

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 15 November 2021 in 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

This meeting will be held in line with Covid-19 restrictions.

Combined Fire Authority members will attend in person.

Members of the press and public can attend in person (subject to national Covid-19 restrictions) or view the meeting via a live webcast on YouTube.

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 - 14)

4. ANNUAL SERVICE REPORT (Pages 15 - 26)

5. DRAFT COMMUNITY RISK MANAGEMENT PLAN (CRMP) 2022-2027 - CONSULTATION OUTCOMES (Pages 27 - 124)

6. AUTOMATIC FIRE ALARM ATTENDANCE POLICY - CONSULTATION REVIEW (Pages 125 - 160)

7. STRATEGIC ASSESSMENT OF RISK 2021/22 (Pages 161 - 164)

8. PREVENTION, PROTECTION, RESPONSE STRATEGIES (Pages 165 - 246)

9. SUB 18M HIGH RISE RESIDENTIAL UPDATE (Pages 247 - 266)

10. HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) UPDATE (Pages 267 - 268)
11. BLUE LIGHT COLLABORATION (Pages 269 - 270)
12. APPRENTICE FIREFIGHTER OFSTED NEW PROVIDER MONITORING VISIT (Pages 271 - 278)
13. 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.

14. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 7 February 2022 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for 18 July 2022
 proposed for 21 November 2022

15. 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

16. DAY CREWING PLUS FUTURE (Pages 279 - 306)
17. URGENT BUSINESS (PART 2)

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

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 12 July 2021, at 10.00 am in the Washington Hall, Service Training Centre, Euxton.

MINUTES

PRESENT:

Councillors

G Mirfin (Chairman)
S Clarke (Vice-Chair)
M Dad
N Hennessy
F Jackson
D O'Toole
J Shedwick
J Singleton

Officers

B Norman, Assistant Chief Fire Officer (LFRS)
N Taylor, Acting Area Manager (LFRS)
S Collinson, Head of Media and Communications (LFRS)
J Ashton, Group Manager (LFRS)
D Brooks, Principal Member Services Officer (LFRS)

In attendance

K Wilkie, Fire Brigades Union

1-20/21 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Jane Hugo and Tony Williams.

2-20/21 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

3-20/21 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 8 February 2021 be confirmed as a correct record and signed by the Chairman.

4-20/21 DRAFT COMMUNITY RISK MANAGEMENT PLAN

Assistant Chief Fire Officer, Ben Norman presented the report. He advised that the National Framework issued by central government required the Combined Fire Authority (CFA) to create an Integrated Risk Management Plan. The

Framework provided specific guidance on several salient areas such as prevention and protection delivery and response arrangements. Furthermore, it detailed the requirement for Fire Authorities to draft, consult upon and publish their strategic intent in the format of an Integrated Risk Management Plan (IRMP) which must span at least 3 years.

It was noted that Lancashire Fire and Rescue Service's (LFRS) IRMP was last published in April 2017 and covered the period of 5 years, hence it would end in March 2022. Members considered how the new IRMP had been drafted including the introduction of further best practice with regards to a Strategic Assessment of Risk (SAoR) and the proposals for consultation and further approvals by the Fire Authority.

It was also noted that the National Fire Chiefs Council (NFCC) in June 2021 issued an IRMP best practice guidance document in the format of a Fire Standards Board publication. Therefore, the proposed LFRS IRMP document for the period 2022-27 had been developed to be fully compliant with this guidance; which included using the title of Community Risk Management Plan (CRMP) as a replacement for IRMP to cascade a strategy that was more engaging and identifiable to the people of Lancashire.

The CRMP 2022-2027: -

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

The Assistant Chief Fire Officer confirmed that core deliverables would be scrutinised by the Performance Committee and the Planning Committee would receive an Annual Service Report at its next meeting. This report provided Members with an overview of progress against work detailed in the Annual Service Plan 2020/21.

Key changes within the Community Risk Management Plan 2022-2027 were:

- This iteration of the 5-year risk management plan was called the 'Community Risk Management Plan' as opposed to the previous 'Integrated Risk Management Plan' which brought the Service in line with other Fire and Rescue Service's (FRS's) and national terminology;
- The CRMP aligned to new NFCC best practice guidance within its methodology;
- The CRMP was also underpinned by a newly developed data driven SAoR utilising data from our Incident Recording System which had helped identify the highest risk activities/incidents;
- Three of the key Service strategies, Prevention, Protection and Response had been refreshed to align to national change and guidance were also included with key deliverables to be included within the CRMP consultation;

- The CRMP did not incorporate the Emergency Cover Review. This would be conducted and consulted upon separately during 2021/22;
- The CRMP highlighted a potential change to the way in which calls originating from Automatic Fire Alarms in non-sleeping risk premises would be managed in future. Subject to public consultation the Service may align with other North West FRS' and remove the attendance unless back-up calls were made;
- The CRMP also cited the growing number of attendances to domestic automatic fire alarms (Telecare) systems and the benefits of closer working with social care commissioners to develop a domestic false alarm policy to minimise the number of false alarms and maximise the provision of fire safety advice for the most vulnerable in our communities.

This CRMP provided an opportunity to reaffirm the aim of LFRS 'to make Lancashire safer'. The document also presented an opportunity to confirm that LFRS would maintain the 2017-22 IRMP defined 'our priorities' as:

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

The draft CRMP 2022-2027 provided details of what LFRS intended to do over the forthcoming five-year period.

The Assistant Chief Fire Officer introduced Group Manager Jonny Ashton who presented the Strategic Assessment of Risk (SAoR) document. This new iteration of the SAoR underpinned the CRMP. It had been developed to be data led which more accurately assessed the risks that were posed within Lancashire. This approach better enabled the Service to target resources effectively against existing and emerging risk throughout the county.

The Risk Management Planning processes provided the opportunity to demonstrate how it was intended to fulfil responsibilities in a clear, cohesive way, to both our communities and other interested parties.

The National Framework 2018 detailed the essential content that must be captured within the Integrated Risk Management Plan. It must:

- Reflect up-to-date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the Authority;
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;

- Cover at least a three-year time span and be reviewed and revised as often as necessary to ensure that the Authority is able to deliver the requirements set out in this Framework;
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- Be easily accessible and publicly available.

The draft CRMP for 2022-27 was fully compliant with these requirements and the NFCC National Standards Board best practice. This included a much-changed LFRS Strategic Assessment of Risk, as now considered. This document built on previous versions of the annual risk assessment methodology whereby each of the 32 incident types such as domestic fires, flooding and road traffic collisions had been quantified using a likelihood and consequence score.

The likelihood element looked at the frequency of the incident type occurring within Lancashire utilising the incident data for the previous 3 years. The consequence score was determined by an average derived from seven categories, these being: i) loss of life; ii) injury; iii) economic; iv) environmental; v) societal; vi) political; and vii) impact upon staff. Members considered the executive risk assessment summary as detailed on pages 60-61 of the agenda pack which included the highest risk incident types. It was noted that high risk incident types were: flooding, wildfire, accidental dwelling fires, commercial property fires, deliberate building fires and industrial fires; high risk incident types were: road traffic collisions, rescues from a collapsed structure/confined space, high rise fires, hazmat incidents, waste disposal site fires, assisting other agencies, road vehicle fires and fires in buildings under construction.

Maintaining a clear and current understanding of the risks which affected Lancashire's communities underpinned everything – driving both the governance and planning arrangements.

The Assistant Chief Fire Officer introduced the Head of Media and Communications, Stephanie Collinson who advised that the core focus of the consultation was to seek views from key stakeholders, communities, and individuals on risks in their communities in order that these could be mitigated in line with national expectations. She confirmed that social media and the website would be used to contact the 100,000+ LFRS' followers. Social media encouraged discussion and there would be an online survey from which feedback and debate would be monitored. In addition, a dedicated contact email would be provided for stakeholders to contact the Service with their comments.

The Head of Media and Communications advised that it was known that direct contact with key stakeholders provided a good means of engagement therefore contact would be made with partners, local authorities, blue light agencies, parish and town councils and community groups such as flood action groups. Businesses would also be engaged and asked to share information through their networks and young people would be engaged through the Prince's Trust and Fire Cadet programmes. Unions would also be included. She confirmed that a database had been compiled which had over 700 contacts. In addition, members of the public would be engaged through digital means and through partners such as the Lancashire Resilience Forum. Support was also requested from Members of the Fire Authority to engage with their partners and

constituents.

County Councillor Shedwick commented that there had been limited numbers of respondents from previous consultations and that it was good to hear that the Service was reaching out as far as possible. He confirmed he would like to attend focus groups. He thought the consultation was a good opportunity to inform consultees of the breadth of work the Service was doing, as evidenced for inspections and which included support, beyond the call of duty, to the vaccination programme.

In response to a question from County Councillor Singleton, the Head of Media and Communications confirmed that Clerks of town and parish councils would be contacted regarding the consultation, non-responses would be followed up and that Staining Flood Action Group would be contacted.

County Councillor Dad felt that consultation was very important particularly with hard-to-reach groups. In Hyndburn, the locality hub had representatives across statutory, community and voluntary organisations. Presentations from LFRS to focus groups would be very important and he would be very happy to provide his support.

In response to questions from County Councillor Hennessy, the Head of Media and Communications confirmed that the wording of the questions was primarily around how risks were identified and consultees would be able to comment on anything within the plan separately. She confirmed that messages would be tailored for stakeholders, direct contact would be made with Authority Members and Service personnel would be promoting engagement in their local areas. She confirmed there would be a mid-point review which would allow the Service to follow up any non-responses.

It was noted that consultation outcomes would be collated and fed into the draft documents where necessary and an update would be presented to CFA meetings as detailed in the table below:

Monday 12 July 2021	Draft CRMP goes to CFA planning committee for approval to consult
Wednesday 14 July 2021	Consultation starts
Tuesday 21 September 2021	Consultation ends
Monday 15 November 2021	Final draft of CRMP goes to CFA planning committee for approval
Monday 21 February 2022	Final CRMP presented to full CFA for approval
Friday 1 April 2022	CRMP published

Production of the CRMP fell within existing budgets. As with the publication of the last IRMP, the move to publishing the CRMP in a fully digital format reduced costs compared to previous printed versions.

County Councillor O'Toole commented that the report was a very good report. He considered that an additional risk to the community was the Combined Fire Authority's (CFA) responsibilities being taken over by the Police and Crime Commissioner (PCC), as had happened in other areas across the country. The

former Lancashire PCC, Mr Grunshaw had begun this process a number of years ago and he had met with cross-party opposition from the CFA and its home authorities (Lancashire County Council Blackpool Council and Blackburn with Darwen Council). County Councillor O'Toole advised that he had contacted the newly appointed Lancashire PCC, Mr Snowden who had given assurance that this was not his intention. County Councillor Singleton added that at one time Government had considered merging blue light authorities and it was recognised currently that joint training might be possible in the future.

The Committee Chairman, County Councillor Mirfin stated that at the heart of risk was the concept of uncertainty. From a personal interest, he provided an overview of the risk analyses technique used by Donald Rumsfeld (former US Secretary of State for Defense) for the concepts of: i) known knowns (what you know); ii) known unknowns (what you don't know); iii) unknown unknowns (what you cannot know); and iv) what you don't like to know. County Councillor Shedwick commented that Members could always raise any thoughts or concerns with senior officers.

RESOLVED: - The Planning Committee approved the draft CRMP 2022-2027 and Strategic Assessment of Risk proceed to public consultation from 14 July 2021 for a period of 10 weeks.

5-20/21

HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) UPDATE

Assistant Chief Fire Officer, Ben Norman presented the report. Members noted that Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services' (HMICFRS) inspection of Lancashire Fire and Rescue Service (LFRS) was due to be conducted in April/May 2020 however, this was suspended due to the recall of staff within HMICFRS returning to their own Services to plan and manage the implications of the Covid-19 outbreak.

During this period, LFRS Service Liaison Officer had maintained contact with HMICFRS Service Liaison Lead, Jo Hayden by having bi-weekly conversations. Engagement activities were now expected to begin in August 2021 to include station and department visits and meet senior management to review the work undertaken since the previous report in 2018.

Furthermore, it was now known that the inspection would start from week commencing 22 November 2021. The inspection would take place physically, but some elements would be digital depending on the progress of measures that monitored the infection rates. The inspection would conclude on 21 January 2022 which included a three-week break between 20 December 2021 and 14 January 2022, after which there would be a debrief between HMICFRS and the Chief Fire Officer. The resulting report would be expected in the latter months of 2022.

Currently, engagement had continued with Jo Hayden and learning from the 2020 Pandemic Thematic Inspection had been used alongside various reports such as "State of Fire Rescue 2020" to refresh preparation work that begun early 2020 before the pandemic interrupted progress. Going forward this would inform the next stage of preparation. The planned work included:

1. Planning and Implementing reality testing across all departments and Fire Stations;
2. The writing of a strategic brief and presentation to be delivered to HMICFRS in week 1;
3. An additional Document request and data return planned for in October.
4. A revised internal communications strategy;
5. Identification of areas most at risk of receiving a 'requires improvement' grade;
6. Identification of areas of best practice.

In response to questions raised by County Councillor Hennessy in relation to the planned work, the Assistant Chief Fire Officer advised that the writing of the strategic brief was the responsibility of the Chief Fire Officer who would share the content with the Chairman of the CFA. The CFA Chairman would also be involved with the inspection teams and involved in the debrief process. In addition, the Assistant Chief Fire Officer advised that the last inspection did not identify any formal areas that 'required improvement' but that the Service consider how it:

- better identified leadership potential;
- had sufficient resources to prioritise a risk-based inspection programme; and
- had greater clarity around blue light collaboration opportunities.

He advised that there were other areas where the Service could demonstrate improvements including ensuring equality, diversity and inclusion in recruitment and the current proposal to change the unwanted fire signals policy in line with other North West Fire and Rescue Services.

In response to a question raised by County Councillor Hennessy regarding the planning and implementing of reality testing, Acting Area Manager Neil Taylor advised that during the last inspection the Service was graded as 'good' against the three core pillars of efficiency, effectiveness and people and achieved an 'outstanding' grading in the sub-category of how we promote our culture and values. He advised that there was a lot known about the Service and reality testing was about checking what was being done to improve our level of understanding and where possible make improvements across the three core pillars. It was hoped the testing could commence within 2-3 weeks.

RESOLVED: - that the report be noted and endorsed.

6-20/21

PROTECTION REFORM UPDATE

Assistant Chief Fire Officer, Ben Norman presented the report. It was noted that on 13 July 2020 the Planning Committee approved a paper entitled 'Implementing Regulatory Change and Transforming Fire Protection Service'. The paper explained that the Grenfell tragedy of June 2017 had highlighted fundamental inadequacies in the way the built environment had been constructed and regulated over the past two decades and the increasingly rigorous planning and building control regulatory frameworks, standards and testing regimes that would now be introduced. The report updated Members on the changes to legislation that had already occurred and those which were upcoming. The update also included the amendments to Protection workforce planning which had been required to keep pace with the change.

Building Regulations

In December 2018 Building Regulations were amended to ban the use of combustible materials in the external walls of new buildings over 18 metres high. The ban meant combustible materials were not permitted on the external walls of new buildings over 18 metres and those currently under construction. The new building regulations applied to all new residential housing, hospitals, residential care premises, boarding school dormitories and student accommodation as long as they were over 18 metres high. The ban also applied to balconies, which were often made from combustible materials and had helped spread fires across walls in the past.

Building Regulations were not retrospective. Approved documents relating to fire safety in Building Regulations were also updated on 26th November 2020 with some new requirements. A key part of those changes was the trigger height to fit sprinklers in tall buildings which had been reduced to 11m (typically four floors), from 30m (typically 10 floors). The changes also included signage for the fire service for floor identification and flat indication signage within blocks of flats with storeys over 11m.

Fire Safety Act

The Fire Safety Act that covered England and Wales received Royal Assent on 29 April 2021. The Act would come into force over the summer when the Government has provided a risk prioritisation tool for social landlords. Its prime purpose was to address a potential legal ambiguity in the Regulatory Reform (Fire Safety) Order 2005 (the Fire Safety Order).

The Fire Safety Order imposed duties on “Responsible Persons” to take appropriate fire safety measures for premises other than private domestic premises. The Order did not cover individual flats in apartment blocks, but it did cover the common parts. The new Act amended the Fire Safety Order to make it clear that Responsible Persons for multi-occupied residential buildings, which were likely to be building owners, freeholders and managers, would be under a duty to risk assess the structure and external walls (including windows, doors and balconies) of buildings and entrance doors and take general fire precautions to ensure those areas were safe.

The new Act did not deal with the question of who paid for the costs of making residential buildings fire safe. In February, the Government announced a levy for England on developers to fund cladding remediation costs, and a fund to pay for the cost of replacing unsafe cladding for all leaseholders in residential buildings 18 metres and over, and a new loan scheme for buildings between 11 and 18 metres. There were gaps in these schemes particularly where the defects extended beyond cladding.

Article 24 Regulations

Article 24 of the Fire Safety Act allowed secondary fire safety legislation to be added which addressed specific recommendations emanating from the Grenfell Tower Inquiry. A number of consultations would be undertaken over the summer of 2021 and additional legislation would be introduced soon after to enhance fire safety in High-Risk Residential Buildings (HRRBs) to potential include:

- Personal Emergency Evacuation Plans;

- Premises Information Boxes;
- Firefighting lift status updates;
- Provision of plans to FRS.

Building Safety Bill

The draft Bill, which was likely to come into force in 2023, aimed to both improve the existing building safety regime and introduce new measures aimed more specifically at high rise buildings. The Bill sought to address long standing concerns around fire safety, quality and competence by ensuring that there was always someone responsible for keeping residents safe in high rise buildings, from the design and construction phase right through to occupancy.

The Bill established a new regulator, the Building Safety Regulator (BSR), to operate as a division of the HSE with approval, enforcement and prosecutorial powers. The BSR would include Fire and Rescue Services and Building Controls. The BSR would oversee the safety and standards of all buildings, directly assure the safety of 'higher-risk' buildings and improve the competence of people responsible for managing and overseeing building work. This centralised the operation of the regulator and moved away from the current framework where developers/contractors could choose a local authority or approved inspector for higher-risk buildings.

Assuming that the Bill was enacted in its current form, the law would differentiate between buildings and 'higher-risk buildings', which were subject to higher safety and reporting obligations. Higher-risk buildings were likely to include those that were 18 meters or 6 storeys or more in height. The Bill also established a gateway regime which was intended to ensure that safety was considered by all parties involved in the lifetime of a building's construction from planning to occupation.

An 'Accountable Person' (such as a building owner or a corporate entity) would need to be appointed to bear the responsibility for the safety risks relating to their building. This included taking all reasonable steps to prevent the occurrence, and control the impact of a major incident resulting from those building safety risks. The Accountable Person would need to record these risks and steps by conducting and maintaining a 'safety case risk assessment' for the building. This document was required to be produced to the regulator when applying for the Building Assurance Certificate, but the regulator would also have the power to request sight of this document should they so wish.

The Accountable Person would also need to appoint a suitably competent Building Safety Manager, whose function would be to manage the building on a day-to-day basis in accordance with the safety case risk assessment. The Building Safety Manager would also liaise with residents to ensure the building was safe.

The Bill extended the existing time limits for prosecution under sections 35 and 36 of the Building Act 1983 in relation to non-compliance with building regulations from 2 years to 10 years. The new regulator would also have new enforcement powers to prosecute all new offences under the draft Bill and would have powers to issue compliance and stop notices, powers of entry and powers to replace an Accountable Person or Building Safety Manager with a Special Measures Manager where they find serious failures endangering the safety of

residents in the building.

County Councillor O'Toole commented that it was disappointing that the Building Safety Bill would take until 2023 to come into force given the Grenfell Tower fire was in 2017 and for many years there had been very little post inspection by those responsible for building control.

County Councillor Hennessy advised that a paper was presented to the LGA Fire Services Management Committee the previous week which advised that new buildings would need to pass through three regulatory Gateways in relation to safety: i) at the planning stage; ii) at the final design stage (before construction can begin); and iii) immediately before occupation when construction was complete. She understood data analyses was being undertaken which looked at how many inspectors would be required for each area. She felt it was admirable that the Service was already making an effort to get staff trained ready.

Information: Protection Workforce Change

As a part of the Protection Reform a number of resourcing and competency priorities were identified, and these included the following recommendations:

1. Establish a temporary Protection Transformation Team (PTT); Initial PTT to be x1 Station Manager level B and x 2 Watch Manager level B and a dedicated Project Support Officer;
2. Establish an Area Manager, Head of Prevention and Protection;
3. Redefine Community Protection Manager Central to the role of Group Manager Prevention, this includes all youth engagement, road safety and fire investigation/ Incident Intelligence Officer line management;
4. Redefine Group Manager Prevention, Protection and Road Safety to Group Manager Protection;
5. Increase Watch Manager establishment by 4 posts, staggered over 2 years in order to meet the demand and complexity of High-Risk Residential Buildings and generate capacity to deliver in-house training;
6. Increase cohort of Fire Engineer qualified staff from 2 to 4;
7. Protection activity to be linked and embedded into all relevant roles, both at point of entry and in-career development. This includes wholtime operational firefighter, Crew Manager, Watch Manager, Community Safety Advisor, Community Safety Team Leader, Service Delivery Manager, Community Protection Manager; Ops & Command awareness to continue to be embedded in Grey Book Business Safety Advisor, Fire Safety Inspector, Fire Safety Team Leader;
8. Protection Transformation Team deliverables to be governed by Corporate Programme Board, prioritised and fully integrated into the Protection Support & Delivery Teams;
9. Review Green Book Development pathway to include Watch Manager level B SHQ / Training roles.

Despite Covid and other organisational challenges, all recommendations had progressed as anticipated.

In addition to the above new staff had been recruited into the function via a refreshed 'Functional Pathway' and developed in accordance with the NFCC Competency Framework for Regulators.

The Protection Transformation Team had developed a new Business Fire Safety Check App and an associated system to allocate premises [based on risk] to the operational crews who would soon undertake them. The process was being piloted in Northern and Western areas from July to Sept 2021 and thereafter would be rolled out to all wholetime operational stations. The training process included additional learning objectives to satisfy item 7 above. Initially the type of premises 'checked' would be simple low risk e.g. offices, shops, light industry etc however, as the training and experience of the crews grew the scope would be increased to include simple high risk premises e.g. houses in multiple occupation and hotels.

Qualified Fire Safety Inspectors continued to inspect complex and higher risk premises based on the Risk Based Inspection Programme. Training providers had now started to provide training on external wall systems and the Service was utilising Protection uplift funding to source this specialist training.

Lancashire had 70 high rise residential premises which had all been audited under the Government's Building Risk Review process. In addition to reporting back to the NFCC on the make-up of the external wall systems the process had allowed inspectors to identify other aspects on non-compliance. To date Lancashire had 6 premises which had been identified as having non-compliant external wall systems; all have interim measures in place. A further 3 premises also had interim measures, not due to external wall systems, but instead due to other serious fire safety concerns such as internal compartmentation or smoke management. In response to a question from County Councillor Mirfin as to whether mid to high-rise buildings were in the same position as high rise buildings, the Assistant Chief Fire Officer advised that there was concern regarding some non-high-rise buildings which the Service was trying to address. He advised that he could provide statistics on the number of premises inspected and what had been identified in a report to a future meeting.

In response to a question raised by County Councillor Hennessy regarding the financial implications it was noted that the costs had already been agreed and that the acronyms used in the report would be detailed in the minutes, as below:

Financial Implications (included on cost and at pro-rata rate for Year 1)

Year 1 (July to Mar 21 unless otherwise stated)

x1 Area Manager level B from Oct @ £50 = £50k

x3 Built Environment Assessment Team Station Manager level B for 6 months @£37 = £111k

Station Manager level B @ £50k = £50k

x2 Watch Manager level B @ £35K = £70k

x1 Project Admin @ £20k = £20k

OVERALL = £301k

Year 2 (April 21 to Mar 22)

x1 Area Manager level B @ £100 = £100k

Station Manager level B @ £75k = £75k

X2 Watch Manager level B @ £54k = £108k

x1 Project Admin @ £20k = £20k

OVERALL = £303k

Year 3 (April 22 to Mar 23)

x1 Area Manager level B @ £100 = £100k

X4 Watch Manager level B @ £54k = £216k

OVERALL = £316k

RESOLVED: - That Members noted and endorsed the report.

7-20/21

BLUE LIGHT COLLABORATION

Other Assistant Chief Fire Officer, Ben Norman presented the report. It was noted that the collaborative efforts of Lancashire Fire and Rescue Service (LFRS) personnel remained focussed upon the ongoing efforts to reduce the impact of the Covid19 pandemic. As previously reported the secondment of emergency planning expertise from LFRS into the Lancashire Resilience Forum had ceased. The ongoing response and recovery interactions were being delivered by core staff within the Response and Emergency Planning team and other key functions such as Fire Safety Enforcement working in close collaboration with Local Authority teams.

One notable exception was the vast presence of LFRS colleagues operating in the five mass vaccination centres (Lancaster, Preston, Blackpool, Blackburn, and Burnley). Since the opening of the first vaccination sites in Lancashire over the Christmas 2020 period volunteer staff members had been at each site every day. The dedication and passion demonstrated by the collective team of over 300 volunteers was hugely profound; with over 410,000 vaccinations supported by LFRS personnel and some 45,000 vaccines had been injected by those who volunteered to partake in this role.

It was noted that the Chief Fire Officer welcomed the Fire Minister, Lord Greenhalgh to the county on Friday 25 June 2021 as it gave LFRS the opportunity to show him how the Service had contributed to making Lancashire safer during the coronavirus pandemic. At the Preston vaccination site, Lord Greenhalgh met volunteers who had helped deliver and administer vaccinations across Lancashire since December 2020. Lord Greenhalgh heard from the volunteers about the reasons why they had volunteered and how they had helped keep patients safe and warm when they have been arriving at vaccination clinics.

Lord Greenhalgh said:

"Firefighters and fire staff across the country have worked incredibly hard to support the response to coronavirus and Lancashire Fire and Rescue Service is an exceptional example."

"The team in Lancashire have led the way, becoming the first fire service in the country to assist the NHS with the distribution of the vaccine and also to fully train their staff as vaccinators."

"By doing so, they have shown that those in fire services are ready, willing and able to go above and beyond to keep the British public safe, once again demonstrating they truly are the very best of us."

"It was an honour to meet with the team in Lancashire and I am immensely proud of their efforts and all the work they doing to keep us safe."

In addition to the Covid19 deliverables the Blue Light Collaboration Board commissioned a summary review of the innovative project work delivered prior

to the pandemic. This review was carried out by Shared Service Architecture consultants who were recognised by both the National Fire Chiefs Council (NFCC) and National Police Chiefs Council (NPCC) as sector leads. Their phase 1 benefits realisation report concluded that cashable and non-cashable savings of over £1.246 million were identified. The report author went on to describe that *“we can confidently report that cashable, non-cashable and demonstrable improvements in partnership working have been evidenced in this ‘Benefits Realisation’ report. Overall, we conclude that the direction of travel of the initial 32 projects, which subsequently have been expanded to 35+ collaborative projects is positive, providing a solid foundation to build the partnership going forward.”*

In June 2021, the LFRS Sponsor for the Blue Light Collaboration workstream, the Director of Strategy and Planning met with both the Deputy Chief Constable, Lancashire Constabulary and Lancashire Emergency Response lead for North West Ambulance Service (NWAS). Through these meetings it was agreed that the Memorandum of Understanding would be redrafted to include NWAS as a named partner. It was also agreed that the 3 blue light services would request that their respective Programme Managers draft a refreshed work plan for consideration by the sponsors and a meeting be set for September 2021 for the work to formally re-start. This would include the Lancashire Constabulary led recruitment of a Blue Light Collaboration Project Administrator.

RESOLVED: - That the report be noted and endorsed.

8-20/21 ANY OTHER BUSINESS

In response to a query from Members and staff the Assistant Chief Fire Officer advised that Lancashire Fire and Rescue Service had 2 Private Finance Initiative Schemes (PFI) which included one at Chorley Fire Station based at the Service Training Centre and also included stations at Burnley, Blackburn and Fleetwood. The PFI owner was choosing to sell their interest in the PFI contract to another investment company. The Assistant Chief Fire Officer reassured Members that LFRS did not expect to see any difference to the premises or costs.

