

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 10 February 2020 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 - 8)

4. ANNUAL SERVICE PLAN AND STRATEGIC ASSESSMENT OF RISK (Pages 9 - 86)

5. BLUE LIGHT COLLABORATION UPDATE (Pages 87 - 90)

6. HMICFRS UPDATE (Pages 91 - 94)

7. RISK BASED INSPECTION PROGRAMME

Verbal report.

8. 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.

9. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 13 July 2020 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

A further meeting is scheduled for 16 November 2020.

10. 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

11. 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.

Agenda Item 3

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 25 November 2019, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

M Parkinson OBE (Chairman)
I Brown
F De Molfetta (for S Blackburn)
J Eaton
N Hennessy (for F Jackson)
H Khan
M Khan OBE
T Martin
D O'Toole
J Shedwick

Officers

D Russel, Deputy Chief Fire Officer (LFRS)
B Norman, Assistant Chief Fire Officer (LFRS)
D Brooks, Principal Member Services Officer (LFRS)

In attendance

K Wilkie, FBU
T Cogley, FBU

8/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Simon Blackburn and Fred Jackson.

9/19 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

10/19 MINUTES OF PREVIOUS MEETING

County Councillor O'Toole suggested and it was agreed that a Police representative be invited to a future Strategy Group meeting to discuss the joint benefits of collaboration initiatives.

RESOLVED: - That the Minutes of the last meeting held on 15 July 2019 be confirmed as a correct record and signed by the Chairman.

11/19 HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) UPDATE

ACFO Norman presented the report. In 2017 Her Majesty's Inspectorate of Constabulary (HMIC) remit for inspecting all Police Forces in England, was extended by the Home Secretary to also include independently inspecting all 45 Fire and Rescue Services in England. They would become Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the 45 English Fire Services would all be inspected over a two year period.

Lancashire Fire and Rescue Service (LFRS) was inspected in July 2018, in the first tranche of inspections and subsequently our HMICFRS report was publicised in December 2018.

The report highlighted our areas of best practice and we didn't receive any formal areas for improvement. The report did however guide us to consider the following three areas:

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

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

In response to a question raised by County Councillor Hennessy, the Assistant Chief Fire Officer confirmed that each of the areas in the action plan were time bound. Some actions had concluded, some were ongoing and more were added as required ie: from lessons learned. He advised that other Fire Services were adopting Lancashire's Risk Based Inspection Programme and that he would provide a short presentation to the next meeting.

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

In response to a question raised by County Councillor Hennessy regarding access to the detail in the data set returns, the Assistant Chief Fire Officer confirmed that the data read well and it was used by the HMICFRS to justify the inspection outcomes. It was noted that not all Members wanted a detailed report. It was therefore agreed that a summary overview with sufficient detail to reassure Members of the accuracy of the data be provided to a future meeting of the Committee under part 2 of the agenda.

The inspectorate has taken the opportunity to seek feedback from the sector following the first series of inspections. Whilst the related briefing sessions strongly indicated that the core areas of effectiveness, efficiency and people would remain steadfast there was opportunity to support the next phase of inspections. LFRS was taking the opportunity to shape the detail of future data returns and inspection areas of focus through the consultation process that would conclude at the end of November 2019.

Members noted that tranche two inspections concluded with reports being published in June 2019. Tranche three inspections had all been completed and reports for this final group of fire and Rescue Services were expected in December 2019.

Lancashire Fire and Rescue remained the only Service in both tranches 1 and 2 graded as at least 'good' against every sub-diagnostic and an 'outstanding' grade in one.

Once the results from tranche three had been publicised it was anticipated a 'State of Fire and Rescue' report would also be issued by Sir Thomas Winsor, who would summarise the national findings from within the sector. This report was now anticipated to be published in early 2020.

County Councillor Shedwick commented that the report showed that the HMICFRS guided the Service to ensure it had sufficient resources; it was making the most of collaboration opportunities that were value for money and that it could develop aspiring leaders together with the request of data to HMICFRS. This highlighted the added responsibility placed on the Service Management Team which was appreciated.

RESOLVED: that the Planning Committee noted and endorsed the report.

12/19 BLUE LIGHT COLLABORATION AND EXISTING SITE SHARING ARRANGEMENTS

ACFO Norman presented the report. The Blue Light Collaboration programme was now embedded into both Lancashire Constabulary and Lancashire Fire and Rescue Services' corporate programme. Work was continuing to provide an attendee from North West Ambulance Service, so that all 3 Blue Light services under the duty to collaborate were represented.

From the original 32 ideas recommended, several had been closed after initial scoping from both organisations. They had closed on the basis that there were no tangible benefits for either organisation or the public, or it was not the right time for the organisations to invest in it.

There were however, 14 opportunities still being looked into and advanced within this programme which included 4 projects: i) fire crime scene investigation accreditation; ii) missing persons phase '2'; iii) real time demand management; and iv) public order training site with the other 10 categorised as 'business as usual': i) recruitment activity for Police support staff to become On-Call Firefighters; ii) fuel BCP; iii) vehicle maintenance for LFRS flexi duty officer cars; iv) command unit incorporating JESIP principles; v) duty officer communication; vi) shared data, risk and analytical reporting; vii) joint communications activity; viii) LFRS relocation to Police HQ; ix) shared asset management; and x) second event drone.

In response to Member concerns regarding the recruitment of Police support staff to become on-call firefighters the Deputy Chief Fire Officer confirmed that recruitment activity was in its infancy. There were some Fire and Rescue Services across the country that used Police Community Support Officers to provide an on-call firefighter service and it wasn't currently known whether this idea would have any traction in Lancashire. The intention was to see whether there were opportunities for Police staff to provide on-call capability in the same way as other large employers in Lancashire.

In response to a question from County Councillor Hennessy regarding communication with the Unions; the Deputy Chief Fire Officer advised that he was the lead for formal consultation and negotiation in relation to any collaboration. He felt it was important to engage with appropriate bodies and would avoid a position where any change would be pushed through without consultation and agreement.

Mr Kevin Wilkie was invited to comment. Mr Wilkie stated that the FBU policy was they did not share anything with the Police (premises, uniforms or vehicles). He confirmed that the FBU were currently in talks regarding pay negotiations for work undertaken around missing persons and gaining entry. During the negotiations the status quo was being maintained; working together to make sure a quality service was delivered to the people of Lancashire.

Business as usual collaborations continued and allowed LFRS to see cost benefits. Lancashire FRS had recently added Lancashire Constabulary onto their Drone Insurance Policy. This had saved the Police a great deal of time in organising their own insurance and the additional cost of a bespoke policy. In turn, this had allowed Lancashire FRS to recover half of the cost of the policy from the Police. It had been calculated that the ongoing secondment of Police staff onto the Prince's Trust courses, had amounted to large savings over the last 16 years. This was equivalent to 32 members of staff over this period. Although there were currently no Police staff seconded to the teams, the agreement was still in place.

The governance of the collaboration boards had changed since the last update in the summer. The joint funded project support officer role had now come to the end of the 12 month contract and the post had now ceased. Conversations continued as to whether there would be a benefit to both organisations if the role was again funded for a further period. The Board chair had not changed from Group Manager Phil Jones; however the co-chair was now Chief Superintendent Ian Dawson, soon to be replaced by Superintendent Nicky Evans.

It was proposed that governance and scrutiny would continue in the format of a bi-annual meeting of the CFA and OPCC. Two representatives from each of the CFA and OPCC will attend these meetings, along with the strategic leads for each of LFRS (Assistant Chief Fire Officer) and Lancashire Constabulary (Deputy Chief Constable); these officers would provide the required strategic updates with support from operational leads as required.

Scrutiny of the Collaboration Board was in the form of a Quarterly Executive Collaboration Board, chaired by ACFO Norman and DCC Woods. Also in attendance were the collaboration leads GM Jones and Ch Supt Dawson. At the November 2019 meeting the work plan for 2020/21 was agreed and the Board commissioned further evaluation of the deliverables to date.

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

LFRS Site Share:

Currently the partner with the largest scale of site sharing collaborations and subsequent revenue cost related benefits was North West Ambulance Service (NWAS). Operational crews shared station facilities at Lancaster, Preston and Darwen fire stations. In addition to the above formal lease arrangements, there were licence arrangements at both Bolton-Le-Sands and Nelson fire stations whereby NWAS crews made use of the welfare facilities on an ad-hoc basis.

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

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

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

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

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

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

LFRS had a long standing relationship with the Prince's Trust charity and delivery of their Team Programme was hosted at 8 fire station locations. In addition a Team was based at Oakham Court in premises leased from Preston City Council.

RESOLVED: - that the Planning Committee noted and endorsed the report.

13/19 CONSULTATION STRATEGY

ACFO Norman presented the report. The Authority had a consultation strategy which provided a framework through which it could seek public opinion on major change issues.

Each year the Planning Committee reviewed the strategy as now considered by Members to assure continued compliance with guidance or legislation and to incorporate learning from any public consultation exercises undertaken.

The review concluded that the strategy continued to be legally compliant and in line with good practice.

County Councillor O'Toole queried whether the cost of any consultation was justified by the number of responses received given these had been poor in the past. The Assistant Chief Fire Officer confirmed that although there had not been any consultation during the previous year the costs had been reduced with the move to a digital format via video and electronic publications on the website.

RESOLVED: - That the Committee noted and endorsed the consultation strategy.

14/19 TOWER BLOCK FIRE IN STUDENT ACCOMMODATION IN BOLTON

Further to a recent tower block fire in student accommodation in Bolton, County Councillor Martin asked for clarification on the action taken by the Service on buildings with cladding that were not classed as high rise (ie: of 6 storeys or less). In response the Assistant Chief Fire Officer confirmed that all residential buildings of 6 storeys or above had been through a risk assessment.

The incident in Bolton raised questions regarding other types of building materials. The national fire chiefs council had issued guidance which had been sent out to all Universities or the third party responsible for the building. The Service was making itself available to go out again to give advice (although the fire investigation from Bolton had not yet concluded).

The Deputy Chief Fire Officer advised that it was known that high pressure laminate cladding was used on the building in Bolton, which was used within Lancashire. He confirmed that following assessment of Lancashire buildings the Service was as prepared as possible. A dedicated team was being put together to focus on areas of vulnerability and to provide a more consistent approach.

RESOLVED: - That the report be noted.

15/19 LEARNING FROM WILDFIRES

County Councillor Hennessy had requested a presentation on learning from wildfires following a multi-agency event she had attended in July which was hosted by Lancashire Fire and Rescue Services to other Fire and Rescue Services and partner agencies to raise awareness of UK wildfire prevention and response. This was a very well attended and enjoyable event. CC Hennessy personally learned a lot about wildfires, how they affected the weather and how they were monitored by satellite. As a Member of the Fire Authority she wanted to be reassured that the

Service was as prepared as possible for future climate incidents. She also proposed that the role of the Health & Wellbeing Champion be extended to incorporate Climate Change.

The Deputy Chief Fire Officer confirmed that the Service had been working hard to ensure that lessons identified from the Winter Hill major incident became lessons learned. Given the scale and scope of the incident the debrief process was a major task and included what went well, what didn't go well and what could be done differently in the future. Creating the right culture for staff to share was key to the process.

The Wildfire Learning Event in July was a platform for the Service to discuss and share notable practice which linked to the HMICFRS and the principle of innovation, evaluation and sharing within the Fire Sector. A broad range of topics were discussed: i) National Resilience; ii) National Fire Chiefs Council; iii) Winter Hill – A Lancashire Perspective; iv) Firewise UK; v) Wildfire Response and Prevention – A Northern Ireland Perspective; vi) International Wildfire Learning & Development – Pau Costa Foundation; vii) LFRS Wildfire Burn Team and demonstration; and viii) Climate Change Adaptation.

An Action Plan had been framed around 3 thematic areas; i) Wildfire pre-planning; ii) Wildfire response; and iii) Business Continuity Planning. An Area Manager chaired each of the Thematic Groups which reported into the Operational Assurance Group. Progress towards completion remained strong.

RESOLVED: - That the report be noted.

16/19 DATE OF NEXT MEETING

Members approved moving the next scheduled meeting from 16 March 2020 to 10 February 2020 at 1000 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood. This would enable timely consideration of the Annual Service Plan.

Further meeting dates were noted for 13 July 2020 and agreed for 16 November 2020.

LFRS HQ
Fulwood

M NOLAN
Clerk to CFA

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LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 10 February 2020

ANNUAL SERVICE PLAN & STRATEGIC ASSESSMENT OF RISK 2020/21 (Appendices 1 and 2 refer)

Contact for further information: Assistant Chief Fire Officer Ben Norman
Telephone: 01772 866801

Executive Summary

This year's Annual Service Plan (appendix 1) continues to provide LFRS with the platform to highlight the priority activities and projects the Service intends to deliver over the coming year. We are leading improvements and innovation in our sector with some of the best firefighting equipment and training facilities in the country and a highly skilled and motivated workforce.

The year ahead will see us build on our achievements by staying focused on continuous improvement that makes the people of Lancashire safer, particularly the most vulnerable members of our communities. Many of our priorities are initiatives that will transform the way we work and bring lasting benefits.

This year's Annual Service Plan is to be published alongside the Strategic Assessment of Risk (appendix 2). First published in 2016, this document has been refreshed for the 2020/21 year and branded to mirror the 2020/21 Annual Service Plan document that it supports, by capturing the dynamic picture of changing risk in Lancashire.

Recommendation

The Planning Committee is asked to note and endorse both documents for publication.

Background

Part 1: Annual Service Plan

The Annual Service Plan is a core part of our planning framework which sets out the activities we intend to deliver during the next 12 months and is built around the Service's four corporate priorities that are detailed in the Integrated Risk Management Plan. These are:

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

Role in the planning framework

The Annual Service Plan sits at the heart of our framework and informs activity that will be led across the Service, as well as locally within district plans. Activities that we plan to deliver also inform our staff performance appraisal process so all staff understand our plans and are involved in helping to deliver our key activities.

As in previous years, detailed under each corporate priority is a series of activities and projects with a brief description of each item to give further clarity and context. This ensures that all staff and the public are informed of the changes and activities the Service aims to progress and how these items fit within our priorities. This provides the opportunity for the Service to ensure that we continue to provide transparency and visibility of our plans in a clear and concise format. The governance arrangements for delivery of the Annual Service Plan items will continue to be monitored through the Service's Corporate Programme Board and Service Management Team.

As always, we aim to continually improve and refine our planning processes and this year's document aims to add focus on achievable progress within the year, acknowledging that a significant proportion of items are continued from the 2019/20 Plan, reflecting our commitment to a number of long-term projects. It is presented in a style to remain consistent with that of the previous Annual Service Plans produced under the current IRMP period of 2017 – 2022.

Background

Part 2: Strategic Assessment of Risk

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 is 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. A wider consultation has also taken place, involving District Councils, LCC and Lancashire Constabulary, in order to gain a more complete collaborative picture of the perceived risk from the viewpoint of all organisations.

This year's document again builds on previous iterations as we seek to continually improve our risk management processes. We have sought to identify more clearly how LFRS responds to a number of the strategic risks identified, examples being; Moorland fires with the use of the burns team and Waste, Recycling and Scrap site fires utilising our two Stingers and the use of our Waste Fire Tactical Advisor. This individual can now be mobilised to such incidents and is available for advice when completing site specific risk information plans.

The Strategic Assessment of Risk reflects the knowledge and experience of a variety of specialist departments and is consolidated each summer to allow for departmental plans to be produced and for our Service's annual planning day. It was subsequently published as a standalone document to the LFRS website. This year like last, the document has been held back for publication alongside the Service's Annual Service Plan due to the relationship between the two documents. Our Annual Service Plan reflects our response to identified risk and our activities this year clearly reflect a

targeted approach to many items identified within the Strategic Assessment of Risk. It is intended to continue this dual approval and publication approach in future years.

Business Risk

The Annual Service Plan forms an integral part of the Service's corporate planning process. It sets and communicates a clear strategic direction of travel for the next 12 months. The provision of such a document ensures that proper business planning takes place.

The Strategic Assessment of Risk is an integral part of the Service's Risk Management Framework and captures the high-level risks that the Service must prepare for and respond to. It forms a key part of our planning process culminating in the development of our Annual Service Plan.

Sustainability or Environmental Impact

None.

Equality and Diversity Implications

The Annual Service Plan and Strategic Assessment of Risk have been produced in accordance with accessibility guidelines.

HR Implications

No implications

N.B. The Annual Service Plan should form part of the appraisal conversation, linking an individual to Strategic objectives through departmental and district plans.

Financial Implications

The Annual Service Plan will be made available on line. However, hard copies will also be made available to staff as part of our efforts to improve staff engagement and further develop leadership capability, and therefore a cost will be incurred under the Corporate Communications department budget. The Strategic Assessment of Risk will not be printed and will therefore incur no additional costs.

Local Government (Access to Information) Act 1985

List of Background Papers

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

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ANNUAL SERVICE PLAN 2020-21

The year ahead

Lancashire Fire and Rescue Service is one of the best services in the country, recognised for how well we keep people safe and secure and how motivated and positive our people are.

This is due in part to a long history of continuous improvement that has kept the Service evolving, from the daily activity carried out within communities to leading new and innovative ways of firefighting.

It is also due to the skills and professionalism of our staff who serve Lancashire with pride. Every day we respond to emergencies, visit homes, businesses and schools and work behind the scenes to make a difference to people's lives.

A recent survey found that public satisfaction with fire and rescue services is high and we see this reflected locally with frequent messages of thanks and praise from residents.

Together we respond positively to challenges, are confident to try new ideas and have unwavering dedication to protecting people and property. These attributes are steering the Service positively through government reform, financial pressures and a changing environment.

In addition, we are actively working with government to ensure they understand the sector and its changing risk profile so that we are best placed to meet future demands.

In the year ahead we will draw on our strengths to improve the core services we provide with the aim of making Lancashire safer now and in the future.

Staying operationally effective

Maintaining the highest levels of operational performance is at the core of continuous improvement.

The types of emergencies the Service attends is increasingly varied and we rigorously review operational processes to ensure firefighter safety and an effective response.

In response to climate change, we have successfully adapted to support communities during severe flooding and wildfires, however societal, economic and population changes will continue to bring new challenges. We intend to be ready to deal with these challenges quickly and competently.

This year we will focus on how we can effectively and sustainably prevent where possible, protect from and respond to future risks posed by Lancashire's increasingly complex built environment.

We'll do this by assuring our people, processes and the technology we use identify opportunities to strengthen and improve the Service's capabilities in the event of a building failing to behave as expected in a fire.

Valuing our people

The collective expertise and experience of our people helps lead the Service forward. We will continue to provide the best equipment, training and development, along with opportunities to contribute to decisions and improvements.

In the same way that our STRIVE values are at the heart of everything we do, we are also placing health and wellbeing there too. By encouraging a culture that supports success that is achieved in a manner that reflects our values, we positively impact on health and wellbeing. It's less about what we do and more about the way that we do it.

We are also collaborating with the Fire Brigades Union and the University of Central Lancashire on research into the effects of contaminants that will hopefully lead to health and safety improvements.

We aspire to be outstanding in all that we do by being the best trained, best equipped, best accommodated and most professional fire and rescue service in the country.

Justin Johnston, Chief Fire Officer

Preventing fire and other emergencies from happening and protecting people and property when they do

We believe that the best way to make Lancashire safer is to prevent fires and other emergencies from happening in the first place. We focus our efforts on helping people start safe, live safe, age safe and be safe on our roads, targeting our resources at those most vulnerable.

We also support local businesses to help them reduce fire risk and comply with legislation, and will lead effective enforcement activity where businesses fail to commit to safety.

Home Fire Safety Check referral pathway review

The Home Fire Safety Check service is at the heart of our work to prevent fires and other emergencies directly with those most at risk. The purpose of this review is to ensure that the Service continues to target prevention activity at the most vulnerable people and properties in Lancashire.

We will:

- Improve the service by reviewing how we approach re-visits and those we are unable to contact along with management of referrals from partners.

Embed Adverse Childhood Experience (ACE) awareness

Understanding the impact of traumatic experiences in childhood on behaviour can help to deliver more informed and effective community fire safety and youth engagement activity.

We will:

- Embed ACE awareness across the Service through engagement with staff in a range of roles.

Built Environment Assessment Team (BEAT)

BEAT has been established to address the evolving risks posed by an increasingly complex built environment and the potential for buildings to perform unexpectedly, both now and in the future and in line with anticipated legislation changes. This involves increasing our knowledge and understanding of buildings in Lancashire to ensure we are equipped to respond effectively to all eventualities, including instances of rapid or unexpected fire spread.

We will:

- Assure our people, processes and the technology we use across operational response, training and protection remain effective and produce recommendations to strengthen and improve our core services over a sustainable period of time.

Responding to fires and other emergencies quickly and competently

We seek to deliver the highest standards of operational response. We continuously prepare and plan for emergencies so that we are able to respond with the right skills and equipment to deal with an incident quickly and competently.

Strengthen operational assurance

To make sure that the Service operates as safely and effectively as it can, we have robust planning, preparedness, response and learning processes in place. Following the successful launch of a debrief app, which ensures that any lessons identified during incidents and exercises are easily captured, development work is ongoing.

We will:

- Continue to develop the assurance monitoring system to improve the way we analyse, manage and report on the data that we receive.

Respond to the impacts of climate change

Warmer temperatures, increased winter rainfall and decreased summer rainfall are predicted to impact on Lancashire in the future. The pace of climate change is unprecedented meaning the Service must assess the risks and determine how to respond.

We will:

- Continue to reduce carbon emissions, review our response arrangements for severe weather events, assess future firefighting techniques, equipment and vehicles and improve our buildings.

Evaluate tools to strengthen our response

Trials of a pre-alerting system at wholetime and on-call stations in the Preston and surrounding area have to-date proved successful in terms of reducing incident response times.

We will:

- Extend the pre-alerting system trial to fire stations in northern areas of the county to further measure the impact on performance levels of early mobilisation messages across different duty systems.

Replace incident command units and software

Our incident command units are critical to how we manage complex or large-scale incidents. We've produced and tested a specification for new vehicles that will lead to more effective incident management in the future.

We will:

- Start procurement of two replacement vehicle incorporating new incident command software.

Optimise rota management

Following a review of how we manage staffing levels across a number of wholetime and on-call shift systems, a simpler and more streamlined approach to rota management will be implemented to ensure optimum staffing levels are maintained efficiently.

We will:

- Work with operational and administrative staff to create revised guidelines and develop the rota management software to make detachment and overtime planning more efficient.

Valuing our people so they can focus on making Lancashire safer

The Service promotes a confident, vibrant and diverse culture based on values, where staff at all levels are engaged, feel valued and are empowered to make a positive contribution whatever their role.

Develop a strong organisational culture based on values and wellbeing

Our STRIVE values guide the professional behaviours we expect of all our staff in working together to achieve our purpose of making Lancashire safer. Everything we do is guided by strong principles of service, trust, respect, integrity, value and empowerment. We will develop an organisational culture which promotes a healthy state of wellbeing and truly represents Service values by embedding our Leadership Framework.

