACTED]
Subject: RE: Feedback

Hi [REDACTED],

Thank you for your feedback, it's much appreciated and has been passed on to Corporate Comms to amend the spelling error

Kind regards

Joy

Joy Hetherington

Strategic Planning Officer
Lancashire Fire and Rescue Service

From: [REDACTED]
Sent: 15 December 2016 14:46
To: RMP Department
Subject: Feedback

Good afternoon

Just a small observation whilst the IRMP is still in its draft stage, - I have noticed a spelling mistake at the last point on page 23 where it states; "**Trade Unons**".

I just thought I'd highlight this to save any potential embarrassment before the final version is promulgated.

I previously reported this on the 29.11.16 but just wanted to ensure that I follow the correct reporting procedure.

Regards

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Lancashire Fire and Rescue Service

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Facebook: [Lancashire Fire and Rescue Service](#)
Twitter: [@LancashireFRS](#)

From: SHQ - Ormerod, Alison
Sent: 21 December 2016 09:29
To: [REDACTED]
Cc: SHQ - Hetherington, Joy
Subject: RE: Draft IRMP

Hi [REDACTED],

Thank you for your comments. We will endeavour to include the changes as suggested once consultation is complete in January.

If we need any clarification we will get back to you.

Kindest Regards,
Alison

From: [REDACTED]
Sent: 19 December 2016 12:15
To: RMP Department
Subject: Draft IRMP

Hi – I've reviewed the draft IRMP and it's a great document – a little wordy but I appreciate that's required.

I think the document provides a great summary and overview of the organisation and has a very positive 'vibe' to it – very much a can do - will do feel. I especially like that our Priorities and Values are very clear but still linked – particularly important for staff to appreciate this.

I did note:

Page 6 Local Change – is it worth clarifying 'Combined Authority'? As we mention previously in the document that LFRS is a Combined Fire Authority I'm wondering if this might just be a little confusing for someone outside of the organisation.

Page 6 NFCC – is it worth stating that this 'newly formed body' replaces a previous one (we can be criticised for too many groups/bodies etc so this might emphasise the will to be flexible and change when required)?

Page 14 – I'm presuming the actual Annual statement 2016-16 will be the one included in the final IRMP (I'm aware the consultation went out prior to signing off of this year's statement).

Page 23 – Trade Unions – spelling mistake (*Unons*).

Page 25 – I'm struggling to get the link for the annual performance Report to work on the electronic copy.

[REDACTED]

From: RMP Department
Sent: 10 January 2017 13:59
To: [REDACTED]
Subject: RE: Response to Lancashire Fire & Rescue IRMP Consultation by TRW Parish Council

Dear [REDACTED]

Thank you for your comments in response to our IRMP consultation. Your comments are important to us and will be put forward for further consideration, you will receive a more detailed response in due course.

Regards

Joy Hetherington
Strategic Planning Officer
Lancashire Fire & Rescue Service

From: [REDACTED]
Sent: 08 January 2017 22:21
To: RMP Department
Cc: [REDACTED]
Subject: Response to Lancashire Fire & Rescue IRMP Consultation by TRW Parish Council

Dear Risk Management Team,

1. Treales, Roseacre & Wharles Parish Council (TRW PC) wishes to thank the Lancashire Fire & Rescue Service (LFRS) for the opportunity to review the draft LFRS Integrated Risk Management Plan (IRMP).
2. We observe that the plan offers a structured approach to risk management, which is to be commended. We also observe is not yet complete, as it does not reflect any assessment and mitigation of the hazards from shale gas developments that have progressed and indeed materialised both across the County and specifically around our community. This is of grave concern.
3. We note that neither the draft IRMP, nor the Community Risk Register (CRR) make any reference to shale gas extraction by fracking. The 2016 LFRS Strategic Assessment of Risk (SAR) acknowledges the emergence of fracking, with reference to three applications by the small SME Cuadrilla.
4. As a result of the issuing in 2015 of the government policy on Shale Gas and the 14th round of awards of Petroleum Exploration and Development Licences (PEDL) across Lancashire (and many other parts of England), the prospect of fracking is now a structural matter for Lancashire. The assessment of the implications of this are not apparent across the suite of LFRS and LRC risk related documents. There is, therefore, no apparent assessment of the increased instances of hazards, nor the requirement for different profiles of LFRS resource.

5. Note that it is a requirement of retaining a PEDL that development has to be undertaken by the licensee within a given time period, therefore any baseline plan should assume fracking activity will take place right across Lancashire during the draft IRMP period.
6. Additional instances of Emergency Hazards arising from the introduction of fracking related activity in Lancashire include :
 - Hydrocarbon and explosives sourced fire hazards;
 - Airborne chemical releases such as fugitive Methane, Benzene, H₂S, Radon, and PM_{2.5} particulate hazards;
 - Fire fighting media pollution risk;
 - Short and long term ground water pollution hazards from: spillages; and leakages within geology from what are required to be permanent fracking flowback fluid waste repositories;
 - Road traffic incidents due to large increases in numbers of OGV2 truck and tanker movements, particularly in narrow rural lanes;
 - Adverse impact on the response times of LFRS to other emergencies due to fracking related increased OGV2 traffic levels causing delays on narrow rural lanes;
 - Polluting spillages from vehicles (notably fracking flowback fluid containing unspecified mobilised chemicals within the geological strata);
 - Infrastructure damage arising from induced seismicity.
7. The government has initiated a number of safety reviews of shale gas since 2012. These have generated 82 recommendations required to address identified related safety risks. They have yet to be evidenced as having been satisfactorily complete by the commissioners of the reviews.
8. The industry and government energy department both advocate that fracking surface works have been demonstrated in the UK to be located a horizontal distance of 11km from the target geology. This enables environmental issues arising from the locations of surface works to be avoided. Lancashire and its associated districts have made considerable effort within their Local Plans to provision and approve areas supporting Heavy Industrial Processes, such as fracking. Their use would mitigate many of the safety and sustainability hazards associated with the current applications for fracking sites in Lancashire (please contact us if further references are required). This has not been done. This increases community & environmental safety risks, plus increased assessment, monitoring & control requirements upon the safety regulatory bodies, such as LFRS. Without such adoption, Lancashire will be exposed to greater risks and LFRS greater costs, essentially paying for the profits of developers.
9. It is, therefore, not clear how the LFRS will be able to address these additional hazards in association with the budget cutback initiated by the Secretary of