9-20/21 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Monday, 15 November 2021 at 1000 hours in Washington Hall, Service Training Centre, Euxton.

Further meeting dates were noted for 7 February 2022 and agreed for 18 July 2022.

LFRS HQ
Fulwood

M NOLAN
Clerk to CFA

This page is intentionally left blank

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 15 November 2021

ANNUAL SERVICE REPORT (Appendix 1 refers)

Contact for further information – ACFO Ben Norman
Tel: 01772 866802

Table 1 Executive Summary and Recommendations

Executive Summary

The Annual Service Report (ASR) is produced annually by the Service as part of our accountability to measure progress against the items that we set out to deliver as part of our Annual Service Plan 2020-2022. These actions are derived from our medium-term plan, currently the IRMP 2017-22.

The (attached) Annual Service Report seeks to provide an overview of our progress against the areas of work detailed in the Annual Service Plan 2020/21. As detailed within the report there are a number of key deliverables against our priority areas of Prevention, Protection, Response and People related work streams.

Recommendation

For the Planning Committee to note and endorse the Annual Service Report.

Information

As part of our Corporate Planning function, we ensure that each year we provide direction to our staff and members our communities of what we aim to deliver through the production of an Annual Service Plan (ASP). This is derived from our medium-term strategic goals highlighted through the Integrated risk management Plan 2017-22. Our last ASP was produced in 2020 and has been extended to cover a two-year (2020-2022) period due to the Covid-19 pandemic changing organisational direction and priorities. During this time the Service diversified its offerings to support the local, regional, and national response. Due to the re-direction of many of our resources a decision was taken to extend the plan to cover a two-year period.

The Annual Service Report attached reviews our progress through the 2020 – 2021 reporting year and highlights the fantastic work that has been delivered in the face of a global crisis.

Business Risk

If not produced, organisationally we will not deliver against our aims and objectives set out within our IRMP and planning calendar.

Environmental Impact

To ensure that this paper considers both the positive and negative aspects of the environment and the use of natural resources please answer the following questions with as much detail as possible.

Will there be an increase or decrease in electricity, gas, fuel or water use? N/A

Will there be an increase or decrease in waste production? N/A

Will there be an impact on the quality of air, land or water? N/A

Will this affect biodiversity? N/A

Will there be an impact on staff or local community travel patterns? N/A

Will this impact on our ability to adapt to climate change? N/A

Equality and Diversity Implications

Equality Impact Analysis completed.

HR Implications

None

Financial Implications

None

Local Government (Access to Information) Act 1985

List of Background Papers

Table 2 Details of any background papers

Paper:	Annual Service Report 2020/21
Date:	05/10/2021
Contact:	ACFO Ben Norman
Reason for inclusion in Part 2 if appropriate:	NA



Annual Service Report 2020/21

Welcome to our Annual Service Report

Looking back at 2020/21, it is hard to think of a more demanding period in Lancashire Fire and Rescue Service's history. The Service has always adapted to changing risks affecting the safety of communities however Covid-19 presented our greatest challenge yet.

Our people rose to the challenge with enthusiasm and determination, keen to support communities and public services across Lancashire. We've played a central part in the response, applying our skills and expertise in areas where we could support partners and make a difference.

From visiting vulnerable residents and vaccinating people to distributing personal protection equipment and fitting face masks for health workers, the ways in which we serve our communities evolved to reflect the needs brought about by the pandemic.



In December 2020, we supported the NHS to establish vaccination sites across the county, one of the first fire and rescue services in the country to adopt this role. Firefighters and support services staff have been helping to deliver the vaccination programme, acting as site managers and marshals as well as administering vaccines, ever since.



2020/21 ANNUAL SERVICE REPORT

The Service has been at the heart of Lancashire's response to the crisis and I'm incredibly proud of what we've achieved together.

2020/21 brought a variety of complex and demanding incidents including multiple wildfires, wide-spread flooding, numerous large-scale fire and a bonfire period, with increased risk of fires and injuries. We continued to provide emergency services, saving lives and helping people with the highest levels of operational standards and professionalism despite very challenging circumstances.

Covid-19 caused much of our planned work for the year to be put on hold, so it is testament to the commitment and continuous improvement within the Service that the progress reported here has been achieved.

Justin Johnston
Chief Fire Officer
Lancashire Fire and Rescue Service



Our Covid-19 pandemic response

Making Lancashire safer during the Covid-19 pandemic

Lancashire Fire and Rescue Service played a central role in the response to the pandemic from an early stage, working as one team alongside partner agencies in the Lancashire Resilience Forum. Over 500 members of staff offered to carry out new activities delivering essential services.

- Visited over 1,400 vulnerable residents delivering interventions and welfare checks.
- Coordinated distribution of PPE supplies to health and social care settings across the county from our training centre.
- Provided P3 face mask fitting to hospital and social care workers.
- Supported the establishment of a temporary hospital and morgue and trained 54 staff to assist with mass casualties.

We also adapted our services to support people in alternative ways.

- Reconditioned 57 iPads and donated them to hospitals and hospices for virtual visits.
- Created digital fire safety education sessions when face-to-face engagement couldn't take place in schools.
- Launched a digital Prince's Trust programme for vulnerable young people who lost support and coping mechanisms during the pandemic.

With public events unable to take place, Bonfire Night presented an increased risk of fires and injuries across the county as people held celebrations at home.

- We worked with local authorities, Lancashire Police and North West Ambulance Service to carry out tactical prevention activity in communities and co-respond to incidents over the bonfire period

- Digital Bright Sparx education sessions, designed to educate young people about bonfire and fireworks safety, were delivered to over 10,000 pupils
- Our public safety campaign encouraged people to enjoy the event in alternative ways, including watching our family fireworks display which was streamed online

By Christmas, our attention turned to supporting local NHS services to establish vaccination centres. Lancashire Fire and Rescue Service led the sector in taking on this role, providing site management, marshalling, administration and logistics support to mass vaccination venues and community sites.

Firefighters and support services staff worked at vaccination centres seven days a week:

- Meeting and greeting patients
- Completing patient health checks
- Reassuring people as they prepared for the vaccine
- Helping clinical staff when needed
- Giving post vaccine support
- Administering vaccines directly to patients

By the end of March, the Service had supported the delivery of 170,500 vaccinations, with 19,800 vaccines administered by our staff.



“We’re still helping to deliver Lancashire’s vaccination programme and will continue to do so for as long as we’re needed.”



Our year in numbers

**7 mins
40 secs**
average
attendance time

17,334
incidents
attended

5,221
fires
attended



869
accidental dwelling
fires (ADFs)



Page 20
2
people lost their
lives in ADFs



35
casualties from
ADFs



95%
ADFs with a low or
medium fire severity



90.4% of the time
On-call fire engines available to
respond to incidents



38
missing person
searches



811
gaining entry to
property incidents



497
road traffic collisions



44
on-call firefighters
recruited



11,903
Home Fire Safety
Checks delivered



21,100
young people received
prevention education



5,957
people took part in
road safety education



63
fire safety enforcement
notices issued



11
businesses prohibited
from operating

Prevention and protection activity

Preventing fires and other emergencies from happening and protecting people when they do

Review of the Home Fire Safety Check

Extensive work with our partners has involved assessing the quality of HFSC referrals and providing feedback, establishing a focus group to improve communication and referral management and design of a partnership cycle which allows us to maintain effective partner relations. An ongoing quality assurance process ensures we are receiving appropriate referrals and identifies any gaps.

We have also improved our HFSC re-visit policy, aligning it to the person and risk identified within the property, and established a seamless process when we are unable to contact someone. A trial with referring partners to increase the opportunity for successful contact that results in a visit is ongoing.

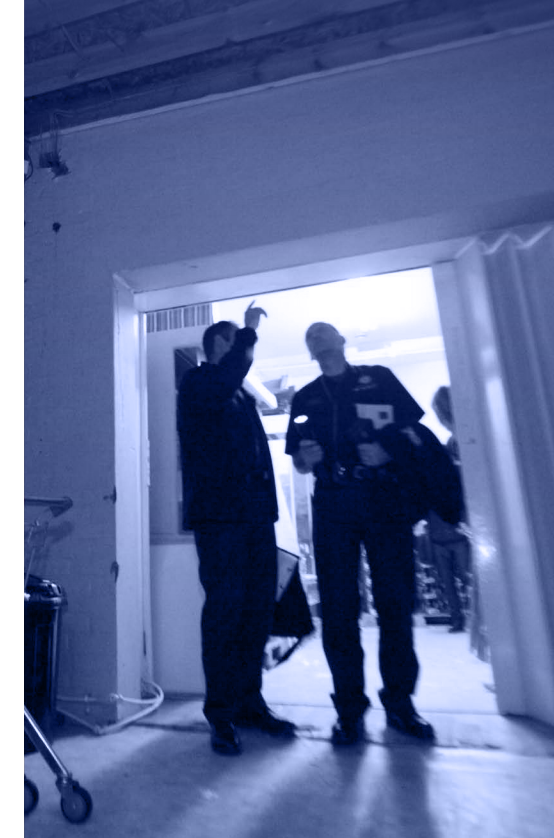
Embed Adverse Childhood Experience (ACE) awareness

ACE awareness toolbox talks have been held across the Service and an e-learning module released to the whole organisation. ACE awareness is now part of our wholtime firefighter recruits' course, so new recruits learn about the impact of traumatic experiences in childhood on behaviour and how this relates to community engagement from the start of their careers.

Built Environment Assessment Team

Established to address the evolving risks posed by an increasingly complex built environment and the potential for buildings to perform unexpectedly in a fire, the team increased our knowledge and understanding of buildings in Lancashire.

A series of recommendations to strengthen and improve core services across prevention, protection and operational response is currently being implemented within the Service.



Responding to fires and other emergencies quickly and competently

Page 21



Response activity

Strengthen operational assurance

There has been significant progress made in developing our assurance monitoring system (AMS), which is improving the way we analyse data, identify trends and apply learning from exercises and incidents.

The AMS is enabling the Service to plan training more effectively and track actions robustly, including those relating to national learning. The development includes features, such as the automatic transfer of data from our incident debrief app and the ability to review key metrics on an intuitive dashboard. This automated end-to-end process is leading the way in the fire sector in terms of assuring safe and effective operations.

Respond to the impacts of climate change

Our commitment to reducing environmental impact recognises the reality of climate change and our carbon management plan contains a target to reduce carbon emissions by 40% by 2030.

As part of an ongoing vehicle replacement programme, which has included a move away from diesel vehicles, the Service has introduced several hybrid blue light response cars into the fleet and plans to trial all-electric cars in prevention and protection services.

During the year, there has been continued development of response capabilities in relation to the increasing impact climate change is having on certain incident types, particularly wildfires and flooding.

We have invested in specialist equipment and developed highly trained people, such as wildfire tactical advisors and waste fire tactical advisors, to respond to and manage incidents at local and national levels. Tactical flood plans in known flood hot spots have greatly improved preparedness for dealing with flooding incidents effectively.

Optimise rota management

During 2020-21, a comprehensive trial was carried out to introduce several new processes designed to make detachment and overtime planning more efficient. This included a new staffing management app to advertise opportunities for people to cover shortfalls and maintain operational response arrangements and the procedure for identifying rota breaches and causes.

Feedback and learning from the trial are being used to inform our policies and we are working with our rota management provider to devise a more automated approach, further streamlining how we manage staffing levels across our shift systems.

Replace incident command units and software

Work is ongoing with the incident command software. A supplementary document has been produced to describe in simplistic terms how the incident command works, what is required and why.

A further review of the whole project has been undertaken to broaden the scope to incorporate additional requirements that support our needs in relation to large scale incident management. This has included collaborative work to ensure we are taking a regional and consistent approach in the procurement of command support resources and software.

Evaluate tools to strengthen our response

During 2020-21 we rolled out a pre-alerting system, designed to reduce incident response times, to wholetime and on-call fire stations. As a result of findings during initial trials, a system has been created to fully assess each pre-alert and provide accurate reporting. This data shows that the system improves average reaction times across all duty systems by 55%. The improvement ranges from 26 seconds up to 1 minute and 31 seconds dependent on the shift system and time of day.

All mobilisations were previously based on a standard delay that was appropriate to the shift system. We have now moved to a data-led, real-time response across all stations which will effectively mobilise the nearest and quickest asset for any specific incident type.

The next step is to implement pre-alerting at stations with both wholetime and on-call appliances. The system is constantly under review to identify learning and improve our processes.



Develop a strong organisational culture based on values and well-being

A programme of work to develop an organisational culture that promotes a healthy state of well-being and truly represents the Service's STRIVE values: service, trust, respect, integrity, value and empowerment.

- Planned leadership development events were moved online due to the Covid-19 pandemic, which has led to identifying new ways of delivering future events. The events focused on the leadership framework within LFRS, the concept of psychoneuroimmunology, leadership styles, the importance of positive emotions at work, how to encourage engagement and innovation whilst building resilience and maintaining productivity.
- We developed our approach to talent management which is being rolled out across the Service. Promotion pathways are being reviewed to ensure that opportunities to identify and develop future leaders for the future are fully explored and utilised.
- Health and well-being support during 2020-21 principally focused on the impacts of Covid-19 and supporting staff through uncertain times. This included how to access urgent mental health support, supporting family and friends through the pandemic, how to apply a positive mindset, managing anxiety, well-being support for our Black, Asian and minority ethnic staff, coping with grief, and helping managers to support their staff.

Page 2

“Valuing our people
so they can
focus on making
Lancashire safer”

- To embed revised performance management arrangements briefing sessions continue to be delivered across the Service in relation to talent management and the importance of coaching and developmental feedback within the appraisal conversation. The appraisal process has been built within our iTrent and MiPlace systems enabling more accurate reporting and accessible information to inform workforce planning.
- Promotion process policies and guidance have been merged into one holistic policy, making the communication of options and opportunities more straightforward, and shared across the organisation. The internal selection process for fire protection roles has been refined to ensure staff who wish to develop and work in this essential area are selected based on aptitude and suitability for the demanding specialism, rather than incident command skills which historically was the case.
- 360-degree assessments were delivered to all station managers and above to inform their personal development. This is now included as an element within supervisory and middle manager development programmes.
- The Service has supported 36 operational members of staff to access the Institute of Leadership and Management (ILM) levels 3 and 6, and five business support staff have undertaken ILM levels 3 and 5, one via an apprenticeship. We've also supported three operational and two business support leaders to achieve Level 7 Strategic Leadership, with two people completing these through apprenticeships. External coaching was provided to 47 members of operational and non-operational staff.



Promote equality, diversity, and inclusion within the Service

Recruiting, developing and retaining a workforce that is inclusive and more reflective of Lancashire's communities is central to serving our communities as effectively as we can.

- During the pandemic, community engagement was particularly focussed on Lancashire's BAME communities in Preston and East Lancashire. Local radio, targeted publications and online platforms and material in alternative languages were used by staff in those areas to help share critical health information and encourage vaccination take-up. Members of staff working in vaccination centres were able to correct misinformation and reassure people. We also worked with mosques to discuss fire safety and the need for updated fire risk assessments and fire drills when students returned to study. The Service's equality, diversity and inclusion employee voice groups steer this work, identifying needs and opportunities to improve engagement to help keep people safe.
- A trial of flexible annual leave arrangements began at Blackpool and South Shore fire stations, with all staff at those locations volunteering to participate. A mid-year evaluation has been completed and findings will be considered once the trial is complete.
- Face to face opportunities to engage with our diverse communities and promote opportunities to work for LFRS was a challenge last year due to the pandemic. However, we broadened our recruitment approach through targeted online media, which proved successful in increasing the number of female applicants interested in joining the Service as an apprentice firefighter.

Expand apprenticeship opportunities

We have continued to offer firefighter apprenticeship courses throughout the pandemic to ensure we meet the needs of our workforce profile. Development of apprenticeships remains a priority to ensure we offer the most appropriate apprenticeship programmes relative to the knowledge, skills and behaviours of those we employ.

Upgrade fire station accommodation

South Shore fire station has been extended and work to improve accommodation and facilities completed, providing a positive working environment that enhances health and well-being. Similar plans are in place to upgrade Blackpool and Hyndburn fire stations.

Invest in training and equipment

Investment in a programme of significant, long-term improvements continues to ensure that our people have the best equipment and training available to deliver effective services now and in the future.

- Construction work is underway to expand the existing fleet garage and provide a purposely designed breathing apparatus training school at our training centre in Chorley, with completion expected in 2021-22.
- A review of drill tower provision across the Service has now been completed to produce a medium to long term replacement plan based on specialist skills and the condition of existing facilities. Implementation will start in 2021-22.



- Following extensive staff consultation and trials, the Service introduced new duty rig uniform for operational and business support staff purchased through regional collaborative procurement arrangements. More comfortable and practical trousers and new safety boots offer increased versatility to meet the needs of our activities (both emergency and non-emergency)
- Due to the need to rationalise on-vehicle technology and consider integrated vehicle systems, plans to install CCTV on fire appliances were paused during 2020/21 while further exploration and analysis was undertaken. This has the potential to reduce the number of stand-alone vehicle systems, enabling remote monitoring of specific vehicle operations. As a result, and in collaboration with regional fire and rescue services and blue light partners, we are currently evaluating emerging cloud-based in-vehicle technology with a view to integrating CCTV, telematics, and on-board diagnostics.



Collaborate with other public services

Covid-19 caused our plans through the Blue Light Collaboration Board on hold but presented new ways for the Service to diversify and work with partners to support the pandemic response in Lancashire.

Our people volunteered to provide essential services: delivered interventions and welfare checks to Lancashire's most vulnerable residents; trained to handle mass casualties and support temporary morgues; coordinated the distribution of personal protection equipment (PPE) supplies to health care settings; and fitted P3 face masks for hospital and social care workers.

From December 2020, we supported local NHS services in establishing vaccination centres in the county. Operational and support services staff have been helping to deliver the vaccination programme, acting as site managers and marshals, and administering vaccines, ever since.

Replace performance and analysis software

Initial plans to replace reporting software have developed due to technological advances. The project now includes a wider range of key performance indicators across all areas of the Service, to enable more efficient and effective monitoring.

The new requirements have been scoped and underpinning work to support the new developments is underway, with a view to delivering a phased approach over the next two years.



Significant incidents

1. Commercial building fire in Adlington

April 2020

8 fire engines from Lancashire and Manchester, with two Stinger appliances and an aerial ladder platform, tackled a fire in a warehouse which was completely destroyed.

2. Fencing fire in Lancaster

May 2020

6 fire engines and an aerial ladder platform attended a fire involving composite fencing that spread to four houses causing extensive damage. A further two homes suffered smoke damage and several people were evacuated.

3. Commercial building fire in Burnley

May 2020

8 fire engines, two aerial ladder platforms, a Stinger, high-volume pump, the air support unit, and command support unit were required to respond to a fire in a building used for manufacturing rubber matting. The fire caused a large smoke plume that affected nearby residents before it was brought under control by crews.

4. Multiple wildfires cause a major incident

May - June 2020

A major incident was declared because of multiple wildfires in Lancashire. The first fire broke out on Darwen Moor after a disposable barbecue set surrounding grass alight and spread quickly across a vast area of the moors. The following day, a fire involving a tree plantation at Longridge Fell was believed to have been started by a campfire.

At their height, both incidents were attended by ten fire engines, approximately 60 firefighters, along with specialist units and vehicles. The Service also dealt with large grass fires at Winter Hill in Rivington and in Haslingden, along with multiple smaller fires across the county. Firefighters were supported by multiple partners including United Utilities, Lancashire Police, Community 4x4 Response, Bolton Mountain Rescue and neighbouring fire and rescue services.

5. Pier fire in Blackpool

July 2020

Over 10 fire engines, along with a command support unit and air support unit, attended Central Pier in Blackpool, where a building and pleasure ride were on fire. Firefighters quickly brought the fire under control using hose reel jets.

6. Flooding across Lancashire

August 2020

Firefighters attended over 30 flooding related incidents due to severe weather across the county, mainly in Lancaster, Warton, Kirkham, Hesketh Bank and Tarleton. In Lancaster, Burrow Beck flooded affecting several properties and resulting in a rest centre being opened for residents.

7. Chemical spill in Heysham

August 2020

6 fire engines were called to a small chemical leak at Heysham Port involving a tanker containing nitric acid on land. Firefighters assessed the scene wearing gas tight suits before isolating the leak. The port was temporarily closed as was the Heysham Bypass westbound to help stack vehicles waiting to access the port.

8. Building fire in Blackpool

August 2020

6 fire engines and two aerial ladder platforms attended a fire involving a shop and flat above. Quick action by firefighters stopped the fire spreading to adjacent properties.

9. Mill fire in Haslingden

January 2021

14 fire engines plus seven fire engines from Manchester, an aerial ladder platform, high volume pump, stinger appliance and air support unit were required to deal with a fire in a commercial mill in Haslingden. Around 30 nearby homes were evacuated as a precaution, with residents provided with temporary accommodation as firefighters brought the fire to an end over a period of two days.

10. Commercial building fire in Chorley

January 2021

12 fire engines, supported by one fire engine from Manchester and several specialist appliances, responded a fire at a single storey, derelict, commercial building in Chorley. Firefighters rescued one casualty at the incident.



2020/21

ANNUAL SERVICE REPORT

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

- Review the Home Fire Safety Check referral pathway
- Embed Adverse Childhood Experience (ACE) awareness
- Develop the work of Built Environment Assessment Team (BEAT)

Responding to fires and other emergencies quickly and competently

- Strengthen operational assurance
- Respond to the impacts of climate change
- Optimise rota management
- Replace incident command units and software
- Evaluate tools to strengthen our response

Valuing our people so they can focus on making Lancashire safer

- Develop a strong organisational culture based on values and well-being
- Embed revised performance management arrangements
- 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

 Lancashire Fire and Rescue Service (Official)

 LancashireFRS

 @LancashireFRS

 LancashireFire

For further information on our services please visit
www.lancsfirerescue.org.uk

This page is intentionally left blank

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 15 November 2021

DRAFT COMMUNITY RISK MANAGEMENT PLAN 2022 – 2027 CONSULTATION OUTCOMES

(Appendices 1 - 11 refer *(note: for reasons of confidentiality and data protection, appendices 1, 5, 6, and 11 are redacted)*)

Contact for further information – Assistant Chief Fire Officer, Ben Norman
Tel: 01772 866802

Table 1 Executive Summary and Recommendations

Executive Summary

At the Planning Committee meeting of the Combined Fire Authority on 12 July 2021, Members endorsed the publication of the draft Community Risk Management Plan (CRMP) 2022 - 27 for consultation over a ten-week period from 14 July 2021 to 21 September 2021.

The consultation plan was created in line with the Service's consultation strategy and following an equality impact assessment of the impact of the draft CRMP on groups likely to be affected. The aim was to consult local communities and stakeholders about the risks in Lancashire to inform how the Service mitigates and responds to them and provide opportunities for stakeholders. Matters consulted on included: whether the plan identifies the greatest risks to the communities and people of Lancashire; identifying any unmet need; measures in place to mitigate and respond to risk; and the plan's overarching aim and priorities.

Running for 10 weeks from 14 July to 21 September 2021, the draft documents were made available on the Service's website with an online survey. Printed copies were made available on request. Identified stakeholders included Service employees; local authorities; emergency services and other public agencies; town and parish councils; third sector partners such as voluntary groups and charities; businesses; representative bodies; landowners; community groups; and members of the public. Communications activity was tailored to target audiences and ranged from writing directly to partner organisations and staff engagement sessions to digital advertising and email marketing. Feedback was accepted via the online survey, by email and in comments on social media platforms.

Overall, the consultation feedback endorsed the draft CRMP, the Service's priorities and our approach to community risks in Lancashire. Full details are contained in the body of this report. In addition, the report details the consultation process requirements and any resulting amendments (attached as appendix 1) which have been included in the proposed final version of the CRMP (attached as appendix 2).

Recommendation(s)

The Planning Committee is requested to:

1. Endorse the consultation process surrounding the draft Community Risk Management Plan (CRMP) 2022 - 27 as adequate in scale and scope; and

- | |
|---|
| 2. Refer final recommendations to the full Combined Fire Authority meeting of 21 February 2022 for approval to publish. |
|---|

Information

The Fire and Rescue National Framework for England, states that each fire and rescue authority is required to produce a Community Risk Management Plan (CRMP). As part of the CRMP we must, “*reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners*”. (Fire and Rescue National Framework for England 4.6 i)

Within this report, there are several supporting resources (appendices) that explain in detail the approach taken in consulting our communities and the subsequent analysis of that consultation.

Appendix 1 – Changes made to initial draft CRMP following consultation;

Appendix 2 – Final draft of Community Risk Management Plan (CRMP) following amendments in response to consultation responses;

Appendix 3 – CRMP consultation distribution analysis;

Appendix 4 – Content of formal email which was distributed to key stakeholders;

Appendix 5 – Examples of internal communication of CRMP consultation to staff

Appendix 6 – Numerical analysis of responses received into the consultation email inbox;

Appendix 7 – Survey Monkey statistical analysis (including charts) of online survey responses;

Appendix 8 – Numerical analysis of daily activity (responses) within Survey Monkey;

Appendix 9 – Statistical and summary analysis of free text responses within Survey Monkey;

Appendix 10 – Formal written response from Lancashire FBU to CRMP consultation;

Appendix 11 – Formal written response from Greater Manchester FRS to CRMP consultation.

Business Risk

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

Environmental Impact

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

Equality and Diversity Implications

A full Equality Impact Assessment was undertaken for the IRMP 2022 – 27 and the supporting strategies. Usual distribution media will be employed to assist persons with access to information. The CRMP will be available in a variety of languages and/or a format suitable for impaired consultees.

HR Implications

None

Financial Implications

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

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

Table 2 Details of any background papers

Paper:	
Date:	
Contact:	
Reason for inclusion in Part 2 if appropriate:	

This page is intentionally left blank

Changes made to CRMP draft following consultation of document suite

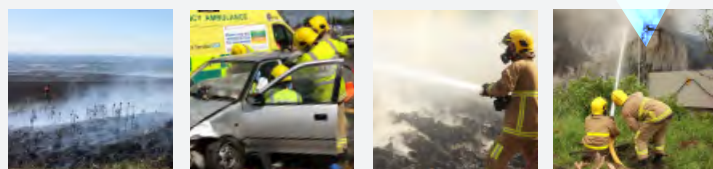
Consultation comment/response	Change made
Inclusion of human trafficking and modern-day Slavery protocols.	Page 10 – Additional sentence added in to the ‘Serving our diverse communities’ section:
Inclusion of community safeguarding protocols.	“as well as identifying and raising safeguarding issues, preventing extremism, and being able to identify, and refer appropriately, potential signs of human trafficking and modern day slavery, etc.”
Reprioritisation of Service Values to read ‘People’ first, i.e. People, Prevention, Protection, Response etc.	Page 14 – Corporate planning diagram has new, additional box which highlights 5 core strategies whilst also listing them with the People strategy as number 1.
CRMP to reference that we have a SOAR and 5 core strategies that sit beneath Departmental level plans such as training plans, procurements plan and special reviews as examples of documents that will sit beneath the 5.	Page 30 – ‘Core strategies and plans’ header changed to say ‘Core strategies’. First sentence re-worded to state we have 5 core strategies. ‘People plan’ and ‘Financial plan’ changed to read ‘People Strategy’ and ‘Financial Strategy’. The order in which the strategies are presented in the CRMP have been re-arranged to match the order they are listed in on page 10.
Spelling –error	Page 10 - Corrected to “recognises”
Inclusion of Climate Change Operations Plan	Page 9 – Additional paragraph inserted under ‘demand change’ section
	“We will set out a 5 Year Delivery Plan through our Climate Change Operations Plan which will look at preparing and responding to future effects of climate change.”