We will:

- Deliver leadership development events to crew and watch managers and other leaders within the Service.
- Embed revised performance management arrangements focusing on meaningful conversations between line managers and employees.
- Use talent management arrangements to identify individuals who demonstrate positive leadership behaviours, and to identify opportunities to develop leaders for the future.
- Deliver 360-degree assessments to leaders to inform their personal development.
- Engage with staff so that all our employees are aware of the options and opportunities available to them.
- Integrate health and wellbeing into all aspects of the Service, providing staff with a range of support to maintain both physical and emotional wellbeing and increase personal resilience.

Promote equality, diversity and inclusion within the Service

To ensure we serve our communities as well as we possibly can, we will recruit, develop and retain a workforce that is inclusive and more reflective of Lancashire's diverse communities. We will also continue to promote equality in our workforce policies and practices.

We will:

- Trial flexible annual leave arrangements at Blackpool and South Shore fire stations.

- Identify opportunities to improve engagement with diverse community groups across Lancashire.
- Ensure that opportunities to work within Lancashire Fire and Rescue Service are promoted to all our diverse communities.

Expand apprenticeship opportunities

As an employer provider of apprenticeships and with apprentice firefighters working within the Service for the first time, we are committed to creating opportunities where vacancies arise and developing our staff through utilisation of the apprenticeship levy.

We will:

- Support our firefighter apprentices through their development programmes and continue to grow our apprenticeship offer.

Upgrade fire station accommodation

Investment in fire stations is part of our commitment to ensuring that our people have the best accommodation to support their health and wellbeing and provide a positive working environment.

We will:

- Continue work to upgrade accommodation at South Shore, Blackpool and Hyndburn fire stations following staff consultation and progression of planning and legal considerations.

Delivering value for money in how we use our resources

We aim to use our resources efficiently to provide the best possible fire and rescue service for the people of Lancashire and to ensure that the Service is affordable, now and in the future.

Invest in training and equipment

We remain steadfast in ensuring that our people have the best equipment and training available to deliver quality services now and in the future. This year work continues on a programme of significant, long-term investment in improvements.

We will:

- Implement expansion of training facilities at Service Training Centre in Chorley, including improvements to the workshop and garages, instructor facilities and breathing apparatus training school.
- Undertake a review of Service-wide drill tower provision and create a strategy and specification for replacement.
- Roll out new duty rig uniform following staff consultation on alternative clothing and boots that provide greater comfort and protection.
- Install CCTV on all operational fire appliances to improve driver training and reduce the amount of time taken to investigate incidents.

Collaborate with other public services

We have a long history of successful partnership working to deliver improved services to the public. Through the Blue Light Collaboration Board we have a programme of identified opportunities that are explored for feasibility.

We will:

- Progress future options for fire scene investigation activity in relation to new regulations, working closely with Lancashire Constabulary crime scene investigators.

Replace performance and analysis software

The software currently used to research, analyse and report information relating to incident trends, prevention data and performance is reaching end-of-life as the needs of the Service develop.

We will:

- Review options available with a view to replacing the system with one that is fit for future needs and supports effective corporate intelligence.

Our Annual Service Plan 2020-21

Preventing fire and other emergencies from happening and protecting people and property when they do

Home Fire Safety Check referral pathway review

Embed Adverse Childhood Experience (ACE) awareness

Built Environment Assessment Team (BEAT)

Responding to fires and other emergencies quickly and competently

Strengthen operational assurance

Respond to the impacts of climate change

Evaluate tools to strengthen our response

Replace incident command units and software

Optimise rota management

Valuing our people so they can focus on making Lancashire safer

Develop a strong organisational culture based on values and wellbeing

Promote equality, diversity and inclusion within the Service

Expand apprenticeship opportunities

Upgrade fire station accommodation

Delivering value for money in how we use our resources

Invest in training and equipment

Collaborate with other public services

Replace performance and analysis software

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Strategic Assessment of Risk 2020/21

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Executive Summary

This is the fourth edition of Lancashire Fire and Rescue Service's (LFRS) 'Strategic Assessment of Risk' (SAoR).

The assessment seeks to underpin our Integrated Risk Management Plan (IRMP) by ensuring that risk management drives decision-making within LFRS.

Having firstly described the statutory responsibilities placed upon LFRS and the Combined Fire Authority committee structure in chapter 1, the document then aims to provide depth of detail across a number of areas of risk pertinent to the county of Lancashire.

Chapter 2 explores 'population and demographics'. Information is provided on population density across the 14 districts that make up Lancashire, in addition to clarification on aspects of ethnicity, religion and work-day populations, particularly around the Preston area. The chapter highlights the particular relevance of aspects of deprivation within Lancashire, not least the prevalence of fuel poverty across an ageing population profile; one which statistically looks to continue to increase significantly in age terms over the next fifteen years at least. The combination of such factors poses risks to members of the communities we serve and hence it is incumbent upon us to be aware of their changing needs and the potential for increased risk in areas traditionally seen as low risk.

Chapter 3 considers 'response risks', initially in relation to the distribution of housing across Lancashire by Council Tax band. It is interesting to note once again that by far Lancashire has more housing falling into the lowest Council Tax band (Band A) than any other banding; 39.9% compared with a national average of just less than 25%. This is considered alongside historic data on accidental dwelling fires (fires in the home) and the correlation with such factors as lone occupancy, pensionable age and parentage. The chapter also evaluates reductions seen in commercial fires over the last ten years and considers our effectiveness in tackling deliberate fire setting and in reducing unwanted false alarms.

The need for us to forge ahead with work streams relating to reducing road traffic collisions, road deaths and injuries are documented by the use of KSI data (killed or seriously injured). Within this section is a narrative on a more emergent risk to LFRS, that being our non-statutory response to flooding incidents.

Chapter 4 broadens the study in relation to assessing risks arising from infrastructure such as road, rail, tram, ports and airports. It considers the mitigating factors that exist in relation to our response to incidents occurring at these locations.

Chapter 5 explores industry risk within Lancashire and considers both those sites that have existing pre-planning arrangements in place (such as those covered by COMAH Regulations and REPPiR Regulations) in addition to other areas of risk where LFRS conducts its own incident pre-planning activities (examples being heritage sites and the piers of the Fylde coast).

Chapter 6 covers the risks associated with tourism within Lancashire. It outlines our highest risk area being Blackpool and the risks associated to this.

Chapter 7 deals with 'environmental risks'. This section includes commentary on Lancashire's coastline, rivers, reservoirs and moorland areas. It also considers technological developments such as the use of Fracking to extract shale gas and the broadening of solar energy and wind farm installation use.

Chapter 8 considers technological risks, including the Emergency Services Mobile Communications Programme (ESMCP), which will deliver a revolutionary new communications system across the 3 emergency services. It represents a full overhaul of our communications systems within North West Fire Control (NWFC), on fire appliances and for officers.

Chapter 9 provides a narrative on organisational risks of business continuity and the recent changes to data protection legislation and considers how we are currently placed to respond to these areas of risk.

Chapter 10 relates to national and regional risk factors. It considers the role of LFRS within Lancashire Resilience Forum and the link from the group towards the maintenance of Lancashire's Community Risk Register. This section also considers the risks arising from terrorism, our understanding and use of threat levels and the assets that we have in place to mitigate and respond to any such occurrences.

Finally, chapter 11 draws together the main findings of the assessment to inform, as appropriate, our Integrated Risk Management Plan, Corporate Risk Register, and annual planning activities for the next few years.

Introduction

The Fire and Rescue National Framework identifies challenges that we have to deal with such as the continued threat of terrorism, the impacts of climate change, impacts of an ageing population and the need to cut the national deficit. In pursuit of our vision of 'Making Lancashire Safer', it is important that these wider challenges are understood to help us plan to achieve our strategic objectives in a more informed manner.

In order to address these challenges Lancashire Fire and Rescue Service (LFRS) carry out a periodic assessment of risk to help us to consider the potential impact of external factors that may be a risk to our business. Where we identify risks, we need to take action. This may be to actively mitigate the risk or simply to monitor it, and indeed there may be risks that we choose to accept and to take no action. Ultimately we must satisfy ourselves through this strategic assessment of risk that there is no threat to our vision and that our strategic objectives are not compromised.

As a Service we review our assessment of risk at least annually by analysing our external and internal operating environments as part of our corporate planning process. This edition of Lancashire's Strategic Assessment of Risk (SAoR) document aims to highlight the risks we face and describes how we intend to deal with them. The information is based on current and historical risk data which is presented to inform our plans and strategies both now and in the future. This SAOR underpins our corporate planning process and will strengthen our Integrated Risk Management Plan (IRMP), which we have a statutory duty to provide. Whilst the IRMP summarises how, through planning, we consider fire and rescue related dangers that could affect our communities and how we aim to tackle them, the SAOR provides some of the detail on these risks to give context to our corporate planning process.

The environment in which we operate is constantly changing and new risks to our communities will always emerge. It is our job to ensure that we continually assess these changing risks and ensure we keep the communities of Lancashire safe through our assessment of risk and prioritising our response to those risks. In addition to our annual process we continue to analyse any emerging opportunities and threats throughout the year through our normal risk management processes.

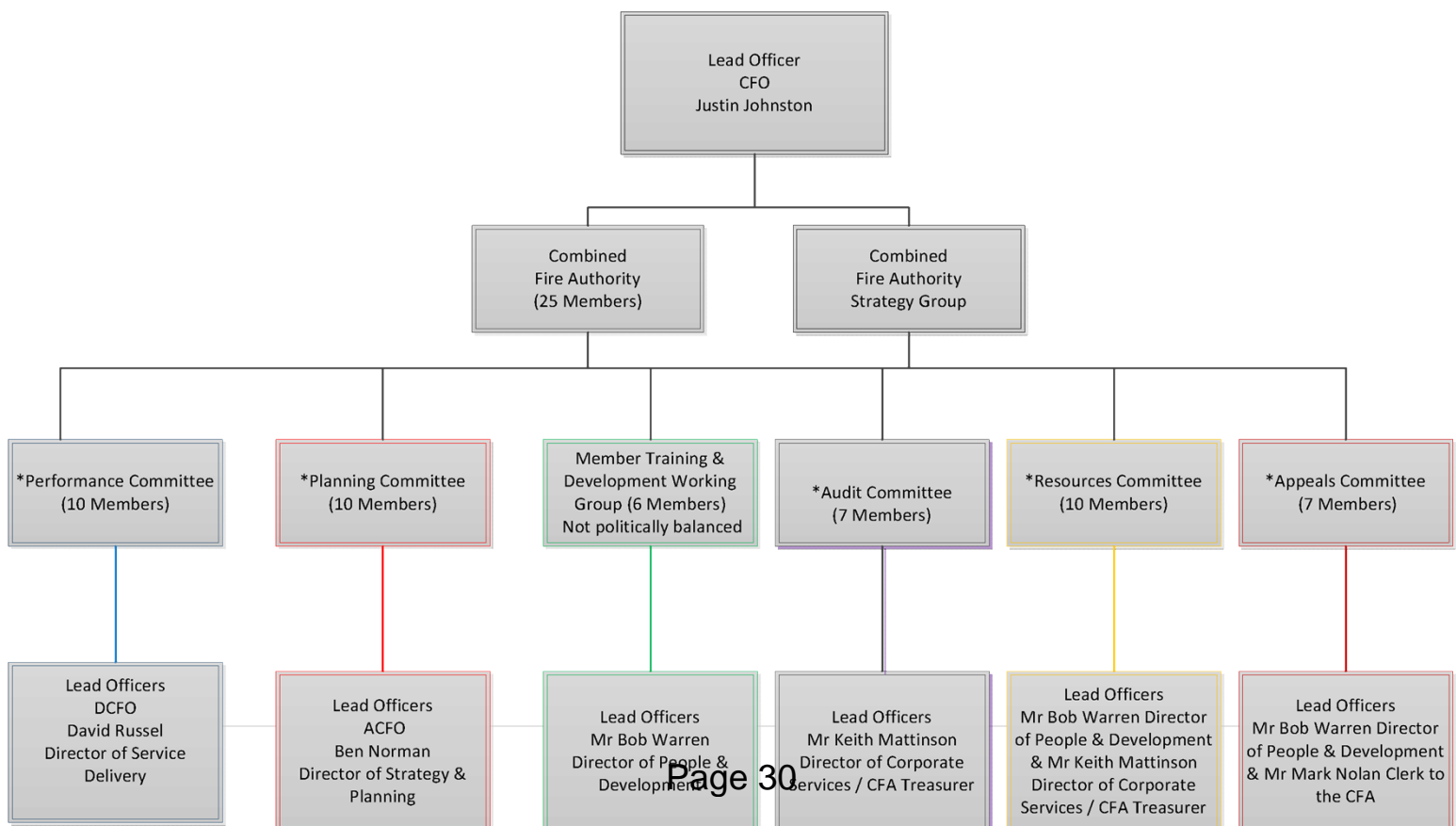
1. Combined Fire Authority

The Lancashire Combined Fire Authority (CFA) is responsible for leading and supporting Lancashire Fire and Rescue Service. The CFA has a membership of 25 elected councillors consisting of 19 from Lancashire County Council, 3 from Blackburn with Darwen Council and 3 from Blackpool Council. Under the Fire and Rescue Services Act 2004 the CFA is legally required to enforce fire safety legislation and to reduce the risk of fire causing death, serious injury and property related losses to the community. It must also make provision for rescuing people in the event of road traffic collisions and for protecting people from serious harm arising from road traffic collisions in the Lancashire area.

The CFA is legally responsible for the enforcement of the Regulatory Reform 2005 (Fire Safety) Order 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 is also a designated Category 1 responder under the Civil Contingencies Act 2004. This Act requires emergency responders in England and Wales to co-operate in maintaining a public Community Risk Register which is a product of the Lancashire Resilience Forum (LRF). The LRF allows responders the opportunity to consult, collaborate and share information with each other in order to facilitate planning and response to emergencies.

The CFA meets five times a year; with five sub committees which report back to the Authority, meeting separately throughout the year. The CFA makes key strategic decisions including setting the Council Tax precept, approving the budget requirement and reviewing items referred for a decision by a sub-committee.



2. Population & Demographics

2.1. Population

As a county, Lancashire comprises 14 authority areas; within this there are 12 district councils in the Lancashire County Council area and two unitary authorities of Blackburn with Darwen, and Blackpool. As a whole, the usual resident population for Lancashire according to the 2011 Census was 1,460,900, this shows a growth in population of 3.3% or 46,200 people since the last Census in 2001.

The table below shows the population in the Lancashire 14 area's according to the 2011 census, this highlights that Blackburn with Darwen has the largest population of the 14 authorities (147,500) and the Ribble Valley is home to the smallest population (57,100).

District	Age band:					Total
	0-14	15-24	25-44	45-64	65+	
Burnley	16,000	11,100	22,700	22,900	14,200	87,000
Chorley	18,300	12,200	28,600	30,200	17,900	107,200
Fylde	11,200	7,500	16,700	22,100	18,300	75,800
Hyndburn	15,400	10,300	21,700	20,600	12,900	80,700
Lancaster	21,400	24,500	32,400	34,900	25,300	138,400
Pendle	17,300	11,200	23,700	23,000	14,400	89,500
Preston	25,100	24,600	38,900	32,400	19,200	140,200
Ribble Valley	9,800	6,300	12,600	17,100	11,600	57,100
Rosendale	12,300	8,200	17,900	19,100	10,500	68,000
South Ribble	18,600	12,800	28,100	30,100	19,300	109,100
West Lancashire	18,600	14,900	25,200	31,100	20,900	110,700
Wyre	16,000	12,000	22,600	30,700	26,600	107,700
Lancashire County (12 districts)	200,100	155,500	290,700	314,100	211,300	1,171,300
Blackburn with Darwen	32,100	19,900	41,800	34,600	19,100	147,500
Blackpool	23,700	17,100	35,500	38,400	27,100	142,100
Lancashire (14 authorities)	255,900	192,500	368,000	387,100	257,500	1,460,900

When comparing the 14 districts of Lancashire to the national averages for England and Wales, the statistics show a higher proportion of people living in Lancashire in the two oldest broad age

groups of 45-64 year-olds and 65+¹.

Analysis by age shows that, for the next eight years, the number of children aged 0 to 14 will rise and thereafter the number will decline. The working age population is predicted to start to decline within 5 years and the older population are predicted to continue to increase, with more in the 65 and over bracket each year as life expectancy increases over the period. The old age dependency ratio (number of people on state pension per 1,000 people of working age, is predicted to increase in every district over the period of the projection, with Fylde seeing the largest increase (496 in 2016 to 685 in 2041).

2.2. Population Projections

The latest population projections cover the period from 2016 to 2041 and are supplied as unrounded single year of age counts for females, males and persons. The results are available for the 14 Lancashire local authorities and the eight clinical commissioning groups that cover the county.

For the Lancashire-14 area, a 2.4% increase is projected over the 25-year period, resulting in an expected population total of 1.514 million by 2041. For the Lancashire-12 area, the percentage increase is projected to be higher at 3.5%, with the number expected to reach 1.23 million. These increases have been revised down from the previous projections. The estimated increases for both areas are lower than the average for the North West, 6.4% as a whole, and well below the expected increase for England of 12.1%.

In contrast to the national trend, Blackburn with Darwen, Blackpool, Burnley, Hyndburn, Pendle and Preston, are predicted to see small population decreases between 2016 and 2041. Chorley is the only Lancashire authority with a projected increase higher than the North West or England average.

Analysis by age shows that, for the next eight years, the number of children aged 0 to 15 will rise and thereafter the number will decline. The working age population is predicted to start to decline within 5 years and the older population are predicted to continue to increase, with more in the 85 and over bracket each year as life expectancy increases over the period. The old age dependency ratio (number of people on state pension per 1,000 people of working age, is predicted to increase in every district over the period of the projection, with Fylde seeing the largest increase (496 in 2016 to 685 in 2041)²

¹<http://www.lancashire.gov.uk/lancashire-insight/population-and-households>

² <https://www.lancashire.gov.uk/lancashire-insight/population-and-households/population/population-projections/>

2.3. Household Projections

Household numbers in the Lancashire-12 area are projected to grow from an estimated 507,980 in 2016, to 551,312 by 2041, an increase of 8.5% (+43,332 households). This is significantly lower than the England growth rate of 17.3%.

Within the Lancashire-12 area, Chorley (+11,194, 23.2%), Fylde (+5,676, 15.5%) and Wyre (+5,510, 11.4%) are estimated to see the largest numeric increases in the area, although Ribble Valley (+3,113, 12.3%) and Rossendale (+3,453, 11.5%) are also projected to see percentage increases above 10.0%. Locally, only Chorley's percentage rise is estimated to be greater than the England average of 17.3%. Hyndburn (+700, 2.0%) and Preston (+1,342, 2.3%) are projected to see the lowest percentage growth in the Lancashire-12 area.

In the broader Lancashire-14 area, the number of households in Blackburn with Darwen is estimated to increase by 4.0% (+2,264 households), whilst in Blackpool the percentage increase of just 0.4% (+232 households) is the fourth lowest in England. Nine Lancashire-14 areas have some of the lowest estimated percentage increases in England by 2041, of 7.3% or lower. Overall, the number of households in the Lancashire-14 area is estimated to rise by 7.3% (+45,829) to 674,107 households by 2041.

Average household size

By 2041, in the Lancashire-12 area, the average household size is predicted to reduce from 2.3 to 2.18 people. For the Lancashire-14 area, a decrease is also projected, from 2.31 to 2.19 people. In England, the average household size is estimated to fall from 2.37 to 2.26 people.

Households aged 65 and over

Nationally, the percentage of households aged 65 and over is estimated to rise from 28.3% of the total in 2016, to 37.2% in 2041. In the Lancashire-12 area, the percentage is estimated to increase from 31.1% (158,154 households) to 41.3% (227,682 households) by 2041. Fylde (50.6%), Wyre (49.9%) and Ribble Valley (47.6%) are projected to have some of the highest percentages of households aged 65 and over in the country by 2041.

Household composition

One person households in the Lancashire-12 area are projected to rise by 17.9% to 193,978 households, or 35.2% of all households, by 2041, slightly higher than the England projected average of 33.1%. Fylde (40.3%), Preston (39.2%), Hyndburn (37.9%), Burnley (37.8%) and Pendle (37.2%) are projected to have some of the largest percentages of one person households in England in 2041. Blackpool (41.3%), in the Lancashire-14 area, is projected to have the sixth

highest percentage of one person households in England (out of 326 local authority areas).

Households with dependent children in the Lancashire-12 area are predicted to fall by 7.7% (10,315 households) to 124,145 households, or 22.5% of all households, in 2041, lower than the projected England average of 24.7%. In the Lancashire-14 area, only Blackburn with Darwen (28.8%) is projected to have a percentage of households with depended children that is above the England average. Households with dependent children in the Lancashire-12 area are therefore predicted to form a smaller proportion of all households in 2041 (22.5%) compared with 2016 (26.5%), as would be expected from an ageing population.

Other households with two or more adults in the Lancashire-12 area are projected to increase by 11.6% (24,198 households), to 233,188 households (or 42.3% of all households) in 2041. In England, other households with two or more adults are projected to rise by 21.0% (1,971,391 households), to 42.2% of all households in 2041. The percentages for Preston (36.8%) and Hyndburn (37.7%) are projected to be the ninth and eighteenth lowest (out of 326 local authority areas) for other households with two or more adults in England in 2041. The percentages for Pendle (38.5%) and Burnley are projected to be in the lowest 11% of the rankings for this household type.

Chorley is forecast to see the largest numeric and percentage increases for one person households (+5,004 households, 35.5%) and other households with two or more adults (+5,527 households, 26.8%) in the Lancashire-14 area by 2041. For households with dependent children, only Chorley is predicted to see an increase between 2016 and 2041 in the Lancashire-14 area, rising by 664 households (4.9%). Despite the increase, the proportion of households with dependent children as a percentage of all households in Chorley is projected to fall from 28.0% in 2016, to 23.8% in 2041³

³ <https://www.lancashire.gov.uk/lancashire-insight/population-and-households/households-and-housing/household-projections/>

2.4. Cultural Diversity

The usual resident population of the Lancashire-14 area was 1,460,893 in the 2011 Census. The largest ethnic group was white (90%). The black and minority ethnic (BME) group formed 10% of the population. Numerically, there were almost 141,000 black and minority ethnic people in the area.

The usual resident population of the Lancashire-12 area was 1,171,339. The largest ethnic group was white (92%). The black and minority ethnic group made up 8% of the population. Numerically, there were over 90,000 black and minority ethnic people in the county.

Within Lancashire-12, Pendle and Preston had one in five people (20%) who were black or minority ethnic. In Burnley and Hyndburn the rate was 12%. In Rossendale, whilst the percentage of BME was lower than in these four districts, it was still above the rate of other districts at 6%. Similarly in Lancaster the BME population was just over 4%.

The numbers of people who are BME were by far the greatest in Preston, where there were almost 28,000. In Pendle there was a BME population of 18,000. A further 11,000 and 10,000 BME people live in Burnley and Hyndburn respectively.

Numbers were lower, but remain of note, in Lancaster (6,000) and Rossendale (4,200). Chorley and South Ribble had just over 3,000 BME people each.

Together there were almost 67,000 BME people in Preston, Pendle, Burnley and Hyndburn. These 67,000 people were three-quarters of the Lancashire-12 area's BME population, whereas the total population of these districts makes-up a third of the total Lancashire-12 population.