State for Communities & Local Government (SSCLG) as noted in the draft IRMP

10. There does not appear to have been any visible input to date from LFRS in respect of the assessment & response to risks arising from Lancashire fracking proposals and applications. There is extensive experience in the USA and Australia of the risks arising and responses, but there is no visibility that that has been utilised.
11. We are very concerned that the proposed location of fracking surface works in rural residential areas, will prompt new major fire, explosion and road safety issues directly from the activity. We are concerned that the distribution of resources of the authority are not yet sufficient to deal with these risks. We are also concerned that the increased presence of OGV2s in narrow rural lanes would impede the response of the emergency services to issues arising within our community arising from existing risks.
12. We have not seen how the Fire & Rescue Authority has deployed resources to address the new risks with the required responses and clearly we would wish that to be so, lest there be unaddressed risks to our community and environment.
13. There does not appear to have been any input into managing and mitigating risks in the Cuadrilla Preston New Road (PNR) and Roseacre Wood (RW) site applications. These have resulted in surface works being proposed and located in rural residential areas rather than locations already approved in the Local Plan and provisioned to support heavy industrial processes with their associated safety case infrastructure. Both the government and industry advocate that this is unnecessary.
14. It is noted that the map on page 11 of the draft IRMP shows that our Parish is designated as being a low risk area. Does this affect the emergency response vehicle response time?
15. Will this low risk status and potential increased hazard risk management resourcing cost be reviewed for the initiated and prospective developments at Little Plumpton and Roseacre/Wharles. We note that this would be unnecessary if the fracking surface works were located in areas already provisioned and approved for such Heavy Industrial Processes rather than these unapproved and ill-provisioned residential rural locations.
16. The draft IRMP and associated documentation is not up to date in respect of the recognition that the SSCLG has approved the PNR development and is minded to approve the RW site. This is in spite of the rural traffic safety and adjacency to residential communities. It is, therefore, not clear how these sites are to be classified under which governance framework e.g. subject to COMAH.
17. The draft IRMP and associated documentation does not yet recognise that development has actually occurred at PNR on 5th January 2017. There is, therefore, no acknowledgement of the safety infrastructure provision that should be established within the IRMP. We would have anticipated that there

should have been a reference in the documentation detailing what regulatory approach was to be adopted in advance of any development being initiated, including such as IP19 or its equivalents. This is not evident and is of considerable concern.

18. It is noted that there is a declared intent on page 21 of the draft IRMP to "reduce the regulatory burden for local businesses". This doesn't sound appropriate if we are to consider Cuadrilla as a local, small, inexperienced SME business with a perceived poor performance track-record. Their regulatory "burden" should be of the highest required standard to ensure the complete protection of the exposed community, other organisations and the environment, until they can prove their process merits a reduced level of governance.
19. The above omissions reduce confidence in the competence of the service, however unintended.

For the reasons above we conclude that the IRMP is not yet complete and we would ask that the LFRS IRMP be modified to address the hazard risks arising from & responses to government policy to shale gas exploration by fracking. This is to be in accord with how it is likely to adversely affect our Lancashire communities, organisations and environments.

We would be pleased to work with you to address these new risks to be captured in the IRMP and the other ongoing fire & rescue related issues of our rural community.

Thank you for your ongoing service and the opportunity to provide feedback on your draft IRMP. It is a structured approach which is to be commended. We would ask that the points above be taken account of prior to the final IRMP being issued.

yours sincerely,

████████████████████

████████

Treales, Roseacre & Wharles Parish Council

From: RMP Department
Sent: 12 January 2017 15:10
To: [REDACTED]
Subject: RE: Response to Lancashire Fire & Rescue IRMP Consultation by TRW Parish Council

Dear [REDACTED],

Thank you for your email, please be assured that the comments sent in from Treales, Roseacre & Wharles Parish Councillor Gillian Cookson will be considered and a response will be provided in due course.

Kind regards

Joy Hetherington
Strategic Planning Officer
Lancashire Fire & Rescue Service

From: [REDACTED]
Sent: 10 January 2017 17:07
To: RMP Department
Subject: Fw: Response to Lancashire Fire & Rescue IRMP Consultation by TRW Parish Council

As a [REDACTED] I would be obliged if the comments from the Parish Council could be taken on board and incorporated in the TRW to make sure that the strategic impacts of fracking on Lancashire are fully covered in the document.

I look forward to receiving your response.

Regards, [REDACTED]