Response strategy / SAoR changes

Consultation comment/response	Change made
<p>Resource allocation in relation to wildfires and flooding - reduce to 1 HVP.</p> <p>Resources allocation in relation to transport incidents - increase to 2 foam units.</p>	<p>Page 15 and 16 – Tables amended in response strategy</p>
<p>Inclusion of aspiration to invest in new technology to assist NFWC with mobilisations.</p>	<p>Page 24 – Additional paragraph inserted under ‘North West Fire Control (NWFC)’ section</p> <p>“we aspire to invest in new technology to assist NWFC provide effective mobilisations of Lancashire resources to all incident types to make Lancashire safer.</p>



2022-2027



Community Risk Management Plan



CONTENTS

Introduction	2
Our county	4
Lancashire Combined Fire Authority	6
Aim, priorities and values	7
Our future	8
Equality, diversity and inclusion	10
Service planning	12
Corporate planning	14
Risk management	14
Flooding and water rescue	18
Wildfires	19
Accidental dwelling fires	20
Commercial and industrial building fires	21
Deliberate building fires	22
Road traffic collisions and vehicle fires	23
Rescues from collapsed structures / confined space	24
Hazardous materials incidents	24
Animal rescues	25
Assisting other agencies	26
Building under construction fires	27
Waste disposal site fires	28
High rise fire incidents	29
Core strategies and how we direct and deliver operations	30
Our People Strategy	30
Our Prevention Strategy	31
Our Protection Strategy	33
Our Response Strategy	35
Our Financial Strategy	36
Resource to risk	37
Service assurance/operational assurance	39
Key performance indicators	40
Reviews	40

WELCOME TO OUR

Community Risk Management Plan



Lancashire Fire and Rescue Service has a long and proud history as a valued part of communities across the county, helping to keep people safe and responding to emergencies.

Everything we do is aimed at making Lancashire safer and in recent years we have adapted considerably to changing risks, meaning we now assist people in more ways than ever before. Activities such as gaining entry to properties where there's a medical emergency and searching for missing people are saving additional lives. Our expertise has grown to include the far-reaching impacts of weather-related emergencies and the rising complexities of modern buildings. We have led innovation and collaboration with the introduction of bespoke water tower fire engines that reduce damage to businesses and homes, and the creation of the first fire and police air support unit adding aerial intelligence to our capabilities.

In 2018, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection regime confirmed that we are a strongly performing, forward-thinking Service, with outstanding values and culture.

Our people are at the heart of our achievements. Motivated, professional and determined to make a difference, they serve Lancashire with pride. Coupled with the highest standards of operational effectiveness, this helps us to reach our goals and a long-standing commitment to continuous improvement keeps the Service evolving. Learning from incidents and difficult operating conditions drives our progress and having the confidence to try new ideas results in positive change.

Our ability to serve communities in ways beyond our traditional role has never been more evident than during the coronavirus pandemic. The Service played a central role in the response to the crisis, working as one team alongside partner agencies. The skills and attributes of our people enabled them to carry out vital activities, from visiting the most isolated and vulnerable residents in the initial stages to vaccinating people against the virus to bring us out of the pandemic. At the same time, we continued to deliver first-rate emergency services and tackle multiple large-scale fires, wide-spread flooding and a series of wildfires in very challenging circumstances.

This plan sets out how we will achieve our aim of making Lancashire safer over a five year period based on risk and demand across the county. Preventing fires and other emergencies from happening, protecting people and property when they do and responding quickly and competently

are clear priorities. We will continue to hone how we do this by deepening our understanding of Lancashire's diverse communities and equipping ourselves to serve them as effectively as possible.

Becoming more agile and flexible in our approach to work and how we deliver services will enable us to respond to emerging risks swiftly, where our skills and experience can strengthen community safety.

Despite a stable financial position, future funding is uncertain and our commitment to providing value for money is steadfast. Digital transformation and new technology present opportunities to become more efficient and effective across many areas of work.

Strengthening the values and leadership that shape our culture and providing an inclusive workplace that allows everyone to develop and thrive is at the forefront of our future. Lancashire Fire and Rescue Service will rise to the challenges and opportunities of local and national change positively, leading innovation in the sector and delivering collaborative public services.

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
Lancashire Fire and Rescue Service

David O'Toole
Chairman
Lancashire Combined Fire Authority

“ Our people are at the heart of our achievements. Motivated, professional and determined to make a difference, they serve Lancashire with pride. ”





OUR COUNTY

Lancashire is an area in the north west of England neighbouring five counties; Cumbria, Greater Manchester, North Yorkshire, West Yorkshire and Merseyside. Lancashire comprises twelve districts within the Lancashire County Council area, and two unitary authorities in Blackburn with Darwen and Blackpool.

The county consists of urban areas, suburbs, semi-rural and countryside locations covering 3076 square kilometres of land with 123 kilometres of coastline.

OUR COUNTY in more detail

Mid-2019 population figures show that Lancashire has a population of 1,508,869 people. Since the 2011 census, the population has grown by 3.3% with a rise of 0.8% between 2018 and 2019. Lancashire is home to some of the most deprived areas in the country, as calculated by the indices of multiple deprivation (IMD), which can lead to increased risk in communities (see infographic opposite).

- 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 living in Lancashire.
- The over 65 age group saw a higher annual growth rate, 1.58%, than the 0-17s (0.6%) and 18-64 (0.5%).
- Average life expectancy for males is 78.5 and for females is 82.2 years old.
- The 2018 fuel poverty statistics indicate that 12.6% of households were fuel poor compared to the national average of 10.3%.
- 13.2%* of all Lancashire's households were occupied by one-person living alone aged 65 and over. In total, 16.9% of all households in Fylde had one person in this age-group, which was the 12th highest rate in England and Wales.

*From 2011 census

WYRE
Population (2019) 112019
Area Km² 283
Homes (2019) 52410
IMD rank (317) 147
Road lengths (miles) 424.70

LANCASTER
Population (2019) 146038
Area Km² 576
Homes (2019) 63510
IMD rank (317) 112
Road lengths (miles) 626.65

BLACKBURN WITH DARWEN
Population (2019) 149696
Area Km² 137
Homes (2019) 61290
IMD rank (317) 14
Road lengths (miles) 345.90

HYNDBURN
Population (2019) 81043
Area Km² 73
Homes (2019) 36890
IMD rank (317) 18
Road lengths (miles) 225.63

RIBBLE VALLEY
Population (2019) 60888
Area Km² 583
Homes (2019) 27350
IMD rank (317) 300
Road lengths (miles) 421.49



FYLDE
Population (2019) 80780
Area Km² 166
Homes (2019) 39820
IMD rank (317) 198
Road lengths (miles) 304.45

BLACKPOOL
Population (2019) 139446
Area Km² 35
Homes (2019) 70190
IMD rank (317) 1
Road lengths (miles) 284.40

PRESTON
Population (2019) 143135
Area Km² 142
Homes (2019) 64100
IMD rank (317) 46
Road lengths (miles) 401.98

CHORLEY
Population (2019) 118216
Area Km² 203
Homes (2019) 51620
IMD rank (317) 192
Road lengths (miles) 351.10

SOUTH RIBBLE
Population (2019) 110788
Area Km² 113
Homes (2019) 50160
IMD rank (317) 210
Road lengths (miles) 328.63

WEST LANCs
Population (2019) 114306
Area Km² 347
Homes (2019) 50210
IMD rank (317) 178
Road lengths (miles) 519.99

PENDLE
Population (2019) 92112
Area Km² 169
Homes (2019) 40370
IMD rank (317) 36
Road lengths (miles) 284.88

BURNLEY
Population (2019) 88920
Area Km² 111
Homes (2019) 41080
IMD rank (317) 11
Road lengths (miles) 269.23

ROSSENDALE
Population (2019) 71482
Area Km² 138
Homes (2019) 32160
IMD rank (317) 91
Road lengths (miles) 198.39



LANCASHIRE 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, three from Blackburn with Darwen Council and three 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, severe 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 (Fire Safety) Order 2005 which is applicable across England and Wales. This Order places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire within public and commercial buildings.

Page 37

The CFA governs Lancashire Fire and Rescue Service, which is 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 gives responders the opportunity to consult, collaborate and share information with each other 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.

AIMS, PRIORITIES AND VALUES



Our aim is to make Lancashire safer. It's what we are here for: making Lancashire safer is our commitment to making sure that everything we do improves the safety of our diverse communities.



Our priorities are the areas we focus our activities and resources on. They are what we deem important to helping us achieve our aim of making Lancashire Safer and are further developed every year into specific actions which are set out in our Annual Service Plan:

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



Our values are the qualities that we believe are the most important to us and describe the expectations the public have of us and that we have of each other. We use them every day to influence how we work to achieve our priorities and guide the professional behaviours we expect of our staff. We strive to make Lancashire safer in a way that is guided by strong principles of:

SERVICE

- Making Lancashire safer is the most important thing we do.

TRUST

- We trust the people we work with.

RESPECT

- We respect each other.

INTEGRITY

- We do what we say we will do.

VALUED

- We actively listen to others.

EMPOWERED

- We contribute to decisions and improvements.

Our Service values are supported by the national Core Code of Ethics for Fire and Rescue Services in England. The code sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

Putting our communities first – We put the interests of the public, the community and service users first.

Integrity – We act with integrity including being open, honest and consistent in everything we do.

Dignity and respect - Making decisions objectively based on evidence, without discrimination or bias.

Leadership – We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, diversity and inclusion (EDI) – We continually recognise and promote the value of EDI both within Lancashire Fire and Rescue Service and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.

Lancashire Fire and Rescue Service takes a collaborative and proactive approach to planning to ensure we are well positioned to respond positively to future challenges and evolve in a way that reflects the changing risk and demand in our communities.

We are dedicated to continuous learning, locally and from across the sector, to shape our development and improve the quality of our services.

National change

National change is influenced by political, economic, social, technological, environmental, legal and organisational factors. The key contributors driving national change include the Home Office, the National Fire Chiefs Council (NFCC), HMICFRS, the Fire Standards Board, inquests and regulations. Lancashire Fire and Rescue Service will continue to engage with stakeholders and lead improvements and innovation in our sector.

Local change

The Service continues to adapt how we deliver our services and mitigate the risks brought about by local change. We regularly assess our immediate environment through intelligence driven reporting and working collaboratively with local stakeholders, for example community safety partnerships and the Lancashire Resilience Forum. Our resources are managed at a local level based on emerging threats and trends enabling us to adapt to changes within the built environment, new road infrastructures or the development of commercial enterprises for example.

Collaboration and partnerships

The Policing and Crime Act 2017 places a legal duty on blue light services to collaborate efficiently and effectively. Lancashire Fire and Rescue Service has a strong history of working with others to make a real difference in local communities and will continue to explore opportunities to improve services for the people of Lancashire along with our blue light partners.

All collaborative work will be evaluated to ensure the anticipated benefits are fully realised through our established Blue Light Collaboration Board.

Demand change

Demand changes and risk factors can be seen in more detail in our Strategic Assessment of Risk which underpins this plan.

We anticipate that we will see an increase in emergency response between 2022 and 2027 including the impacts of climate change, leading to increased levels of wildfire and flooding related emergencies . This is based on the incident types that we currently respond to, however national and local change may influence our future response arrangements. We will continue to evaluate incident volume and type to ensure our prevention, protection and response activities are resourced to risk.

We will set out a 5 Year Delivery Plan through our Climate Change Operations Plan which will look at preparing and responding to future effects of climate change.





EDI

Equality, Diversity and Inclusion

Lancashire Fire and Rescue Service is committed to valuing and understanding diversity within our communities and enabling our workforce to meet their needs through inclusive services.

SERVING OUR DIVERSE COMMUNITIES

Making Lancashire safer requires us to work with our diverse communities to deliver services that further reduce fires and other emergencies from happening; as well as identifying and raising safeguarding issues, preventing extremism, and being able to identify, and refer appropriately, potential signs of human trafficking and modern slavery etc. By understanding the needs of people from different backgrounds we can support them most effectively and in ways that make a difference. Ensuring our workforce represents our communities enriches both our understanding and offering to those we serve.

We have set ourselves the following equality objectives in relation to how we work with communities:

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

OUR DIVERSE WORKFORCE

Lancashire Fire and Rescue Service recognises that a modern fire and rescue service needs to fully reflect the communities it serves, so we aim to recruit people of different backgrounds, knowledge, skills and experience.

“The more our staff represent the communities we serve, the more we understand their needs, concerns, and risks, keeping them safe.”

We positively strive to be an inclusive service, taking deliberate action to create an environment where everyone feels respected and able to achieve their full potential.

We aim to achieve this by:

- ▲ Identifying and using good practice identified and promulgated through the NFCC’s EDI strategy.
- ▲ Using our EDI steering group to ensure that EDI is at the centre of everything we do.
- ▲ Engaging with employee voice sub-groups; race and religion, women and families, LGBT+ and other underrepresented groups to seek feedback to inform policy development and decision making.
- ▲ Consulting with existing staff, community members and blue light partners to identify what is seen as barriers to recruitment and progression.
- ▲ Undertaking positive action with universities and colleges to directly engage with members of underrepresented groups and promote the fire and rescue service as a career of choice.
- ▲ Engaging with and educating community members and representatives about employment opportunities within the service.
- ▲ Engaging with and educating our existing workforce about the benefits of having diversity within the service and the need for positive action.
- ▲ Delivering targeted recruitment campaigns.

Lancashire Fire and Rescue Service will continue to progress apprenticeship opportunities in line with the Public Sector Apprenticeship Targets (Amendment) Regulations 2021. This stipulates the proportion of workforces that apprentices should represent each year.

Since 2019 the service has been registered as an ‘employer provider’ for level three operational firefighter apprenticeships. We will look to maintain this status over the duration of the CRMP and continue to deliver and develop our offering while working towards an outstanding OFSTED rating.



We also commit to providing wider apprenticeship opportunities within non-operational roles as we believe offering development packages to new and existing staff benefits individuals and subsequently our organisation.

Our STRIVE values help to communicate our standards and promote an inclusive working environment where everyone can feel valued and respected, without fear of bullying, discrimination or harassment. We aim to give people equal and fair opportunities to fulfil their potential and do this by engaging and consulting with them in a variety of ways, including through our employee voice groups, to understand what it is like to work for us and how we can make improvements. Our organisational development plan sets out our approach to developing our staff and leaders, ensuring they have the required skills and competencies to meet challenges now and in the future.

We have set ourselves the following equality objectives in relation to our workforce:

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

We use equality impact assessments to ensure that we are aware of the full impact of our policies and decisions on our staff and our communities, and our activity is monitored through our EDI steering group and reported to the CFA in an annual report.

SERVICE PLANNING

To enable the Service to operate efficiently and effectively in the short and medium to long term, we apply a wide range of planning tools for corporate, financial and people management:

- The CRMP is our medium-term plan and covers what we aim to deliver as a fire and rescue service.
- Our Annual Service Plan is a short-term plan that covers the activity we aim to deliver within a 12-month period linked to emerging risk and the CRMP deliverables.

- The People Strategy aims to maintain staffing levels enabling us to deliver a service in line with legislation as detailed below.
- Our Financial Strategy is a short to medium term plan that enables us to effectively distribute our financial resources efficiently.
- The Annual Service Report is an end of term report that provides a detailed account of how we have performed against the objectives set out in the Annual Service Plan.

The legislation that we consider within our planning process and must be adhered to is:

- The Fire and Rescue Services Act 2004 explains how we; respond to fires and other emergencies; prevent fires and other emergencies (home and community safety); protect (commercial and public building) and educate and inform the public.
- The Fire and Rescue Service (Emergencies) (England) Order 2007 places a duty on fire and rescue services (in England) to have the capability to remove chemical, biological, radiological, nuclear, and explosive contaminants from people at an emergency. There is also a duty to contain water used for decontamination for a reasonable time. Fire and rescue services must take steps to prevent or limit environmental damage when decontaminating people.
- The Civil Contingencies Act 2004 explains how we work with other agencies to deal with emergencies.
- The Regulatory Reform (Fire Safety) Order 2005 applies to all premises other than single private dwellings and places expectations on responsible persons to keep people in and around their premises safe from the risk of fire. The Fire Safety Act 2021 has clarified that the Order now includes the external wall systems and dwelling front doors in multi-occupied residential buildings. In 2022 fire safety legislation will be further strengthened with the introduction of the Building Safety Bill regulating both new and existing High Risk Residential Buildings (HRRBs).
- The Health and Safety at Work Act 1974 is the primary piece of legislation covering occupational health and safety in Great Britain. It sets out the general duties which employers have towards employees and members of the public, to themselves and to each other.
- The Fire and Rescue National Framework 2018 explains how we; identify and assess risk in Lancashire; prevent fire and other emergencies and protect buildings and people; respond to emergency incidents; collaborate with other organisations; put in place business continuity arrangements so we can deliver our services even when faced with an emergency like the pandemic; and provide national resilience when major incidents happen anywhere in the country.

CORPORATE PLANNING

in more detail

The national framework places a statutory duty on all fire and rescue services to produce and deliver a Community Risk Management Plan (CRMP). The plan must cover at least a three-year time span and be reviewed and revised as often as is necessary to ensure that the authority is able to deliver the requirements.

Corporate planning at Lancashire Fire and Rescue Service follows a rigorous yet flexible process that permits the organisation to assess and respond to opportunities and threats. The process must allow for adjustments as the environment in which it operates evolves.

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

- LFRS Risk assessments
- Strategy, policy and procedure

Annual Service Report
1. Planning
2. Performance

Measuring Progress reports

National Framework

CRMP

Strategic Assessment of Risk (incl. PESTELO)

Our 5 core strategies:
1. People Strategy
2. Prevention strategy
3. Protection strategy
4. Response Strategy
5. Finance Strategy

Annual Service Plan

Local delivery plans
1. Departmental plans
2. District plans

Appraisals

HMICFRS
Fire Standards

National

Corporate Programme
- Business process improvement
- Service delivery change
- Workforce development
- Capital projects

Service Management Team
- Prevention Protection Response Strategy Group (PPRSG)
- Health Safety Environment Advisory Group (HSEAG)

Strategic

Departmental

Individual

How we identify risk

To enable risk to be managed effectively, the nature of the risk must first be identified. This is done by reviewing the Service's strategic, operational, departmental and project objectives, considering both external and internal factors that influence these and identifying all significant risks which could impact upon them. The basis of risk identification within the service is PESTELO analysis which is accompanied by the 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 informed by the Lancashire Resilience Forum's Community Risk Register. Through our risk management framework, we continually assess changing risk and prioritise our response framework.

Our risk management framework



RISK MANAGEMENT

Risk management is the process of identifying, assessing and responding to risks that occur in the day-to-day management of the fire and rescue service. We will attempt to eliminate risk completely; this may not always be possible. Our aim is then to introduce further control measures to reduce risks that may be harmful to our staff, our communities, our reputation and our objectives.

How we assess risk

Risk is calculated and assessed in several ways. Lancashire Fire and Rescue Service produces a risk map that is based upon the following formula:

$$\frac{\text{Dwelling fires}}{\text{Total dwellings}} + \left(\frac{\text{Dwelling fire casualties}}{\text{Resident population}} \times 4 \right) + \text{Building fire} + (\text{IMD} \times 2) = \text{Risk Score}$$

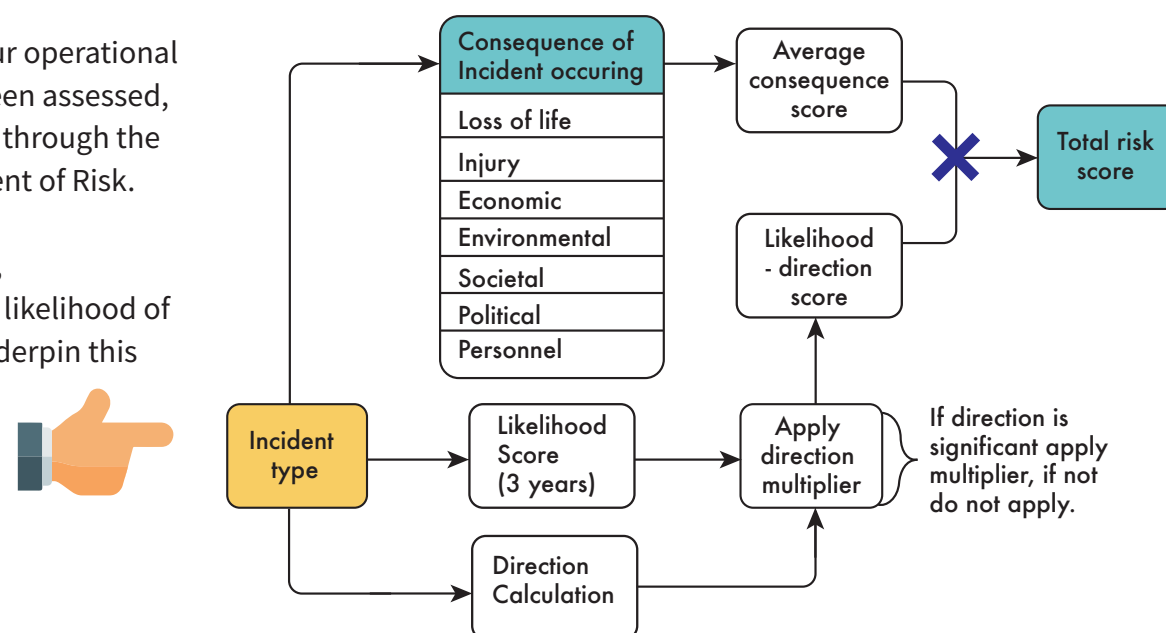
Lancashire is split into small geographic areas that are known as Lower-Level Super Output Areas (LLSOA). These each contain between 1,000 and 3,000 people and there are currently 941 of these within the county. The formula produces a risk grading of low, medium, high and very high which in turn underpins the performance criteria within our Key Performance Indicators (KPIs).

Over the last 10 years we have reduced the overall risk in Lancashire by **21%**

Fire Risk Change		2010-13		2011-14		2012-15		2013-16		2014-17		2015-18		2016-19		2017-20		2018-21	
Score	Risk Grade	Score	SOA count	Score	SOA count	Score	SOA count	Score	SOA count	Score	SOA count	Score	SOA count	Score	SOA count	Score	SOA count	Score	SOA count
Greater than 75	VH	3388	40	2714	32	3332	41	2578	32	2042	25	1850	22	1752	21	1874	23	1738	21
Between 56 & 75	H	5876	93	6040	95	5440	86	4890	76	4654	74	4598	74	4306	68	4718	74	3896	61
Between 36 & 55	M	13180	301	13208	306	12130	281	13578	314	13722	321	13654	301	13230	310	13798	324	14190	338
Less than 36	L	11784	507	11686	508	12366	533	11944	519	11980	521	12012	524	12528	542	12058	520	12038	521
Risk score		34228		33648		33268		32990		32990		32114		31816		32448		31862	
Change from baseline risk score		-16.6%		-18.0%		-18.9%		-19.6%		-21.0%		-21.7%		-22.5%		-20.9%		-22.4%	

The full range of our operational activity has also been assessed, scored and ranked through the Strategic Assessment of Risk.

The wider impacts, consequences and likelihood of these incidents underpin this assessment:



Risk outcomes

Lancashire Fire and Rescue Service's data driven identification and assessment of risk has brought to the fore the incident types that present the greatest risks to the communities and people of Lancashire, in our Strategic Assessment of Risk (SAoR).

When an event does occur, we commit to be prepared to respond and minimise the impact caused. Through this assessment of risk, we have identified all the incident types that we are likely to encounter. Our highest risk activities have been identified and our responses, both proactive and reactive, are outlined over the page.

Our commitment to you is that we will continue to carry out a significant amount of proactive work to prevent adverse events from happening and as a result, reduce the risk to communities and our workforce.

FLOODING AND WATER RESCUE

Wide area and localised flooding can devastate parts of the community and leave an impression for years beyond an event. Water related incidents also tragically account for a number of deaths in Lancashire each year and can incur considerable economic loss. Below are some of the measures we have in place:

Proactive

Reactive

- Maintain wading response capability, equipment and Personal Protective Equipment (PPE) across all operational stations.
- Maintain swift water rescue, flood rescue technicians and boat capability at strategic locations.
- Maintain DEFRA boat capability.
- Provide flood water incident managers (FWIMs).
- Maintain our high-volume pump and hose layer capability.
- Continue working with partners to develop multi-agency flood plans and rapid catchment flood area response plans.
- Continue to work collaboratively with key partners for training and equipment provision.
- Water safety boards (information, advice and guidance) positioned at prominent water risk sites.
- Education packages offered to all secondary schools.
- Targeted and intelligence led water safety campaigns delivered.
- Continue to engage with local businesses within high-risk flood areas to provide guidance and ensure fire safety measures are considered in business continuity planning.

- Deploy specialist water rescue resources to assist in the rescue and evacuation of those affected by flooding.
- Deploy high-volume pumps and hose layer to mitigate the impact of flooding.
- Utilise drone assets for reconnaissance and situational awareness during wide area flooding.
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).
- Work with partner agencies during the emergency and recovery phase.
- Targeted prevention activities post incident.
- Provide business support to ensure safe re-opening of businesses during and post flooding events.



WILDFIRE INCIDENTS

Wildfires can quickly escalate and spread across large areas, causing major disruption to life, environment, property and infrastructure.

Proactive

Reactive

- Maintain our initial wildfire response capability across all operational stations.
- Maintain specialist wildfire response teams at strategic locations.
- Maintain 4x4 and all-terrain vehicles and associated equipment provision and skills.
- Maintain our specialist wildfire burn team.
- Continue to develop our national wildfire tactical advisors through local, national and international support.
- Continue to develop our internal provision of wildfire tactical advisors.
- Engage with partners and land and property owners to inform, educate, and subsequently mitigate the impact wildfire has on communities through the national Firewise initiative.
- Continue to use intelligence to inform campaign activity.

- Deploy specialist wildfire resources to assist in the management of wildfire incidents.
- Deploy wildfire tactical advisors to assist in the co-ordination of wildfire incidents.
- Utilise drone assets for reconnaissance and situational awareness during wildfire incidents.
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).
- Work with partner agencies during the emergency and recovery phase.
- Effective investigatory work into the cause of fire which subsequently feeds into national wildfire databases.
- Targeted prevention activities post incident.
- Utilise or support existing mutual aid arrangements.
- Provide business support to ensure safe re-opening of businesses during and post wildfire events.

ACCIDENTAL DWELLING FIRES

Each year, we experience accidental fires in people's homes that can have a devastating effect to those who are involved and can cause significant injury and even death.

Proactive

Reactive

- Maintain a community safety module for all operational staff.
- Continue to train and assess operational competence.
- Continue to deliver externally accredited breathing apparatus, compartment fire behaviour and positive pressure ventilation trainer instructor qualifications.
- Continue to deliver fire investigation training.
- Continue to innovate and review fleet and equipment to meet the emerging needs of the built environment and to enhance firefighter safety.
- Continue to deliver a wide range of prevention packages across educational settings and identified high risk groups.
- Continue to deliver intelligence led campaigns to increase awareness and knowledge amongst owners, responsible persons and residents.
- Continue to offer business support to owners/responsible persons in relation to fire safety compliance.
- Continue to collaborate with other regulatory bodies through shared training and intelligence.
- Continue to provide trained and competent inspectors who inspect premises such as Houses of Multiple Occupancy (HMO) in line with the relevant competency framework.

- Respond to dwelling fires within the criteria of our key performance indicator.
- Respond to dwelling fires in a manner that minimises the impact on life, the environment and infrastructure.
- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).
- Utilise drone assets for effective situational awareness and to support fire investigation.
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).
- Targeted prevention activities post incident.
- Continue to support those affected by dwelling fires with the Fire and Emergency Support Service (FESS).
- Continue to support operational incidents to ensure fire safety compliance.
- Continue to enforce on non-compliance of fire safety legislation.
- Continue to work collaboratively to investigate the cause of fire.

COMMERCIAL AND INDUSTRIAL BUILDING FIRES

Each year, we experience fires in commercial properties, such as the retail sector, industrial, manufacturing, hospital and educational facilities. Residential homes and student halls of residence are also included within this incident type. These incidents can have a lasting impact on people, communities, economy and local infrastructure.