In Blackburn with Darwen almost 70% of the population was white. The proportion of the population who are BME, at 31%, was by far the highest in the Lancashire-14 area. The rate was three times greater than for Lancashire-14 and regional averages. Almost 45,500 people in Blackburn with Darwen were in the BME category.

In contrast, in Blackpool the BME population was low at just under 5,000, accounting for just over 3% of the population.

Asian/Asian British was the largest minority ethnic group in both Lancashire-12 and Lancashire-14. In Lancashire-14, there were almost 115,000 Asian/Asian British people, and just over 71,000 in Lancashire-12. It should be noted that this group now includes Chinese people, whereas in 2001 they were in the "other" ethnic group.

The second largest minority ethnic group was mixed race. There were 16,300 mixed race people across Lancashire-14 and almost 13,000 mixed race people lived in Lancashire-12. The black/black British population numbered 5,377 in Lancashire-14, and just over 4,000 in Lancashire-12.⁴

⁴ <https://www.lancashire.gov.uk/lancashire-insight/population-and-households/population-and-households-2011-census/population-by-ethnicity/>

2.5. Religion

On the day of the census, March 2011, a total of over 978,000 people classified themselves in the Lancashire-14 area as Christian. A further 279,600 stated no religion, 96,600 indicated that their religion was Muslim, 71,300 did not give a response, whilst the other religious groups in Lancashire-14 together accounted for 17,400

Among the local authorities in Lancashire, the 78.1% of people in Ribble Valley who state that they are Christian was the fourth highest rate out of 348 authorities across England and Wales. West Lancashire, South Ribble and Chorley were also ranked in the top 10 across the country.

Blackburn with Darwen (27.0%) and Pendle (17.4%) had high rates of Muslims. The Blackburn with Darwen rate was the third highest in England and Wales.

The Lancashire area has well below the national average for people stating no religion. Lancaster, Rossendale and Blackpool were the only Lancashire areas with rates approaching the national average of 25.1%.

Among the other religions, Preston (2.4%) had well above the national average of Hindus, and the largest percentage of Sikhs (0.7%) in Lancashire-14. ⁵

2.6. Workday Population

The 2011 census recorded the usual resident population of the Lancashire-12 area was 1,171,339 and the corresponding figure for Lancashire-14 was 1,460,893. The workday population figures for these areas were lower, at 1,149,207 and 1,444,612 respectively. In terms of proportions this means that Lancashire-12 had a workday population 1.9% lower than the usual resident population. The figure for Lancashire-14 was lower, but only by 1.1%, suggesting that Lancashire-14 was a more self-contained area than Lancashire-12.

The workday population in Preston was 14% higher than the usual resident population. An additional 23,000 people are in Preston local authority area on a workday. In Fylde the workday population was 10% higher than the usual resident population. An additional 8,400 people are in the area on a workday. In Ribble Valley the workday population was only a little higher than the usual resident population (2%), suggesting that a high number of usual residents go to work elsewhere.

The workday population was almost 3% higher than the usual resident population in Blackburn with Darwen. In Blackpool it was 1% higher.

In the remaining nine local authority areas the workday populations were lower than the usual resident populations. Most notably, they were 14% lower in Rossendale, 13% lower in Chorley and 11% lower in Wyre. Although some non-residents will be travelling to work in these locations, a higher number of residents are travelling out to work in other places.

⁵ <https://www.lancashire.gov.uk/lancashire-insight/population-and-households/population-and-households-2011-census/religion/>

In Burnley the workday population was only very slightly lower than the usual resident number, suggesting that many people both live and work locally.⁶

2.7. Ageing Population

Future population predictions for the Lancashire 14 Authority areas show that growth rates across the county are expected to have distinct differences. Chorley, Lancaster, Fylde and Rossendale are predicted to have the highest growth rates in population whereas in comparison Blackpool, Blackburn with Darwen, Burnley and Hyndburn are expected to have a population decrease

When carrying out further comparisons with predicted population levels by age group, one category that is expected to substantially increase across the county is that of those aged 65+. Statistics show that there are significant increases in predicted population groups over the age of 65 that become greater still as the age range increases. This culminates with the oldest age group (90+) being predicted to rise by 121% across the county over the next 16 years.

Response:

This growing number of people aged over 65 and above present's significant challenges not only for LFRS, but also for our partners as demand increases for services. To address this LFRS works collaboratively with partners to identify and support the most vulnerable individuals within our communities. At a community level delivering a joined up service with our partners ensures the most effective assessment of need is undertaken.

In addition, other work streams are ongoing to help reduce risk amongst this group of vulnerable people in Lancashire. Lancashire Constabulary has seen a significant increase in missing persons; which relate to some of the most vulnerable people in society. This has resulted in a greater demand across public sector agencies in the search and location of vulnerable missing persons. Our prevention departments have been leading on Dementia Friends training, improving knowledge and understanding of staff, resulting in better outcomes.

2.8. Deprivation

Deprivation is measured across England through the combined Index of Multiple Deprivation 2015 (IMD 2015) which is the official measure of relative deprivation for small areas known as Lower Level Super Output Areas (LSOAs) in England.

The English Indices of Deprivation are based on separate indicators which are organised across seven distinct domains:

- Income Deprivation;
- Employment Deprivation;

⁶ <https://www.lancashire.gov.uk/media/897591/census-2011-workday-populations.pdf>

- Health Deprivation and Disability;
- Education, Skills and Training Deprivation;
- Barriers to Housing and Services;
- Crime;
- Living Environment Deprivation

The Lancashire-12 area is ranked 87, out of 152 upper tier local authorities which puts the county in the middle ground (3rd quintile, 57%), where one is the most deprived. The lowest ranking for the domains is 46 for health and disability and highest is 136 for barriers to housing and services. This hasn't changed significantly from the 2010 IMD.

Burnley is the most deprived district within the Lancashire-12 area, with a rank of average rank of 17, where one is the most deprived and 326 is the least. Hyndburn (28th) and Pendle (42nd) are also in the top 20% most deprived authority areas in the country. Ribble Valley (290th) is the only district within the top 20% least deprived authority areas in the country. Health deprivation and disability is an area in which the county does particularly poorly. Burnley is ranked six and Hyndburn seventh most deprived on this indicator.

Of the two Lancashire unitary authorities, Blackpool recorded a notably low position of fourth place on the rank of average rank, whilst Blackburn with Darwen was in 24th position.

The 2015 figures reveal that seven local authorities in the Lancashire-14 area; Blackpool, Burnley, Blackburn with Darwen, Hyndburn, Pendle, Lancaster and Preston; had at least one of their eight local authority deprivation summary measures ranked in the 50 most deprived positions. This was up from six authorities in the previous 2010 indices. Lancaster became the seventh owing to a relative deterioration of its local concentration ranking.

Between 2010 and 2015, the indices of deprivation results indicate a continuing trend of growing disparities between the most and least deprived areas of the county. There has also been, however, a mixture of favourable and less favourable results in Lancashire.

Blackpool, Burnley, Blackburn with Darwen and Hyndburn each had six of their eight local authority summary measures ranked in the 50 most deprived positions within England. Pendle had three, and Lancaster and Preston each had one. Preston, which has improved in six of its relative deprivation rankings, remained as one of the most deprived 50 local authorities, owing to its extent of deprivation ranking (46th).

Blackpool had the most deprived rankings in the Lancashire-14 area for all eight of the local authority summary measures. The authority also had the top most deprived rankings (1st in England) for the rank of average score measure and the rank of local concentration measure. This latter measure identifies 'hot spots' of very high levels of deprivation.

Only Ribble Valley and South Ribble had rankings that fell wholly within the least deprived 50% of local authorities.

The six authorities of Blackpool (12), Blackburn with Darwen (13), Burnley (16), Hyndburn (24), Pendle (31) and Preston (46) all had rankings within the 50 most deprived positions on the extent of deprivation measure.

Besides Preston recording relative improvement to six of its local authority summary measure

rankings, Pendle, South Ribble, Chorley, West Lancashire and Rossendale also recorded some notable improvements to the majority, or some of their respective local authority domain rankings, in relative terms, compared to other local authorities.

By contrast, Wyre, Lancaster and Fylde districts have all recorded some marked deterioration to at least three of their respective local authority domain rankings, in relative terms, but notably, the rank of local concentration measure⁷

2.9. Fuel Poverty

A household is considered to be fuel poor if it has higher than typical energy costs and would be left with a disposable income below the poverty line if it met those energy costs.

The 2017 fuel poverty statistics indicate that 13.5% of households (87,412) were fuel poor in the Lancashire-14 area, and 12.6% (65,730) in the Lancashire-12 area; both are higher than the England average (10.9%). The Lancashire-14 proportion has increased by 0.6% from 2016 and the gap between Lancashire-14 and England has also widened from 1.8% to 2.6%.

Blackpool (17.5%), Pendle (17.3%), Blackburn with Darwen (16.5%), Burnley (16.4%), Hyndburn (15.4%), Preston (15.1%) and Lancaster (13.6%) were in the worst 20% of local authorities in England for fuel poverty. South Ribble had the lowest proportion of fuel poor households (9.5%). Blackpool had the largest number of households who were fuel poor (11,787) in the Lancashire-14 area. In the Lancashire-12 area, Preston had the largest number of fuel poor households (9,079). Ribble Valley had the fewest fuel poor households (2,562).

The relative nature of the fuel poverty indicator makes it difficult to isolate accurately the absolute reason for change. The fuel poverty status of a household depends on the interaction between three key drivers: household incomes, fuel poverty energy efficiency ratings (FPEER) and required fuel costs. Factors that affect this are quality of the dwelling eg. insulated or not, age of dwelling, tenure type and household composition. The highest prevalence of fuel poverty is seen for lone parents with dependent children in England (25.4%) in 2017.⁸

Response:

Fuel poverty can lead to a range of adverse effects from health issues including a rise in winter deaths which may be attributed to people living in cold unheated homes, to an increase in fire risk from people using what are deemed to be unsafe forms of heating (which are often poorly manufactured) or from counterfeit electrical products.

LFRS continues to develop its preventative activities which look to improve our community's health and wellbeing to keep them safer in their homes.

The service has implemented an extension to the Home Fire Safety Check visit for those whom are at higher risk. This is known as a 'Safe and Well' visit. The Safe and Well visit aims to reduce Fire and Health risks amongst higher risk members of the public. If our staff identify any health related concerns then we will contact partner agencies such as the Alzheimer's society for them to

⁷ <https://www.lancashire.gov.uk/lancashire-insight/deprivation/indices-of-deprivation-2015/>

⁸ <https://www.lancashire.gov.uk/lancashire-insight/deprivation/fuel-poverty/>

put pathways in place for the individual.

With regards to fuel poverty, LFRS runs an annual winter safety campaign which aims to help those who are most vulnerable to fuel poverty in our communities. Individuals who are deemed at high risk are offered a free Home Fire Safety Check and through our continued work with our partners we run a variety of local campaigns designed to target those specific groups.

3. Response Risk

3.1. Fires in the home

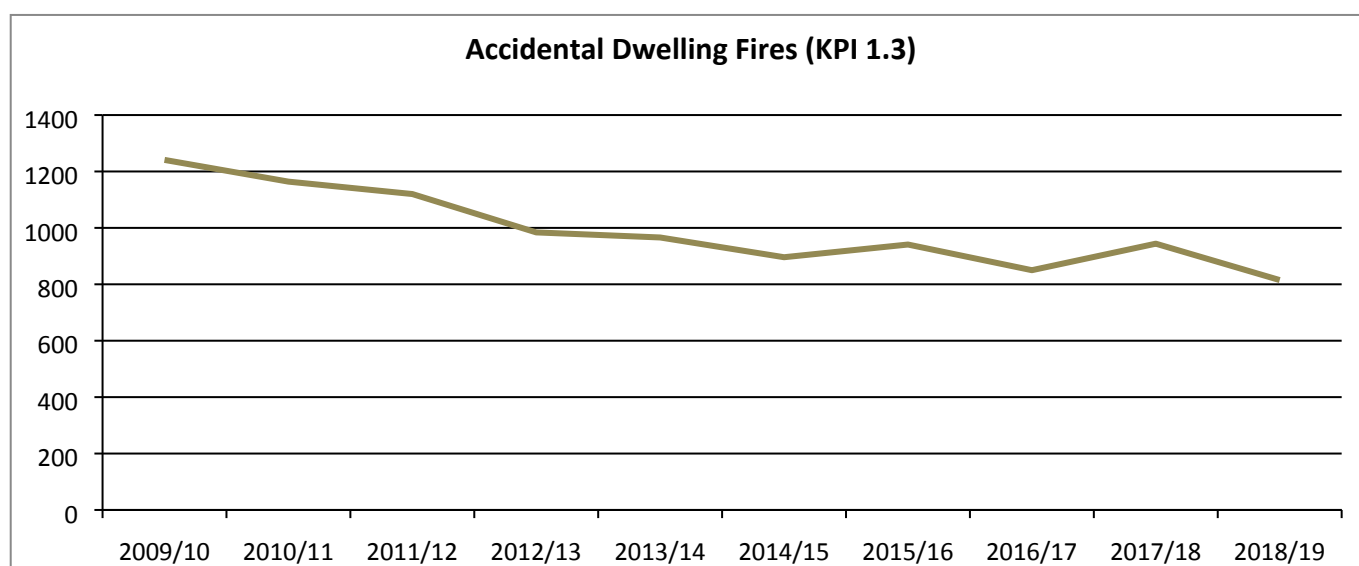
The 12 Lancashire authorities together had a combined dwelling stock figure of 544,350 in March 2018, which represented 2.3% of the total for England. Numbers in each of the Lancashire-14 authorities ranged from a high of 71,440 in Blackpool to 26,660 in Ribble Valley.

Analysis by council tax band shows that over 60% of dwellings in Burnley and Pendle were in the lowest band 'A' (England = 24.4%). The highest tax bands of 'F' to 'H' accounted for 9.2% of properties in England but just 1.2% in Blackpool, Burnley and Hyndburn. In Ribble Valley and Fylde however the proportions were 16.5% and 11.1% respectively.

Whilst the presence of additional housing does increase fire risk, the compulsory fitting of smoke alarms in all new build houses is in place to mitigate the risk by giving early warning to the occupants.⁹

The below graph highlights that the number of accidental dwelling fires that LFRS have attended between the dates of 1st April 2009 to 31st March 2019 has seen a reduction of 34% (Accidental Dwelling Fires KPI 1.3)¹⁰

Total accidental dwelling fires by fiscal year



⁹ <https://www.lancashire.gov.uk/lancashire-insight/population-and-households/households-and-housing/dwelling-stock-by-council-tax-band/>

¹⁰ LFRS IRS

The following chart shows accidental dwelling fires attended by LFRS from 1st April 2009 to 31st March 2019 broken down by district level. This highlights that over a 10 year period the highest number of accident dwelling fires occurred within the Blackpool area, whilst in comparison the lowest number of accidental dwelling fires occurred within the Ribble Valley.

District	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
Blackburn with Darwen	103	123	118	107	87	71	113	90	97	80	989
Blackpool	217	185	190	183	159	155	148	142	128	135	1642
Burnley	91	79	73	64	65	72	57	66	61	57	685
Chorley	59	63	59	55	69	55	43	49	45	41	538
Fylde	36	54	34	28	41	31	29	35	42	33	363
Hyndburn	94	76	68	63	57	50	52	65	63	52	640
Lancaster	107	101	99	90	100	95	96	81	105	78	952
Pendle	58	85	86	64	52	55	63	43	59	54	619
Preston	137	138	145	110	105	98	108	74	112	84	1111
Ribble Valley	49	22	27	22	22	23	26	26	32	32	281
Rossendale	56	45	46	30	36	27	32	31	34	29	366
South Ribble	69	48	47	47	46	57	52	58	46	38	508
West Lancashire	93	79	64	61	62	57	64	40	50	49	619
Wyre	70	65	64	59	62	50	58	49	69	53	599
Total	1239	1163	1120	983	963	896	941	849	943	815	9912

Historical statistics show that the more affluent an area is, the fewer ADFs have occurred. However, this trend needs to be monitored as change may be imminent due to the increase in ageing population levels.

Response:

LFRS periodically undertake reviews to take a considered look at the emergency cover we provide in terms of where our fire engines, equipment and crews are situated. This ensures that the effects of changes through new large scale developments are considered, so that we can continue to provide an effective level of emergency response.

Whilst the impact any fire can be devastating, it is to be reputed that the prevention activities that LFRS have delivered across Lancashire over the last 10 years, has played a significant part in the reduction of accidental dwelling fires.

3.1.1. Living Alone

The 2011 census recorded that across the 14 Lancashire Districts there were 81,759 (13.2%) of households with an adult living alone aged 65 or over; this is above both the North West average

(12.8%) and the England and Wales average of 12.4%. Out of the 348 local authorities in England and Wales, Fylde was recorded as the 12th highest authority with a percentage of 16.9% followed by Wyre at 19th highest with 16.4%¹¹.

In comparison Blackburn with Darwen recorded the lowest percentage of households with one person living alone aged 65 or over within the Lancashire 14 area, at 10.9%, followed by Preston, Rossendale and Chorley at 11.4%, 11.6% and 11.8% respectively.

Living alone may not necessarily affect an individual's fire risk; however living alone combined with specific demographic characteristics can do so. Age, mental health, physical wellbeing and living environments can all play a part in contributing to an individual's circumstances for them to be considered at a higher risk of death or injury caused by fire.

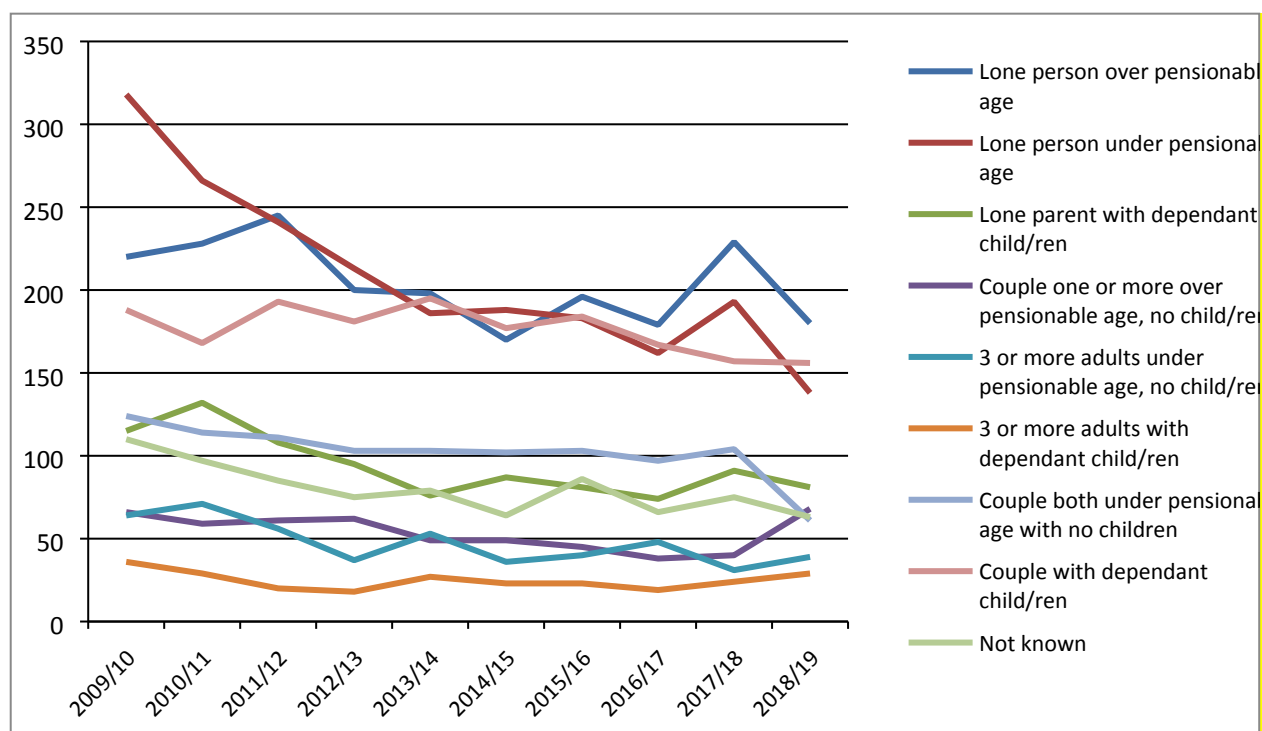
When looking at fire risk the chart¹² below shows the total number of Accidental Dwelling Fire's (ADFs) recorded against occupancy type.

Occupancy type	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
Lone person over pensionable age	220	228	245	200	198	170	196	179	229	180	2045
Lone person under pensionable age	318	266	241	213	186	188	183	162	193	138	2088
Person <u>not</u> recorded as 'lone person'	703	670	634	571	582	538	562	509	522	497	5788
Total	1241	1164	1120	984	966	896	941	850	944	815	9921

The data highlights that 42% of ADF's which occurred within a dwelling had a lone occupier. This data is broken down further in the graph below which highlights all recorded occupancy types.

¹¹<http://www.lancashire.gov.uk/media/897533/census-2011-one-person-households.pdf>

¹²Information Recording System(IRS)



At present those living alone over pensionable age fall in the highest category for accidental dwelling fires. Predicted population levels show that by 2035 Lancashire will have 19% more adults living alone within the 65-74 year old age bracket than in 2017 and 60.9% more adults living alone in the 75+ age bracket, making it likely that this category will continue to increase (based on professional judgement). A sudden change in circumstances for older people who may experience the death of a partner or loved one can not only place them at risk of social isolation due to a lack of social interaction with friends and family but also increases their risk of fire due to a change in their living circumstances.

The following chart highlights the total number of fire related fatalities that have occurred over a ten year period (1st April 2009 – 31st March 2019), by age band within Lancashire¹³.

Year	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90+	Total
2009/2010				2	1			1	2	1	7
2010/2011					2		2			3	7
2011/2012					1		1	1	3		6
2012/2013			1				1	2	1	1	6
2013/2014					1	2			1		4
2014/2015					1		1	1	1		4
2015/2016					1	1	2	1	1		6
2016/2017		1						1	1		3
2017/2018						1		2	3		6
2018/2019		1			1			4	1	1	8
Total	0	2	1	2	8	4	7	13	14	6	57

¹³ Incident Recording System

This reveals that of the 57 fire related fatalities that occurred within a 10 year period, 70% of victims were aged 60 or older.

When analysing the data further, the statistics below show that of the 57 fire related fatalities that occurred over the period of 1st April 2009 – 31st March 2019*, 47.4% of fatalities were of a lone person over pensionable age, with 75.5% of all fatalities involving a lone person.

(*Data not available pre-IRS recording)

Year	Lone person over pensionable age	Lone person under pensionable age	Total Lone person Fatalities	Total Fatalities
2009/2010	3	3	6	7
2010/2011	5	2	7	7
2011/2012	4	1	5	6
2012/2013	3	2	5	6
2013/2014	1	2	3	4
2014/2015	1	1	2	4
2015/2016	2	3	5	6
2016/2017	0	0	0	3
2017/2018	4	1	5	6
2018/2019	4	1	5	8
Total	27	16	43	57

3.1.2. High Rise Dwellings

The Grenfell Tower fire occurred on 14 June 2017 claiming the lives of 72 people at the North Kensington tower block. Over 70 others were injured and 223 people escaped. It is the deadliest structural fire in the United Kingdom since the 1988 Piper Alpha disaster and the worst UK residential fire since the Second World War. The fire is currently subject to a public inquiry, police investigation and coroner's inquests.

Building regulations are currently under review in the light of the fire due to concerns with the rules and their enforcement and concern has spread to fire safety issues with many other buildings.

On 30 August 2017, the Department for Communities and Local Government published the terms of reference for the Independent Review of Building Regulations and Fire Safety. This independent review was led by Dame Judith Hackitt, who is a senior engineer and civil servant with experience as the Chair of the Health and Safety Executive. The two main aims of the review are firstly to develop improved building regulations for the future, with a focus on residential high-rise blocks, and secondly to provide reassurance to residents that their homes are safe.

On 18 December 2017, Hackitt published her initial report. She described the entire building regulatory system as "not fit for purpose" and made interim recommendations for significant change. The final report was published on 17 May 2018, outlining a number of key failings and recommendations. Recommendations will be reconsidered after the conclusion of the public

inquiry.

Currently running parallel to the Hackitt review is the Industry Response Group (IRG) that is tasked with assuring competence across the sector of those involved with high rise building. This ranges from product procurement (cladding, building materials etc.) to architects and designers to fire safety officers. There is a wide range of working groups to analyse the competencies of each area.

Response:

Lancashire Fire and Rescue Service (LFRS) Protection department has undertaken a review of all high rise premises within the county. All buildings were inspected and fire safety advice given where required. Three buildings in Lancashire were identified with similar 'ACM' cladding to the Grenfell Tower but all 3 are under 18m and not included as part of government high-rise inspection programme. However, fire safety staff have inspected these buildings regardless. In respect of identified high rise buildings in Lancashire, all are part of the service delivery preparedness activities, which includes a 72d inspection, which in a practical sense is a site specific risk assessment.

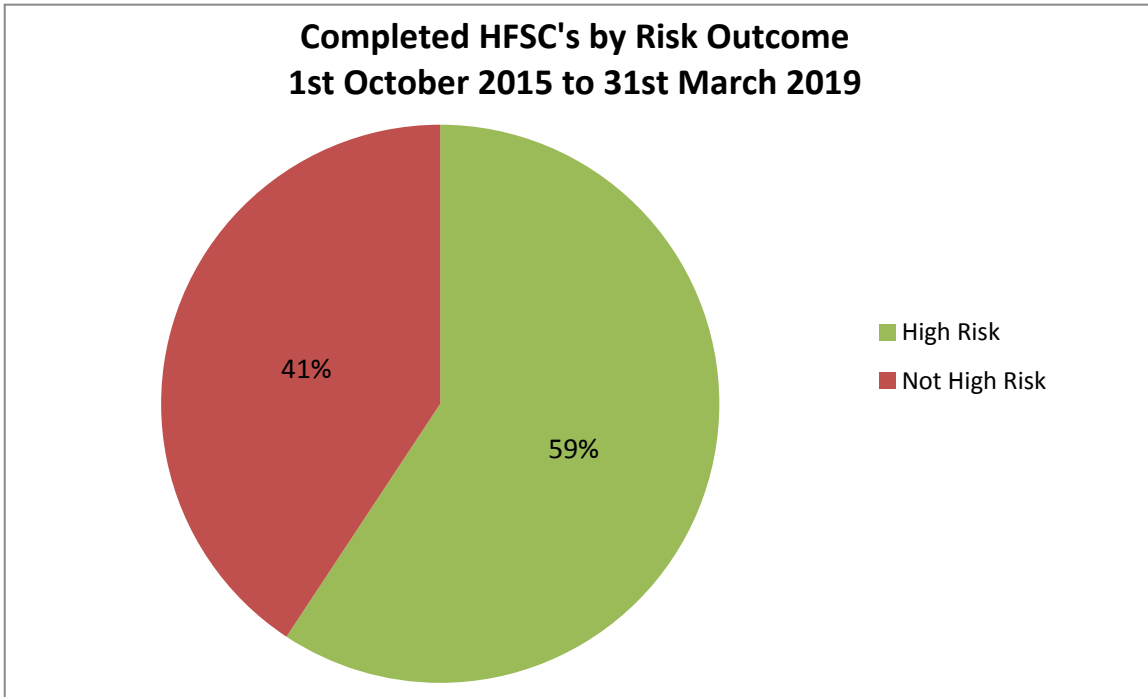
3.1.3. HFSC's

The Home Fire Safety Check Service (HFSC) is LFRS's primary preventative action; it is a free service to all members of the public and is delivered throughout Lancashire. Historically the HFSC was developed to deliver fire safety advice to the public within their homes; this core preventative activity coupled with the LFRS brand image has enabled our staff to deliver a service to some of the most vulnerable individuals within the community.

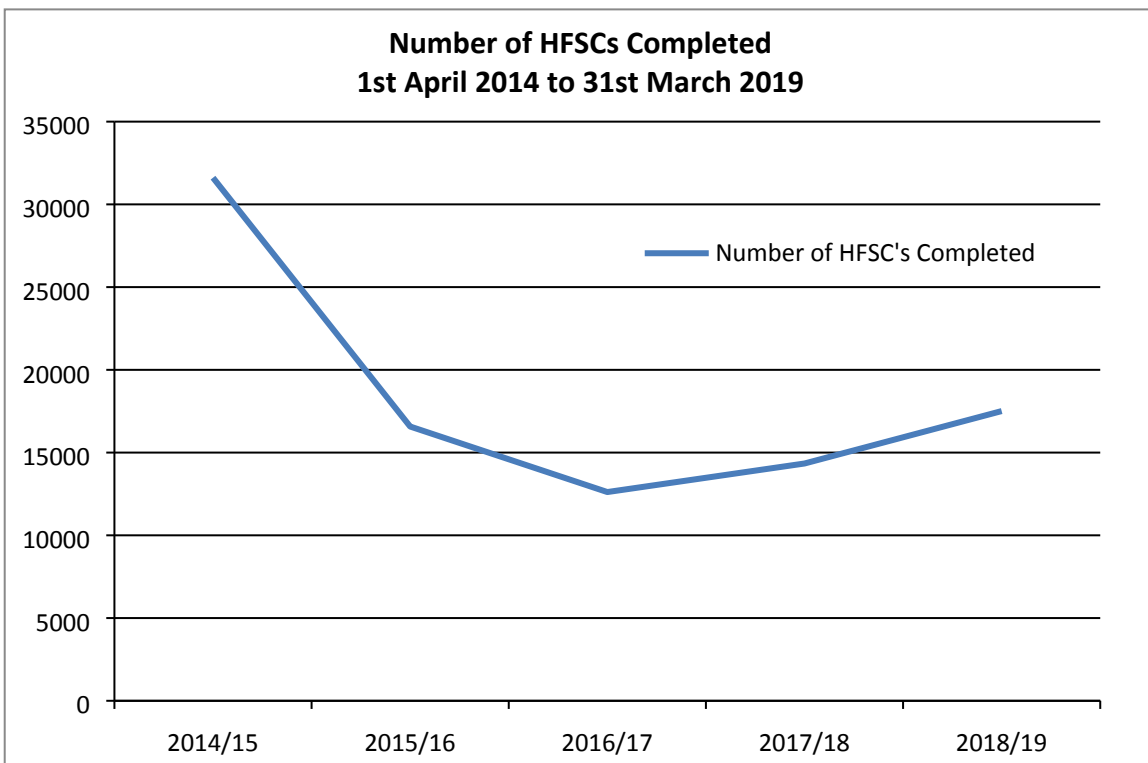
Since 2001, LFRS has delivered almost 535,000 HFSC's, with advice being given through a tailored risk assessment process. In October 2015 a change to the approach of the HFSC service was implemented to ensure that those who are most vulnerable to fire within the community receive an enhanced level of advice and service.

Risk is calculated through a comprehensive risk assessment process carried out either via our website or by our Contact Centre, which has been established by the Service so that all calls for HFSC requests are dealt with by trained staff. Following the assessment, appointments are made for those referrals assessed as high risk, and LFRS personnel will then visit the property to give targeted support and advice to those deemed most vulnerable from death or injury caused by fire. If however a referral is deemed to be low risk, we will issue tailored fire safety advice specific to the individual needs of the service user via email or post.

The chart below highlights HFSC visits undertaken since our revised approach was implemented and gives an indication of the split between high and not high risk referrals.



The chart below shows the number of HFSC's that LFRS has delivered to the public within their homes over the last five calendar years.



Response:

LFRS has now considered further opportunities to broaden and shape our HFSC service. This is in response to improved opportunities to collaborate and work in partnership with Health Agencies, the Local Authority and Third Sector Services. This revised approach is in line with the Chief Fire Officers Association (CFOA) Health Strategy 2015-19 and delivered across the service.

By working with our partners we have built on the current HFSC service to include advice and interventions that address a broad scope of risk, this will not only look to further reduce fire risk but will also help to improve health and wellbeing by maximising the opportunity to promote improved health outcomes and reduce harm.

By developing our HFSC service, we will also aim to assist in reducing pressures and demands for our partners, and should identify more of the people in greatest need so that, through working in partnership, we are able to deliver better outcomes for the communities we serve.

In order to ensure that the HFSC service both reduces the risk of a fire related incident and delivers an improved outcome in relation to the health inequalities that exist across the county, LFRS has participated in a national pilot scheme coordinated through the National Fire Chiefs Council (NFCC) and Public Health England (PHE) which has formed our new extension to HFSC visit known as the Safe and Well Visit.

The Standard Evaluation Framework (S.E.F.) has drawn together six Fire and Rescue Services in determining the most efficient model of service delivery and has developed policy that will shape a broader preventative offer in contributing to the increased demand faced across the Public Sector.

3.2. Fires in Commercial Buildings

Commercial buildings are defined as all non-domestic properties and include locations such as hospitals, schools, leisure facilities, care homes, hotels, offices, shops and premises such as factories and chemical plants.

In 2016, there were over 2.8 million active VAT and/or PAYE registered enterprises in the United Kingdom, of which 276,520 (9.8%) were in the North West. The Lancashire-14 area accounted for 19.5% of the regional total with 54,045 active enterprises. The Lancashire-12 area had 44,775 active VAT and/or PAYE registered enterprises.

Preston had the largest number of active VAT/PAYE registered enterprises (5,565) in the Lancashire-14 area in 2016; Hyndburn (2,455) had the lowest.

There were 61 active businesses registered for VAT/PAYE per 1,000 persons aged 18 to 74 in the UK in 2016 and 54.2 businesses in the North West. The Lancashire-12 area (53.2) and the Lancashire-14 area (51.9) had lower ratios.

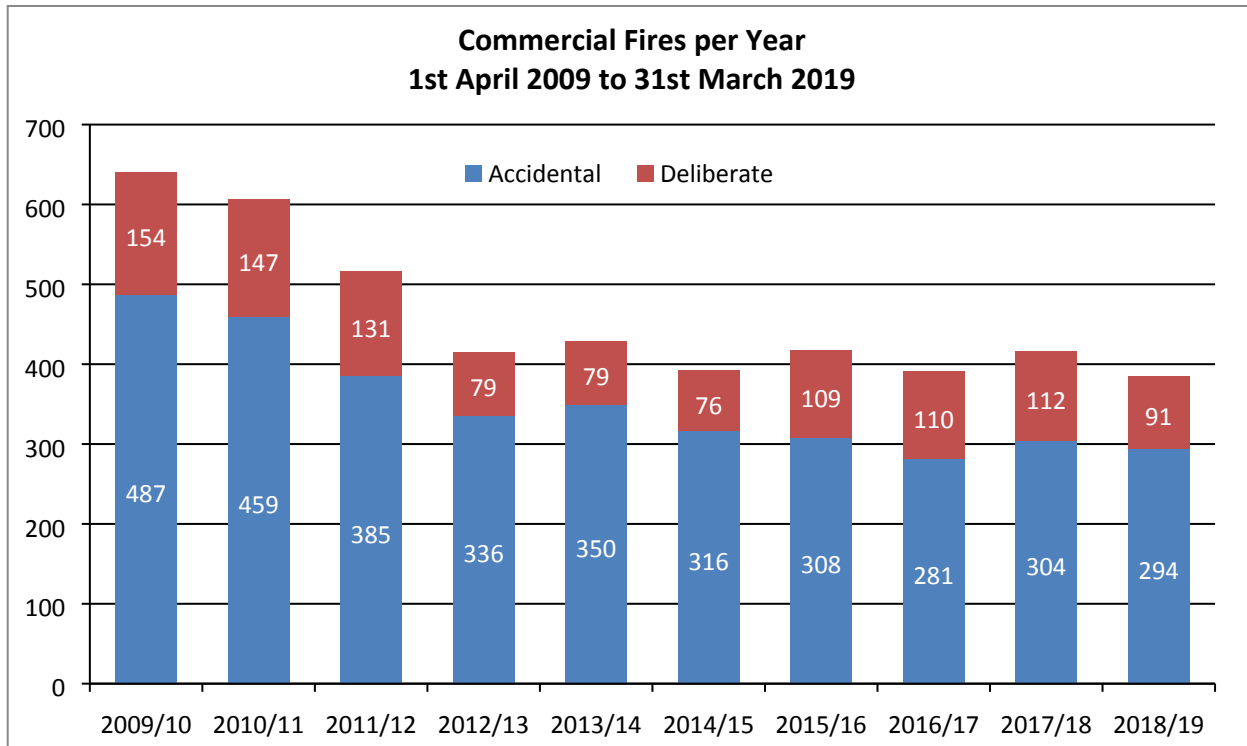
Ribble Valley (74.6) had by far the greatest number of businesses per 1,000 population aged 18 to 74 in the Lancashire-14 area in 2016, followed by Fylde (63.1), whilst Lancaster (44.4), Hyndburn (44.1) and Blackpool (42.8) had the lowest.¹⁴

Statistics show that over the period of the last 10 years LFRS has responded to twice as many

¹⁴ <https://www.lancashire.gov.uk/lancashire-insight/economy/businesses-and-economic-wealth/business-demography/>

accidental dwelling fires (ADF'S) than commercial building fires. However, commercial buildings still pose a significant risk as they have the potential to be larger than domestic fires, requiring significantly more resources, and with the possibility of inflicting a massive impact on the communities to which they belong.

The following table shows the number of commercial fires that LFRS have attended over the last 10 years categorised by either accidental fire or deliberate fire.



This highlights that the number of commercial fires recorded as a whole has dropped by 40% since 2009. Fires recorded as accidental have decreased by 40% over the last 10 years whilst deliberate commercial fires have reduced by 41%.

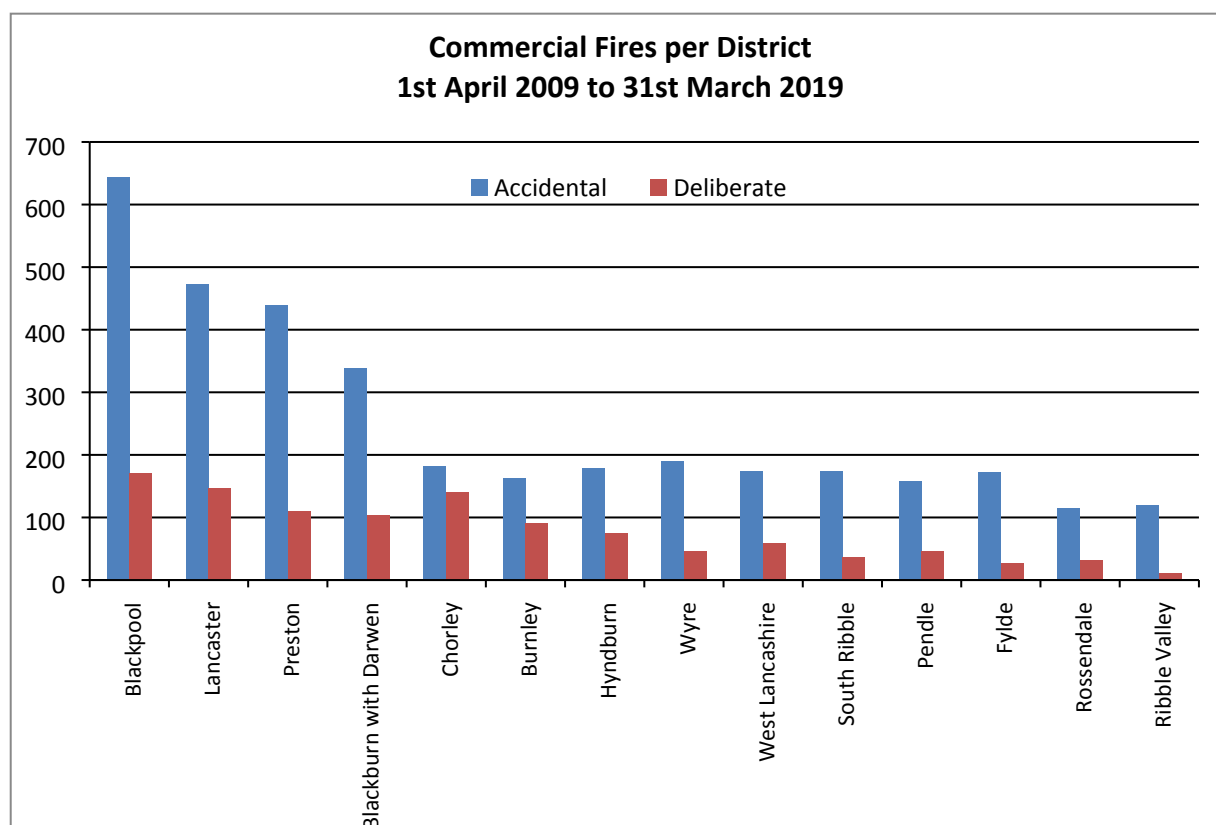
To put commercial fire activity into context the table below shows overall pump attended activity levels across Lancashire over the same period.

Year	False Alarm	Secondary Fire	Primary Fire ¹	Special Service	Chimney Fire	Total	Commercial Fires
2009/2010	9625	4813	3150	2110	161	19859	641
2010/2011	9088	4759	2900	2147	139	19033	606
2011/2012	7363	3995	2630	1886	130	16004	516
2012/2013	6488	2848	2216	2169	147	13868	415
2013/2014	6246	3444	2207	2183	86	14166	429
2014/2015	6216	2778	2129	1985	122	13230	392
2015/2016	6468	2993	2170	3696	95	15422	417
2016/2017	7073	2701	2109	3176	98	15157	391
2017/2018	7386	2853	2177	3354	70	15840	416
2018/2019	7825	3678	2057	3432	70	17062	385
Total	73,778	34,862	23,745	26,138	1,118	159,641	4,608

NB The total number of Primary fires is inclusive of commercial fires

When looking at commercial fires on a district level the statistics show that whilst Preston is the largest district for businesses, Blackpool has had the most commercial building fires over a 10 year period with 31% more than Lancaster and 48% more than Preston.

The graph below highlights the number of commercial building fires that have occurred over the last 10 years (April 2009 - March 2019) by district.



A fire in a commercial building has the potential to lead to devastating consequences; from multiple job losses owing to the loss of the building and its contents, to the loss of a building upon which a community is reliant, to the worst case scenario of the loss of life. Therefore all fire and rescue services have a legal duty to enforce the requirements of the Regulatory Reform (Fire Safety) Order 2005 (RRO), which requires that a suitable fire risk assessment is undertaken on a commercial building and that appropriate measures are then undertaken to prevent fires and protect against death and injury.

Response:

As we remain committed to providing the best possible service to our communities, LFRS has teams of dedicated Fire Safety Inspecting Officers and Business Safety Advisors, who work in close collaboration with statutory partners along with the business owners of Lancashire. This ensures that places of work, commercial premises and public access buildings are safe from fire and other types of incident. By undertaking audits of Fire Risk Assessments, information is gathered to provide the responsible persons of a premise with suitable guidance and identify any remedial actions that are required to ensure they, and the premises, comply with fire safety regulations.

The audit information is then inputted into our comprehensive risk based database. By capturing the data, Fire Safety Inspecting Officers are able to identify high risk premises and plan a risk based inspection programme.

Our Fire Safety Inspecting Officers will always look to educate, inform and advise businesses to support them to make informed decisions and take the appropriate measures to become

compliant with legislation. However, if necessary, we will also use our enforcement powers to ensure public safety. Any businesses that do not comply with the law can expect to be subject to a robust enforcement approach and possible prosecution proceedings.

Furthermore, in further support of the businesses of Lancashire, LFRS has now remodeled its Protection function to include Business Safety Advisors; these dedicated resources have been appointed to assist and support businesses with fire safety, business continuity and the measures they need to incorporate to ensure their premises are as safe as possible.

In addition to the detailed work undertaken by our Fire Safety Inspection teams, Operational Crews also visit commercial properties to gather Site Specific Risk Information. This information is used to provide the key details required should an incident occur at the premises with an aim to minimise the damage to the site whilst keeping our staff as safe as possible.

3.2.1. Primary Authority Schemes

The Primary Authority Scheme (PAS) came into operation in April 2009. This is a statutory scheme established by the Regulatory Enforcement and Sanctions Act 2008 ('RES Act') as amended in the Enterprise Act 2016 to allow a legally recognised partnership between businesses and a single local authority to ensure consistency of regulation with an aim to reduce duplication of inspections and paperwork. Fire Safety became part of the scheme in April 2014 in England & Wales (not Scotland/Northern Ireland).

The aim of the fire service's PAS is to develop effective partnerships with businesses and achieve national consistency in delivering fire safety advice whilst reducing the risk of fire to business.

Key elements of Primary Authority Schemes allow businesses that participate to benefit from better working relationships with local regulators, as a greater understanding of the business and its sector can improve the focus of inspections and ensure that any issues are dealt with proportionately. Other benefits of the scheme include a single point of contact with the local regulatory system, more effective regulation, improved targeting for enforcing authorities and improved compliance.

LFRS currently have 13 Primary Authority Partnerships with Barchester Healthcare Homes Ltd, Four Seasons Healthcare Limited, Amber Taverns Ltd, E.H. Booth & Co Ltd, Torus Housing Group (Torus62), Regenda Housing, Warwick Estates, Daniel Thwaites, Progress Housing, PBSA Student Roost St Catherines Hospice, Inclusion Housing and Witherslack Group and are in discussion with a further two companies who have expressed an interest in joining the scheme.