Proactive

Reactive

- Continue to train and assess operational competence.
- Continue to deliver externally accredited breathing apparatus, compartment fire behaviour, and positive pressure ventilation trainer instructor qualifications.
- Continue to deliver fire investigation training.
- Continue to innovate and review fleet and equipment to meet the emerging needs of the built environment to enhance firefighter safety.
- Continue to deliver a wide range of prevention packages across educational settings and identified high risk groups.
- Continue to deliver intelligence led campaigns to increase awareness and knowledge amongst owners, responsible persons and residents.
- Continue to offer business support to owners/responsible persons in relation to fire safety compliance.
- Continue to collaborate with other regulatory bodies through shared training and intelligence.
- Continue to provide trained and competent inspectors who inspect in line with the relevant competency framework.

- Respond to commercial fires and industrial fire within the criteria of our key performance indicator.
- Respond to commercial fires and industrial fires in a manner that minimises the impact on life, the environment and infrastructure.
- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).
- Utilise drone assets for effective situational awareness and to support fire investigation.
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).
- Targeted prevention activities post incident.
- Continue to support those affected by fires with the Fire and Emergency Support Service (FESS).
- Continue to support operational incidents to ensure fire safety compliance.
- Continue to enforce on non-compliance of fire safety legislation.
- Continue to work collaboratively to investigate the cause of fire.

DELIBERATE BUILDING FIRES

Each year, we experience deliberate fires in buildings that can affect those who are involved and the local community and cause severe injury and even death.

Proactive

Reactive

- Continue to train and assess operational competence.
- Continue to deliver externally accredited breathing apparatus, compartment fire behaviour, and positive pressure ventilation trainer instructor qualifications.
- Continue to deliver fire investigation training for both operational staff and specialist fire investigation officers.
- Continue to innovate and review fleet and equipment to meet the emerging needs of the built environment to enhance firefighter safety.
- Continue to deliver a wide range of prevention packages across educational settings and identified high risk groups.
- Continue to deliver intelligence led campaigns to increase awareness and knowledge amongst owners, responsible persons and residents.
- Continue to collaborate with partners (eg the police) to identify those at risk of arson and provide preventative advice and measures to protect against arson.
- Continue to conduct arson vulnerability assessments on commercial properties to reduce the threat and impact of deliberate fire setting.
- Continue to offer business support to owners/responsible persons in relation to fire safety compliance.
- Continue to provide trained and competent inspectors who inspect in line with the relevant competency framework.

- Continue to provide intervention activities to adult and child fire setters.
 - Investigate in collaboration with Lancashire Constabulary to establish the cause of fire and provide evidence that leads to successful prosecutions.
- Respond to deliberate fires within the criteria of our key performance indicator.
- Respond to deliberate fires in a manner that minimises the impact on life, the environment and infrastructure.
- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).
- Utilise drone assets for effective situational awareness and to support fire investigation.
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).
- Targeted prevention activities post incident.
- Continue to support those affected with the Emergency Support Service (FESS).
- Continue to support operational incidents to ensure fire safety compliance.
- Continue to enforce on non-compliance of fire safety legislation.

ROAD TRAFFIC COLLISIONS AND VEHICLE FIRES

Death and serious injuries on Lancashire's roads because of road traffic collisions (RTCs) and road vehicle fires occur each year. They can also affect infrastructure, communities, the environment and visitors to the county.

Proactive

Reactive

- Maintain a response capability across all operational stations through ongoing training and the development and provision of equipment and PPE.
- Maintain our urban search and rescue and heavy rescue capability.
- Maintain our major rescue unit provision.
- Continue to deliver externally accredited road traffic collision instructor qualifications.
- Continue to deliver clinically governed trauma training.
- Continue to be an active member within the Lancashire Road Safety Partnership.
- Continue to deliver a wide range of prevention packages across educational settings and identified high risk groups.
- Continue to use intelligence to inform campaign activity.

- Respond to RTCs and vehicle fires in a manner that minimises the impact on life, the environment and infrastructure.
- Respond to RTCs and vehicle fires within the criteria of our key performance indicator.
- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).
- Utilise drone assets for effective situational awareness and to support fire investigation.
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).
- Targeted prevention activities post incident.

RESCUES FROM COLLAPSED STRUCTURES

Or from within confined spaces

Incidents involving collapsed structures can often be life threatening to those involved, pose significant hazards to responding agencies and can cause disruption within local communities.

Proactive

Reactive

- Maintain urban search and rescue and confined space response capability.
- Maintain technical rope rescue capability.
- Maintain canine response capability to enhance our search function.
- Ongoing collaborative training with neighbouring urban search and rescue teams and other specialist response partners (eg ambulance hazardous area response teams).
- Maintain national resilience urban search and rescue training in line with national concept of operations.

- Deploy appropriate resources to meet the needs of an incident, both locally and nationally.
- Utilise drone assets for effective situational awareness and to support fire investigation.
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).

- Continue to develop our specialist, internal hazardous materials and environmental protection officers.
- Continue to collaborate with appropriate partners to mitigate the impact hazardous materials have on people, property and the environment.
- Continue to share intelligence gathered during inspections to assist in operational pre-planning.
- Continue our collaborative training with neighbouring fire and rescue services and other specialist response partners (eg ambulance hazardous area response teams).
- Continue to undertake training provided by specialist or scientific organisations.

Emergency Services Interoperability Principles (JESIP).

- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).
- Continue to seek advice during and after operational incidents from specialist or scientific organisations.
- Continue to report health and safety concerns to the appropriate regulatory bodies.



ANIMAL RESCUES

With a large rural area within the county, we are inevitably called to incidents where animals are in distress, and where people often put themselves at risk.

Proactive

Reactive

- Maintain large animal rescue capability at strategic locations.
- Continue to work collaboratively with key partners for training and equipment provision.
- Maintain technical rope rescue capability.
- Continue to develop our specialist, internal large animal rescue instructors through attendance on externally provided courses.

- Deploy large animal rescue resources to assist in the rescue and evacuation of trapped animals.
- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).

Hazardous materials can present a risk to the public from a range of sources including road transport, industrial sites and malicious use by terrorist or organised criminal groups.

HAZARDOUS MATERIALS INCIDENTS

Proactive

Reactive

- Maintain a response capability across all operational stations through ongoing training and the development and provision of equipment and PPE.
- Maintain our hazardous materials unit capability through regular and ongoing training.

- Deploy appropriate resources to meet the needs of an incident, both locally and nationally.
- Respond to hazardous materials incidents in a manner that minimises the impact on life, the environment and infrastructure.
- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint



ASSISTING OTHER AGENCIES

Lancashire Fire and Rescue Service carries out a number of activities to support other agencies, such as gaining entry to properties where there's a medical emergency and searching for missing people.

Proactive

Reactive

- Continue to provide specialist equipment and training that supports operational staff when attending gaining entry incidents.
- Maintain canine response capability to enhance our search function.
- Continue to deliver missing persons training to operational staff to assist in searches.
- Continue to develop our internal group of national inter-agency liaison officers.
- Continue to develop and deliver a safe and well package which addresses wider health challenges (eg falls) and refer those at risk to partner agencies.
- Respond appropriately to complaints regarding fire safety compliance.
- Continue to collaborate with other regulatory bodies through shared training and intelligence.

- Respond to requests for assistance from other agencies.
- Continually assess and review the appropriateness of the assistance we provide to other agencies.
- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).
- Utilise drone assets for reconnaissance and situational awareness whilst providing operational support to other agencies.

BUILDINGS UNDER CONSTRUCTION FIRES

When under construction buildings are more susceptible to fires which can have a damaging effect on people, infrastructure and local communities.

Proactive

Reactive

- Continue to train and assess operational competence.
- Continue to innovate and review fleet and equipment to meet the emerging needs of the built environment to enhance firefighter safety.
- Continue to conduct arson vulnerability assessments on commercial properties to reduce the threat and impact of deliberate fire setting.
- Continue to offer business support to owners/responsible persons in relation to fire safety compliance.
- Continue to collaborate with other regulatory bodies through shared training and intelligence.
- Continue to provide trained and competent inspectors who inspect in line with the relevant competency framework.
- Fire protection teams to apply the SiteSafe scheme for timber framed buildings.
- Fire protection teams to undertake planning, licensing and building regulation consultations.

- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).
- Utilise drone assets for effective situational awareness and to support fire investigation.
- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.
- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).
- Targeted prevention activities post incident.
- Continue to support operational incidents to ensure fire safety compliance.
- Continue to enforce on non-compliance of fire safety legislation.
- Continue to work collaboratively to investigate the cause of fire.



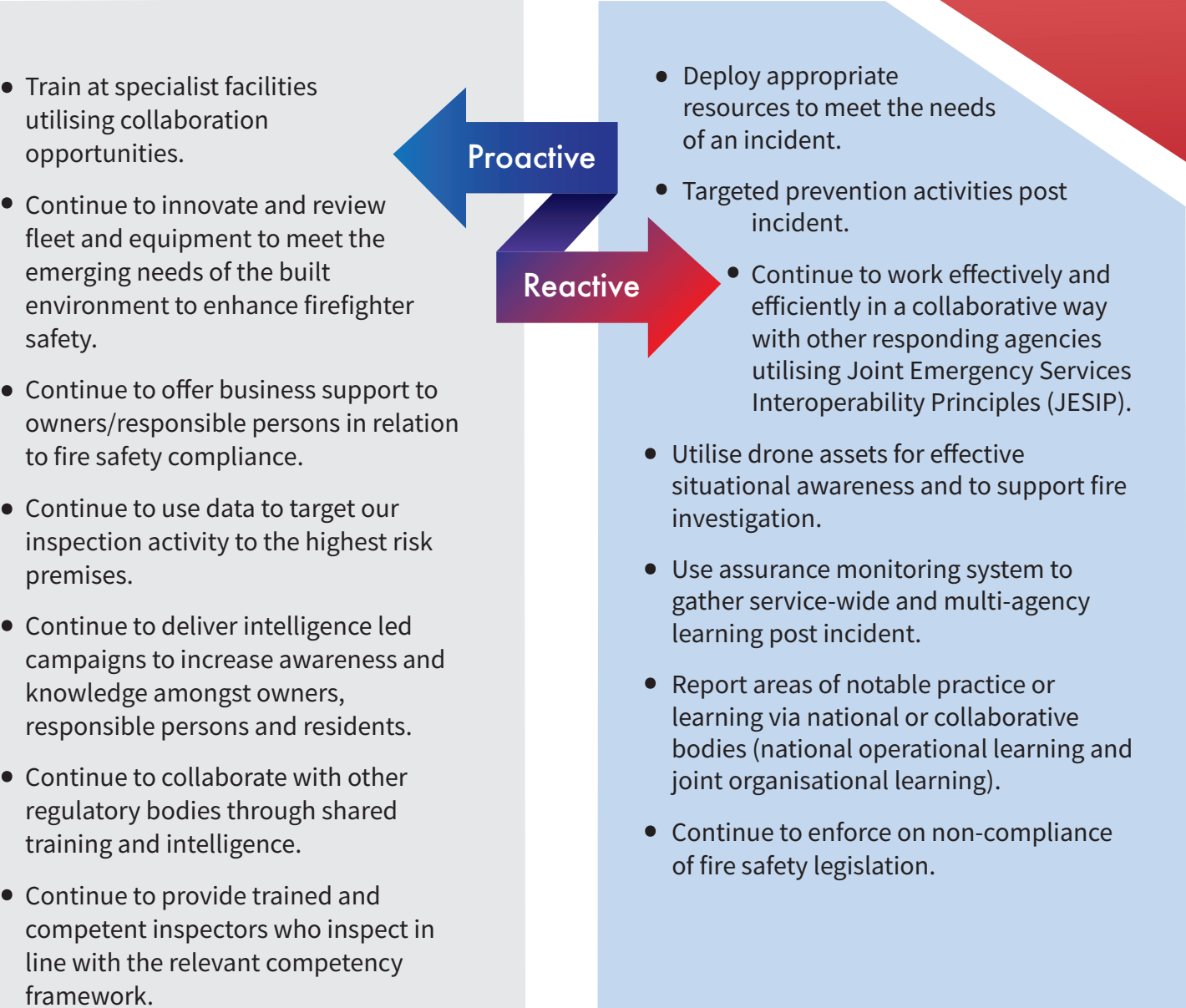
WASTE DISPOSAL SITE FIRES

Fires at waste disposal sites can have a significant impact on local communities, residents' health, infrastructure and the environment.



HIGH-RISE FIRE INCIDENTS

High-rise property incidents have the potential for severe injury and loss of life and pose significant hazards to responding agencies. Local communities, infrastructure and the economy can also be adversely affected.



CORE STRATEGIES

and how we direct and deliver operations

Lancashire Fire and Rescue Service have five core strategies including our People, Prevention, Protection, Response and Finance Strategies. Our prevention, protection and response activities address the fire and rescue related risks that are identified in those strategies and outline the measures in place and actions we take to make Lancashire safer.

Each strategy is periodically reviewed and evaluated to ensure we are delivering against our outlined objectives and are doing so in the most efficient and effective way. Wherever necessary, changes will be made within each strategy to ensure we operate in line with our aim, priorities and values.

In line with identified risks, our prevention strategy focuses on the following key areas:

PEOPLE STRATEGY



We employ in the region of 1200 staff, with most employed in an operational capacity. As an employer our aim is to have a workforce that is professional, flexible, highly skilled and diverse. Our workforce plan identifies the strategic challenges faced by our staff and the actions we undertake to meet those challenges, ensuring we have the right number of employees with the right skills, qualifications and competencies now and in the future. We continue to improve the diversity of our workforce and our recruitment targets are supported by the delivery of positive attraction and retention activity, aimed at recruiting a workforce which is best able to meet the needs of residents and mitigate the risks they face.



We invest in the training and development of our staff and the leaders within our organisation, ensuring we have a workforce that can meet the challenges of a dynamic operating environment, and leaders who can deliver highly performing teams where all members of staff feel valued and are given the opportunity to fulfil their potential.

Since 2019 the service has been registered as an 'employer provider' for level three operational firefighter apprenticeships. We will look to maintain this status over the duration of the CRMP and continue to deliver and develop our offering while working towards an outstanding OFSTED rating.

We also commit to providing wider apprenticeship opportunities within non-operational roles as we believe offering development packages to new and existing staff benefits individuals and subsequently our organisation.

We are committed to safeguarding the health and wellbeing of our staff, creating a resilient workforce which can respond positively and effectively to diverse types of emergencies.

PREVENTION STRATEGY

We will:
build on learning acquired during the pandemic and develop new innovative ways to deliver our community safety activities

Continue to develop our operational and community safety staff in the field of fire safety regulation and hazards in the built environment, to increase the effectiveness of our business fire safety checks, risk intelligence and referrals to fire protection.

Seek to build on learning acquired during the pandemic and develop new and innovative ways to deliver our community safety activities, ensuring the focus remains on engaging our target groups and delivering effective outcomes.

Continue to refine our Home Fire Safety Check and Safe and Well service in line with evolving national guidance to ensure the offer remains person centred, and risk is evaluated in a manner that reflects best practice.

Refine and expand our preferred partner register to ensure we work with a range of organisations whose service users' needs align to recognised fire risk factors.

Identify and review opportunities for sharing data and risk intelligence with organisations who work with people who are at significant risk from fire.

Seek to strengthen our links with Lancashire's telecare providers to collectively build and operate a domestic automatic fire alarm policy.

Continue to act as an enabler and work with partners to reduce water risk.

Continue to refine our core education offer and develop new products and delivery methods where the data and evidence demonstrates this is needed to help keep young people safe.

Continue to deliver the Team programme on behalf of the Prince's Trust ensuring recruitment focusses on those who will benefit the most and community projects are aligned to mitigation of local risks.

Explore and enable the establishment of a Lancashire Water Safety Partnership.

Continue to develop our cadet offer in line with national guidance and expand the locations on offer in line with risk and resources.

Ensure the investigation of crime scenes involving fire conforms to evolving regulatory requirements.

Continue to develop how we gather and use incident intelligence to refine our prevention and campaign approaches.

PROTECTION STRATEGY

In line with identified risks, our protection strategy focuses on the following key areas:

Continue to develop strategic collaborations to raise fire safety awareness and improve fire safety standards in premises before inspections are undertaken.

Use local, regional and national intelligence and learning to continually evolve and refine our protection services.

Seek to build on the learning acquired during the pandemic and create new and innovative ways to deliver protection services, adopting digital approaches where appropriate.

Contribute to the continual improvement of fire protection activities coordinated through the NFCC community risk programme and seek to refine our risk-based inspection programme in line with emerging national guidance.

Review fire protection delivery arrangements to ensure inspection and consultation resources are aligned to risk and working practices are efficient and effective.

Review fire engine attendance policy to automatic fire alarms and the associated unwanted fire signals policy.

Continue to adopt the NFCC competency framework for fire safety regulators.

- Complete the improvement actions required by virtue of the Grenfell Inquiry.
- Adapt our regulatory services in line with the new Fire Safety Act and Building Safety Bill ensuring the availability of suitably trained and accredited staff.
- Refine our approach to business support to ensure our campaigns and associated resources meet the needs of customers as legislation and guidance continues to evolve and place greater expectations on responsible and accountable persons.
- Review primary authority scheme delivery to ensure it remains fit for purpose.



RESPONSE STRATEGY

In line with identified risks, our response strategy focuses on the following key areas:

- Ensuring that the service has sufficient and proportionate emergency response arrangements available to respond to and manage a wide range of risks and threats, delivered through a range of local, regional and national delivery models.
- Enabling the service to achieve its priorities: preventing, protecting, responding, valuing our people and delivering value for money. Our STRIVE values are the foundation of everything we achieve.
- Supporting the creation of a positive, inclusive culture that encourages innovation and perpetual improvement. Enabling us to give the best services to our communities and be the best fire and rescue service in the UK.
- Our response strategy has been written to translate the framework of expectations laid out in relevant legislation, guidance documents and national reports into appropriate action as well as considering this plan and the three pillars of the HMICFRS inspection framework: efficiency, effectiveness and people.
- Constantly reviewing our approach to providing and deploying resources to ensure they remain flexible. Where possible, seeking to improve our response capabilities to deal with the wide range of foreseeable emergencies and risks faced by the service in an ever-evolving landscape, mitigating demand and risk.
- Continuing to prioritise this statutory requirement, ensuring that our firefighters are provided with the best training, facilities, appliances and equipment to ensure they remain as effective and efficient as possible while remaining focussed on their health, safety and wellbeing.



OUR FINANCIAL STRATEGY

Strong financial risk management is evident in our medium-term financial strategy, which illustrates that we are well positioned to:

- ▲ Deliver services as outlined in this and other plans.
- ▲ Maintain future Council Tax increases at reasonable levels.
- ▲ Continue to deliver efficiencies in line with targets.
- ▲ Set a robust budget that takes account of known and anticipated pressures.
- ▲ Continue to invest in improvements in service delivery and facilities.
- ▲ Maintain an adequate level of reserves.

An anticipated four-year spending review has been delayed at the time of publishing this plan, meaning that the Authority is unable to set its financial plans with any certainty. This is compounded further by the delay in the outcome of a fair funding review, which looked to reassess the methodology under which funding is allocated to individual authorities, and the implementation of a 75% business rates retention scheme.



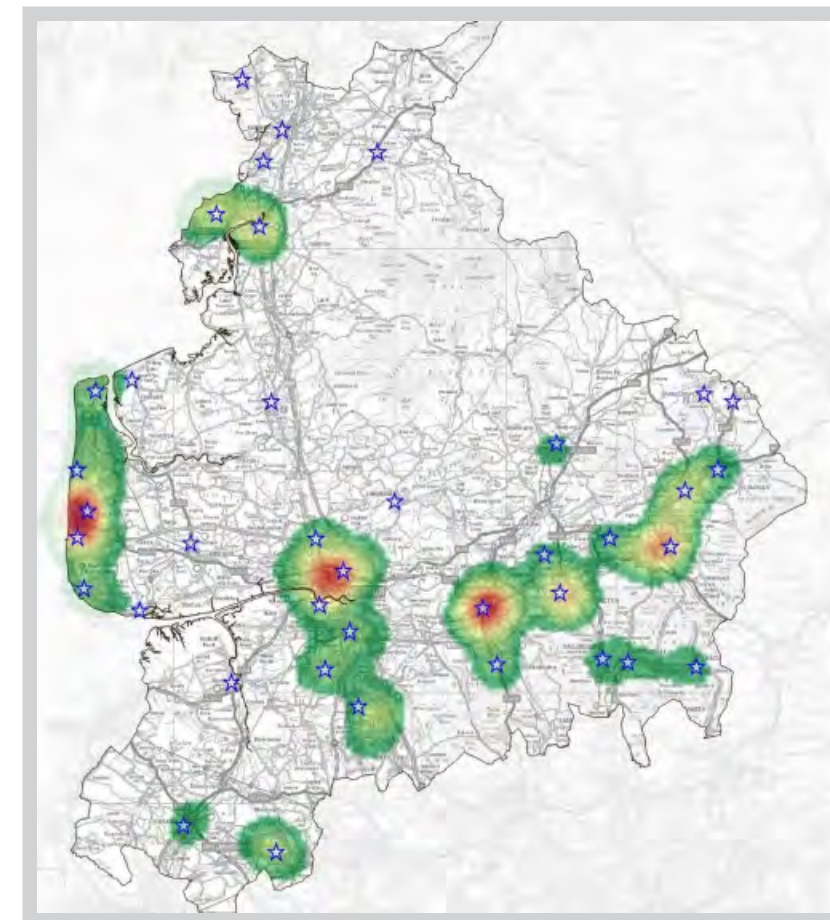
RESOURCE TO RISK


Lancashire Fire and Rescue Service aims to allocate resources to risk, providing the most effective and efficient service and value for money to the people of Lancashire. Our offering is based around prevention, protection and response arrangements which are all tailored to current and emerging risks and applied proportionately to maintain risk at levels that are as low as reasonably practicable.

We aim to primarily prevent fires and other emergencies from happening. We allocate resources through our prevention and protection teams, supported by operational crews and partner agencies to educate, inform and advise our diverse communities.

When incidents occur, we operate a range of operational crewing systems both wholetime and on-call. This allows us to allocate resources effectively based on the risk associated with geographical areas within Lancashire. To maintain a highly trained operational provision we are supported by our service training centre, which incorporates specialist training facilities and highly skilled and accredited instructors.

The heat map shows the location of our fire stations mapped against overall incident activity levels. The areas of high activity are represented by the light green shading and moves through darker green, amber then red to display the areas of our highest demand. Many of our stations are in areas of high activity, but we also have stations where incidents levels are comparatively lower, but the impact of fires and other emergencies could be significant.





To effectively serve Lancashire and support national resilience, our trained staff utilise specialist vehicles, skills and equipment to respond to the risks we face.

Over recent years Lancashire Fire and Rescue Service has invested in developing our capabilities to respond to the ever-changing challenges we face in our risk environment. We have invested in, and built upon, our capability to respond to emerging climate change related incident types such as flooding and wildfire and developed a multi-agency drone capability and canine provision. We have continued to develop our existing offerings and specialist skills such as urban search and rescue (USAR), our specialist rope rescue team (RRT). A full breakdown of our assets and equipment can be found in our Response Strategy.

To supplement our response, we also work collaboratively with partners for support from specialist organisations such as the Environment Agency, United Utilities, Mountain Rescue and Bay Search and Rescue along with a host of National Resilience assets.

To support operations at larger incidents our flexible duty officers (FDOs) provide 24/7 cover across the county. They are also trained with a range of specialist skills to enhance our front-line capabilities and offer tactical and strategic support across a wide range of incidents such as wildfire, flooding and water, hazardous materials and environmental protection and waste fires. We also have trained National Inter-agency Liaison Officer (NILOs) who work with and co-ordinate multi agency responses.

To ensure effective delivery of our services, we resource support departments that perform non-operational functions but play a vital part in the wider Lancashire team:

- Administration and contact centre
- Corporate programme and intelligence
- Corporate communications
- Digital transformation
- Finance
- Fleet and engineering services
- Human resources
- Information and communications technology
- Occupational health
- Prevention, the Prince's Trust and youth engagement
- Procurement
- Property
- Protection delivery and support
- Response and emergency planning
- Safety, health and environment
- Stores

As a forward-thinking organisation, we commit to continue to invest in our fleet, equipment and people to mitigate the risks within Lancashire and to keep our staff and the people of Lancashire safe.

SERVICE ASSURANCE/ OPERATIONAL ASSURANCE

To promote improvements in organisational efficiency and effectiveness, we have established an improvement and innovation department. Its objectives include organisational assurance, which actively monitors holistic service performance around preparedness, response and learning.

This department is a key driver in delivering organisational change through collective learning, both from an internal perspective and from a national viewpoint, ensuring that we remain abreast of current or topical issues that affect our ability to provide an efficient and effective service.

In terms of innovation, we will identify items of transformational change and notable practice that have been delivered through the pandemic and establish opportunities to further utilise this learning and innovation in other parts of the Service.

Additionally, we will explore opportunities and work collaboratively with key stakeholders, both internal and external, to research and develop new ways of working. The team will propagate innovation through the Service wherever possible, for example by establishing ways to utilise technology and digital platforms to improve efficiency and effectiveness, therefore reducing duplication of ineffective or inefficient processes, and identifying solutions to negate or remove them.



KEY PERFORMANCE INDICATORS

To ensure we are effective, efficient and provide value for money, we use a range of targets to measure performance which are scrutinised under our governance arrangements. These are known as key performance indicators (KPIs).

KPIs are quantifiable measures used to evaluate success in meeting our objectives. They help to monitor and measure our performance and are scrutinised quarterly by the Lancashire Combined Fire Authority, and subsequently published in our Measuring Progress Reports, which are available on our website.

Lancashire Fire and Rescue Service also uses local indicators to monitor trends and changes in activity and risk, which help us to plan local activities and resource allocation accordingly.

REVIEWS

Throughout this CRMP period we commit to constantly review what we do and how we do it, to ensure that we deliver the best possible services to the people of Lancashire. This involves reviewing several key areas within the Service to maintain delivery methods that are effective and efficient, value people and provide value for money. To do this we plan review periods on several deliverables, however they may be evaluated out of planned frequency should the need arise:

- Corporate risk
- Strategic Assessment of Risk
- Collation of risk information
- Emergency cover provision
- Organisational assets
- Collaborative opportunities and partnership working
- Service strategies

Should the findings of any of the above reviews be of significant magnitude, or the environment we operate within change significantly, we will also review this plan to ensure the changes are reflected within our key deliverables.





www.lancsfirerescue.org.uk

This page is intentionally left blank

Analysis of draft CRMP 2022-2027 – Distribution analysis

The draft CRMP and associated/supporting documents were distributed in the following ways:

- Through 'In the know', a Lancashire based information website.
- Direct via email, from a dedicated consultation inbox.
- Advertised via internal, LFRS publication tools (i.e., The Engine House, the Routine Bulletin, staff engagement session).
- Advertised externally on LFRS' website.
- Via Social Media platforms

Recipient group (alphabetical)	Number sent
Business	32
Landowner	1
Local authority, public agency, or emergency service	255
Member of LFRS (<i>via internal communication</i>)	Circa. 1,300
Public representative such as councillor or MP	778
Representative body	6
Third sector partner including voluntary groups and charities (inc. Community groups)	38
Town/parish council	217
Other	35

'In The Know' (emails sent)	52,381
'In The Know' (emails read – estimated)	34,417

Social Media (Reach statistic)	226,349
Social Media (Engagement statistic)	2,106

Total Reach statistics	Circa. 281,392
Total Engagement statistics	Circa. 38,424

This page is intentionally left blank

Email body for CRMP – targeted partners, sent to 1346 individuals

Email Title: Lancashire Fire and Rescue Service draft Community Risk Management Plan consultation

All recipients must be sent from BCC to avoid data breach.

Dear Sir / Madam,

Lancashire Fire and Rescue Service wants to know your views on the risks in your communities to help shape our plans for the next five years.

Our Community Risk Management Plan (CRMP) sets out how we will make Lancashire safer over the next five years. The plan identifies the greatest risks to the people and communities of Lancashire, and how we will prevent, protect, and respond to incidents.

You can read the draft CRMP and take part in our consultation by visiting www.lancsfirerescue.org.uk/plan and completing the short survey. The consultation period begins on Wednesday 14 July and closes on Tuesday 21 September.

If you have any further questions or comments please email consultation@lancsfirerescue.org.uk

Yours faithfully

Justin Johnston

Chief Fire Officer

Email body for CRMP – “In the know”

Dear {FIRST_NAME},

Lancashire Fire and Rescue Service wants to know your views on the risks in your community to help shape our plans for the next five years.

Our Community Risk Management Plan (CRMP) sets out how we will make Lancashire safer over the next five years. The plan identifies the greatest risks to the people and communities of Lancashire, and how we will prevent, protect, and respond to incidents.

You can read our draft CRMP and take part in our consultation by visiting our website and completing a short survey. The consultation period closes on Tuesday 21 September.

If you have any further questions or comments please email consultation@lancsfireandrescue.org.uk

Internal Communications:

Routine Bulletin

Community Risk Management Plan (CRMP) consultation launched



Our Community Risk Management Plan (CRMP) consultation is now open.

Formerly known as the Integrated Risk Management Plan (IRMP), this document sets out how we will make Lancashire safer over the next five years and we need your views.

The plan identifies the greatest risks to the people and communities of Lancashire, and how we will prevent and respond to incidents. This is a chance for you to highlight risks to your communities, and help shape how the service deals with them in the future.

Assistant Chief Fire Officer Ben Norman says:

"Lancashire Fire and Rescue Service strives to be the best trained, best equipped, best accommodated and most professional fire and rescue service in the country but now we need your help to help us plan for the next five years.

"Our role has adapted and expanded in recent years and we now assist people in more ways than ever before. The last 12 months have really highlighted this change as Lancashire Fire and Rescue Service has played a significant role in the response to the coronavirus pandemic in Lancashire but whilst also responding to severe wildfires and flooding."

"We want to understand from you what you believe, as an employee and as a resident in Lancashire, are our greatest risks and what we should plan for in the future. I encourage you to read our draft Community Risk Management Plan and provide your honest feedback."


A series of Teams sessions are also being held to give you the opportunity to gain a greater insight to the fundamental changes that have taken place in the methodology and production of the plan: [REDACTED]

Please also encourage any partners you work with, community members and businesses to take part in the consultation.

For more information and to take part visit www.lancsfireandrescue.org.uk/plan

The consultation closes on Tuesday 21 September.

Engine House



[Home](#) [About Us](#) [News](#) [What We Do](#) [Health And Wellbeing](#) [Shout Up](#) [Off Duty](#) [Active Forms](#) [Training, Learning And Development](#) [Virtual Library](#)

You are here: [Home](#) > [News](#) > [We want to hear your views on our Community Risk Management Plan](#)

29 Jul

We want to hear your views on our Community Risk Management Plan

29 July 2021 -

Lancashire Fire and Rescue Service wants to know your views on the risks in your communities to help shape our plans for the next five years.

Our Community Risk Management Plan (CRMP) sets out how we will make Lancashire safer over the next five years. The plan identifies the greatest risks to the people and communities of Lancashire, and how we will prevent, protect and respond to incidents.

You can read the draft CRMP and take part in our consultation by visiting www.lancsfireandrescue.org.uk/plan. The consultation period begins on Wednesday 14 July and closes on Tuesday 21 September. You can submit any comments you have about the proposals to us via [email](#) or you can take part in our short web-based survey which can be accessed via the website.


Assistant Chief Fire Officer Ben Norman says:

"Lancashire Fire and Rescue Service strives to be the best trained, best equipped, best accommodated and most professional fire and rescue service in the country but now we need your help to help us plan for the next five years.

"Our role has adapted and expanded in recent years and we now assist people in more ways than ever before. The last 12 months have really highlighted this change as Lancashire Fire and Rescue Service has played a significant role in the response to the coronavirus pandemic in Lancashire but whilst also responding to severe wildfires and flooding."

"We want to understand from you what you believe, as an employee and as a resident in Lancashire, are our greatest risks and what we should plan for in the future. I encourage you to read our draft Community Risk Management Plan and provide your honest feedback."

Department(s)

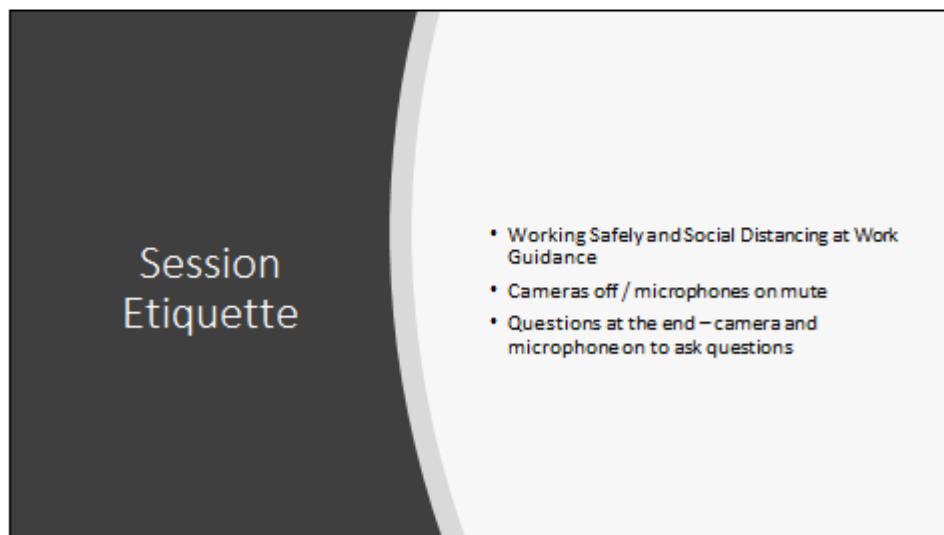


We Need Your Views
Community Risk Management Plan
making Lancashire safer

Staff presentation



1



2

Aim

- To provide an overview of the new CRMP and associated document suite, and enable staff to provide consultation feedback.

3

Objectives

- To outline the changes in methodology that support our Strategic Assessment of Risk (SAoR)
- How these changes affect the content and style of the new CRMP
- The documents that support the CRMP
- Encourage staff feedback as part of the consultation process

4

Current Position

- Strategic Assessment of Risk (annually)
- Integrated Risk Management Plan (IRMP) 2017-2022
- These feed into Annual Service Plan - departmental / district plans - appraisal

5

Supporting Framework



- Drivers – HMICFRS – NFCC (Community Risk Programme)

6

A new data driven methodology has been designed and implemented across 32 incident types.

Risk Assessment

Risk Assessment Matrix

	Low	Medium	High	Catastrophic
Low	Low	Low	Low	Low
Medium	Low	Medium	Medium	Medium
High	Low	Medium	High	High
Catastrophic	Low	Medium	High	Catastrophic

7

- # Methodology
-
- ```

graph LR
 IT[Incident Type] --> CI[Consequence of Incident Occurring]
 IT --> LS[Likelihood Score 3 Years]
 IT --> DC[Direction Calculation 5 Years]
 CI --> ACS[Average Consequence Score]
 LS --> LDS[Likelihood direction Score]
 DC --> ADM[Apply direction multiplier]
 ACS --> X((X))
 LDS --> X
 X --> TRS[Total Risk Score]
 ADM --> ADM_Note["If direction is significant apply multiplier, if not do not apply"]

```

## 6



## Methodology outcomes

| Risk Number | Incident Type                              | Overall Rating |
|-------------|--------------------------------------------|----------------|
| 1           | Crash                                      | Very High      |
| 2           | Crash                                      | Very High      |
| 3           | Accident involving driver                  | Very High      |
| 4           | Commercial property fire                   | Very High      |
| 5           | Deliberate building fire                   | Very High      |
| 6           | Industrial fire                            | Very High      |
| 7           | Road traffic collision (RTCs) *2           | High           |
| 8           | Rescue collapsed structure/confirmed space | High           |
| 9           | High rise fire                             | High           |
| 10          | Incident (Incident (Major)                 | High           |
| 11          | Waste disposal site fires                  | High           |
| 12          | Asbestos fire                              | High           |
| 13          | Road vehicle fires *2                      | High           |
| 14          | Building under construction fire           | High           |
| 15          | Incident (Incident (Minor)                 | Medium         |
| 16          | Animal rescue                              | Medium         |

| Rating    | Score        | Percentage |
|-----------|--------------|------------|
| Very High | > 30.0       | > 66%      |
| High      | 20.0 to 30.0 | 50% - 66%  |
| Medium    | 10.0 to 20.0 | 33% - 50%  |
| Low       | < 10.0       | < 33%      |

9

## How this changes the CRMP

Each identified risk that has been carried through from the SAoR has a range of reactive and proactive measures assigned

### FLOODING AND WATER RESCUE

Wide area and localised flooding can devastate parts of the community and leave an impression for years beyond an event. Water related incidents also tragically account for a number of deaths in Lancashire each year and can incur considerable economic loss. Below are some of the measures we have in place:



10

## New supporting document suite

### Strategic Assessment of Risk (SAoR)

#### Three core strategies:

1. Response
2. Prevention
3. Protection

#### Equality Impact Assessments:

1. CRMP
2. One for each core strategy

11

## Consultation

- Consultation 10 week period
- Key stakeholders identified and targeted both internal and external
- Feedback through [consultation@lancsfire.org.uk](mailto:consultation@lancsfire.org.uk)
- Survey Monkey accessible via Engine House or LFRS Website.
- Consultation review and collation of feedback

12



## Next steps

- Consultation feedback collated and considered
- Amendments to document set
- Re-presented to CFA
- Published 1<sup>st</sup> April 2022

13

## Questions



14

This page is intentionally left blank

CRMP 2022-27 Consultation Inbox Responses Overview

Post consultation responses – 4

Consultation period responses – 14

Fire Service responses – 12

Other organisation responses – 6

| Number | Respondent                                                                   | Date    | FRS / Public | Response format |
|--------|------------------------------------------------------------------------------|---------|--------------|-----------------|
| 1      | Identities have been removed for the purposes of privacy and data protection | 16/7/21 | Public       | Email           |
| 2      |                                                                              | 16/7/21 | Public       | Email           |
| 3      |                                                                              | 17/7/21 | Public       | Email           |
| 4      |                                                                              | 19/7/21 | Public       | Email           |
| 5      |                                                                              | 19/7/21 | FRS          | Email           |
| 6      |                                                                              | 20/7/21 | FRS          | Email           |
| 7      |                                                                              | 20/7/21 | FRS          | Email           |
| 8      |                                                                              | 21/7/21 | Public       | Email           |
| 9      |                                                                              | 27/7/21 | FRS          | Email           |
| 10     |                                                                              | 28/7/21 | FRS          | Email           |
| 11     |                                                                              | 28/7/21 | FRS          | Email           |
| 12     |                                                                              | 10/8/21 | FRS          | Email           |
| 13     |                                                                              | 26/8/21 | FRS          | Email           |
| 14     |                                                                              | 15/9/21 | Public       | Email           |
| 15     |                                                                              | 22/7/21 | FRS          | Email           |
| 16     |                                                                              | 23/9/21 | FRS          | Email           |
| 17     |                                                                              | 24/9/21 | FRS          | Email           |
| 18     |                                                                              | 29/9/21 | FRS          | Email           |

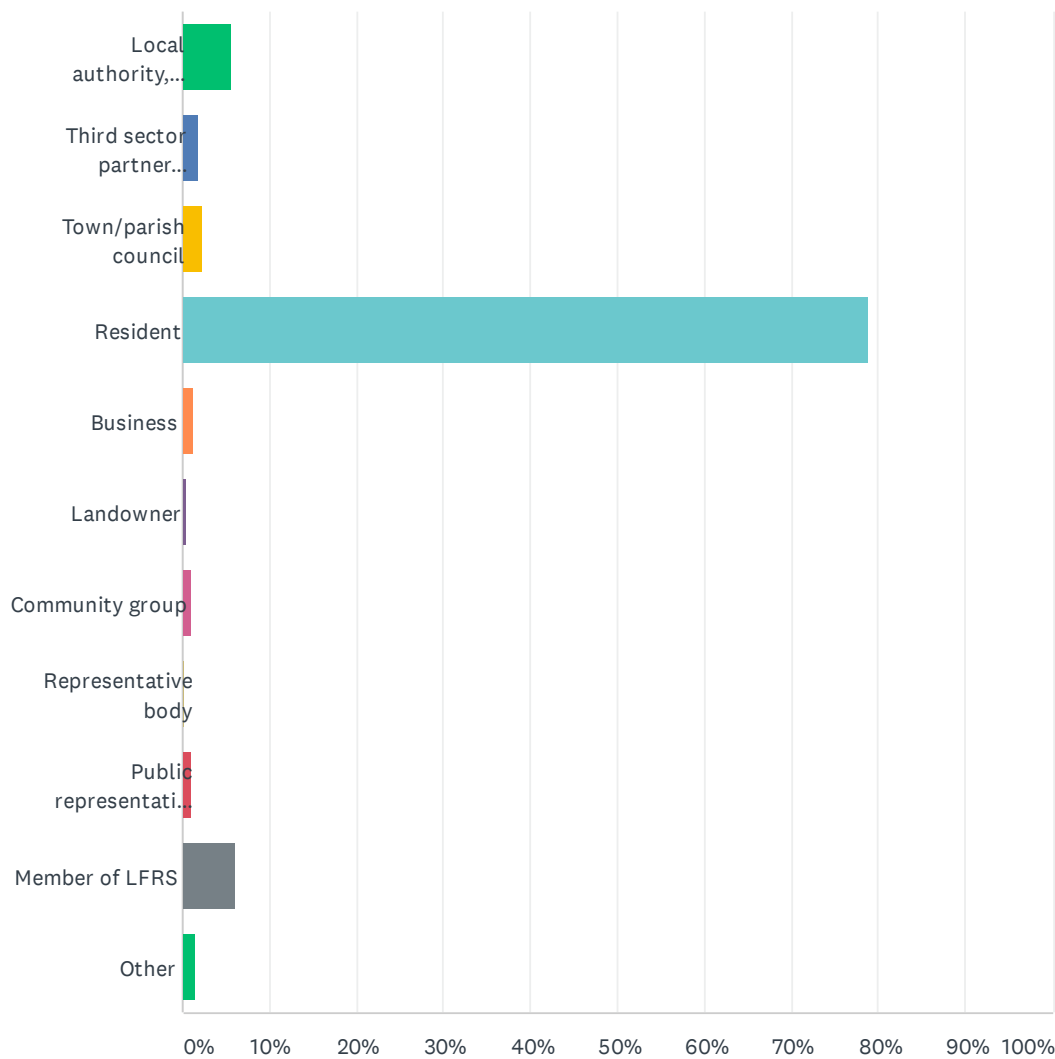
Other emails to the inbox were received these did not directly relate to the CRMP so have been excluded from the table above.

There were a further 32 more responses that fell into this category.

This page is intentionally left blank

Q1 What is your main connection with LFRS?

Answered: 1,901    Skipped: 6





## Community Risk Management Plan Consultation

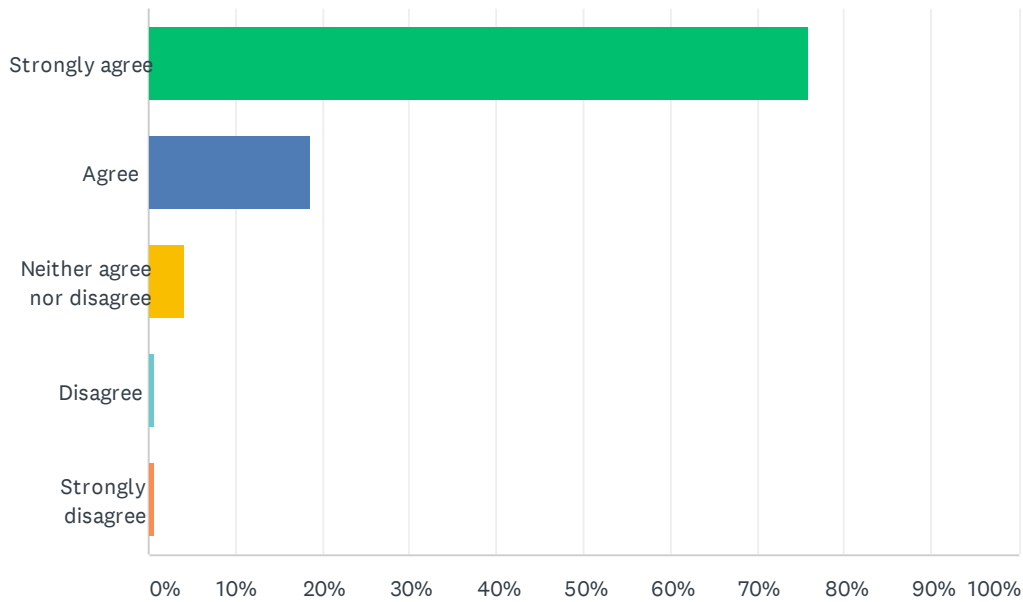
| ANSWER CHOICES                                                | RESPONSES |       |
|---------------------------------------------------------------|-----------|-------|
| Local authority, public agency or emergency service           | 5.73%     | 109   |
| Third sector partner including voluntary groups and charities | 1.95%     | 37    |
| Town/parish council                                           | 2.21%     | 42    |
| Resident                                                      | 78.96%    | 1,501 |
| Business                                                      | 1.32%     | 25    |
| Landowner                                                     | 0.37%     | 7     |
| Community group                                               | 0.95%     | 18    |
| Representative body                                           | 0.16%     | 3     |
| Public representative such as councillor or MP                | 0.95%     | 18    |
| Member of LFRS                                                | 6.00%     | 114   |
| Other                                                         | 1.42%     | 27    |
| TOTAL                                                         |           | 1,901 |

**Q2 If your connection with us is through a local authority, emergency service, public agency, town/parish council or a third sector partner, please provide the name of your organisation**

Answered: 127   Skipped: 1,780

### Q3 To what extent do you agree or disagree with our priority to prevent fires and other emergencies from happening?

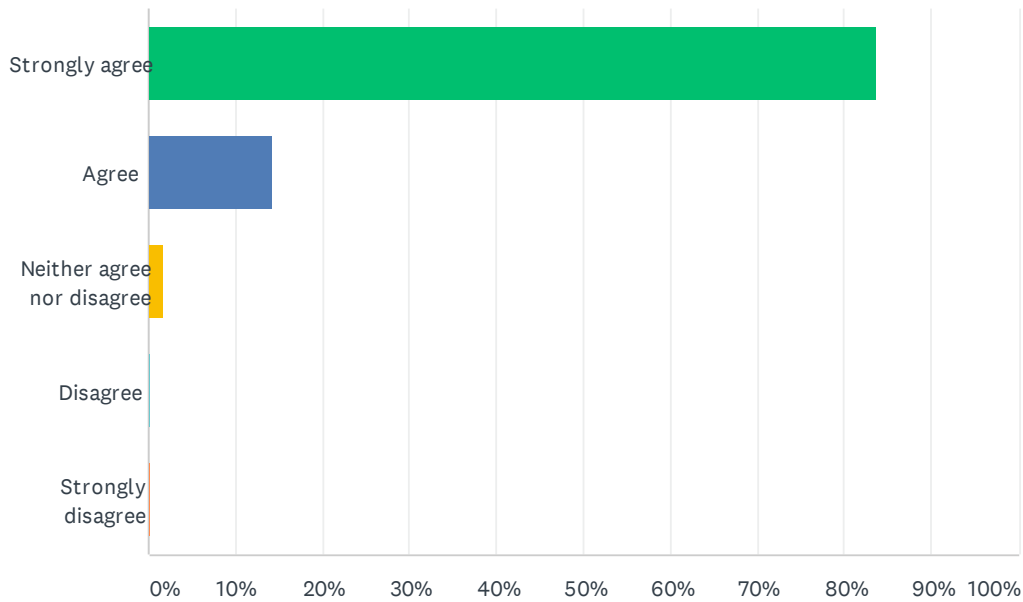
Answered: 939    Skipped: 968



| ANSWER CHOICES             | RESPONSES |     |
|----------------------------|-----------|-----|
| Strongly agree             | 76.04%    | 714 |
| Agree                      | 18.64%    | 175 |
| Neither agree nor disagree | 4.15%     | 39  |
| Disagree                   | 0.64%     | 6   |
| Strongly disagree          | 0.53%     | 5   |
| TOTAL                      |           | 939 |

Q4 To what extent do you agree or disagree with our priority to protect people and property when fires happen?

Answered: 919 Skipped: 988

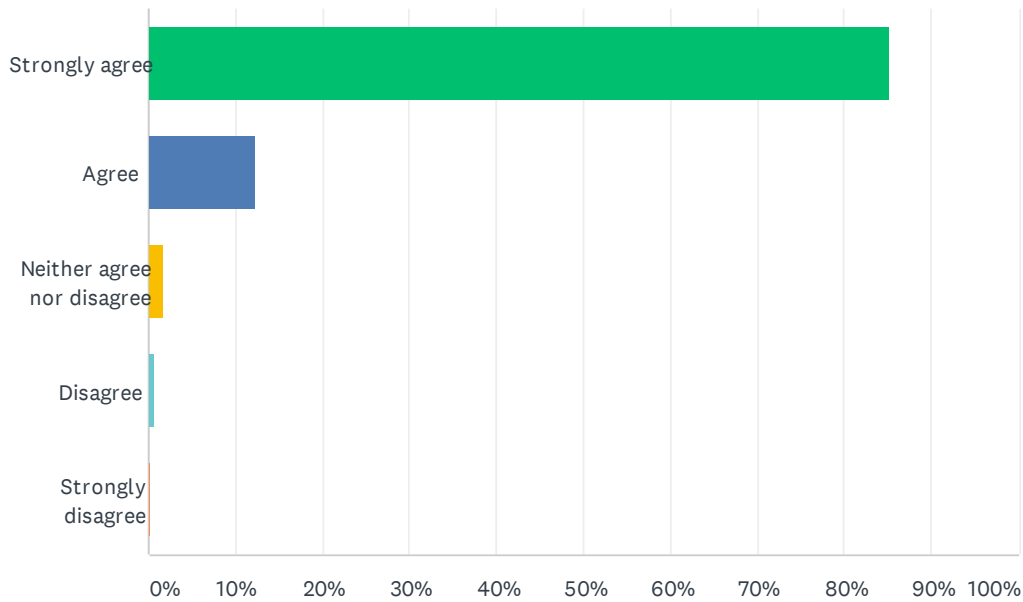


| ANSWER CHOICES             | RESPONSES |     |
|----------------------------|-----------|-----|
| Strongly agree             | 83.68%    | 769 |
| Agree                      | 14.25%    | 131 |
| Neither agree nor disagree | 1.74%     | 16  |
| Disagree                   | 0.11%     | 1   |
| Strongly disagree          | 0.22%     | 2   |
| TOTAL                      |           | 919 |



## Q5 To what extent do you agree or disagree with our priority to respond to fire and other emergencies quickly and competently?

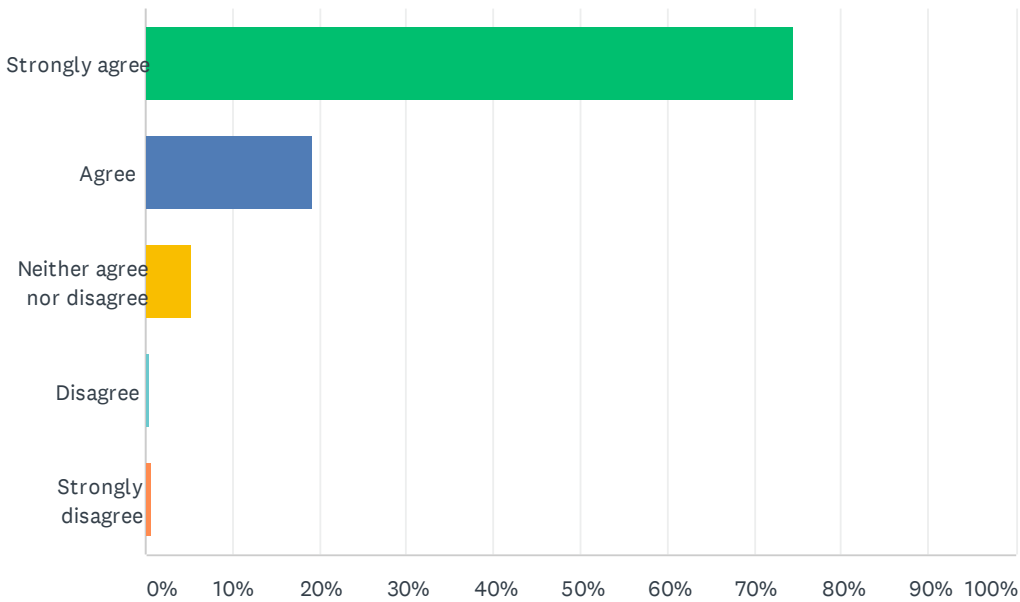
Answered: 896 Skipped: 1,011



| ANSWER CHOICES             | RESPONSES |     |
|----------------------------|-----------|-----|
| Strongly agree             | 85.16%    | 763 |
| Agree                      | 12.39%    | 111 |
| Neither agree nor disagree | 1.67%     | 15  |
| Disagree                   | 0.56%     | 5   |
| Strongly disagree          | 0.22%     | 2   |
| TOTAL                      |           | 896 |

Q6 To what extent do you agree or disagree with our priority to value our people so they can focus on making Lancashire safer?

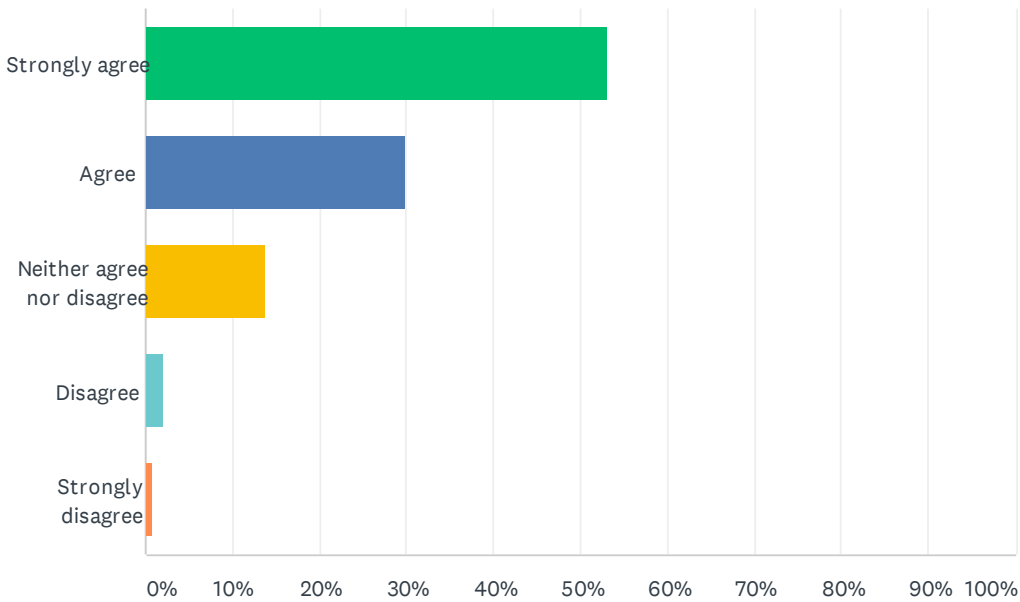
Answered: 872 Skipped: 1,035



| ANSWER CHOICES             | RESPONSES |     |
|----------------------------|-----------|-----|
| Strongly agree             | 74.43%    | 649 |
| Agree                      | 19.27%    | 168 |
| Neither agree nor disagree | 5.16%     | 45  |
| Disagree                   | 0.46%     | 4   |
| Strongly disagree          | 0.69%     | 6   |
| TOTAL                      |           | 872 |

Q7 To what extent do you agree or disagree with our priority to deliver value for money in how we use our resources?