3.3. Deliberate Fires

Inevitably when thinking of deliberate fires the term arson is often used, this is the act of using fire to destroy or damage any property belonging to another, or being reckless as to whether any such property would be destroyed or damaged. However, there are many different reasons why individuals or groups display fire-setting behaviour, from curiosity to anti-social behaviour to

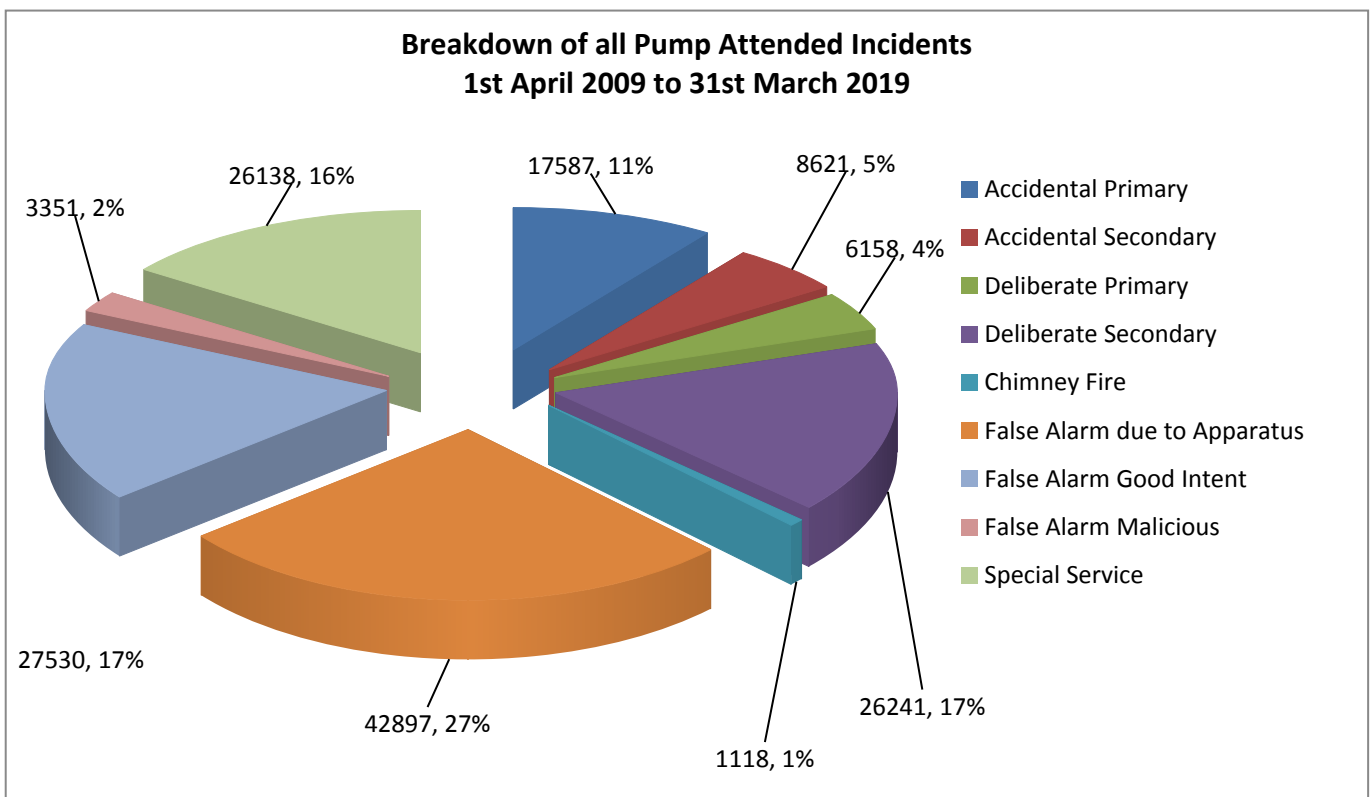
mental health issues; the term ‘deliberate fire setting’ covers a wider proportion of scenarios. Regardless of the reason a deliberate fire can cause significant damage to property, communities, the economy and in the worst case scenario’s cause injury or death.

From a fire service perspective deliberate fires are recorded in two categories; deliberate primary fires and deliberate secondary fires;

- A deliberate primary fire is any fire that is started intentionally involving property (including non-derelect vehicles) and/or casualties and/or involves 5 or more fire appliances.
- A deliberate secondary fire is any fire started intentionally confined to non-property locations such as derelect buildings, single trees, refuse containers, abandoned vehicles etc attended by four or fewer fire appliances and which did not involve casualties, rescues or any form of escape.

Through the use of our Incident Recording System (IRS) and Geographical Information Systems (GIS) the service is able to scan for trends in anti-social and deliberate fire setting. By doing this areas can be quickly identified through emerging trends, meaning prevention activities can be planned and undertaken, often with our partners. Activities can include anything from removal of rubbish to increased youth engagement activities, all with an aim to reduce the incidence of deliberate fires and help our partners build stronger more sustainable communities.

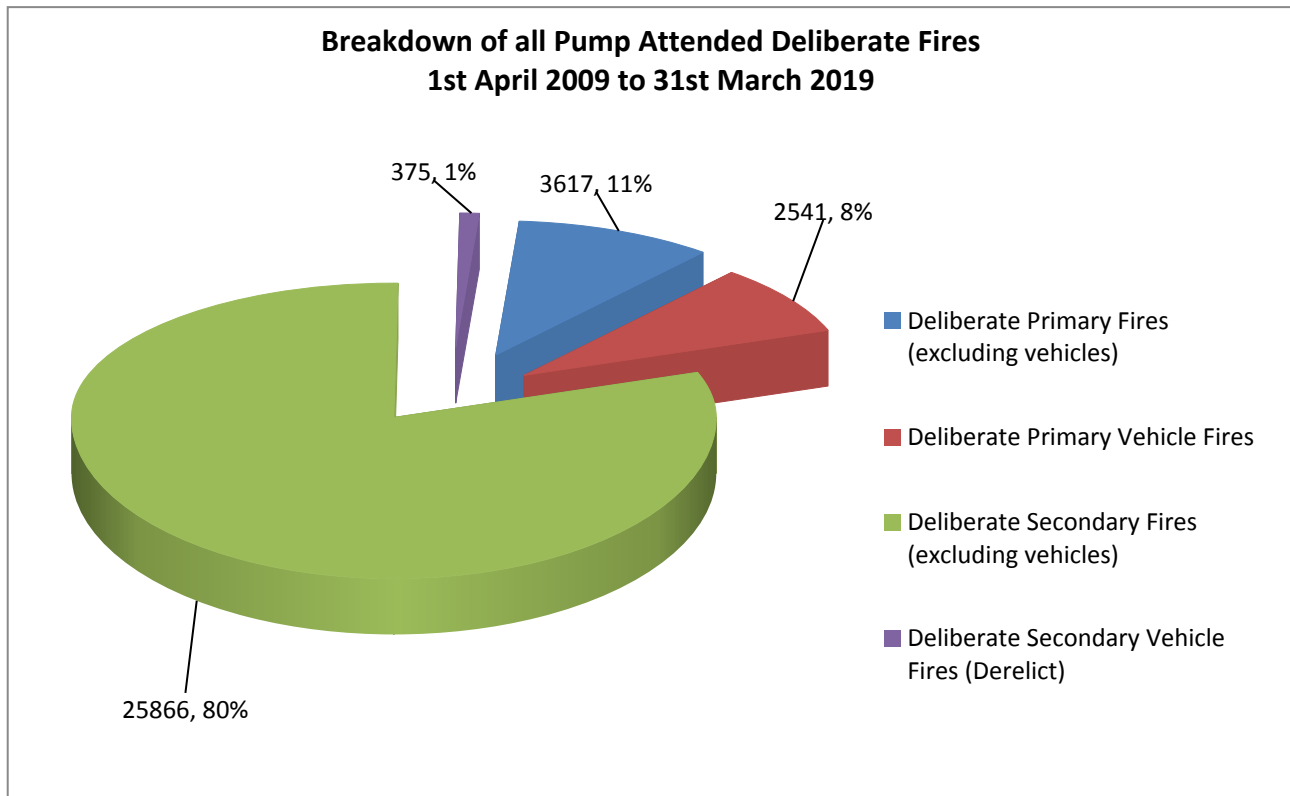
The following chart shows a breakdown of all incidents attended by LFRS over a 10 year period from 2009 to 2019¹⁵.



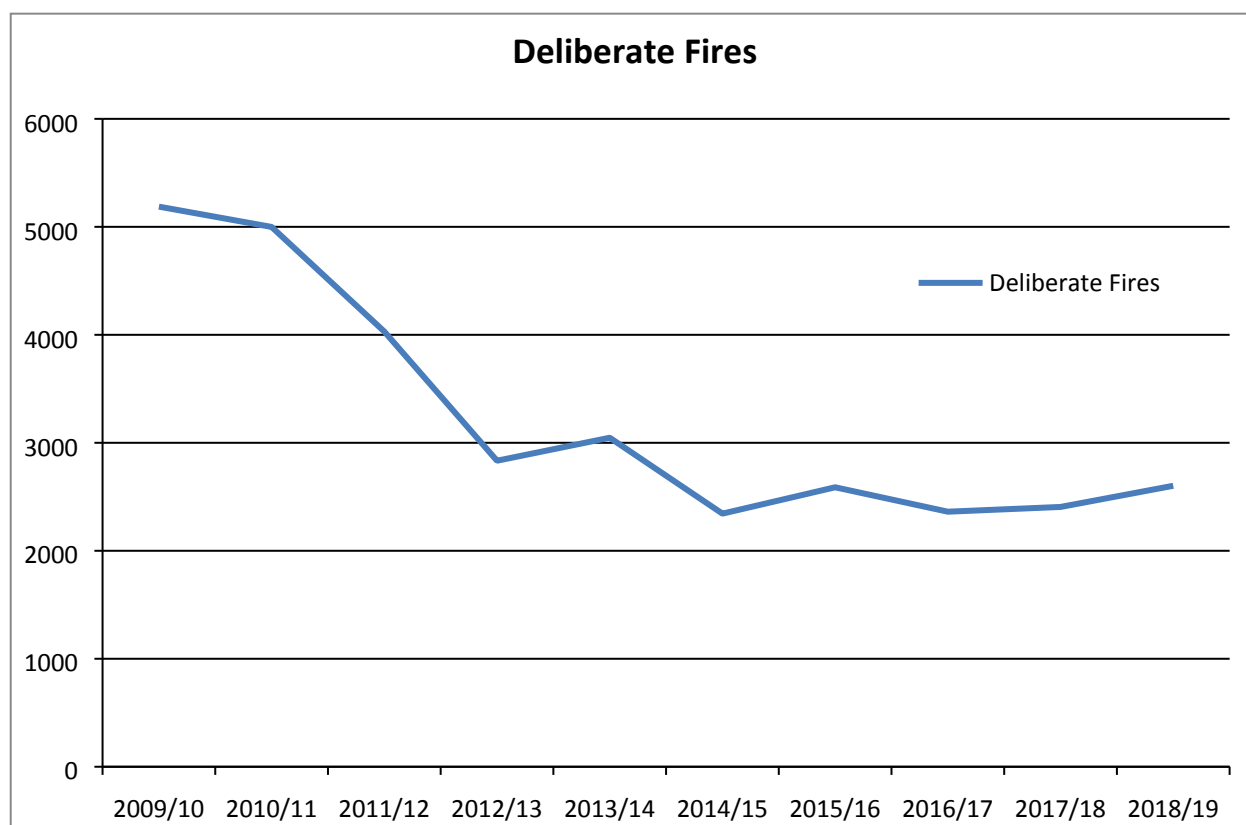
¹⁵ Pump attended incidents with a ‘cause’ recorded

This highlights that over a ten year period 20% of all incidents that LFRS attended were deliberate fires.

The next chart looks at deliberate fires broken down in further detail. It shows that 81% of the deliberate fires that LFRS have attended over the last 10 years were secondary fires and that out of the 6,158 deliberate primary fires that were attended, 41% of these were deliberate vehicle fires.



The following graph highlights that over the last 10 years deliberate fire setting has seen a reduction of 50%; whilst LFRS cannot attribute specific activities to this reduction it is to be recognised that the innovative prevention activities the Service has undertaken has aided in this decline.



Response:

By understanding the impact that deliberate fires can have on the communities of Lancashire, LFRS has developed a comprehensive range of prevention, protection and response activities. This approach holds a strong emphasis to work towards the reduction of deliberate fires occurring in the first instance with an additional aim to reduce the impact of consequences when a deliberate fire does occur.

By considering the individual circumstances behind each incident that our crews attend, officers are able to determine the cause of a fire and if it has been started deliberately. This approach ensures that any possible crime scene is secured at the earliest opportunity so that our Incident Intelligence Officers (IIO's) are able to commence with systematic investigative work. By using an assortment of techniques our IIOs can identify from the fire remains information to reconstruct the sequence of events leading up to the fire which is then used to identify if a crime has been committed. This ensures that the Police can be provided with expert evidence which can later be used in court.

Education also plays a key part in the reduction of deliberate fires. Our aim is to inspire and positively influence children and young people by embedding behaviours that they will draw upon over their lifetime. By working with children and young people and using a multi-layered approach our education packages aim to prevent the type of behaviour that leads to fire setting, one such package is the ChildSafe fire safety education session which is delivered in two stages to year 2 and year 6 primary school children. These interactive sessions are delivered by both operational crews and our community safety officers to children in schools pan Lancashire. The sessions are delivered to raise awareness of the risks, understand the consequences and to assist children in

making safe choices to protect themselves, their friends and families from fire.

Additional education tools include our Fire Intervention Response Education Scheme (FIRES). This is a package that has been developed to educate children and young people who have developed a fascination with fire related behaviour. This session is usually delivered in the individual's home, or at school on a one-to-one basis, with key adults in the child's life present as appropriate. For secondary school children 'The heat of the moment' package has been designed to encourage children to understand the risks and potential consequences associated with making hoax calls and deliberate fire setting. This package is delivered to secondary schools on demand or where a need has been identified.

For adult fire setters the Service has developed a resource pack in conjunction with our partners in Criminal Justice and the Health Service. The adult fire setters intervention package is a resource that can be tailored to the individuals needs and aims to increase awareness of the dangers and consequences of fire as well as providing basic fire safety education with a view to reduce harm from a deliberate fire.

Whilst education is important it is not the only tool that LFRS use to combat deliberate fires, by working in close partnership with the Police, the Local Authorities and many other key partners the Service has in place an abundance of deliberate fire reduction activities. These range from the Arson Threat Home Fire Safety Check (ATHFSC) which is a specialist service in place for individuals at high risk of an arson attack, to meetings such as the Service Intelligence and Analysis Group (SIAG) where incident related intelligence is shared and analysed to influence and inform future risk reduction work.

3.4.False alarms

LFRS receive fire calls through two main sources; the 999 system where calls are made manually to our Control facility (North West Fire Control – NWFC) and Alarm Receiving Centre's (ARCs) where activation signals are sent to a monitoring centre and where necessary called through to our Control Centre.

As the majority of the calls received by LFRS to fire alarm systems are through ARCs the Service has procedures in place to mitigate the possibility of attending a false alarm. By working with the businesses of Lancashire most ARC's now utilise a 'Call Back' process whereby on receipt of an activation signal from a monitored premises, they will 'Call Back' the property and enquire as to whether they can confirm a fire or signs of fire. If signs of fire are subsequently discovered they will be asked to ring 999 immediately; if the ARC doesn't get a response when they call back the premises, the call will be put through to NWFC and we will mobilise an appliance under blue lights to the incident.

Call challenge is another procedure used by NWFC so that when a call is received via the 999 system from a commercial premise where a fire alarm is sounding, Control staff will ask the caller whether or not they have a fire or any signs of fire. If there are no signs of fire they will be asked to investigate the cause of the activation; if at any time signs of fire become apparent, they will be

advised to call us back immediately at which time an appliance will be mobilised.

Response:

Through the introduction of call challenge and working closely with ARCs, over the last 10 years LFRS has significantly reduced the number of false alarms attended. We have gone from attending just under 6,000 in 2009/10 to approximately 4,400 in 2018/19. This is a considerable impact which allows us to better use our resources where they are needed at real emergencies, carrying out community safety activities and gathering risk information to keep crews safe.

Hoax and malicious calls can also have a significant impact on resources; to mitigate this risk our Control Operators are trained to use their professional judgement combined with a defined set of questions and statements if they suspect the call is not genuine.

Education plays a key part in the reduction of hoax calls and this is covered in the education sessions that are undertaken with school children so they are aware of the consequences that making a hoax call may generate. Furthermore technology has provided a successful reduction in hoax calls as it is now easier than ever to record and locate from where the calls have originated.

3.5.Road Traffic Collisions

In the Lancashire-12 area, the police dealt with 17,042 road traffic collisions during 2017 and a total of 22,298 in the Lancashire-14 area.

The number of casualties arising from reported road traffic collisions was 3,658 casualties in the Lancashire-12 area, plus 515 in Blackburn with Darwen and 511 in Blackpool, giving a total in Lancashire-14 of 4,684.

- Within the Lancashire-12 area 36 people were killed and 575 people were seriously injured.
- When adding the 2 unitary authority's stats, the figures show that 41 people were killed in the Lancashire-14 area and 700 were seriously injured.¹⁶

Lancaster district saw the largest number (93) of killed or seriously injured casualties in 2017, followed some way behind by Blackburn with Darwen (67). In terms of rates per thousand population, Ribble Valley was the highest (0.67), followed by Lancaster (0.65). Chorley had the lowest rate (0.38) followed by Rossendale (0.41).

There has been a 29.2% decrease in people killed or seriously injured since 2007 in the Lancashire-12 area, with figures dropping from 863 in 2007 to 611 in 2017. In the wider Lancashire-14 area, figures dropped from 1,000 in 2007 to 741 in 2017, a decrease of 25.9%.¹⁷

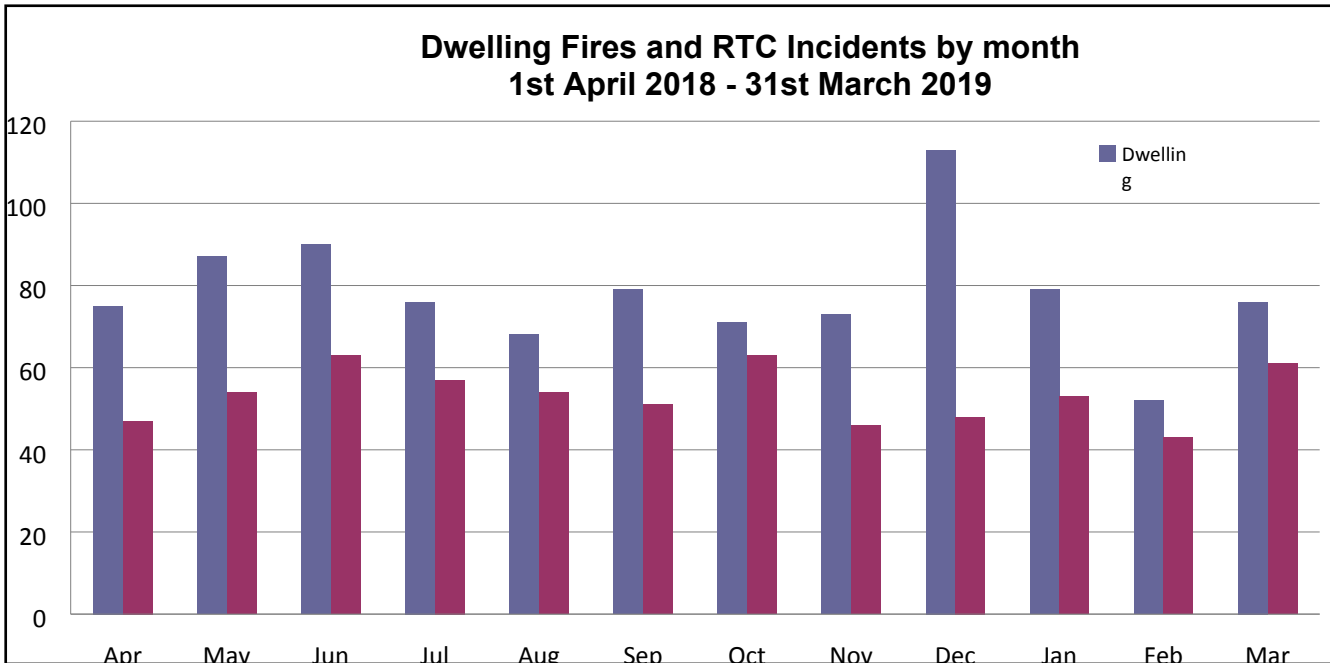
Lancashire Fire and Rescue Service has a statutory duty to provide emergency response to RTCs. Whilst we are not the lead agency for road safety prevention work (this falls to Lancashire

¹⁶ Information taken from <https://www.lancashire.gov.uk/lancashire-insight/community-safety/road-collisions/>

¹⁷ <https://www.lancashire.gov.uk/lancashire-insight/community-safety/road-collisions/>

County Council and Unitary Authorities), we do recognise the importance of road safety prevention work in mitigating collisions and the devastating effects that road traffic collisions can have on individuals and communities.