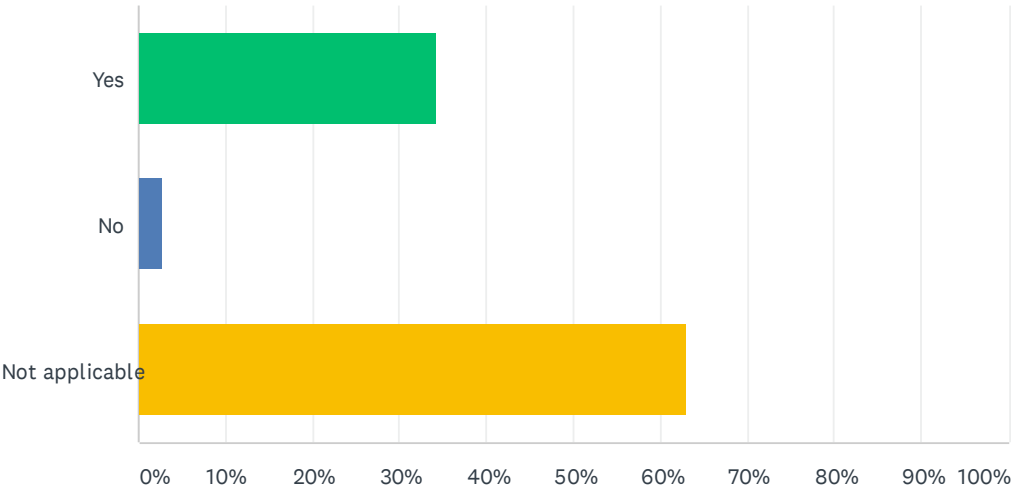
Answered: 841    Skipped: 1,066



| ANSWER CHOICES             | RESPONSES |     |
|----------------------------|-----------|-----|
| Strongly agree             | 53.15%    | 447 |
| Agree                      | 29.96%    | 252 |
| Neither agree nor disagree | 13.91%    | 117 |
| Disagree                   | 2.14%     | 18  |
| Strongly disagree          | 0.83%     | 7   |
| TOTAL                      |           | 841 |

Q8 Do the priorities identified in our plan support your organisation’s aims and priorities?

Answered: 213    Skipped: 1,694

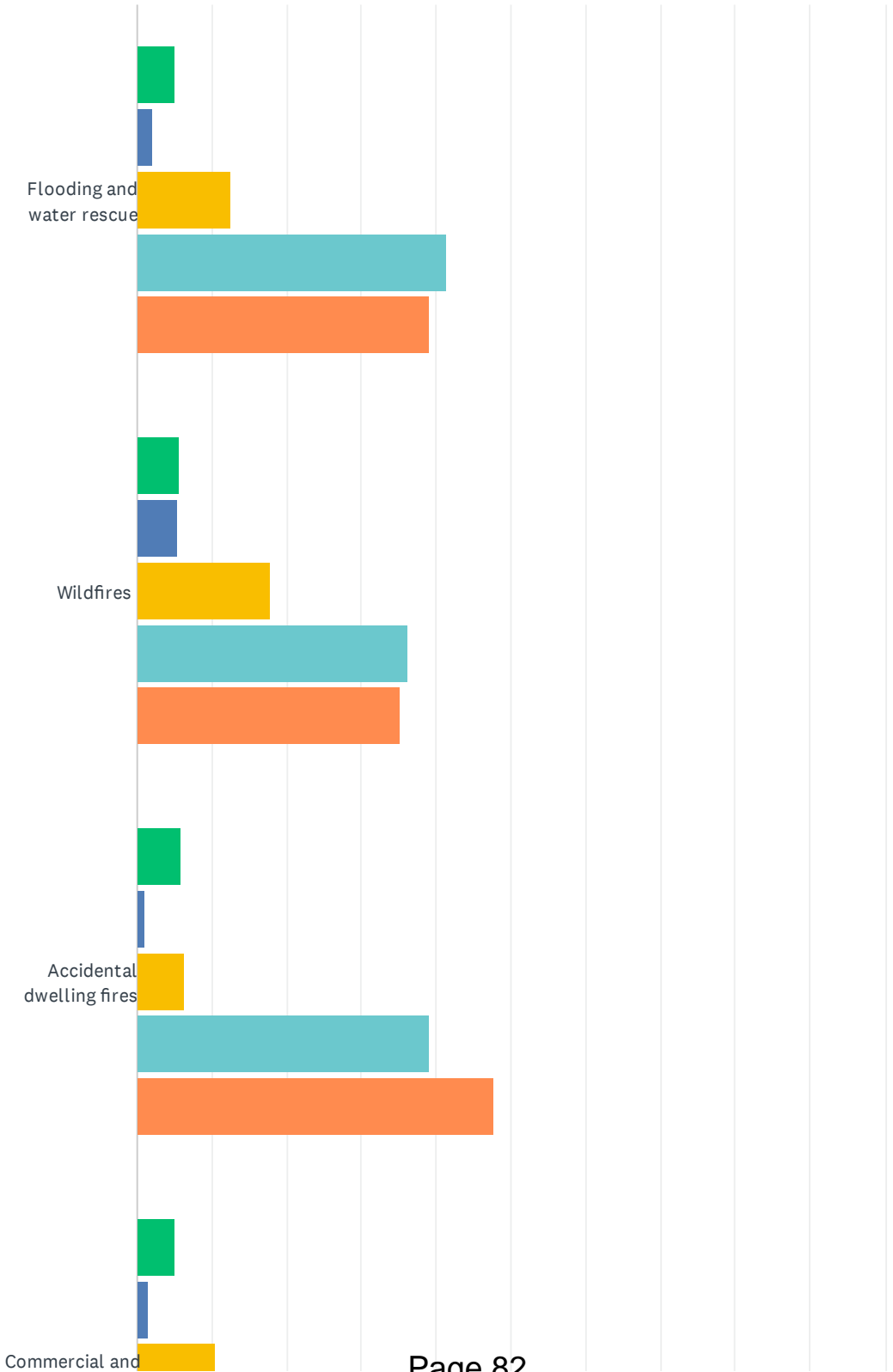


| ANSWER CHOICES |  | RESPONSES |     |
|----------------|--|-----------|-----|
| Yes            |  | 34.27%    | 73  |
| No             |  | 2.82%     | 6   |
| Not applicable |  | 62.91%    | 134 |
| TOTAL          |  |           | 213 |

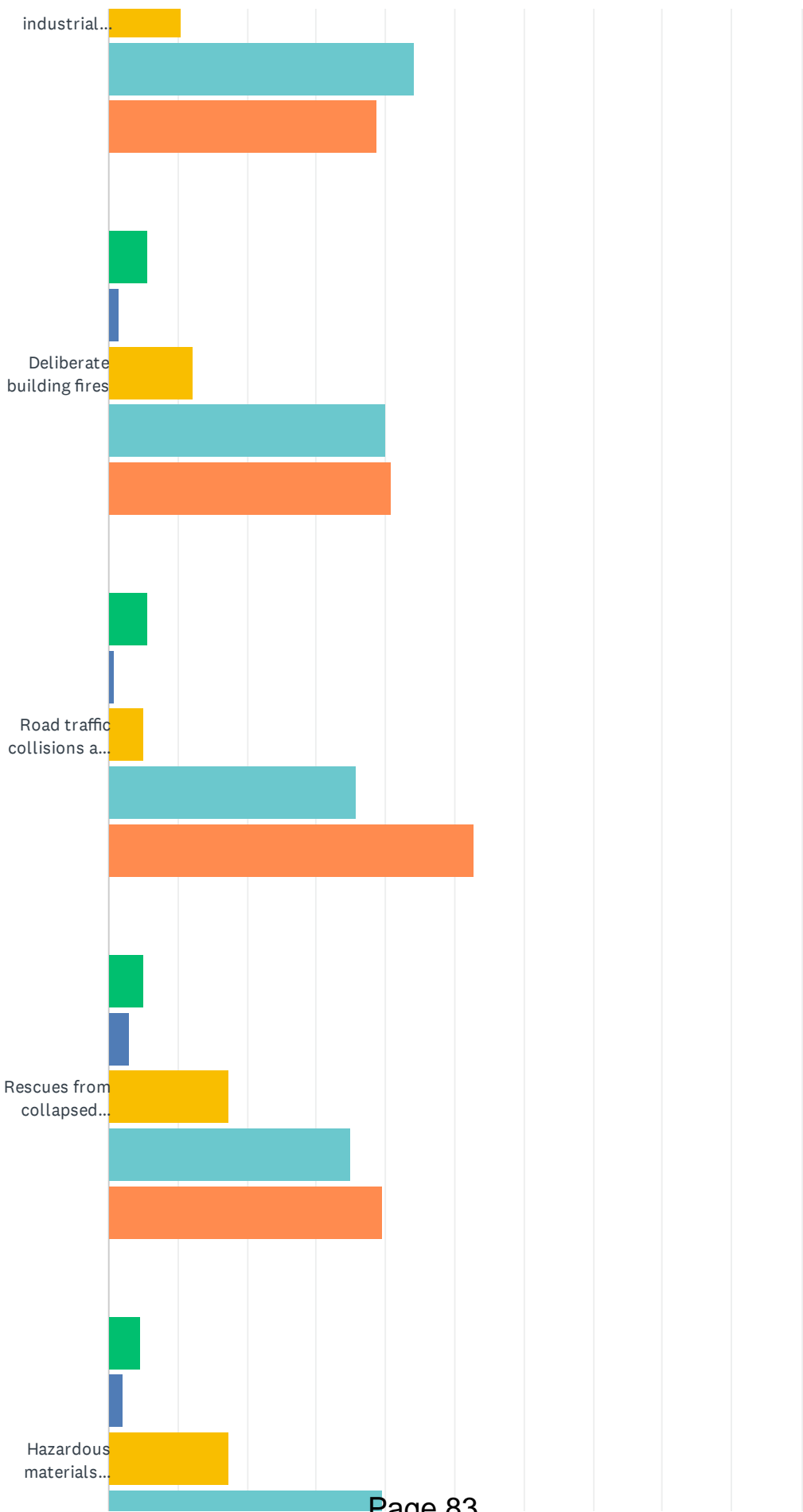


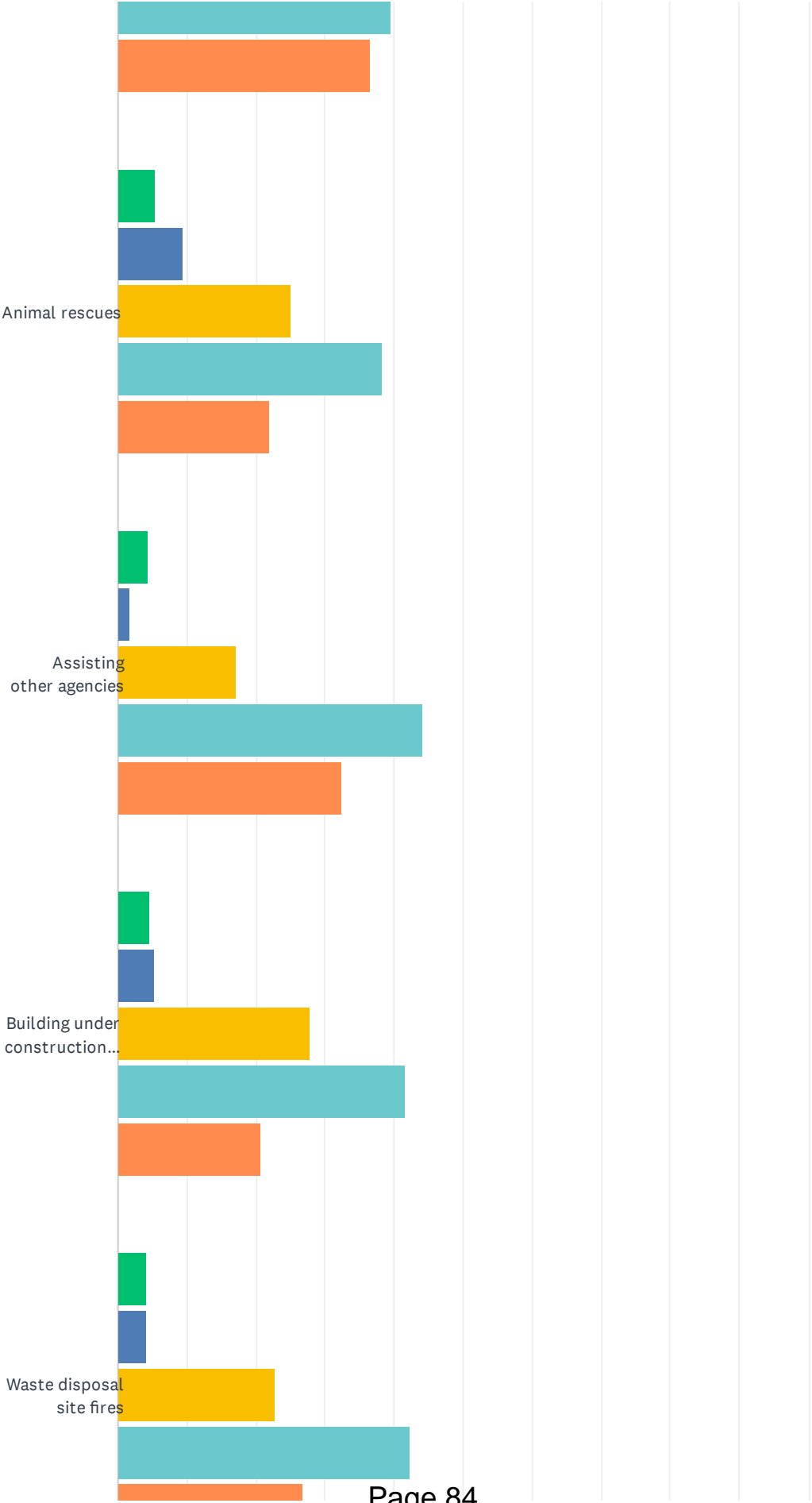
Q9 To what extent do you agree or disagree that the incident types identified in our plan present the greatest risks to communities in Lancashire?

Answered: 656 Skipped: 1,251

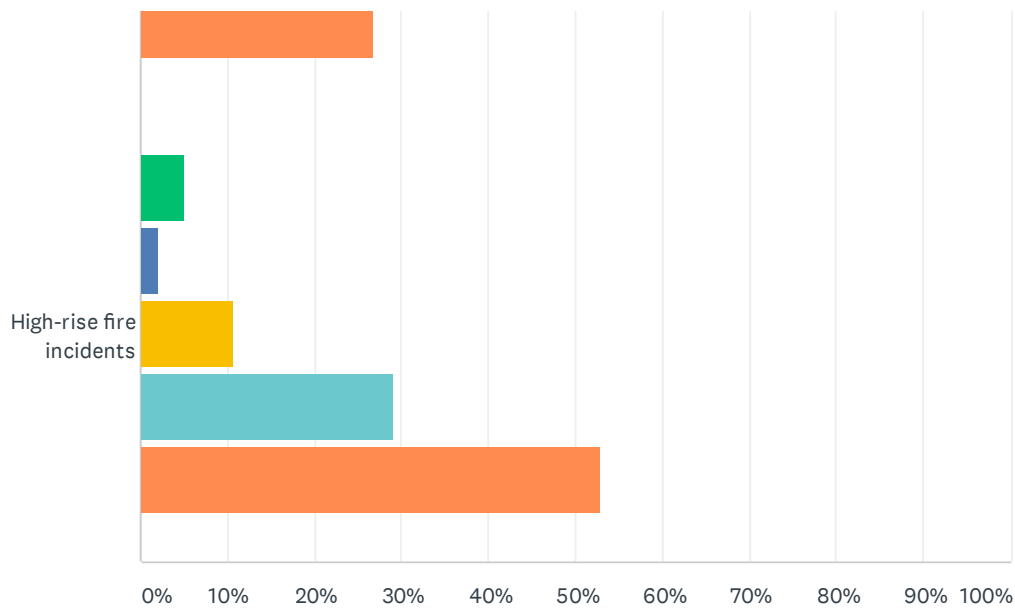


Community Risk Management Plan Consultation





## Community Risk Management Plan Consultation



■ Strongly disagree   
 ■ Disagree   
 ■ Neither agree or disagree   
 ■ Agree   
 ■ Strongly agree

|                                           | STRONGLY DISAGREE | DISAGREE    | NEITHER AGREE OR DISAGREE | AGREE         | STRONGLY AGREE | TOTAL | WEIGHTED AVERAGE |
|-------------------------------------------|-------------------|-------------|---------------------------|---------------|----------------|-------|------------------|
| Flooding and water rescue                 | 5.06%<br>32       | 2.05%<br>13 | 12.48%<br>79              | 41.39%<br>262 | 39.02%<br>247  | 633   | 4.07             |
| Wildfires                                 | 5.68%<br>35       | 5.36%<br>33 | 17.69%<br>109             | 36.20%<br>223 | 35.06%<br>216  | 616   | 3.90             |
| Accidental dwelling fires                 | 5.75%<br>37       | 1.09%<br>7  | 6.22%<br>40               | 39.19%<br>252 | 47.74%<br>307  | 643   | 4.22             |
| Commercial and industrial building fires  | 5.11%<br>33       | 1.55%<br>10 | 10.53%<br>68              | 44.12%<br>285 | 38.70%<br>250  | 646   | 4.10             |
| Deliberate building fires                 | 5.71%<br>37       | 1.39%<br>9  | 12.19%<br>79              | 39.97%<br>259 | 40.74%<br>264  | 648   | 4.09             |
| Road traffic collisions and vehicle fires | 5.69%<br>37       | 0.92%<br>6  | 5.08%<br>33               | 35.69%<br>232 | 52.62%<br>342  | 650   | 4.29             |
| Rescues from collapsed structures         | 5.10%<br>33       | 2.94%<br>19 | 17.47%<br>113             | 34.93%<br>226 | 39.57%<br>256  | 647   | 4.01             |
| Hazardous materials incidents             | 4.54%<br>29       | 2.03%<br>13 | 17.37%<br>111             | 39.44%<br>252 | 36.62%<br>234  | 639   | 4.02             |
| Animal rescues                            | 5.35%<br>34       | 9.45%<br>60 | 25.04%<br>159             | 38.27%<br>243 | 21.89%<br>139  | 635   | 3.62             |
| Assisting other agencies                  | 4.38%<br>28       | 1.72%<br>11 | 17.19%<br>110             | 44.22%<br>283 | 32.50%<br>208  | 640   | 3.99             |
| Building under construction fires         | 4.70%<br>30       | 5.17%<br>33 | 27.74%<br>177             | 41.69%<br>266 | 20.69%<br>132  | 638   | 3.68             |
| Waste disposal site fires                 | 4.11%<br>26       | 4.11%<br>26 | 22.91%<br>145             | 42.18%<br>267 | 26.70%<br>169  | 633   | 3.83             |
| High-rise fire incidents                  | 5.12%<br>32       | 2.08%<br>13 | 10.72%<br>67              | 29.12%<br>182 | 52.96%<br>331  | 625   | 4.23             |

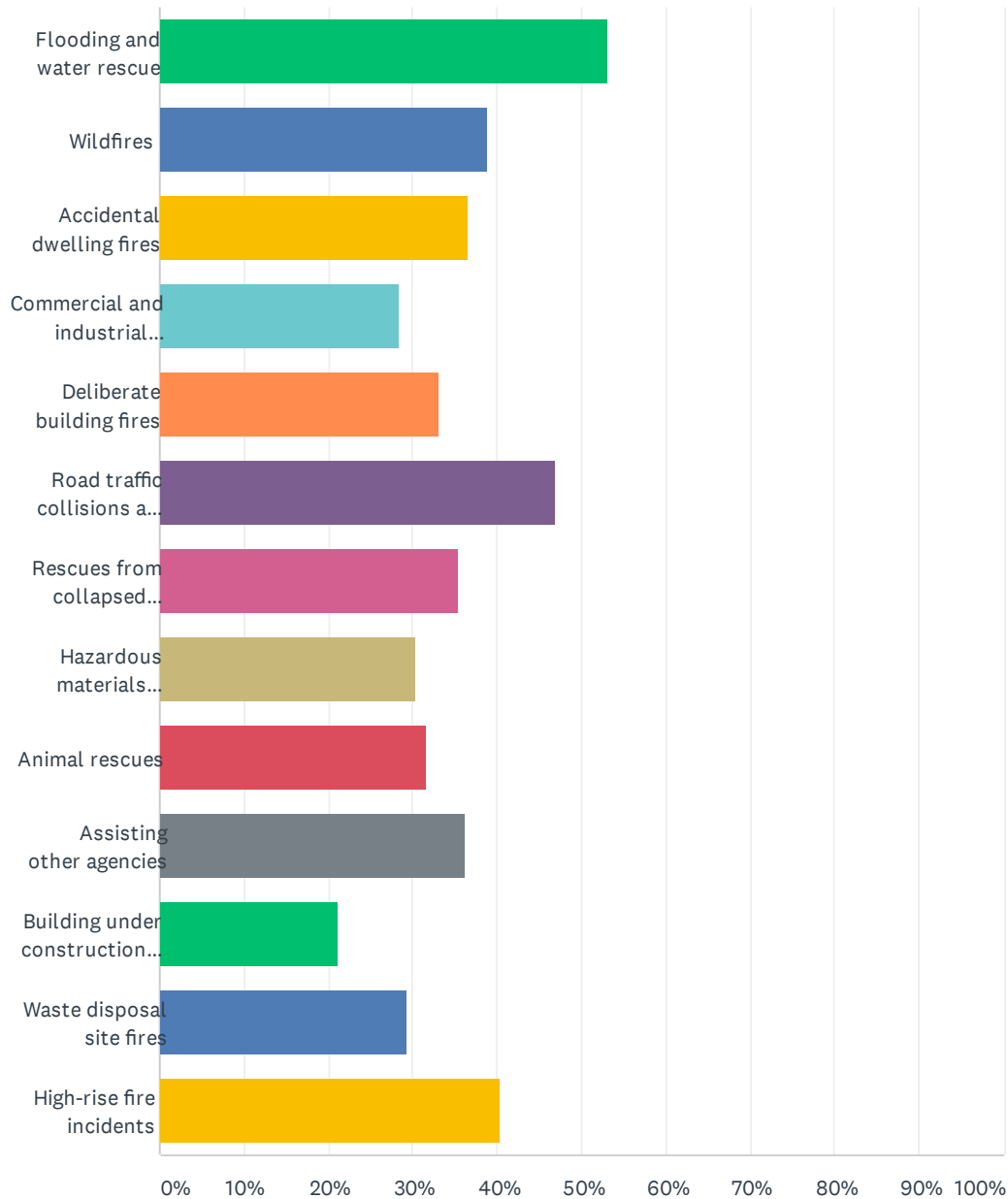
## Q10 Is there any type of incident you think is missing from our plan?

Answered: 235   Skipped: 1,672



# Q11 Considering the proactive and reactive responses in relation to incident types outlined in our plan, are there any additional measures you think should be included?

Answered: 218 Skipped: 1,689

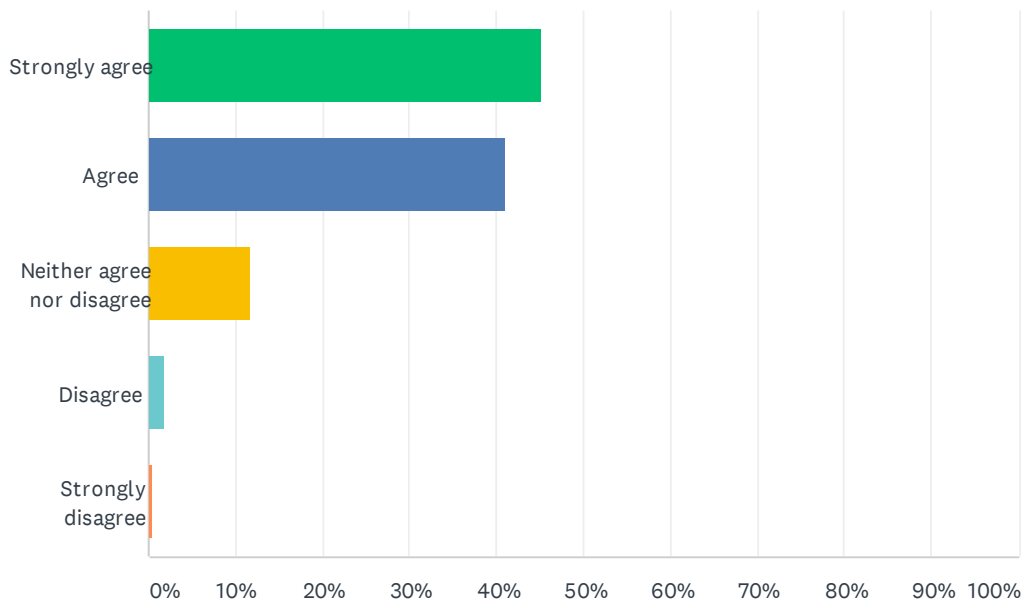


## Community Risk Management Plan Consultation

| ANSWER CHOICES                            | RESPONSES |     |
|-------------------------------------------|-----------|-----|
| Flooding and water rescue                 | 53.21%    | 116 |
| Wildfires                                 | 38.99%    | 85  |
| Accidental dwelling fires                 | 36.70%    | 80  |
| Commercial and industrial building fires  | 28.44%    | 62  |
| Deliberate building fires                 | 33.03%    | 72  |
| Road traffic collisions and vehicle fires | 46.79%    | 102 |
| Rescues from collapsed structures         | 35.32%    | 77  |
| Hazardous materials incidents             | 30.28%    | 66  |
| Animal rescues                            | 31.65%    | 69  |
| Assisting other agencies                  | 36.24%    | 79  |
| Building under construction fires         | 21.10%    | 46  |
| Waste disposal site fires                 | 29.36%    | 64  |
| High-rise fire incidents                  | 40.37%    | 88  |
| Total Respondents: 218                    |           |     |

## Q12 To what extent do you agree or disagree that our plan clearly sets out how we aim to make Lancashire safer?

Answered: 598 Skipped: 1,309



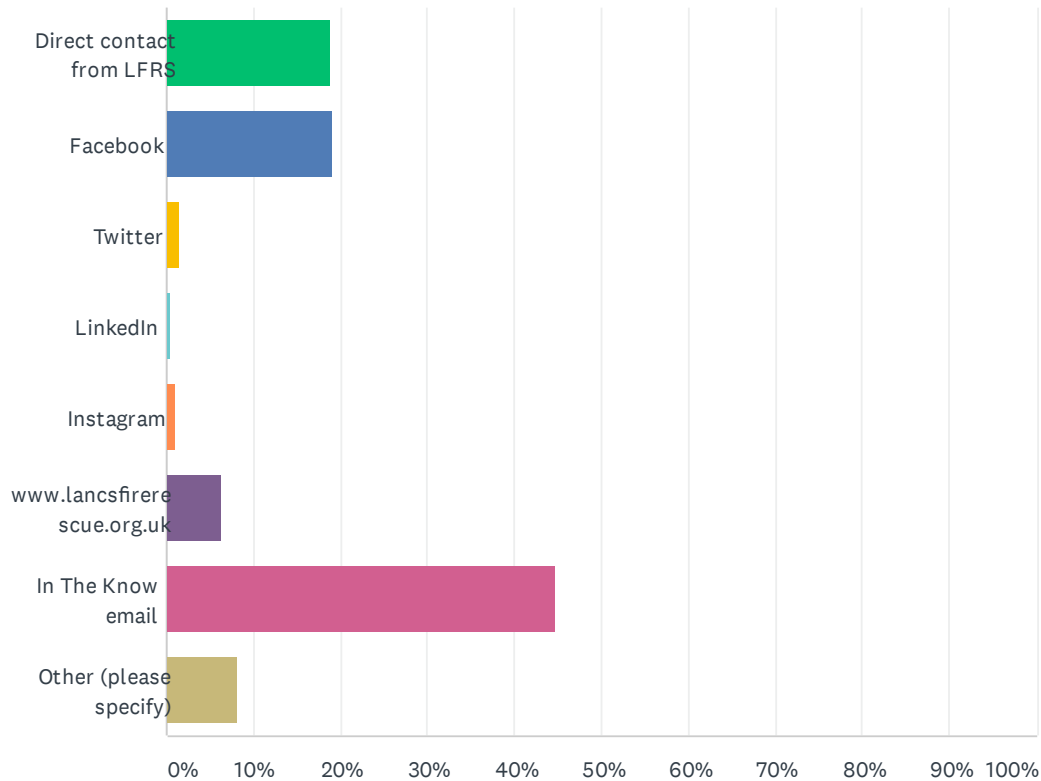
| ANSWER CHOICES             | RESPONSES |     |
|----------------------------|-----------|-----|
| Strongly agree             | 45.15%    | 270 |
| Agree                      | 40.97%    | 245 |
| Neither agree nor disagree | 11.71%    | 70  |
| Disagree                   | 1.84%     | 11  |
| Strongly disagree          | 0.33%     | 2   |
| TOTAL                      |           | 598 |

## Q13 Do you have any other comments about our plan?

Answered: 165   Skipped: 1,742

## Q14 How did you hear about this consultation?

Answered: 582 Skipped: 1,325

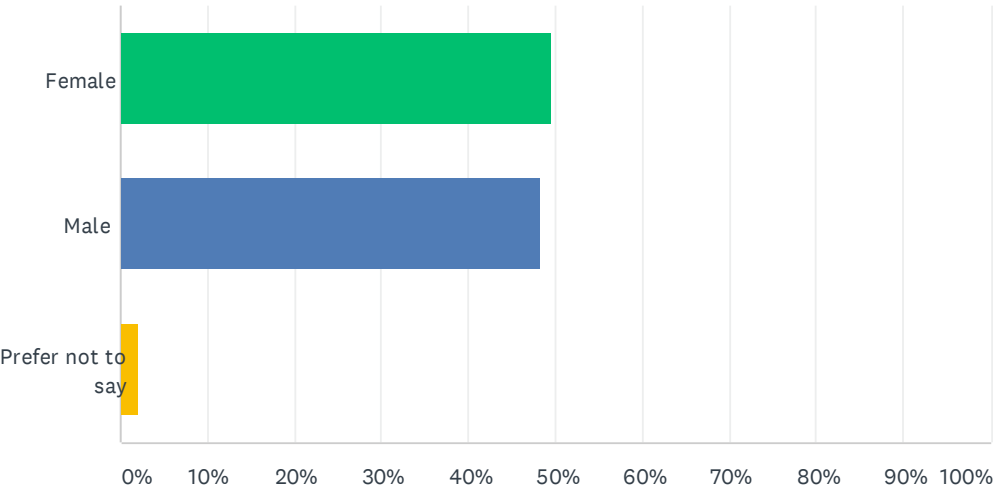


| ANSWER CHOICES           | RESPONSES |     |
|--------------------------|-----------|-----|
| Direct contact from LFRS | 18.90%    | 110 |
| Facebook                 | 19.07%    | 111 |
| Twitter                  | 1.37%     | 8   |
| LinkedIn                 | 0.52%     | 3   |
| Instagram                | 1.03%     | 6   |
| www.lancsfire.org.uk     | 6.19%     | 36  |
| In The Know email        | 44.85%    | 261 |
| Other (please specify)   | 8.08%     | 47  |
| TOTAL                    |           | 582 |



Q15 What was your gender assigned at birth?

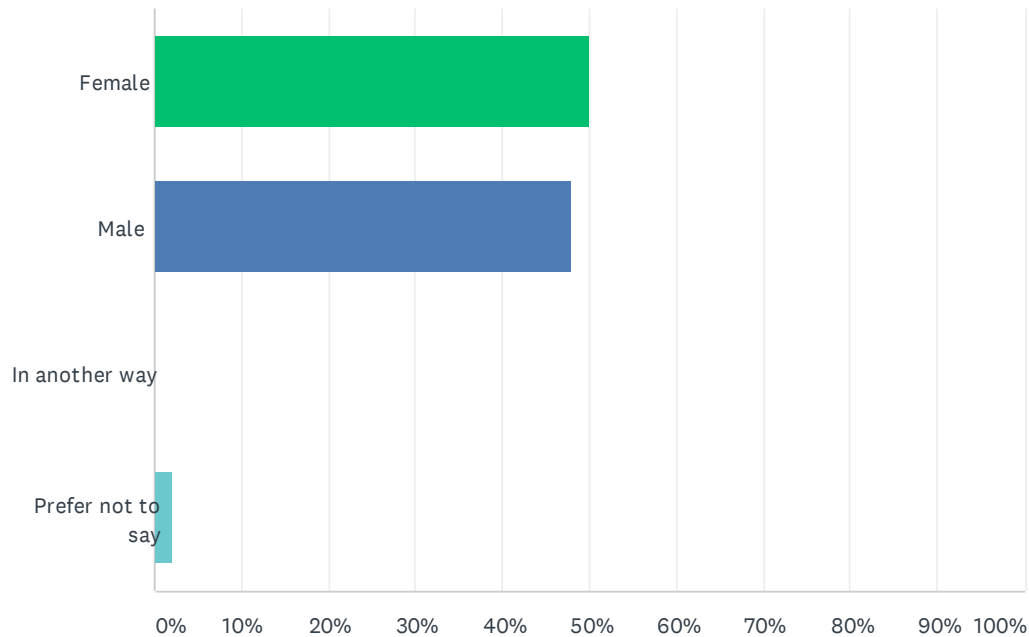
Answered: 583    Skipped: 1,324



| ANSWER CHOICES    | RESPONSES |     |
|-------------------|-----------|-----|
| Female            | 49.57%    | 289 |
| Male              | 48.37%    | 282 |
| Prefer not to say | 2.06%     | 12  |
| TOTAL             |           | 583 |

## Q16 Which of the following best reflects how you would describe your gender identity

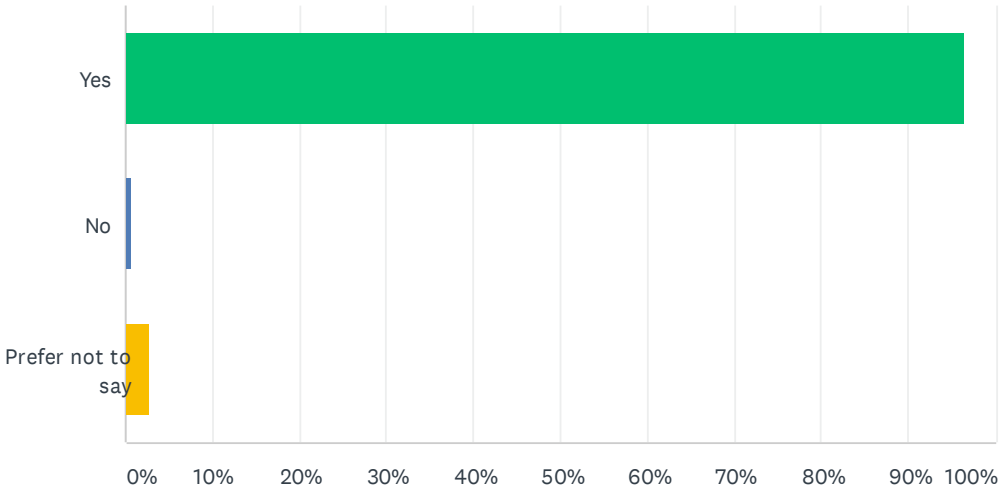
Answered: 577 Skipped: 1,330



| ANSWER CHOICES    | RESPONSES |     |
|-------------------|-----------|-----|
| Female            | 49.91%    | 288 |
| Male              | 48.01%    | 277 |
| In another way    | 0.00%     | 0   |
| Prefer not to say | 2.08%     | 12  |
| TOTAL             |           | 577 |

Q17 Does your gender identity align with the gender assigned to you at birth?

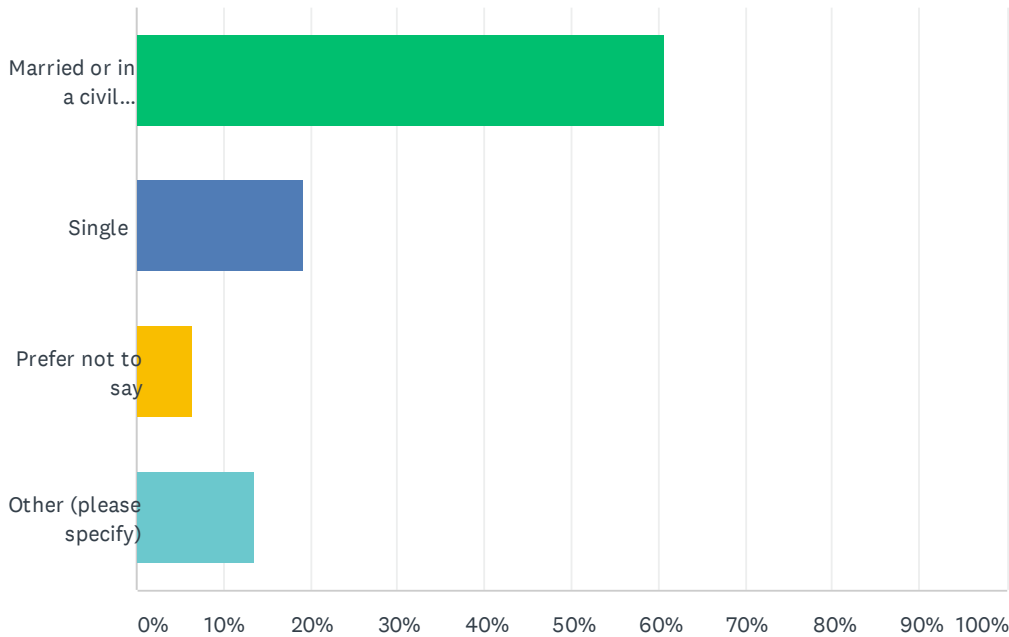
Answered: 574 Skipped: 1,333



| ANSWER CHOICES    |  | RESPONSES |     |
|-------------------|--|-----------|-----|
| Yes               |  | 96.52%    | 554 |
| No                |  | 0.70%     | 4   |
| Prefer not to say |  | 2.79%     | 16  |
| TOTAL             |  |           | 574 |

Q18 What is your marital status?

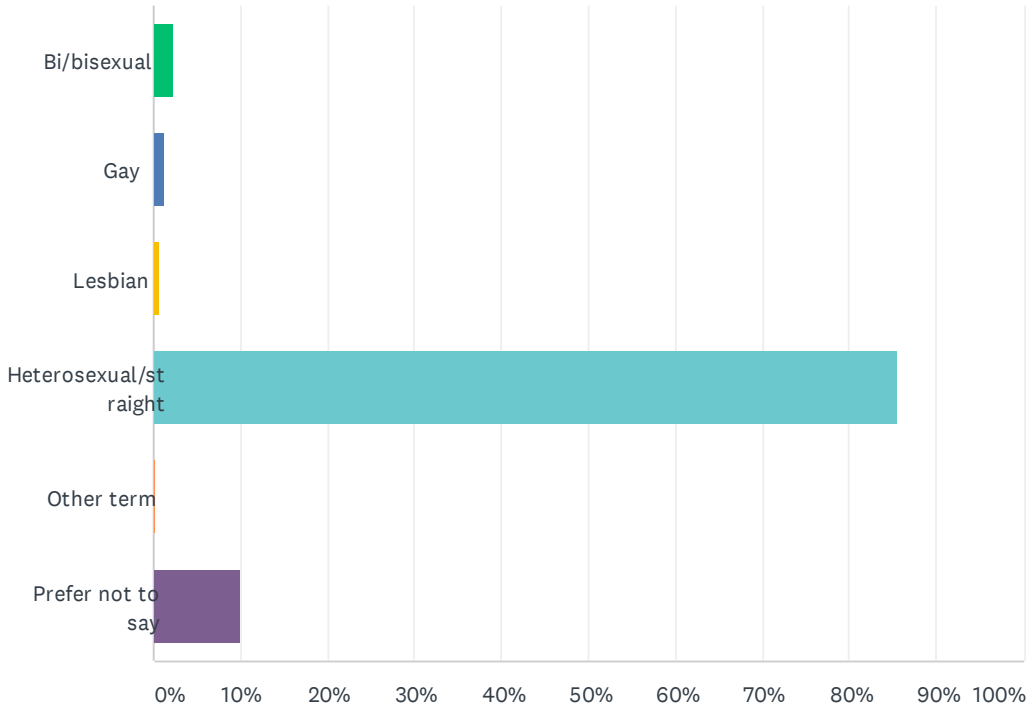
Answered: 584    Skipped: 1,323



| ANSWER CHOICES                    | RESPONSES |     |
|-----------------------------------|-----------|-----|
| Married or in a civil partnership | 60.62%    | 354 |
| Single                            | 19.35%    | 113 |
| Prefer not to say                 | 6.51%     | 38  |
| Other (please specify)            | 13.53%    | 79  |
| Total Respondents: 584            |           |     |

## Q19 What is your sexual orientation?

Answered: 570    Skipped: 1,337

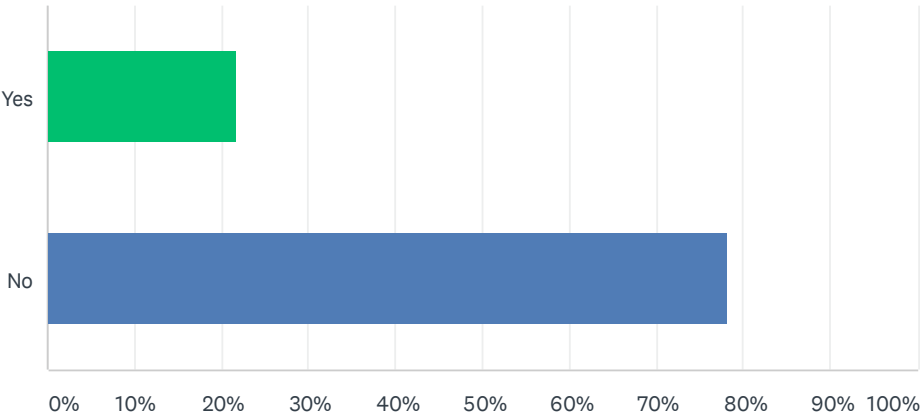


| ANSWER CHOICES        | RESPONSES |     |
|-----------------------|-----------|-----|
| Bi/bisexual           | 2.28%     | 13  |
| Gay                   | 1.23%     | 7   |
| Lesbian               | 0.70%     | 4   |
| Heterosexual/straight | 85.61%    | 488 |
| Other term            | 0.18%     | 1   |
| Prefer not to say     | 10.00%    | 57  |
| TOTAL                 |           | 570 |



Q20 Do you have a disability?

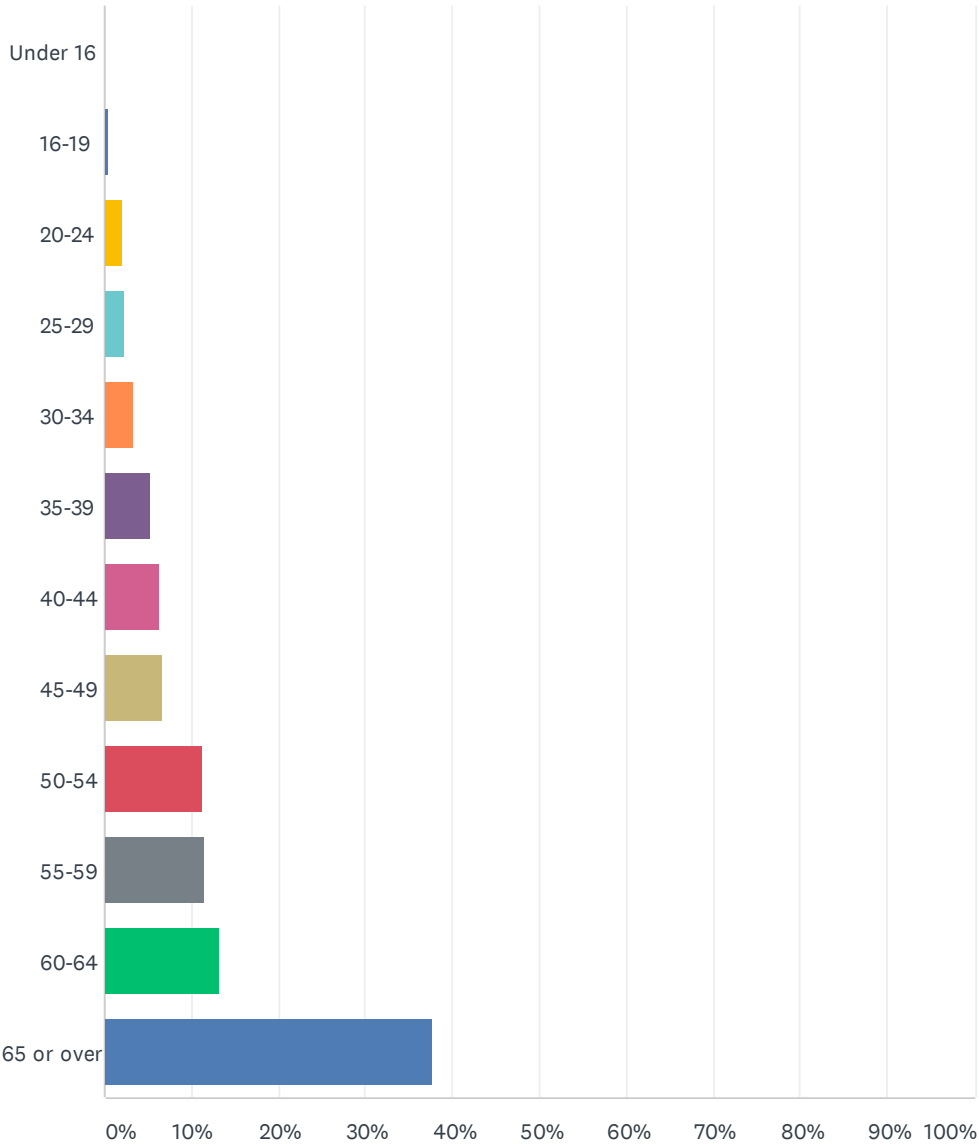
Answered: 569    Skipped: 1,338



| ANSWER CHOICES | RESPONSES |     |
|----------------|-----------|-----|
| Yes            | 21.79%    | 124 |
| No             | 78.21%    | 445 |
| TOTAL          |           | 569 |

# Q21 What is your age?

Answered: 588    Skipped: 1,319

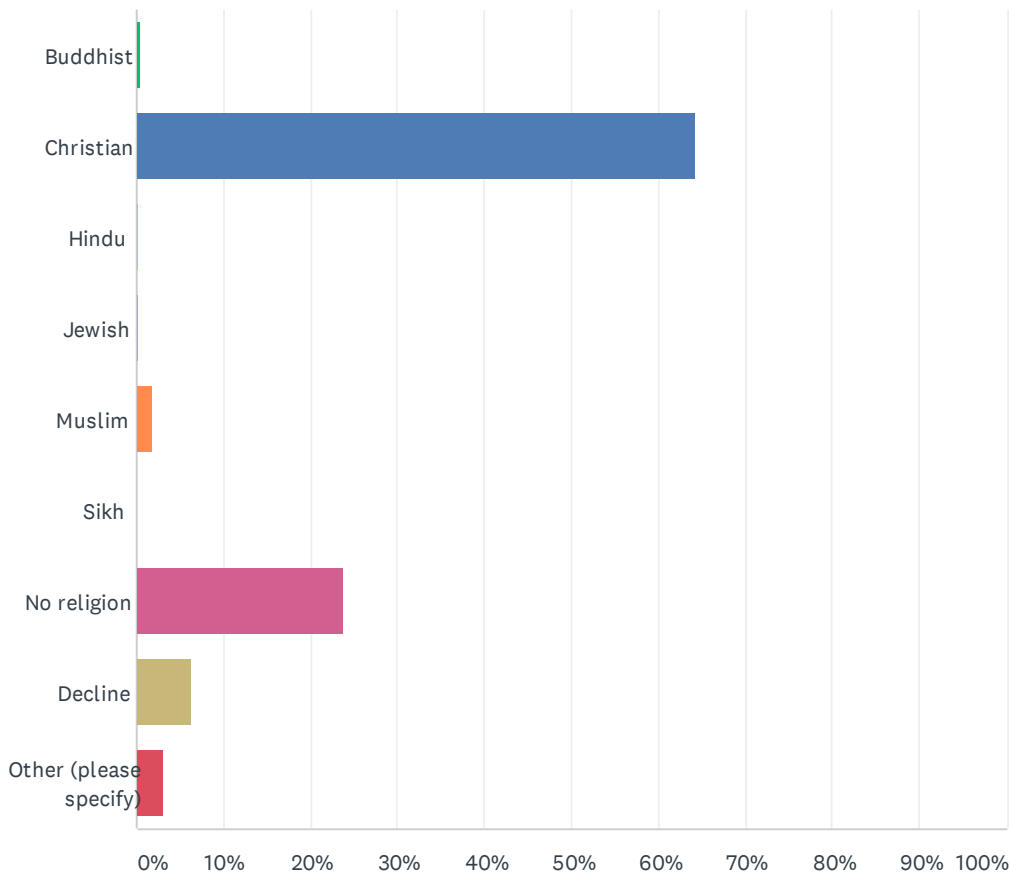


## Community Risk Management Plan Consultation

| ANSWER CHOICES | RESPONSES |     |
|----------------|-----------|-----|
| Under 16       | 0.00%     | 0   |
| 16-19          | 0.34%     | 2   |
| 20-24          | 2.04%     | 12  |
| 25-29          | 2.38%     | 14  |
| 30-34          | 3.40%     | 20  |
| 35-39          | 5.27%     | 31  |
| 40-44          | 6.29%     | 37  |
| 45-49          | 6.63%     | 39  |
| 50-54          | 11.22%    | 66  |
| 55-59          | 11.56%    | 68  |
| 60-64          | 13.27%    | 78  |
| 65 or over     | 37.59%    | 221 |
| TOTAL          |           | 588 |

Q22 What is your religion and belief?

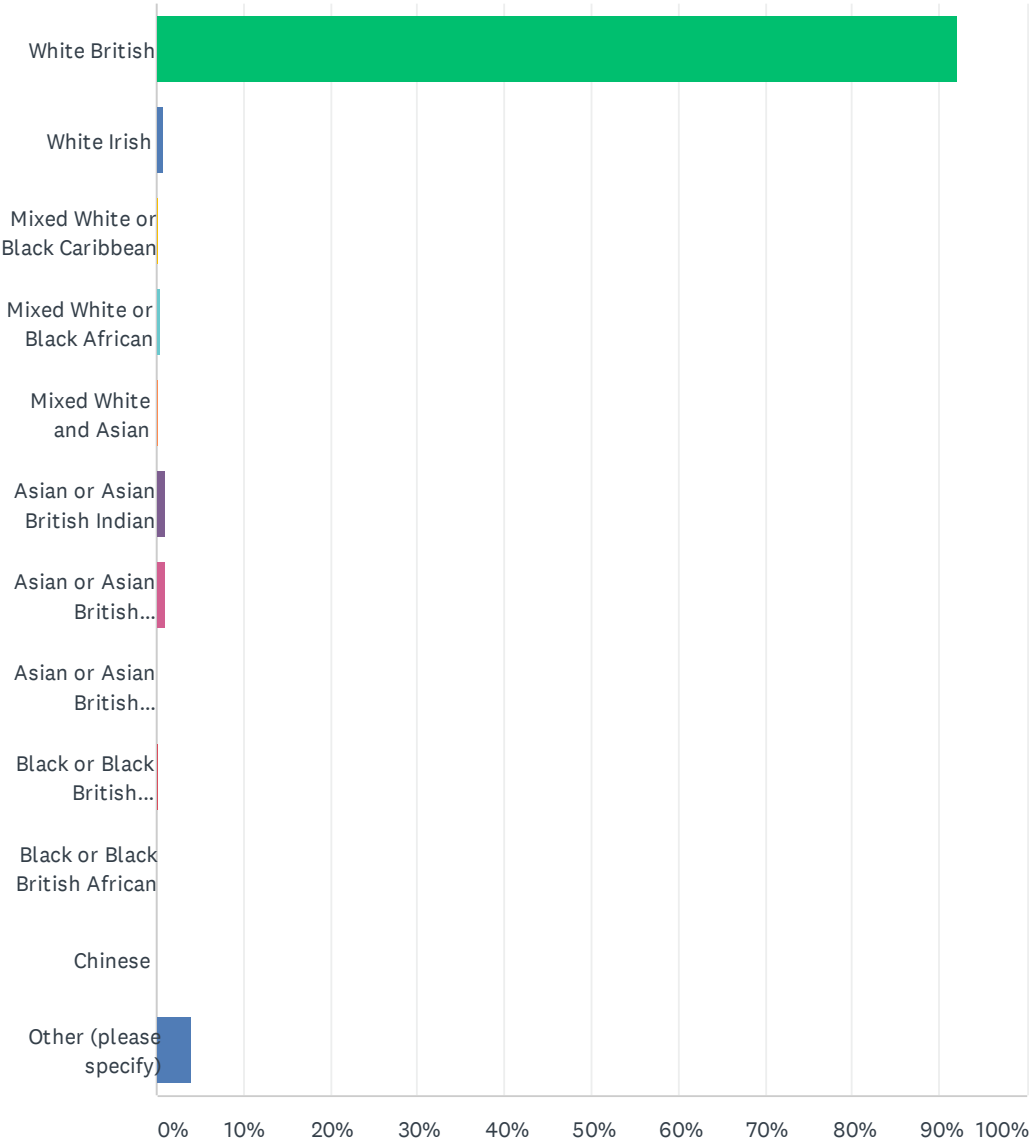
Answered: 580    Skipped: 1,327



| ANSWER CHOICES         | RESPONSES |     |
|------------------------|-----------|-----|
| Buddhist               | 0.34%     | 2   |
| Christian              | 64.31%    | 373 |
| Hindu                  | 0.17%     | 1   |
| Jewish                 | 0.17%     | 1   |
| Muslim                 | 1.90%     | 11  |
| Sikh                   | 0.00%     | 0   |
| No religion            | 23.79%    | 138 |
| Decline                | 6.21%     | 36  |
| Other (please specify) | 3.10%     | 18  |
| TOTAL                  |           | 580 |

Q23 What is your ethical, cultural and racial origin?