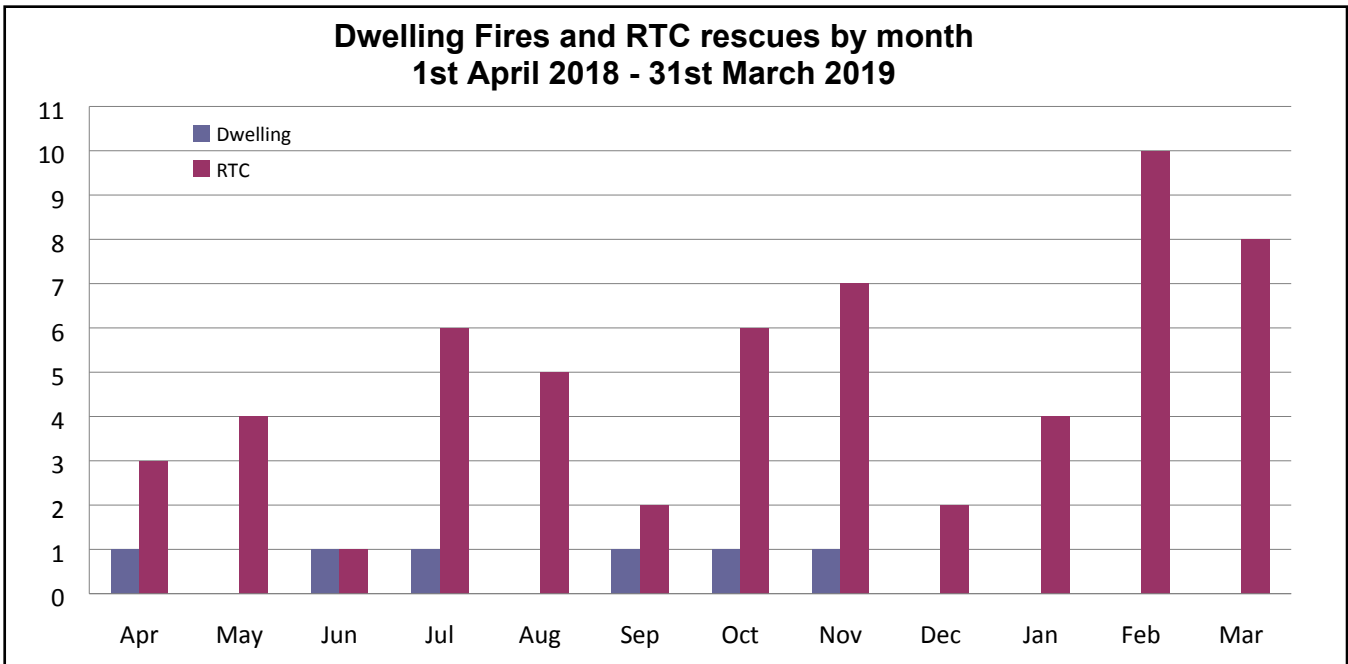
The following graph highlights the number of Dwelling Fires and RTCs attended by LFRS on a month by month basis during the 2018/19 year. ¹⁸



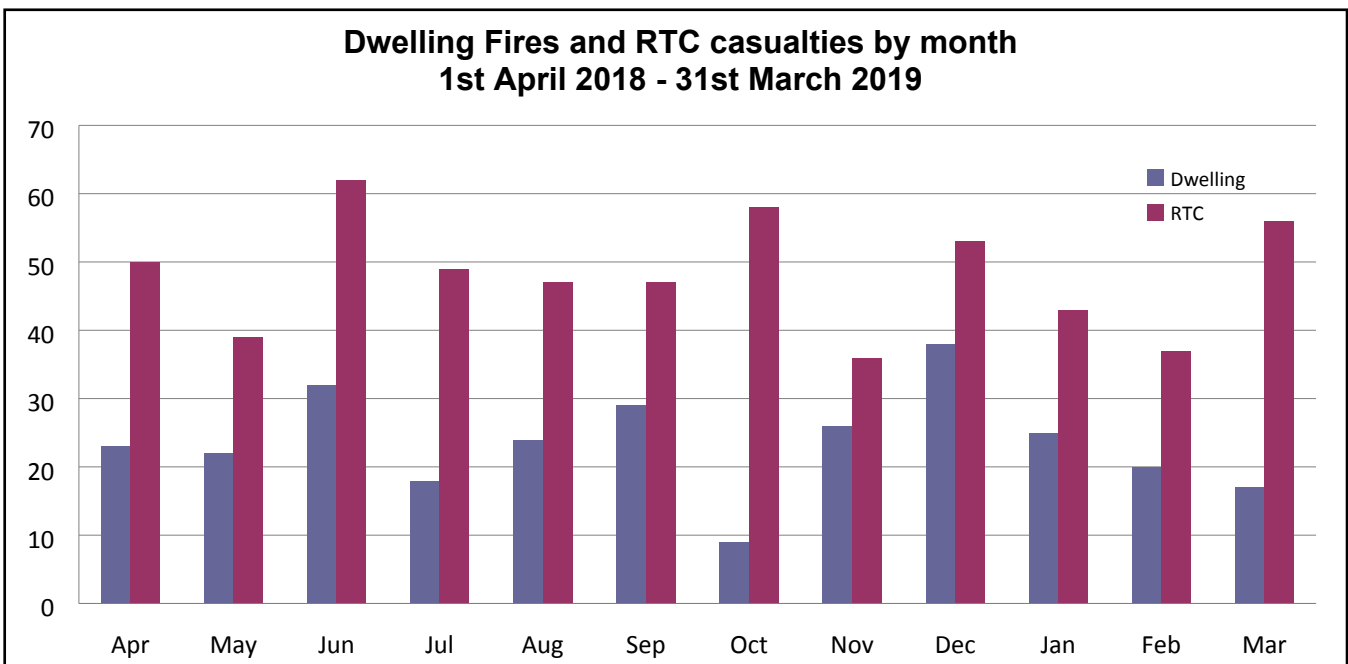
The next graph emphasises the number of rescues that were required across the same period for the same incident types. It shows that in 2018/19, on average, an individual would be more likely to have been rescued, without injury, from a road traffic accident than a fire in the home¹⁹

¹⁸ Incident Recording System

¹⁹ Incident Recording System



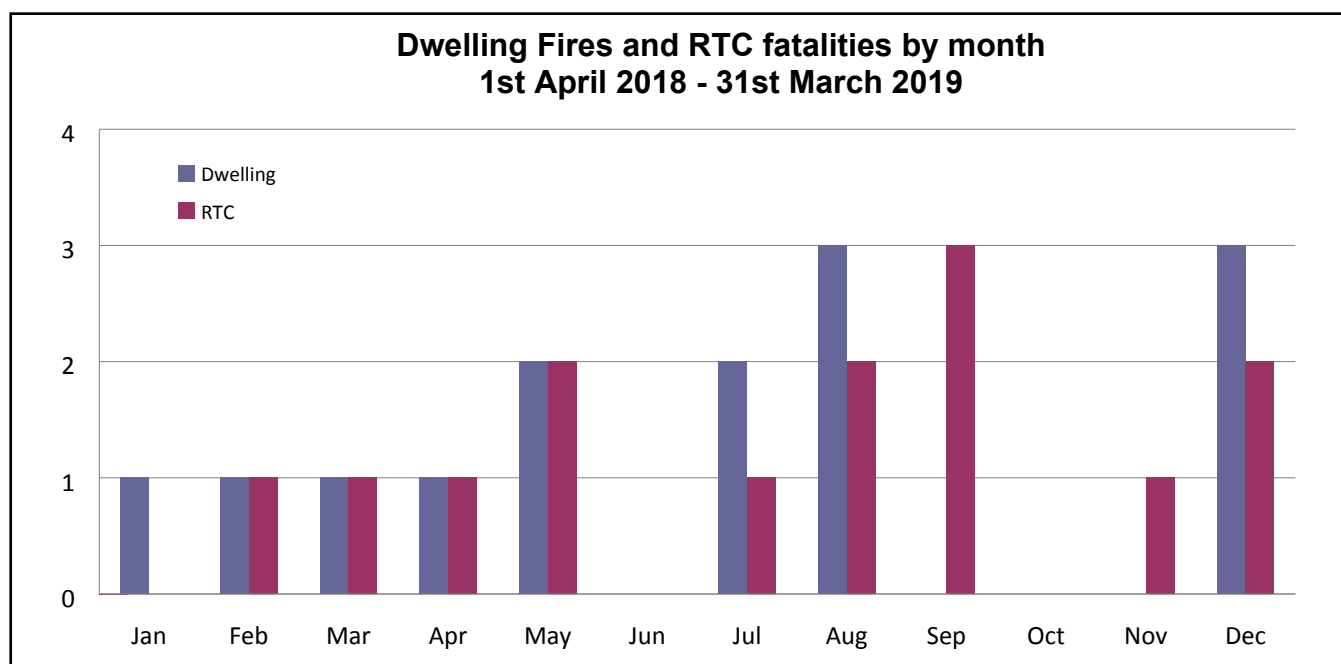
Further analysis of the statistics is highlighted in the following graph showing the number of casualties across both types of incidents, highlighting that an individual is more likely to be killed or seriously injured in a road traffic accident than in a fire at home.²⁰



The final graph shows the comparison between fire related fatalities & RTCs in 2018/19 (attended by LFRS); this information highlights the need for the critical prevention work that we undertake within the Service and with our partners to support road safety education and initiatives.²¹

²⁰ Incident Recording System

²¹ Incident Recording System

**Response:**

By understanding the impact of RTCs in terms of operational response; recognising that our crews frequently have to deal with the consequences of serious RTCs, LFRS has developed a multitude of preventative education packages that seek to provide a fundamental pathway to reduce the number of people killed or seriously injured on the roads of Lancashire.

LFRS is an active member of Lancashire Road Safety Partnership and by working in close partnership with Lancashire Constabulary, Lancashire County Council, Blackburn with Darwen Council, Blackpool Council and Highways England the Service undertakes widespread road safety initiatives and activities aimed at tackling road user's perceptions, behaviours and attitudes.

Road Sense is a new education package that has been rolled out pan Lancashire to all year six pupils in primary schools. This package focuses on in-car safety, pedestrian safety and cycle safety and aims to reduce the number of road traffic incidents involving young children.

In September 2017 Road Sense delivery became mandatory and replaced the fire safety session's currently delivered in all primary schools pan Lancashire. In the financial year 2018-2019 LFRS delivered Road Sense to 12,492 pupils in year 6 classrooms throughout Lancashire, Blackpool and Blackburn with Darwen.

In addition to this, the award winning Wasted Lives Programme introduced in 2010 is delivered by a team of facilitators and fire officers. The programme targets young drivers and their passengers in the age bracket of 15-25 years old and has to date been delivered to over 100,000 young people throughout Lancashire. The programme offers sessions that cover speed, seatbelts, mobile phones, drink and drug driving. The sessions are highly interactive and offer students opportunity for discussion and reflection. The sessions challenge beliefs which results in safer attitudes towards risk taking behaviours on the roads.

A further initiative, aimed at changing the attitudes and behaviours of 16-25 year old road users, is the Safe Drive, Stay Alive package. This stage presentation is a hard hitting emotive road safety

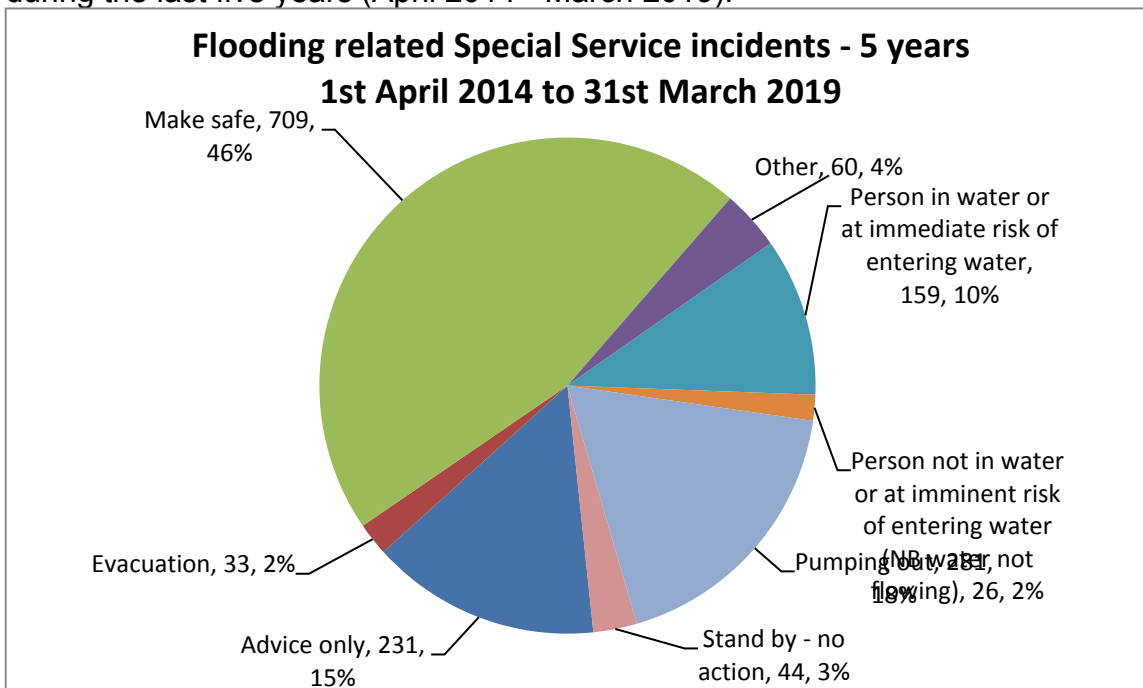
package featuring a mixture of film clips and real life experiences from a variety of speakers including a paramedic, a firefighter and a road policing family liaison officer. The initiative is supported by families who have had first-hand experience of the tragic consequences of bereavement due to a RTC. Audiences experience the real life, stories and experiences of individuals affected; with the production seeking to jolt people into considering the full facts and potential consequences of careless driving.

3.6.Flooding

Whilst Lancashire Fire and Rescue Service has no statutory duty to provide emergency response to water or flooding events, as a category 1 responder the Service is bound by the Civil Contingencies Act 2004 to have plans in place to respond to all emergencies. Through close consultation and collaboration with our partners and the Lancashire Resilience Forum (LRF) a Multi-Agency Flood Plan (MAFP) has been developed which outlines the agreed coordinated multi agency response should a flooding event occur in the Lancashire area. This plan has been identified as an essential requirement as it has been recognised through the LRF Community Risk Register that there are approximately 65,000 properties at high or very high risk from flooding within Lancashire.

Due to the diverse nature of the Lancashire landscape our communities can be at risk from coastal / tidal flooding, river flooding (fluvial), surface water (pluvial) and reservoir flooding albeit the likelihood of these events occurring varies from 1 in 5 years to 1 in 1000 years. In the last five years up to March 2019, LFRS has responded to over 1,500 flooding related incidents ranging from pumping out operations to water rescues.

The chart below highlights the number and type of incidents that LFRS crews have attended during the last five years (April 2014 - March 2019).²²



²² Incident Recording System

December 2015 provided record breaking unseasonably mild, wet and windy conditions that included storms Desmond, Eva and Frank. During December the UK mean temperature was 4.1°C above the 1981-2010 long term average and was 1.0°C higher than the previously recorded warmest December. The month saw 182% of average rainfall making it the wettest December and calendar month recorded in the UK series; rainfall levels reached 2 to 4 times the average in the west and north of the country whilst other parts of the country were less affected²³.



During the early hours of 5th December 2015 flooding hit Lancashire hard. During the course of the weekend North West Fire Control (NWFC) took over 3,200 emergency calls, the bulk of which related to flooding incidents in Lancashire and Cumbria, as heavy and protracted rainfall hit the Northwest.

Unfortunately, this was not an isolated event; thereafter the River Lune in Lancaster burst its banks flooding the city centre and an electrical sub-station serving 55,000 homes. Severe flooding also occurred across the county at locations including Whalley, Ribchester, St Michaels, Croston, Burnley and Padiham.

When flooding or severe weather conditions are predicted the Met Office provides Lancashire Resilience members with detailed briefings. These warnings fall into two categories; by time of onset and by likelihood and impact. This aims to provide an advance warning of the possible circumstances. Flood warnings are also issued by the environment agency and include areas that are predicted to flood so that resources can be allocated based on the likelihood and timing of the flood threat within a specific community or catchment area.

Response:

For major flooding incidents a flood rescue command and coordination structure has been developed to ensure priorities are established, a strategy is in place and resources are correctly allocated dependent on the scale or nature of the incident.

²³www.metoffice.gov.uk

LFRS have officers who have been trained to the DEFRA Module 5 (Water Incident Management) Standard, giving them expertise to work in flood waters or at strategic or tactical command level. By allocating different levels of command to an incident the Service ensures that any multi agency response that is required is fully co-ordinated and resourced. This is in addition to 2 rescue boats located at Penwortham Fire Station and Preston Fire Station which is fully equipped to DEFRA standards. To operate this, the Service has in place over 30 Rescue Boat Operators who have undertaken comprehensive training for both internal and out of county deployments.

Furthermore, at an operational level the Service has in place various resources for dealing with major flood events including specialist kit, High Volume Pumps, Water Rescue Teams, Urban Search and Rescue Teams and an assortment of associated equipment; and following the December floods and subsequent debriefs, the Service has now developed an action plan that aims to improve capabilities at flooding incidents even further.

As a result of Storm Desmond and Eva debriefs, every member of operational staff have been issued a flood suit and appropriate training in relation to accessing flood water and safely negotiating hidden dangers. Work is currently ongoing within the Response and Emergency Planning section, in order to identify pre-incident plans for rapid catchment areas.

4. Infrastructure Risk

4.1. Road Networks

The road network covering the 14 authority districts of Lancashire as a whole, hosts over 108.9 miles of motorway. This infrastructure includes the M6, M55, M58, M61 and M65 which provides the county with access to a rapid road network across the region and beyond. In addition to this Lancashire's broader road network is further made up with 'A' roads and minor roads which traverse the county covering over 4,900 miles.

4.2. Rail & Tram Networks

There are currently 62 railway stations operating over 200 miles of track in Lancashire. These range from busy commuter stations such as Preston and Lancaster situated on the West Coast Mainline, to smaller stations (some unmanned) located in rural areas. Lancashire is also part host to a heritage rail line, the East Lancashire Railway, which runs from Rawtenstall on a 12 mile stretch to Heywood in Greater Manchester.

In addition to the rail network, Lancashire has an 11 mile tram system that operates from Starr Gate in Blackpool to Fleetwood in the Wyre district. Part of this network is a 'shared space zone'; this is a new urban design approach reducing demarcation between trams, vehicles and pedestrians, with some kerbs and traffic signs removed to produce a more open space.

Statistics show that the number of incidents rail and tram related incidents LFRS has attended remains low, 114 incidents in total over the last 5 years.²⁴ However, if a large scale incident was to occur, the Service has to ensure operational preparedness to deal with such an incident. Incidents involving the rail or tram network may include embankment fires, rescues from derailments and collisions, hazardous materials, high voltage power supplies, electrocution, incidents in tunnels and suicides so the Service has in place an appropriate balance of guidance and resources to support and inform the decision making process at such an incident.

Response:

Site specific risk information is gathered for all large railway stations and tunnels across the county to ensure that crews have operational plans containing detailed risk information should an incident occur. In addition to this, training is undertaken and has included multi-agency exercises to give our crews and partners the opportunity to train together. Exercise Mallard was such an example which included participants from over a dozen responding agencies. The exercise presented those participants with the scenario of a train having hit a double-decker bus on a level crossing, resulting in multiple fatalities and injured. This exercise offered a difficult but realistic scenario and a subsequent painstaking operation which was carried out by the teams assigned to

²⁴ Incident Recording System

the work.

Additionally, the Service has entered into a unique partnership with Blackpool Transport so that fire engines at South Shore and Bispham now carry 50 tonne hydraulic jacks together with other complex lifting equipment. This equipment is designed to lift the new Bombardier tram should an incident occur involving a member of the public becoming trapped beneath it.

4.3. Ports & Maritime

Lancashire has three ports, situated in Heysham, Fleetwood and Glasson Dock. There are also a number of other maritime related sites which service leisure craft such as Preston Docks which was once Europe's largest single dock basin.

The largest port is Heysham which is a deep berth port capable of handling some of the world's largest vessels. It is served by a railway station and the recently constructed £140m M6 Bay Gateway link road. The port is a key gateway for Irish Sea trade and is attracting significant investment including a recent £10m improvement programme. Its proximity to gas fields and the world's largest offshore wind farm (Walney Extension) has also influenced the type of goods being handled & services offered.

Lancashire's two other ports are Glasson Dock (Lancaster) which is a small port situated on the mouth of the River Lune handling ships of up to 3,000 tonnes and Fleetwood Port which has suffered a significant decline in commercial operations.

Whilst LFRS does not have the capability or resource for firefighting at sea, the Service attends incidents on ships or vessels which are 'moored alongside' or within a dock. A ship fire poses significant risks to firefighters beyond those experienced during building fires. This includes complex layouts, confined spaces, metal construction, excessive heat layers, hazardous cargo, 360-degree fire spread, restricted access & egress and the stability of the ship when using water to fight fires. Any response is therefore complex and resource intensive.

Marine incidents are also usually reported to Her Majesty's Coast Guard (HMCG) as an incident at a port also poses the risk of a vessel sinking or leaking its cargo. HMCG will then decide upon the relevant course of action and alert the appropriate agency ('s) as required.

Response:

To deal with high risk areas such as ports, it is important that LFRS crews undertake familiarisation sessions and training; this gives crews the opportunity to consider how they might deal with an incident if it were to occur. Site Specific Risk Information is gathered from these sites and to complement this, individual ships are required to carry plans which should be available in the event of fire. In addition, a number of LFRS officers have attended ship alongside training at Heysham Harbour.

5. Industry Risk

The history of Lancashire is steeped in a varied assortment of industries; from the boom of the textile industry and cotton manufacturing which saw the birthplace of the industrial revolution, to coal mining and fishing, the county's industrial heritage is rich.

Whilst much has changed with many of the traditional cotton mills and coal mines no longer operating the county is still home to a vast variety of industries including manufacturing, aerospace, agriculture and a thriving tourism industry.

As the county is home to such diversity, the risk for LFRS is varied, meaning that the Service has to have in place a multitude of resources to enable our crews to respond to any eventuality. The county has many older buildings that were historically used as mills or for manufacturing purposes and whilst some have been converted and will have had fire safety measures incorporated, others have sadly fallen into disrepair. Older buildings were not subject to the stringent fire safety regulations that apply today meaning that fire separation and other safety measures are not necessarily in place. This may not pose so much of a risk to those who use the building on a day to day basis but should a fire occur, an older building may present a greater fire risk due to the way the building was constructed.

Response:

To mitigate these risks, operational crews will gather Site Specific Risk Information, often working in partnership with Fire Safety Inspectors to advise business owners on the appropriate fire safety measures that need to be undertaken to ensure that the building is made as safe as possible. If a building is derelict and is deemed to be identified at risk from antisocial behaviour, a multi-agency approach is often used to ensure that the building is made as secure as possible to try to prevent arson or deliberate fires.

5.1. BAE Systems

BAE Systems has 2 sites in Lancashire, to the East and West of Preston, at Salmesbury & Warton, collectively known as The Warton Unit. Together these sites comprise 147 hectares and employ over 20,000 people making BAE Systems a major employer within the county.

Both sites are enterprise zones established by the Government as part of the long term economic plan to deliver sustainable growth based on cutting-edge technology and enterprise and boast an array of advanced engineering and manufacturing businesses including the single largest concentration of aerospace activity in the UK.

The site at Warton hosts one of the longest runways in the UK at 2400m. Should an incident occur on the airfield our operational procedures are laid out within guidance named "Operation Fire Fox". LFRS participates in an annual test of "Operation Fire Fox" which is carried out by the Civil Aviation Authority to ensure that these operational procedures are fully embedded.

The site at Salmesbury concentrates on manufacturing and also hosts the training academy. Two areas of this site fall under the top tier of the Control of Major Accident Hazards (COMAH) Regulations and therefore there are on-site and off-site plans which are tested annually under an

exercise named “Operation Stingray”.

Due to the vast amount of structures that are across both sites, LFRS works closely with BAE Systems to develop and maintain detailed Site Specific Risk Information for each of the buildings. The sites themselves possess many different risks so by breaking down the information into manageable chunks we are able to identify significant hazards as quickly and safely as possible.

5.2.COMAH & REPPIR Sites

All businesses in the UK are required by law to protect their employees, third parties and members of the public who may be affected by their work activities; additionally they must take into consideration the many legal requirements that are in place to protect the environment. Sites that store or use dangerous substances must have in place further processes to meet the regulations that aim to prevent or limit the consequence to people and the environment should an incident occur. Lancashire is home to 11 of these sites which fall into to the following categories,

- COMAH (The Control Of Major Accident Hazards)
- REPPIR (Radiation, Emergency Preparedness and Public Information Regulations)

Nine of these sites are upper tier COMAH sites, one is a REPPIR site and one site is both COMAH & REPPIR.

COMAH aims to prevent and mitigate the effects of major accidents involving dangerous substances which can cause serious damage/harm to people and/or the environment. COMAH treats risks to the environment as seriously as those to people. These regulations operate on two levels dependent on the amount and type of hazardous substances that are stored or used by the organisation. Sites that store or use more than the lower threshold of a hazardous substance are classed lower tier establishments, with sites that store or use more than the higher threshold being classed as “upper tier” COMAH sites.

The Upper Tier COMAH Sites within Lancashire are:

BAE Systems, Samlesbury	Redcliffe International (Shipping) Ltd
Baxenden Chemicals	Tradebe Solvent Recycling Ltd
Johnson Matthey	Vinnolit Hillhouse UK
Procter & Gamble	William Blythe Ltd
Evans Vanodine	

These sites are required to document safety reports and produce major accident prevention policies (MAPP) in line with their tier grading that detail and demonstrate the full safety measures they have in place to minimise the risks posed by the substances’ stored on their site, whilst taking into account the local communities and environment. They are also required to notify the

competent authorities such as the Health & Safety Executive and Environment Agency so that inspection programmes can be planned to ensure that they comply with their duties as defined within the regulations.

In addition to these regulations, off site plans are produced and developed by the Lancashire Resilience Forum (LRF) of which LFRS is an active partner. By working in close collaboration with various partners through this forum a multi-agency approach is afforded to produce contingency plans should an incident occur. Furthermore, for each of these sites LFRS crews gather detailed Site Specific Risk Information (SSRI) so that the necessary information is available immediately to our staff should an incident occur.

REPPIR regulations are in place so that a framework of emergency preparedness measures are ready to protect and inform the public following an incident. Again as with COMAH, all sites must also have off-site emergency plans and our crews also collate SSRI plans which are produced to ensure that all possible risk information is documented.

The REPPIR sites within Lancashire are:

- Heysham EDF Power Stations 1&2 (which is the only site within the UK to have two operating nuclear reactors)
- Springfields Fuels Ltd

Springfields Fuels Ltd is both REPPIR and COMAH and manufactures fuel for a variety of nuclear reactor designs worldwide.

Furthermore, to ensure the plans are sufficient and that our crews and our partners are trained in operational preparedness should an incident occur, exercise and training sessions are regularly undertaken. Within the last year our crews have undertaken numerous exercises across a variety of sites including a multi-agency exercise involving a Radiological incident at Springfields to test the company's off-site emergency plan. This exercise involved LFRS, Lancashire Constabulary, North West Ambulance Service, Environment Agency, Public Health England and NHS England to name a few and gave all agencies an excellent opportunity to have a realistic training exercised and pushed to their limits. The exercise was observed by the ONR (Office for Nuclear Regulation). As with all exercises this was fully debriefed so that any learning outcomes could be introduced within the sites plans.

5.3. Waste, Recycling and Scrap Sites

Lancashire is home to a vast range of waste, recycling and scrap metal sites so that people can dispose of their unwanted items. These sites not only process conventional house hold waste including, paper, cardboard, plastic and wood but also deal with a variety of waste that is considered hazardous such as asbestos, chemicals, batteries, solvents and oils. Waste sites can range from landfill which typically deals with household refuse, to scrap metal recycling centres that specialise in scrap metal processing and recycling. Not all waste sites are set in the open, many private waste processing and recycling plants operate within extremely large open plan

steel framed buildings, whilst some sites store different waste in large containers that are then transported to other locations for processing.

UK Fire and Rescue Services attend a significant amount of fires at waste sites each year. These fires are often difficult to extinguish, needing lots of resources for long periods of time. When they occur, waste site fires can have serious effects on public health, the environment, safety to firefighters and the local community due to the nature of the fuel that is burning.

In 2014 new guidance was issued for waste and recycling sites by the Waste Industry Safety and Health (WISH) forum. This guidance was developed with input at the time from the Chief Fire Officers Association (CFOA), the Environment Agency (EA) and other bodies with an aim to provide structured advice and standards for this sector on good and acceptable practice to enable them to reduce the risk of fire within their sites.

Response:

To ensure that operational crews have detailed guidance for each different site, Site Specific Risk Information is gathered detailing the variety of risks unique to each individual location. Training is also undertaken to ensure familiarisation so that our crews are trained in operational preparedness should an incident occur. Furthermore, the Service has entered into a formal collaboration with the Environment Agency to produce Instant Access Plans for those sites deemed to be the highest risks. By working together to produce such plans guidance is in place so that high risk areas are identified and plans are established prior to any incidents occurring.

In December 2016 the Service procured a new appliance called the 'Stinger'. This appliance is in addition to our Aerial Ladder Platforms and is equipped with a boom-mounted piercing tool capable of penetrating buildings, windows and containers. The on-board pump can then deliver 1000 litres of water per minute through the holes at the tip of the tool, or the tool can be retracted and up to 5500 litres of water per minute can be delivered via the hose without having to commit personnel. This appliance has allowed crews to extinguish fires in a more efficient manner and has proven invaluable at numerous waste site fires where access has been poor and hazards such as gas cylinders and unstable surfaces are present.

The Service have now received our second Stinger, which will further improve our Water Tower and Aerial capabilities. This vehicle is situated in the Southern part of the county at Skelmersdale Fire Station. The area contains many industrial estates therefore as a Service we believe that having a Stinger here reduces the risk of fires spreading, which should reduce the impact on local businesses and reduce the overall costs of insurance claims. The Service now also a Flexi-duty officer that is trained to respond to Waste Fire sites and works with partner agencies, e.g. The Environment Agency to plan for such incidents. This Officer is available to advise when making the SSRI plans and also can be requested to respond to the incident if available.



5.4. Heritage

The building heritage that spans Lancashire is rich, including several stately homes, the grand castles of Lancaster and Clitheroe and the famous Blackpool Tower. Within the UK there are three categories of listed buildings;

Grade I buildings are of exceptional interest, nationally only 2.5% of listed buildings are Grade I

Grade II* buildings are particularly important buildings of more than special interest; nationally 5.5% of listed buildings are Grade II*

Grade II buildings are of special interest; 92% of all listed buildings in the UK are in this class and it is the most likely grade of listing for a home owner.

Lancashire is home to over 73 Grade I listed properties that are classed as of exceptional interest. Furthermore, the county hosts over 255 properties listed as Grade II*²⁵ and over 4900 amount listed as Grade II. This remarkable variety reveals the abundance of the county's history and contributes to the identity, vitality and economic life within Lancashire. The county's heritage sites are enjoyed by the tourists that visit Lancashire in their thousands on an annual basis and by the county's residents alike.

While modern buildings are designed from the outset to accommodate meticulous fire safety regulations, many historic buildings were built within an era when fire safety was not a significant requirement. The very character of some of the county's heritage properties means that fire is without doubt the greatest threat to the building; this is due to the fact that a fire is not only able to destroy the entire fabric of a building but also its precious artefacts.

Response:

The Service recognises the importance of the county's heritage and the associated risks and challenges that listed buildings can present; with this in mind the Service has a dedicated Heritage Liaison Officer (HLO) in post. The HLO maintains close links with agencies and authorities with an interest in Heritage, such as Historic England, Lancashire County Council and Local Authorities

²⁵ <https://historicengland.org.uk/>

and also attends regular meetings with both the Northwest Heritage Fire Protection Group and the Lancashire Conservation Officers Group. By working closely with our partners LFRS has developed robust information sharing arrangements to ensure risk reduction advice is provided with an aim to reduce the risk of a fire occurring and reduce the impact if one does.

Our Fire Safety Inspection (FSI) officers undertake fire safety audits of some Grade I and Grade II* heritage premises to ensure that adequate fire safety solutions are in place and that the building meets life safety standards. By consulting with the Service HLO, our FSI officers are able to determine how to best achieve fire safety regulation requirements that also reflect the balance against the heritage asset.

Should an incident occur at a heritage site our operational crews work in close partnership with FSI officers to gather Site Specific Risk Information. Heritage sites can often house unusual features that may subsequently influence the operational plans so by working together further risk is identifiable. In addition to this, 'Salvage Plans' are frequently created so that key information surrounding the sites significant assets is available.

5.5. Piers

Pleasure Piers were first built during the early 19th century when seaside holidays in the UK became more and more popular. Lancashire with its wide expanse of sandy coastline has been home to a total of eight piers with the first being built at Blackpool north in 1863. Sadly due to the decline in popularity of UK holidays, four of the piers have since been demolished. To date Lancashire has three piers (North Pier gaining Grade 2 status as defined by Historic England) remaining in Blackpool and one at the neighbouring seaside town of St Anne's; all of which host an array of attractions, amusements, restaurants, festivals and shops. The piers regularly attract tourists from within Lancashire but visitors are also attracted on a National and International scale looking for entertainment and the opportunity for a seaside stroll.

The generic structure of the piers themselves means they are vulnerable to exposure from disasters such as fire, storms, boating accidents and modern day terrorism threats. The consequences of an emergency on a pier could result in serious damage leading to partial collapse, severance from land, or to the loss of a historical heritage structure which could potentially have a significant impact on local businesses and tourism.

Response:

To help mitigate these risks each of the piers has had a Site Specific Risk Information assessment carried out by trained operational fire crews, with additional protection advice provided from Fire Safety Inspectors, to ensure that adequate fire safety solutions and adequate risk assessments are in place. In addition the Service is an active member of the Lancashire Resilience Forum which has enabled the development of a multi-agency emergency plan that sets out the procedures to manage and mitigate the impact of an incident involving a pier in Lancashire.

5.6. Lancaster University

Lancaster University 2020 Strategy, maps out an ambitious future, as a “globally significant “university in the top 10 in the UK and the top 100 in the world. In order to achieve this and accommodate a corresponding increase in student and staff numbers in the next ten years investment in its core campus and the development of adjacent university land is continuing year on year. Within this next critical stage of development, the University could reach a total student population of 17,000 at the Bailrigg campus by 2025 and resourcing this growth will require significant adaptation and expansion of most existing academic departments within the campus and also the creation of new.

The Health Innovation Campus (HIC), funded by the University and through the Lancashire Enterprise Partnership’s Growth Deal Fund and the European Regional Development Fund (ERDF), will be focused on tackling the biggest challenge in healthcare. Construction of the £41 million first phase of the building, adjacent to the University’s campus, has started on site with completion in 2019. The HIC will create new jobs by supporting 300 Lancashire-based small and medium enterprises to develop new and innovative digital and technological solutions and will have wider impact by engaging regionally, nationally and internationally with hundreds of companies. Innovations will be targeted around the prevention and early diagnosis of illness and access to care. As well as digital innovation, this will include the design, development and evaluation of healthy places to live and work, improving quality and value in health innovation systems, and the development of new materials to improve health.

The LEP is also supporting the new 3,500 home Garden Village situated south of the city, one of the first of its kind in the UK, to be brought forward, further showcasing collaborative working between the LEP, the University and the City Council to regenerate and enhance its city offer. The campus will work by co-locating academics from a broad range of different backgrounds in a new building alongside businesses and other partners. The building will also provide a new home for the University’s expanding work in in health and medicine.

Extensive large new student accommodation is being built within Lancaster city centre to cope with the increase demand of more students attending the university but also part of the ten year investment of their strategy plan for 2025.

The Lancaster Environment Centre (LEC) atrium is undergoing a major refurbishment to upgrade the area to reflect the department's reputation as one of the world's largest and highest rated multi-disciplinary centres of environmental research.

6. Tourism

6.1. Tourism in Lancashire

In addition to the workday population of Lancashire, tourism also generates large surges in visitor numbers on a seasonal basis. The latest official visitor figures stand at 67.28 million per annum, an increase of 4.5% from the previous year. Visitor numbers to Lancashire have increased for the 6th consecutive year. The economic impact generated by these visitors is valued at £4.13 billion, an increase of 5.3% year on year from £3.92 billion.²⁶

6.2. Blackpool Pleasure Beach

Founded in 1896 over a forty-two-acre site on South Promenade (Ocean Boulevard) in Blackpool, it is one of the most visited tourist attractions in both Lancashire and the United Kingdom and is home to numerous rides and attractions. Incidents at any attraction that sees large numbers of the public attending for entertainment purposes pose a variety of hazards and risks. To mitigate this, the Service has in place an abundance of operational guidance to support and inform the decision making process should an incident occur, this includes detailed strategic plans that have been developed with our partners which consider all eventualities. Furthermore, Site Specific Risk Information is gathered and training is undertaken to cover a multitude of hazards and risks that may present themselves. In early 2018 a Lancashire Resilience forum multi agency exercise was successfully held to assure that the response plans to Blackpool Pleasure Beach tested. In support of the above exercise, western area staff along with USAR, attended a presentation by Staffordshire FRS, where they covered a case study of the Alton Towers 'Smiler' crash.

6.3. Blackpool Promenade

Otherwise known as the "Golden mile" consists of an open public space promenade with three piers, North pier is a Grade 2 listed building, with Central and South pier used for amusement arcade venues. The promenade sees approx. a million people per summer season (April – September) traveling the length of it, this space is shared with the Blackpool Transport Trams. Blackpool Promenade holds a number of events including 'Live wire' music event and a number of well-known music performers. It also sees the Blackpool Air show, with 70-80,000 people gathering on the promenade to watch the two day show, as well as Lytham Proms, which sees more than 50,000 guests attending each year. Blackpool Illuminations is over a 6 mile length of the promenade, along with the World Fireworks Championships which a further 20,000 people attend the promenade.

²⁶ <http://www.marketinglancashire.com/news/facts-figures/>

6.4. Football Grounds

Lancashire has three football teams in the top two divisions of the football league. Each week thousands of footballing fans travel to Blackburn, Burnley and Preston to watch their respective football teams.

Club	District	Capacity	Average Attendance
Blackburn Rovers FC	Blackburn with Darwen	31,667	14,178
Burnley FC	Burnley	21,400	20,688
Preston North End FC	Preston	23,400	13,801

Following the major incident at Hillsborough, involving crushing, where 766 were injured with 96 fatalities and the fire at Bradford City, killing 56 and injuring 265, the Taylor Report was produced. This has led to much tighter regulations. Although football grounds are now much safer, the hazards from such large crowded spaces remain.

The local authority is responsible for ensuring that the stadium complies with government guidance and as a result carries out regular inspections of the stadium. The local authority also chairs a Safety Advisory Group, comprising club officials and representatives of the police, fire and ambulance services, which meets on a regular (usually monthly) basis. The Safety Advisory Group can also be recalled at short notice to consider any issue arising from a recent fixture, or any special measures that are proposed for a forthcoming match.

7. Environmental Risk

7.1. Lancashire Coastline and River Network

The Lancashire coastline comprises of 77 miles of varied landscape including seaside towns, agricultural land, the tidal expanse of Morecambe Bay and the major river estuaries of the rivers Lune, Ribble and Wyre. The coastline is home to the popular walking route the 'Lancashire Coast Way' which runs from the village of Silverdale in the north of the county down the Ribble estuary towards the village of Freckleton.

The rivers of Lancashire drain westwards from the Pennine's into the Irish Sea. Tributaries to these rivers are the Calder, Darwen, Douglas, Hodder and Yarrow, with the River Irwell also partly in Lancashire.

Lancashire is also home to an expansive canal network; the Leeds/ Liverpool Canal is the longest canal in Britain at 127 miles and passes through East Lancashire and across the Pennine countryside before heading into Yorkshire. The Lancaster Canal covers a distance of 57 miles, has 8 locks, and runs from Ashton Basin in Preston to Canal Head in Kendal. This canal includes an aqueduct over the River Lune and the Millennium Ribble link which joins the main canal 1.5 miles outside Preston. This new section of canal was opened in 2002 and connects the Lancaster

Canal to the Leeds & Liverpool Canal.

Morecambe bay is the largest expanse of intertidal mudflats and sand in the United Kingdom covering a total area of 120 square miles. The bay is notorious for its quicksand and fast moving tides and is rich with cockle beds which have been fished by locals for generations. The tragic events of the night of the 5th February 2004 saw 23 cockle pickers drown in the bay after being cut off by the tides.

The water risk in Lancashire varies due to the diverse range of water sites that the county is home to. From fast moving coastal tides and quick sands to the still waters of the canals, all pose different risks.

Response:

Due to this great diversity, crews at each station in Lancashire undertake and assess their geographical area so they are able to identify the possible risks and associated hazards. Site Specific Risk Information is also gathered where possible to ensure that crews have the latest risk based information available.

Crews at various locations are trained to use a variety of techniques and regular exercises are undertaken to give the opportunity to consider how they might deal with an incident if it were to occur and to gather further information that may assist.

Furthermore the Service has introduced a variety of educational packages specifically designed to target water safety. Campaigns in previous years have targeted young people with a view to raising awareness of the risks associated with swimming in open water and this year's CFOA campaign looks to raise awareness of the risks associated with being near water. The campaign has developed over the years and as of 2016, 315 people accidentally drown in the UK, 50% of which were taking part in waterside activities such as running or walking

7.2..Moorland

The landscape of Lancashire is diverse with the county being categorised as one of the most urbanised localities in Britain²⁷. However it is also host to great natural physical diversity boasting extensive areas of countryside and moorland including Areas of Outstanding Natural Beauty (AONB). Large parts of rural Lancashire are categorised as moorland, made up of extensive areas of blanket bog on deep peat soils, purple moor-grass, heather, heath, forestation and many other typical moorland plant species. At lower altitudes the landscape is characterised by pasture and meadows enclosed by dry stone walls. The moors not only provide habitats for many different wildlife populations but are also home to numerous historic landmarks and reservoirs. The moorland in Lancashire has significant economic, historical and environmental significance due to the moorlands various usage including water catchment, grouse shooting, agricultural, recreation

²⁷ <http://www.lancashire.gov.uk/lancashire-insight/environment/environment-overview.aspx>

and leisure activities. The moorland peat acts as a large carbon sponge removing tonnes of Carbon Dioxide from the atmosphere and holding it in the peat layer, during wildfire the stored carbon dioxide is released into the atmosphere and the peat layer can become damaged leading to erosion and vulnerability to other natural hazards such as flooding in lower areas caused by erosion.

The wildfire season, severity and size of wildfires is increasing in duration, this could be attributed to climate change and other factors that have sustained or increased the fuel layer on the moors such as changes in land management, reduced animal grazing and competing priorities for moorland management. It is evident that we are also experiencing more wildfires that meet the UK FRS severe criteria (more than - 1 hectare, 6 hour duration, 4 fire appliances, 1.5m flame length or significant risk) earlier and later in the year, in some instances February.

Wildfires have historically occurred in spring and summer months. The spring fires usually involve surface fine fuel fires such as Molina grass/heather that have been dried out by the wind, sun and frost, all of which limit the amount of moisture to the fine fuel. The fires that occur are also supported by a blanket of dead vegetation on the moors from the previous year. These types of fires can spread rapidly over large geographic areas.

The summer fires are caused by prolonged periods of drought conditions due to low rainfall and high temperatures, these types of fires can involve ground fuels such as peat, surface fuels and ladder fuels such as forestation more easily. Ground fuel fires that occur in large and remote geographic areas where water sources are not readily available can be extremely resource intensive, require support from partner agencies and be difficult to extinguish due to being deep seated below ground as demonstrated by the Winter Hill fire which started in June 2018 and burned for over 40 days. These types of incidents require vast quantities of water far in excess of what conventional fire-fighting appliances can deliver. Forestation fires generate long flame lengths and high intensity fires that predominantly require aerial assets to successfully bring them under control.



Winter Hill, summer 2018

Response:

LFRS has established the multi-agency 'Lancashire Fire Operations Group' to enable partner agencies and interested parties to work together to better manage prevention and response activities in relation to wildfires. Response plans are available electronically on every fire appliance via our vehicle mounted data systems. Furthermore the service has a number of wildfire equipped stations and bespoke vehicles such as the Softrack and Polaris. Training is undertaken regularly so that crews are familiar with the specialist techniques used for tackling wildfires and to enhance safety during wildfire incidents. Contingency plans are also in place, which were recently activated, to supplement LFRS resources with wildfire helicopters and specialist wildfire teams located in other service areas. In the 2019/20 planning year, LFRS has implemented a Wildfire Burns Team as an alternative measure to using water for managing the wildfire; which in spring 2019 have carried out some preventative burns. The debrief evidence from the 2018 Winter Hill incident has been collated and an action plan is being worked through which will serve to improve LFRS's response to Wildfires.

7.3. Reservoirs & Water Storage

There are over 100 registered dams and reservoirs in Lancashire owned by United Utilities and private owners. All reservoirs over 25,000 M³ are subject to safety inspections as required by the Reservoirs Act 1975 and this Act provides the legal framework to ensure the safety of all UK reservoirs above natural ground level. In addition the Environment Agency regulates reservoirs through the Water Act 2004 and the Flood and Water Management Act 2010 is in place to reflect a more risk-based approach to reservoir regulation.

The Civil Contingencies Act (2004) requires Category 1 Responders such as LFRS to have plans in place to respond to all emergencies including flooding. Due to the vast amount of water reservoirs are capable of holding, they have been identified as high risk and so a multi-agency reservoir plan has been developed. This is available to ensure that local responders are able to make a swift and effective multi-agency response to deal with flooding incidents arising from reservoirs.

Response:

In addition to the multi-agency plan, LFRS has resources available to deal with incidents involving reservoirs. For some reservoir sites within Lancashire, Site Specific Risk Information (SSRI) is gathered detailing the individual hazards and location specifics that our crews may need to be aware of should an incident occur. The Service also has operational crews that have had specialist training in swift water rescue operations and a selection of specialist equipment is available from strategic locations across the county.

Response capabilities are not the only activity that the Service uses to address the hazards that reservoirs pose. Education plays a key part in the prevention of water related incidents and the Service has developed a water safety campaign season which is designed specifically to educate and inform young people on the dangers of playing in or near open water. LFRS are currently in

partnership with other agencies, in order to provide Water Safety Boards at identified reservoirs and open water venues.

7.4. Wind Farms

The UK's first commercial wind farm was constructed in 1991, since then this industry has established itself as the UK's largest source of renewable energy generation²⁸. Lancashire currently has 16 onshore windfarms in operation hosting a total of 80 wind turbines. These range from a variety of small developments with only 1 turbine up to larger developments such as Scout Moor which has to date a total of 26 turbines.

The Walney Extension, located in the Irish Sea, is the world's largest operational offshore wind farm, generating clean electricity for nearly 600,000 homes.²⁹

Wind turbines present an assortment of risks; the remote locations of many of the turbines can mean that travel time to the areas can increase the likelihood of fire spread. The height, location and construction of the turbines can make them prone to lightning strikes, and as the turbine-supporting tower structure may be over 100m high, if people are trapped rescue operations may prove to be very difficult.

Response:

Due to the variety of locations that host Lancashire's turbines the Service has an array of mobilising response options including four wheeled drive vehicles, a wildfire unit (either Softrak or Polaris) and the rope rescue unit for complex rescue operations. Furthermore all Fire Stations undertake detailed risk assessments of their geographical areas so that our crews are able to identify and familiarise themselves with any potential risks or hazards present within their station boundary. Crews undertake a detailed on site risk assessment to gather Site Specific Risk Information and training is often undertaken so that crews have the opportunity to consider how they might deal with an incident if it were to occur.

7.5. Solar Energy

Solar Energy is a further source of renewable energy generation within Lancashire. Solar farms are present across the county and many buildings now have panels fitted upon their rooftops. For home owners there are two technologies commonly used:

- Solar Photovoltaics (PV), also known as solar electricity which is a technology that converts sunlight directly into electricity
- Solar Water heating which is a technology that uses sunlight to produce hot water.

All new technologies can introduce new risks, and all new energy-handling systems can introduce

²⁸RenewableUK.com

²⁹<http://www.walneyextension.co.uk>

new fire risks. However, at the present time there is no reason to believe that the fire risks associated with solar panels are any greater than those associated with other electrical equipment. Nevertheless, these systems are now more common so consequently LFRS operational guidance has been updated to detail the risks that may present themselves such as electrocution, falling panels and the dangers of flying glass

7.6. Fracking

Hydraulic fracturing or 'fracking' is the technique designed to recover gas and oil from shale rock. The process involves drilling down into the earth before a high pressure water mixture (made up of water, sand and chemicals) is directed into the shale rock layer to release the gas/oil for recovery. The term fracking refers to how the shale is fractured apart by the high pressure water and sand mixture.

The oil and gas company Cuadrilla currently has two sites on the Fylde Coast to explore for shale gas by drilling and fracking at Preston New Road and Roseacre. All fracking sites within England must obtain appropriate environmental authorisation or permits from the Environment Agency (EA), who's responsibility it is to regulate and monitor the environmental impacts of shale gas operations.

In addition to this the Health and Safety Executive (HSE) are responsible for the regulation of shale gas operations via the Borehole Site and Operations Regulations 1995. These regulations have a focus on the design, construction, operation, maintenance and ultimately abandonment of the wells. It should be noted that where the Borehole Sites and Operations Regulations 1995 are applicable, the Regulatory Reform (Fire Safety) Order 2005 does not apply.

Response:

From an operational perspective a full detailed risk assessment of the site has been undertaken by LFRS to gather Site Specific Risk Information, this is continually updated as the site develops. Furthermore, the Lancashire Resilience Forum (LRF) of which the Service is a partner, regularly consults with the EA, HSE and relevant partners to ensure that its suite of plans are appropriate as the site develops.

7.7. Climate Change

Events that are attributed to climate change continue to provide challenges for fire and rescue services across the country. As global warming continues the threat of prolonged periods of severe weather which may range from extremely wet winters that bring the risk of intense downpours, flash flooding and severe flood events to warmer drier summers which can bring the increased risk of drought and wild fires

According to the Met Office, the summer of 2018 has been the hottest on record for England and joint hottest for the UK as a whole. With these high temperatures came a very challenging

summer for the emergency services. LFRS attended over 600 grassland incidents³⁰ and one in particular, Winter Hill, lasted over 40 days.

Future climate change predictions show that extreme flood events such as those seen in December 2015 and heat waves seen in summer 2018 could become more frequent and severe, putting homes, businesses and infrastructure at greater risk.

Response:

Whilst LFRS continues to develop and improve our operational capabilities in regard to events that are attributed to climate change, the Service also has in place a Climate Change and Environment Strategy (CCES). This strategy provides a framework for an ongoing programme of action on environment and climate change issues, with an aim to ensure that LFRS is not only prepared for the impact of climate change operationally, but to also ensure that we continue to look to reduce our impact on the environment.

³⁰ Incident Recording System

8. Technological Risk

Today's technology is constantly changing, improving and evolving the way that the world operates. It makes things more convenient and accessible and provides efficiencies that are both cost and process related.

As a Service we recognise the benefits that new technologies bring and so to keep abreast of these new technologies we have in place a three year ICT strategy supported by an annual ICT development schedule. This is how the Service plans for its technological changes that are necessary to ensure all our systems are sustainable.

At present the Service is undertaking a programme of work to review and improve all our information management systems and processes which provides a long term vision for the Service in the way our information is managed, stored, governed and integrated.

Looking ahead to future technological changes and risks that these changes may pose, a nationwide emergency services mobile communications programme (ESMCP) is currently in its planning stages. The programme is set to provide the emergency services with a revolutionary new communication system. It will include the development of a system called the emergency services network (ESN) which will provide the Fire & Rescue Service, Police and Ambulance Service with voice and broadband data services. The programme will also provide the governance for a number of projects which will see user devices upgraded, several Control room upgrades and the introduction of an air to ground (A2G) network.

It is intended that the ESN will provide a mobile network that has extensive coverage, high resilience, suitable security measures and hi-tech functionality that will allow users to communicate under the most challenging circumstances, which should in turn allow Control room operators to make better assessments of the incident occurring. Clearly, whilst this technology is intended to provide the emergency services with significant improvements, it also comes with its share of risks; the system is to be run on a mobile network and will be delivered through the same channels for all users, meaning there may be issues for users during peak hours and similar risks such as denial of service. These risks will be managed as part of the regional programme of work of which LFRS is a part. The Service's local project as part of this programme is now being established.

In the current climate Security of systems and data is becoming an increasing priority for both ICT and Information Management therefore our strategy includes an increased security stance that prioritises security of both technology and information.

The development of electrical technology means that crews are responding to a variety of incidents that involve batteries and renewable energy. There has been a recent increase of fires in solar panels, which can be found within Heysham solar farms and more commonly on housing. The service has invested in a substance, known as PV Stop, which prevents the panel from utilising the sun's energy, allowing the fire service to control the fire.

9. Organisational Risk

9.1. Business Continuity

The Civil Contingencies Act (2004) requires all Category 1 Responders to have plans in place to respond to all emergencies. This includes adequate business continuity plans (BCP) enabling the critical business functions the Service provides to continue to operate, despite serious incidents or disasters that might otherwise have interrupted them.

Our business continuity considerations encompass the whole Service so that all critical functions and activities are considered, not just those involving the emergency response aspect. These plans include the dedicated Urban Search and Rescue (USAR), International Search and Rescue (ISAR) and DEFRA trained teams who are often called upon in times of crisis. Business continuity arrangements also have to be taken into consideration for our partners such as North West Fire Control (NWFC) who are critical to our operations thus ensuring that our response will also meet their standards along with our own.

LFRS regularly reviews all of its business continuity plans and associated policies. A review was undertaken in 2018 culminating in an external Audit of the plans which ensured that LFRS continues to have an effective framework through which assessments of both internal and external risks impacting on business continuity are undertaken. Additionally business continuity plans are being reviewed to ensure that the Service continues to be capable of maintaining acceptable standards of service delivery for each critical business process following disruption. Winter Hill was also recorded as a Business Continuity event enabling Lancashire Fire and Rescue to establish a degradation model for its operational cover. All actions from Winter Hill informed an action plan and the Strategic, Tactical and Operational plans were adjusted accordingly.

Looking forward, changes in the Community Risk register and the National Risk register will continue to inform LFRS's Business Continuity arrangements. It has been noted that across the board there has been an extension in times with which a community may have to be without aspects of its infrastructure. This has been taken in to account in this year's review of Business Continuity Plans.

9.2. The General Data Protection Regulation (GDPR) and the Data Protection Act 2018 (DPA2018)

The General Data Protection Regulation (GDPR) and the Data Protection Act 2018 (DPA2018) came into force on the 25th May 2018, replacing the Data Protection Act 1998 (DPA). The GDPR has direct effect across all EU member states and has already been passed. This means the Service has to comply with this regulation and will still have to look to the GDPR for most legal obligations. However, the GDPR gives member states limited opportunities to make provisions for how it applies in their country. One element of the DPA 2018 is the details of these derogations. It is therefore important the GDPR and the DPA 2018 are read side by side. The GDPR and DPA

2018 outlines the rights and responsibilities designed to safeguard personal data relating to living natural persons. They make significant and important requirements on organisations about how they collect process and store personal and special categories of data (previously sensitive data). These laws will provide harmonisation for so many businesses and services operating across geographical borders. This is crucial to businesses, organisations and individuals so that there is international consistency around data protection laws and rights. As with the DPA, the GDPR applies to 'personal data'; it is for those who have day-to-day responsibility for data protection. However unlike the DPA, the GDPR's definition is more detailed in that it makes clear that information such as an online identifier – e.g. an IP address – can be classed as personal data. This more extensive definition addresses changes in technology and reflects the way organisations process information about people.

10. National Risk

10.1. National Risk Assessment and National Risk Register

Risks the UK faces are continually changing; to monitor these risks the government produces a National Risk Assessment (NRA) that records the risks that the UK and its citizens could face over the next five years. The NRA is a confidential assessment that is produced each year through consultation with a wide variety of experts both across government departments and within other organisations. The National Risk Register (NRR) is the public version of this assessment that aims to deliver the first step in providing advice on how people and businesses can better prepare for civil emergencies.

Whilst most emergencies will be dealt with by local authorities there are some events which, if to occur, would have a serious impact on a much wider scale causing a civil emergency within the UK. All risks within the NRR have been written in the form of an event or scenario, such as a severe weather event or a cyber-attack, and detail what exactly the risk is, if the event has occurred previously, what is being done about it and what to do in the event of an emergency.

To support this, the government provides guidance to local resilience forums on how to interpret the risks in the NRA and NRR; this enables local authorities to produce their own local assessments of risk. This ensures that risk assessments at all levels of government are integrated and underpins coherent emergency planning across the country.

10.2. Lancashire Resilience Forum

The Civil Contingencies Act 2004 provides a single coherent framework for emergency planning and response across both local and national levels forming the overarching structure for civil protection in the UK.

The Act lists organisations that are included; these are divided into 2 categories with each category imposing a different set of duties on local responders. Category 1 responders are subject to the full set of civil protection duties and include organisations who provide a fundamental response to most emergencies such as the Emergency Services, NHS organisations, Local Authorities and the Environment Agency. Category 2 responders have a lesser set of duties as they are less likely to be involved in the core of the planning work, but they will be heavily involved in incidents that affect their own sector such as, for example, utility companies.

Part of the Act necessitates that Category 1 and Category 2 responders form a local resilience forum to consult, collaborate and disclose information with each other. In Lancashire this is known as the Lancashire Resilience Forum (LRF).

The LRF provides the opportunity for agencies to identify potential risk, and produce emergency plans, to either prevent or mitigate the impact of any incident on their local communities. The risks identified by the LRF are assessed and documented in the Community Risk Register. This register provides a brief overview of significant risks based on local conditions, infrastructure and geography and assists the LRF to prioritise planning, facilitate training and organise exercises to ensure that adequate arrangements for responding to an emergency are in place and up to date.

Response:

Whilst LFRS has a robust risk assessment process in place for a multitude of incidents and hazards, to meet our statutory duties we are also an active member of the LRF and chair a number of groups including HAZMATS (hazardous materials), 'warn and inform' and the general purpose group. By working in affiliation with our partners and participating in multi-agency testing exercises, the Service has assurance of emergency preparedness.

10.3. Brexit

The Local Resilience Forum have highlight an emerging risk in the light of a potential no deal Brexit. Multi agency response is to plan for a reasonable worst case scenario and the likely impact on each organisation. LFRS have attended several meetings and along with other Cat 1 and Cat 2 responders, considered potential risks and issues.

These are the short term risks that could have the most impact on LFRS.

- **Stockpiling**
- **Procurement**

Stockpiling

The term is used to describe storing large accumulates of stock (good/materials). This has been highlighted as a high level risk for LFRS as it increases risk of fire and the risk to Firefighters if an incident does occur. Additionally, there is a risk that chemicals will not be readily available from the EU, post Brexit, therefore this could promote additional stockpiling resulting in increasing the risk of Hazardous Material incidents.

Response:

LFRS will work very hard to make sure all high level risk (Level 4 and 5) is assessed against information stored on the Site Specific Risk Information system and update accordingly. Moreover, the Service will work towards heightening the local awareness of each Station by allowing crews to gather local information and Environmental audits.

Procurement

There is a huge uncertainty at present about what post deal could mean for procurement outside of the EU. It is believed that due to this; current stock levels of kit and supply chain issues may increase the price on certain pieces of equipment.

Response:

Currently at LFRS there isn't an adequate solution to reduce the risk due to the level of uncertainty regarding the deal. However, the Service will commit to review the potential impact on all supplies and look at potential alternatives.

10.4. Terrorism

Terrorism presents a serious and sustained threat to the UK and UK's interests abroad. Lancashire has suffered the effects of Terrorism in the past, particularly from Northern Ireland related activity, and the current threat from extremism means the service remains vigilant and ready to respond. Due to the increase in terrorist attacks within the UK over the past year, the initiation of a review of the "Joint Operating Principles for Emergency Services – Responding to a Marauding Terrorist Firearms Attack" guidance was commissioned, and there remains the expectation that fire & rescue services will form part of a multi-agency response to such events.

Response:

To ensure our emergency preparedness LFRS maintains a cadre of specially trained officers should a terrorist attack occur. Our CBRN (Chemical, Biological, Radiation and Nuclear) officers are trained and equipped to be used as Gold or Silver Commanders at an incident. These officers have participated in multi-agency exercises designed to test our response and that of our partners. In addition to the CBRN officers, LFRS maintains a cadre of National Inter-agency Liaison Officers (NILO's) who have received in depth training in responding to terrorism and organised crime. The Service also maintains close links with Lancashire Constabulary and Lancashire Resilience Forum partners to ensure that joint plans and ways of working are in place.

11. Main Findings

The purpose of this document has been to identify and record the significant risks that are present within Lancashire. By understanding the nature of these risks and how members of the communities we serve and our staff may be harmed by them, LFRS is better placed to ensure that suitable measures for mitigation are in place. Risk is often seen as a negative occurrence, or the chance of something unpleasant happening that may cause injury or loss; however risk is simply uncertainty and can therefore also provide opportunity. By exploiting opportunities that a risk presents, we can provide positive impacts such as innovative ways of working that hadn't previously been identified.

The main finding of this SAoR identified is that our communities are changing. People are living longer; leading to changes to physical wellbeing, mental health and to the increased potential for social isolation. Indeed it is widely recognised that those most in need are often those who are the most difficult to reach. To address this, the Service is developing the way that we deliver our prevention services, to ensure that effective, integrated ways of working with our partners takes place on an individual level.

Furthermore, when looking to predict those most at risk of fire, LFRS has traditionally used a geographically based approach. However, future targeting methods may need to be refocused to incorporate demographic groups to ensure that the Service is able to concentrate resources where they are most required.

Road Traffic Collisions (RTC's) continue to be a cause for concern. Our roads are getting busier and RTC's frequently lead to devastating, life changing consequences. By continuing with our preventative education packages, the Service remains committed to providing engaging road user education sessions that aim to influence behaviour using a targeted approach. Highlighting the significant impacts that may occur and the need for safer roads and safer road users, not only saves lives, but also works towards reducing the pressures faced by LFRS and our partner organisations.

As a result of the Wildfires in summer 2018, the Service highlighted a need to progress a workstream to have our own Service Burns Team in order to replicate the great work undertaken by teams from other areas of the country as part of our National Resilience request. This has supplemented the enhancement to wildfire equipment and planning LFRS has already completed.

This document is a component of LFRS' planning activity, with a clear focus on reducing risk year on year through activities as a whole.

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 10th February 2020

BLUE LIGHT COLLABORATION

Contact for further information: ACFO Ben Norman
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Executive Summary

Lancashire Fire and Rescue Service continue to work closely with Lancashire Constabulary on a number of work areas under the Duty to Collaborate agenda. During the last quarter the engagement with North West Ambulance Service was enhanced with the appointment of a dedicated lead and project managers from the three emergency services are now scheduled to meet regularly.

Work remains ongoing in terms of both 'business as usual' level activities and the scope phase developments of large-scale work packages that will require significant resources and scrutiny if moved to the implementation phase.

Recommendation

The Planning Committee is asked to note and endorse the report.

Information

The Blue Light Collaboration programme is now embedded into both Lancashire Constabulary and Lancashire Fire and Rescue Service (LFRS) corporate programme and a number of work streams remain open and are operating within the scope phase.

During the last quarter NWSAS have identified a single point of contact to operate in the project lead role and the officer for each of the three blue light services have attended a planning meeting.

Since the last Planning Committee meeting developments within business as usual activities have concluded collaborative benefits with regards to specialist protective clothing for LFRS National Incident Liaison Officers, a shared Business Continuity Plan for bulk fuel stocks and a memorandum of understanding has been drafted with regards to shared utilisation of the four drones held across LFRS (2) and Lancashire Constabulary (2).

There are a number of long-term projects that remain in scope phase and this report provides an update with regards to the fire crime scene investigation accreditation, public order training and real time demand management.

Fire crime scene investigation accreditation

A number of meetings have been held between Lancashire Constabulary and LFRS in relation to the ongoing Fire Investigation International Standards Organisation (ISO) process, these meetings have formed the basis of an agreement including a Project

Initiation Document and Terms of Reference. Joint project leads continue to work closely in order to identify the national developments of the new Fire Investigation standards in order to embed best practice for arson fire management within the county. Lancashire Police Quality Manager and an LFRS Incident Intelligence Officer attended a recent NFCC National Fire Investigation Accreditation update, some of the outcomes include: The Forensic Science Regulator has agreed to put back the implementation date of the ISO until October 2021.

A small-scale forensic company has agreed to carry out a 'dry run' assessment with Fire and Rescue Services in order to see what the real issues are with the process. This took place in late 2019 and they will publish the results shortly which will inform next steps.

The emerging national position is identifying that many fire and rescue services are shaping draft agreements with their respective police force in order to discharge their fire investigation duties under a Section 22a collaborative arrangement. LFRS and Lancashire Constabulary are awaiting further clarity from the National Fire Chiefs Council and National Police Chiefs Council leads before determination can be made on next steps. Further clarity is anticipated at the next stakeholder meeting which is programmed for May 2020.

Real Time Demand Management

The collaborative ambition seeks to establish if there are opportunities to route specific aspects of 'Real Time Demand' from Lancashire Constabulary's Contact Management Centre to LFRS' North West Fire Control (NWFC). This would see LFRS as the primary responders to such incident types, wherein there has been a variable response to date, based upon the information passed by the caller into the 999 control room.

In practical terms this would determine the most appropriate resource to mobilise within the already established pre-determined attendance in line with a specific call-set requirement. Automated routing of such incident types through to North West Fire Control, would accompany this as a longer-term ambition, which is currently on hold due to a phased reconfiguration of the Contact Management Centre at Lancashire Constabulary HQ.

Detailed analysis has been undertaken of calls received, to determine those that are the appropriate type for a primary response via LFRS. Work is progressing to develop and design a process to select and transfer appropriate incidents to LFRS via NWFC. Examples of which include Persons Trapped or injured; where a FRS primary response, would provide assistance at an earlier point with higher levels of equipment and personnel.

Nominated leads from each organisation are currently considering the next steps, in order that a trial may be considered in a defined geographic area of Lancashire.

Public Order Training Site

Lancashire Constabulary has commissioned a piece of work to review the delivery of their Public Order Training, this includes aspects such as civil disorder, door entry and other operational expertise areas. The current training delivery utilises facilities at a

number of sites and it is anticipated that there could be a more effective and efficient delivery model through site consolidation.

A number of possible sites are being evaluated and Lancashire Constabulary has requested that LFRS considers the potential for the Public Order Training to be delivered at LFRS training Centre, Euxton. In order to consider the potential for this collaboration there have been a number of work packages delivered, these include a scale and scope of the land requirements, evaluation of any training related benefits to LFRS, potential impacts to LFRS' future site use including the possible relocation of LFRS' headquarters to the Euxton site.

This evaluation work remains ongoing and recommendations from the project team will be considered by the collaboration board leads in the next quarter.

Business Risk

The changes to ISO accreditation with regards to fire investigation may have impacts upon the methods of investigating, evidence capturing and subsequent reporting of arson events. Currently LFRS and Lancashire Constabulary work collaboratively in a manner that leads to some of the highest detection and conviction rates. Effective adjustment to the changing standards is required to ensure this effective delivery is maintained.

Due to the change of legislation and expectations of the HMICFRS inspectorate arrangements, LFRS is required to provide greater clarity on the evidence captured as a part of ongoing and future collaboration opportunities.

Sustainability or Environmental Impact

None identified at this scope phase.

Equality and Diversity Implications

None identified at this scope phase.

HR Implications

None identified at this scope phase.

Financial Implications

Interim costs such as staff training and programme management will be met from existing budgets on an equal share basis.

As each of the key projects defined in this report are in scope phase there are no indicative costs at this time. Financial implications would be a feature of a full business case if and when projects are developed to such phase.

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

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

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 10 February 2020

HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES UPDATE

Contact for further information: Assistant Chief Fire Officer Ben Norman
Telephone: 01772 866801

Executive Summary

The paper serves to provide Members with an update following publication of the 'State of Fire Report' earlier this month and confirmation of Lancashire FRS' next HMICFRS inspection which take place during week commencing 11th May 2020. This will be our second inspection during which we aim to demonstrate that we have built on our previous achievements in ways that help to make the people of Lancashire safer.

Recommendation

Planning Committee is asked to note the content of the paper and the work ongoing within the Service in preparation for the forthcoming inspection.

Background

During January this year, HMICFRS released the 'State of Fire Report' which is the annual assessment of the effectiveness and efficiency of fire and rescue services in England, based on the 45 inspections carried out between June 2018 and August 2019.

The report provides a summary of the performance of the 45 fire and rescue services against the 3 inspection pillars of effectiveness, efficiency and people and provides a comparator for the high levels of performance delivered by Lancashire when considered against peers nationally.

The [report](#) highlights that the sector has many strengths but that ongoing improvement is required. Whilst we acknowledge that many of the negative statements within the report exist nationally, it is pleasing that these were not representative of the picture that was reflected within LFRS.

State of Fire provides strategic recommendations on reforms needed, to ensure that modern fire and rescue services can be provided which are fit for the future. The report recommends:

1. By June 2020, the Home Office, in consultation with the fire and rescue sector, should review and with precision determine the roles of: (a) fire and rescue services; and (b) those who work in them.
2. By June 2020, the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'grey book'.

3. By September 2020, the Home Office should consider the case for legislating to give chief fire officers operational independence. In the meantime, it should issue clear guidance, possibly through an amendment to the Fire and Rescue National Framework for England, on the demarcation between those responsible for governance and operational decision making by the chief fire officer.
4. By December 2020, the National Fire Chiefs Council, with the Local Government Association, should produce a code of ethics for fire and rescue services. The code should be adopted by every service in England and considered as part of each employee's progression and annual performance appraisal.

Second inspection confirmed

The dates for the second inspection of LFRS have been confirmed as week commencing 11th May 2020. For the second inspection our former Service Liaison Lead (SLL), Dave Dryburgh, hands over to his replacement, Jo Hayden (Programme and Planning Manager for Nottinghamshire FRS). It is anticipated that the Service will meet with the new SLL following their formal HMICFRS training in February.

Meantime work is ongoing within Service to meet key dates within the timeline –

- Data Return – last week of January 2020.
- Preparation of LFRS Self-Assessment against the inspection framework, prior to Discovery Week.
- Document return – (awaiting the request but previously this constituted 53 service level documents).
- Discovery week – initial visit by a few members of the inspection team, confirmed as week commencing 20th April.
- Inspection week – full inspection team into Service, week commencing 11th May.

During the previous inspection, the Chief Fire Officer's strategic brief was delivered prior to inspection week. This time, it will be delivered to the inspection team on the first morning of inspection week.

There is a spring bi-annual data return expected in May which may coincide with the inspection dates.

Learning from other FRS and sharing our best practice

Whilst LFRS has areas of strength, it is recognised that further improvements can be derived from best practice of our peers. Following the release of the reports from the final tranche of inspections and the more recent State of Fire report, the Service has identified a number of opportunities to be explored with our peers. Accordingly, visits have been made to other FRS, examples being, Merseyside to look at their approach towards Prevention activity, phone conferences with Cambridge and Oxfordshire to look at various areas of strength and a further visit being planned to West Midlands to consider the work undertaken to achieve their 'outstanding' in response.

Conversely LFRS has hosted several FRS over the course of the year to share areas of our best practice, including Lincolnshire, Durham and Darlington and a number of FRS whom attended a recent event to share an overview of our Risk Based Inspection Programme for fire protection.

Business Risk

Reputational risk to LFRS should an unsatisfactory inspection outcome be delivered.

Sustainability or Environmental Impact

None identified at this stage

Equality and Diversity Implications

None identified at this stage

HR Implications

None identified at this stage

Financial Implications

None identified at this stage

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