Answered: 581    Skipped: 1,326





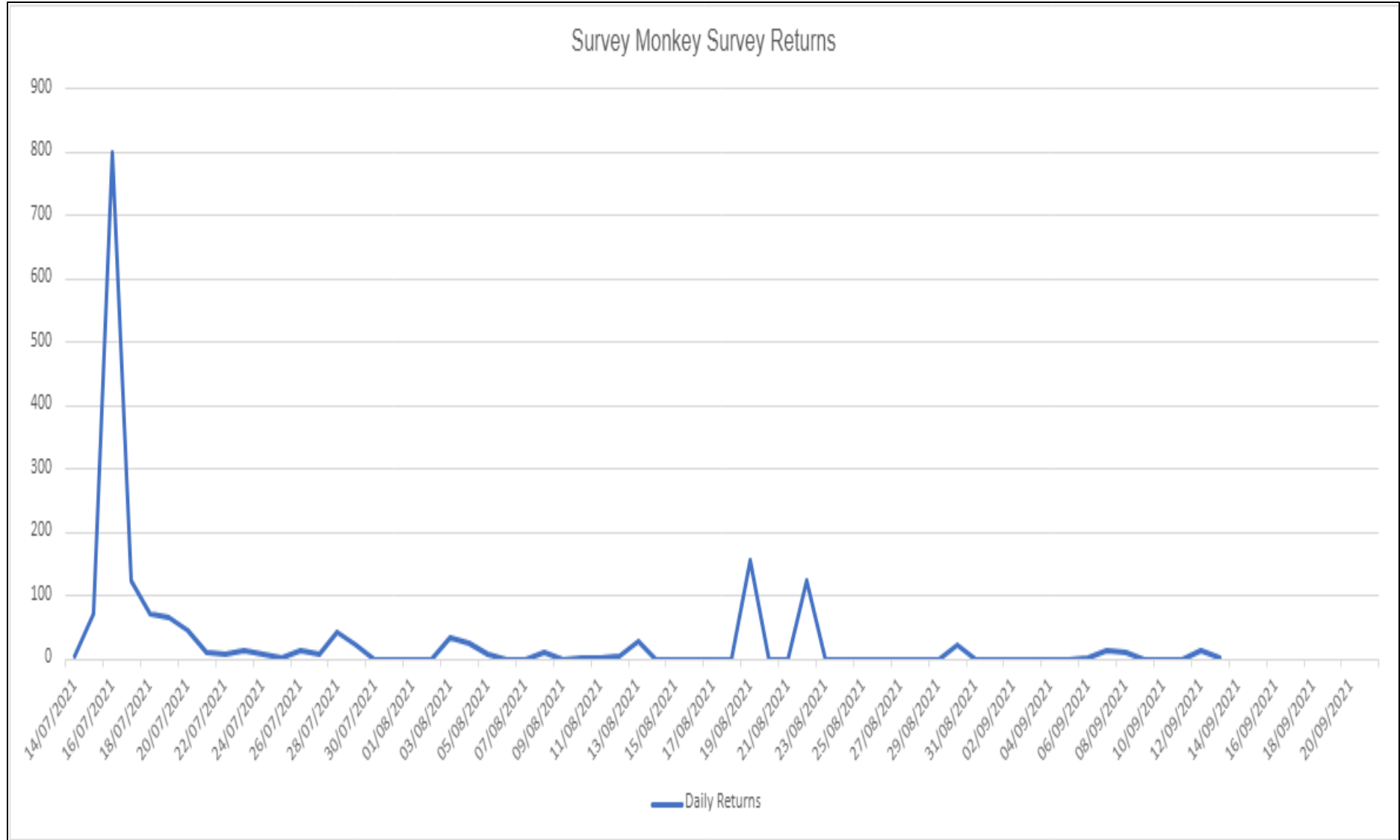
## Community Risk Management Plan Consultation

| ANSWER CHOICES                     | RESPONSES |     |
|------------------------------------|-----------|-----|
| White British                      | 92.08%    | 535 |
| White Irish                        | 0.86%     | 5   |
| Mixed White or Black Caribbean     | 0.17%     | 1   |
| Mixed White or Black African       | 0.52%     | 3   |
| Mixed White and Asian              | 0.17%     | 1   |
| Asian or Asian British Indian      | 1.03%     | 6   |
| Asian or Asian British Pakistani   | 1.03%     | 6   |
| Asian or Asian British Bangladeshi | 0.00%     | 0   |
| Black or Black British Caribbean   | 0.17%     | 1   |
| Black or Black British African     | 0.00%     | 0   |
| Chinese                            | 0.00%     | 0   |
| Other (please specify)             | 3.96%     | 23  |
| TOTAL                              |           | 581 |

## Appendix 8

| Date       | Consultation Responses (Survey Monkey) | Key Activities                                          |
|------------|----------------------------------------|---------------------------------------------------------|
| 14/07/2021 | 6                                      | Consultation Go Live on internet and intranet           |
| 15/07/2021 | 71                                     | Consultation emails sent to all identified stakeholders |
| 16/07/2021 | 798                                    | In The Know email sent to approx. 52,000 people         |
| 17/07/2021 | 124                                    |                                                         |
| 18/07/2021 | 72                                     |                                                         |
| 19/07/2021 | 67                                     |                                                         |
| 20/07/2021 | 47                                     |                                                         |
| 21/07/2021 | 12                                     |                                                         |
| 22/07/2021 | 8                                      | Staff engagement presentation x1                        |
| 23/07/2021 | 13                                     |                                                         |
| 24/07/2021 | 9                                      |                                                         |
| 25/07/2021 | 4                                      |                                                         |
| 26/07/2021 | 15                                     | Staff engagement presentation x3                        |
| 27/07/2021 | 9                                      |                                                         |
| 28/07/2021 | 42                                     | Staff engagement presentation x1                        |
| 29/07/2021 | 23                                     | Staff engagement presentation x1                        |
| 30/07/2021 | 0                                      |                                                         |
| 31/07/2021 | 0                                      |                                                         |
| 01/08/2021 | 0                                      |                                                         |
| 02/08/2021 | 0                                      |                                                         |
| 03/08/2021 | 34                                     |                                                         |
| 04/08/2021 | 26                                     |                                                         |
| 05/08/2021 | 7                                      |                                                         |
| 06/08/2021 | 0                                      |                                                         |
| 07/08/2021 | 0                                      |                                                         |
| 08/08/2021 | 12                                     |                                                         |
| 09/08/2021 | 1                                      |                                                         |
| 10/08/2021 | 3                                      |                                                         |
| 11/08/2021 | 4                                      |                                                         |
| 12/08/2021 | 5                                      |                                                         |
| 13/08/2021 | 29                                     |                                                         |
| 14/08/2021 | 0                                      |                                                         |
| 15/08/2021 | 0                                      |                                                         |
| 16/08/2021 | 0                                      |                                                         |
| 17/08/2021 | 0                                      |                                                         |

|               |             |                                                                                                                                              |
|---------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 18/08/2021    | 0           |                                                                                                                                              |
| 19/08/2021    | 157         | Large increase in numbers possibly due to infrequent checking of survey monkey because of annual leave and weekends                          |
| 20/08/2021    | 0           |                                                                                                                                              |
| 21/08/2021    | 0           |                                                                                                                                              |
| 22/08/2021    | 125         |                                                                                                                                              |
| 23/08/2021    | 0           | Mid-point consultation review took place. Social Media was utilised to target younger demographics That were not engaging with consultation. |
| 24/08/2021    | 0           |                                                                                                                                              |
| 25/08/2021    | 0           |                                                                                                                                              |
| 26/08/2021    | 0           |                                                                                                                                              |
| 27/08/2021    | 0           |                                                                                                                                              |
| 28/08/2021    | 0           |                                                                                                                                              |
| 29/08/2021    | 0           |                                                                                                                                              |
| 30/08/2021    | 24          |                                                                                                                                              |
| 31/08/2021    | 0           |                                                                                                                                              |
| 01/09/2021    | 0           |                                                                                                                                              |
| 02/09/2021    | 0           |                                                                                                                                              |
| 03/09/2021    | 0           |                                                                                                                                              |
| 04/09/2021    | 0           |                                                                                                                                              |
| 05/09/2021    | 0           |                                                                                                                                              |
| 06/09/2021    | 3           |                                                                                                                                              |
| 07/09/2021    | 14          |                                                                                                                                              |
| 08/09/2021    | 11          |                                                                                                                                              |
| 09/09/2021    | 0           |                                                                                                                                              |
| 10/09/2021    | 0           |                                                                                                                                              |
| 11/09/2021    | 0           |                                                                                                                                              |
| 12/09/2021    | 15          |                                                                                                                                              |
| 13/09/2021    | 3           |                                                                                                                                              |
| 14/09/2021    |             |                                                                                                                                              |
| 15/09/2021    |             |                                                                                                                                              |
| 16/09/2021    |             |                                                                                                                                              |
| 17/09/2021    |             |                                                                                                                                              |
| 18/09/2021    |             |                                                                                                                                              |
| 19/09/2021    |             |                                                                                                                                              |
| 20/09/2021    |             |                                                                                                                                              |
| 21/09/2021    | 114         |                                                                                                                                              |
| <b>Totals</b> | <b>1907</b> |                                                                                                                                              |



This page is intentionally left blank

## Appendix 9

|                                                                                                                  | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To what extent do you agree or disagree with our priority to prevent fires and other emergencies from happening? | <p><b>939</b> respondents chose to answer this question out of the <b>1,901</b> people who entered the survey.</p> <p>Of those <b>939</b>, their responses are broken down below:<br/> <b>714</b> Strongly agreed<br/> <b>175</b> Agreed<br/> <b>39</b> Neither agreed nor disagreed<br/> <b>6</b> disagreed<br/> <b>5</b> Strongly disagreed</p> <p>Of the <b>939</b> that responded to this question <b>448</b> chose to provide additional free text comments.<br/> Strongly agree – <b>367</b> comments<br/> Agree – <b>57</b> Comments<br/> Neither agree nor disagree – <b>17</b> comments<br/> Disagree – <b>4</b> comments<br/> Strongly disagree – <b>3</b> comments</p> <p><b>Summary review of comments</b><br/> As can be seen from the statistics above <b>94.6%</b> of the comments agreed with this priority whilst <b>3.8%</b> neither agreed nor disagreed and <b>1.6%</b> disagreed with the priority.<br/> The most common response to this priority was that it is “our reason for existence”, whilst others also agreed that “prevention is better than the cure”.<br/> Of the comments from those that disagreed, there were no comments that offered suggestions or opportunities to change or develop this priority.</p> |

|                                                                                                             | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To what extent do you agree or disagree with our priority to protect people and property when fires happen? | <p><b>919</b> respondents chose to answer this question out of the <b>1,901</b> people who entered the survey.</p> <p>Of those <b>919</b>, their responses are broken down below:<br/> <b>769</b> Strongly agreed<br/> <b>131</b> Agreed<br/> <b>16</b> Neither agreed nor disagreed<br/> <b>1</b> disagreed<br/> <b>2</b> Strongly disagreed</p> <p>Of the <b>919</b> that responded to this question <b>346</b> chose to provide additional free text comments.<br/> Strongly agree – <b>305</b> comments<br/> Agree – <b>33</b> Comments<br/> Neither agree nor disagree – <b>5</b> comments<br/> Disagree – <b>0</b> comments<br/> Strongly disagree – <b>2</b> comments</p> |



|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p><b>Summary review of comments</b></p> <p>As can be seen from the statistics above <b>97.7%</b> of the comments agreed with this priority whilst <b>1.4%</b> neither agreed nor disagreed and <b>0.9%</b> disagreed with the priority.</p> <p>The overarching response to this priority was that along with it being “a mandatory purpose for a FRS”, another key theme was that protecting life was also a key priority.</p> <p>Of the comments from those that disagreed, there were no comments that offered suggestions or opportunities to change or develop this priority.</p> |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Summary of responses                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To what extent do you agree or disagree with our priority to respond to fire and other emergencies quickly and competently? | <p><b>896</b> respondents chose to answer this question out of the <b>1,901</b> people who entered the survey.</p> <p>Of those <b>896</b>, their responses are broken down below:</p> <p><b>763</b> Strongly agreed<br/> <b>111</b> Agreed<br/> <b>15</b> Neither agreed nor disagreed<br/> <b>5</b> disagreed<br/> <b>2</b> Strongly disagreed</p> <p>Of the <b>896</b> that responded to this question <b>311</b> chose to provide additional free text comments.</p> <p>Strongly agree – <b>284</b> comments<br/> Agree – <b>18</b> Comments<br/> Neither agree nor disagree – <b>6</b> comments<br/> Disagree – <b>2</b> comments<br/> Strongly disagree – <b>1</b> comment</p> <p><b>Summary review of comments</b></p> <p>As can be seen from the statistics above <b>97.1%</b> of the comments agreed with this priority whilst <b>1.9%</b> neither agreed nor disagreed and <b>1%</b> disagreed with the priority.</p> <p>The comments from those who agreed with this priority highlighted an awareness of how quick and competent response arrangements mitigated the impact on the communities and those affected by fire or other emergencies.</p> <p>Of the comments from those that disagreed, there were no comments that offered suggestions or opportunities to change or develop this priority.</p> |

|                                                                                                                             | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To what extent do you agree or disagree with our priority to value our people so they can focus on making Lancashire safer? | <p><b>872</b> respondents chose to answer this question out of the <b>1,901</b> people who entered the survey.</p> <p>Of those <b>872</b>, their responses are broken down below:<br/> <b>649</b> Strongly agreed<br/> <b>168</b> Agreed<br/> <b>45</b> Neither agreed nor disagreed<br/> <b>4</b> disagreed<br/> <b>6</b> Strongly disagreed</p> <p>Of the <b>872</b> that responded to this question <b>267</b> chose to provide additional free text comments.<br/> Strongly agree – <b>218</b> comments<br/> Agree – <b>28</b> Comments<br/> Neither agree nor disagree – <b>16</b> comments<br/> Disagree – <b>1</b> comment<br/> Strongly disagree – <b>4</b> comments</p> <p><b>Summary review of comments</b><br/> As can be seen from the statistics above <b>92.1%</b> of the comments agreed with this priority whilst <b>6%</b> neither agreed nor disagreed and <b>1.9%</b> disagreed with the priority.<br/> The comments from those who agreed were unanimous in the fact that people are the most valuable commodity to deliver an effective service.<br/> Of the comments from those that disagreed, there were no comments that offered suggestions or opportunities to change or develop this priority.</p> |

|                                                                                                                   | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To what extent do you agree or disagree with our priority to deliver value for money in how we use our resources? | <p><b>841</b> respondents chose to answer this question out of the <b>1,901</b> people who entered the survey.</p> <p>Of those <b>841</b>, their responses are broken down below:<br/> <b>447</b> Strongly agreed<br/> <b>252</b> Agreed<br/> <b>117</b> Neither agreed nor disagreed<br/> <b>18</b> disagreed<br/> <b>7</b> Strongly disagreed</p> <p>Of the <b>841</b> that responded to this question <b>283</b> chose to provide additional free text comments.<br/> Strongly agree – <b>141</b> comments<br/> Agree – <b>73</b> Comments<br/> Neither agree nor disagree – <b>52</b> comments<br/> Disagree – <b>11</b> comments<br/> Strongly disagree – <b>6</b> comments</p> |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p><b>Summary review of comments</b></p> <p>As can be seen from the statistics above <b>75.6%</b> of the comments agreed with this priority whilst <b>18.4%</b> neither agreed nor disagreed and <b>6%</b> disagreed with the priority.</p> <p>The comments overall, in relation to this priority, were not quite as consistent, there wasn't a clear or consistent theme/trend to the comments. There were several repetitive themes across the responses though. These included ensuring value for money was achieved (particularly with reducing budgets), ensuring transparency in how money is spent, or ensuring efficiency in how we allocate/use resources.</p> <p>Of the comments from those that disagreed, there were no comments that offered suggestions or opportunities to change or develop this priority.</p> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                             | Summary of responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To what extent do you agree or disagree that our plan clearly sets out how we aim to make Lancashire safer? | <p><b>598</b> respondents chose to answer this question out of the <b>1,901</b> people who entered the survey.</p> <p>Of those <b>598</b>, their responses are broken down below:</p> <p><b>270</b> Strongly agreed<br/> <b>245</b> Agreed<br/> <b>70</b> Neither agreed nor disagreed<br/> <b>11</b> disagreed<br/> <b>2</b> Strongly disagreed</p> <p>Of the <b>598</b> that responded to this question <b>134</b> chose to provide additional free text comments.</p> <p>Strongly agree – <b>61</b> comments<br/> Agree – <b>52</b> Comments<br/> Neither agree nor disagree – <b>16</b> comments<br/> Disagree – <b>5</b> comments<br/> Strongly disagree – <b>0</b> comments</p> <p><b>Summary review of comments</b></p> <p>As can be seen from the statistics above <b>84.3%</b> of the comments agreed with this priority whilst <b>11.9%</b> neither agreed nor disagreed and <b>3.8%</b> disagreed with the priority.</p> <p>Of those that agreed and chose to comment, there was a general feeling that the CRMP document was clear and concise as well as being a fairly comprehensive, all encompassing document.</p> <p>Of the comments from those that disagreed, there were no comments that offered suggestions or opportunities to change or develop this priority.</p> |



Executive Council member Les Skarratts  
Regional Secretary Ed Burrows  
Brigade Secretary Kev Wilkie  
Brigade Chair Tom Cogley

Region 5 North West  
Fire Brigades Union  
Lancashire Fire and Rescue Service  
West Way  
Euxton  
Chorley  
PR7 6DH

This is the official response of the Fire Brigades Union who represent 800 Firefighting staff in Lancashire. The Fire Brigades Union (FBU) was formed in 1918, and has been a Professional, informed voice on the fire service nationally since its inception. As with any Trade Union, our duty is to look after our members and to ensure their lawful rights are protected at work.

Supporting our members and defending the service provided for the public are inextricably linked. For example, if we lobby for and are successful in obtaining more or better equipment for our members to use, the service that the public receives is undoubtedly enhanced.

If we campaign to prevent station closures or the downgrading of fire cover it is not only to protect the jobs of our members, but also to prevent a delay responding to a 999 call, saving more public lives and reducing risk to Firefighters.

We are realistic about the current demanding financial position and the need to make appropriate savings. However, it is believed that the service in Lancashire has been cut to breaking point and that LFRS needs more investment in front line staff to keep fire engines on the run.

All these changes will impact upon and reduce the service delivered to the communities of Lancashire and further impact the safety of Firefighters.

The service has already lost over 33 % of its staff over the last 9 years. We are riding fire appliances with minimum levels of staff which puts crews in a dangerous moral dilemma of committing to incidents before adequate resources arrive. A reduction of service to the community will increase the possibility of a firefighter injury or death.

Our on-call service is more thinly stretched than ever with serious issues regarding recruitment/retention and availability of crews.

We are also finding more and more Dual Contract staff on Zero Hours Contracts, which was not agreed and was turned down by Lancashire FBU in a formal request by LFRS.

We welcome further debate or discussion on the proposals and our response to them and invite the Combined Fire Authority (CFA) to sit down with the Fire Brigades Unions and listen to these concerns. The FBU thank you for taking your time to consider this document.

The reader will note that despite the Integrated Risk Management Plan (IRMP) being a consultation document, and that the FBU represents what can be described as the key stakeholder, that there is not one single mention of the FBU in the entire document.

### **What an IRMP should be**

The FBU supports the principles of IRMP's and have written a detailed document for managers & members of Fire Authorities within the UK Fire & Rescue Service that helps guide them through the process.

The Integrated Risk Management Plan (IRMP) should be based on the predicted and non-predicted risks facing Lancashire and its neighbours.

We do not understand the re-naming of this process to a Community Risk Management Plan. It dilutes the meaning of the process.

### **General comments on the CRMP.**

At present, the first appliance is only meeting the 6 minute response time 88.31% of the the time.

The FBU remind the reader that the response standard set by LFRS is one in which by policy it is acceptable to fail on one in ten incidents.

There should be a target, first attendance being 6 mins 100% of the time and crewing and resources expanded to achieve this.

The majority of this plan seems to only continue and maintain what is in place already. It is not clear what has been identified and how it will be addressed. For example, the section on the new emerging risks in relation to lithium ION batteries, it has been identified as a risk but there is no mention of fire plans to address this, nor of training for the crews in how to deal with these incident types bearing in mind that a Firefighter has been killed at a fire involving a site like this.

Pandemics were a known national risk even before the Covid outbreak and this was ignored at a national level. There is a risk of further outbreaks from mutations or even a new virus. One essential control measure would be the allocation of individual breathing apparatus face masks that would assist in mitigating transmission.

Fire prevention is a key theme throughout the document to try and reduce fires, but there is no mention of how the service and the CFA could enforce sprinkler systems in all new builds - domestic and industrial, and especially schools.

### **Primary fires**

We will always have building fires and unfortunately some of these will involve persons trapped in those fires. We must maintain a resource wherever we can with sufficient crewing to

adequately deal with the risks faced. We must be wary in a time of continued austerity that we do not risk the health and safety of staff and the public in the drive to reduce costs.

Crewing levels on appliances need to be maintained at 5. We are now seeing minimum crewing as 4 becoming the norm. Three-person crewing is dangerous and should be assessed through the IRMP. Efficiency is not just about cost reduction; it is about working smarter.

### **Collaboration and partnerships**

The Policing and Crime Act may place a legal duty on blue light services to collaborate, but the FBU wish to point out again that certain duties of what LFRS are wanting operational staff to take part in with assisting other agencies does not come under the Firefighter role map.

LFRS are looking for extra funding by carrying out the work of other agencies, while North West Ambulance Service and Lancashire Constabulary are also looking for funding to help extra resources for the services that they provide to the Lancashire Community.

This Collaboration work should be consulted on with the FBU nationally.

### **Equality Diversity and Inclusion**

The Equality and Diversity implications have not been addressed at all. Lancashire unfortunately has areas of lower social/economic population that will be disadvantaged from a blanket policy like the one being proposed.

### **Reduced Attendances to Automatic Fire Alarms (AFA)**

Lancashire Fire and Rescue Service (LFRS) is considering the operational decision to reduce or cease emergency attendances to Automatic Fire Alarm (AFA) actuations at certain premises. We further understand that although this initiative has been in place for some premises (or group of premises) this has been extended to other premises which may include local government buildings and schools.

The FBU would be grateful if you could confirm which premises will have a reduced attendance to an AFA actuation and which premises attracts no attendance.

The FBU would also be grateful if you could confirm you are complying with the CFOA Guidance for the Reduction of False Alarms & Unwanted Fire Signals (UwFS). We appreciate that the document is guidance rather than a protocol but as it is a guidance document circulated by the organisation I presume you are a member of it seems appropriate that you would intend to give it due regard. Indeed the associated Code of Practice sets out a clear expectation that all F&RS's would adhere to the guidance promulgated by CFOA.



For example, the guidance reminds the reader and F&RS's that:

*'The clear benefits that AFA systems can offer is not disputed. The early warning of fire is essential to protect both life and property and research has proved that AFA-detected fires tend to be smaller than person detected fires and generally require less effort to extinguish when the FRS response arrives. This also assists with protecting business assets, business continuity and community resilience.'* (Sect. 3, page 5)

We are sure you would regard that as a non-controversial statement and that you would readily agree to the principles CFOA refers to. The Fire Brigades Union contends that AFA detected fires only remain small as long as timely and appropriate emergency response arrives to safely and speedily resolve the incident - what is often referred to as the speed and weight of attack. Evidently that speed and weight of attack will not be provided if there is a reduced or nil response to the actuation.

The guidance goes further and states that:

*'The guidance outlined in this document has been widely consulted and developed with stakeholders representing the fire alarm industry and FRS in order to reduce the occurrence of false alarms from automatic fire detection and fire alarm systems and to manage the appropriate FRSs response to UwFS.'* (Sect. 4, page 6)

The FBU presumes that consultation would include LFRS but if not that you would pay due regard to the views as contained within the guidance.

The guidance goes on to state that:

*'It is essential that FRS operate within a framework to reduce UwFS. This can be achieved through the widespread adoption and implementation of this guidance.*

*Co-operation and understanding cannot be expected from companies operating across various regions in the UK when each FRS operates a local policy which details the resource response to AFA systems.'* (Sect. 4 page 6)

Clearly, and in the firmest language possible, CFOA is setting out the expectations that not only do external organisations require stability and certainty to be able to effectively co-operate with this strategy but that in order for that co-operation to be achieved that all F&RS's should adopt and implement the CFOA guidance. That expectation is repeated in the guidance:

*'Widespread implementation will encourage our fire industry partners to work with us in the development and review of the FAMO elements of the guidance. This guidance provides a clear and structured strategy that will, where adopted, lead to sustained reductions in false alarms and UwFS and provides a framework for all FRS, the Fire Industry and Business in which to operate.'*

So, while CFOA set out what they believe should be a uniform approach to AFA actuations, effective unwanted fire signal (UwFS) reduction is not ignored but set out in detail within Section 8 of the guidance which states that:

*'NB: Where FRS employ a nil response to groups of premises types as opposed to targeting of specific system poor performance, they must (FBU emphasis) recognise that it will not be possible to appreciate the full benefits of the holistic approach. FRS that engage with RP's (Responsible Persons) through responding to UwFS will be able to influence these key processes:*

- *The Responsible Person, as defined under the FSO, has overall responsibility for the performance of the AFA system.*
- *Prevention of false alarms.*
- *Prevention of false alarms becoming UwFS.*
- *AFA signal filtering.*
- *FRS response to an UwFS.*
- *Agreed working practices between FRSs and FAMO's*
- *Industry support of the Guidance process.*

*This will be supported by:*

- *The uniform adoption of this Guidance by FRS. (FBU emphasis)*
- *Promoting the use of competent persons in the design, installation, commissioning, management and maintenance of systems. CFOA recommend that FRS support the use of third party certification schemes. Certification through a UKAS (United Kingdom Accreditation Service) accredited third party certification body provides valuable reassurances and assists in the making of informed decisions as to the competency of the service provider.*
- *Promoting the appropriate management of AFA systems by Responsible Persons.*
- *Working in partnership with stakeholders to improve false alarm filtering.*
- *Promoting the adoption of AFA call filtering through FRS control on the 999 system.*
- *Implementing the appropriate FRS response (including pre-determined attendance (PDA) response, AFA response, full emergency response or a follow-up response (community fire safety and/or fire safety regulation response) to resolve UwFS issues).*
- *Monitoring the performance of AFA systems.'*

Clearly your initiative places LFRS outside of the CFOA Guidance.

Furthermore, the key principles of risk assessment, vital to the safe and effective policies and standard operating procedures of all F&RS's, appear not to have been fully considered in relation to a reduction or cessation of attendance by the F&RS. The CFOA Guidance considers this in some detail and advises that:

*'The CFOA guidance for prevention of false alarms and unwanted calls from automatic fire alarm systems offers a number of tools for FRS to use. The tools are represented below in a chronological order. However, it is recognised that each FRS must determine which of the tools they wish to use in accordance with their respective Integrated Risk Management Plans (IRMP) and overall arrangements for managing risk.'*

The FBU are sure you adhere to the guiding principles of risk assessment and that the reduction or cessation of AFA attendance has been fully risk assessed; I would be grateful for a copy of that risk assessment along with the assurance that the assessment has been the subject of normal consultation arrangements for such matters.

CFOA further advise that:

*'C Confirmation of the cause of alarm before calling the Fire and Rescue Service*

*A fire alarm system is intended to alert the occupants of a building to the possibility of a fire and to initiate the emergency plan for the building. This will normally, but not always, include evacuation.*

*Dependent on the findings of your fire risk assessment, the fire safety arrangements in a building should include having a system in place to check the area where the alarm has been initiated. This will confirm at an early stage if there is a fire or the cause of the false alarm. This is particularly important given the large number of false alarms which are generated by some AFA systems.'*

*(Section 9(c), Page 11)*

To reinforce that point CFOA state that:

*'The arrangements should be included in the fire risk assessment, fire safety policy and emergency plan for the building and will be dependent on the building, its occupancy and use. In addition to using information from the building users, modern technology provides a range of options for confirming the cause of an alarm. The ideal place to prevent false alarms from being transmitted to FRS as UwFS is on site.'* (Section 9(c) Page 11)

Again, it is clear that there is an expectation that a full and specific risk assessment, including an emergency plan, be conducted for each specific building where an AFA attendance is reduced or ceased. We would be grateful if you could both confirm that has occurred for all premises affected and provide us a copy of the respective assessments.

On completion of all the required risk assessments and mindful of the clear language of CFOA as aforementioned the F&RS then has a number of options. CFOA explains them as thus:

*'The FRS has a number of options which it can consider in deciding how AFA calls will be handled.*

*A call challenge or filtering process – Use of this system will allow the FRS to gain additional information about the cause of the alarm, following which a decision is made about what, if any, response is made. Development of such a process will be determined by the specific FRS in line with an assessment of risk in their Integrated Risk Management Plan.*

*Reduced attendance – The FRS may select to send a reduced attendance to any call resulting from an AFA system actuation where there is no confirmation of a fire or signs of fire. In line with adoption of this approach, the 'responsible person' for any site will need to consider what arrangements they will put in place to provide this confirmation (See preceding Section 9C – confirmation of cause).*

*Full attendance – The FRS may select to send a full attendance to any report of an AFA sounding. Whilst this is likely to mean no change to the service's existing control measures, the implications should be considered within the wider context of the service's Integrated Risk Management Plan.'* (Section 9(d), Page 12)

Both the FBU and CFOA agree that F&RS's should be careful not to recommend the investigation of an alarm during an emergency call. If investigation was possible it should have already been

carried out as part of the premises existing procedures prior to the emergency call being made. An investigation at this stage may place the investigator in danger.

CFOA helpfully recap the key principles I have referred to above as follows:

*'In order to protect resources, FRS response policies may alter the response to premises where calls are based on unreliable AFA systems. This may include anything from the reconsideration of any 'enhanced response' options through to not sending any attendance in the case of persistent false alarms.'* (Section 10, Page 14)

*.... It is recommended that any reduction in response is applied to premises on an individual assessment basis and that suitable notification is provided in advance of any change.*

*.... If adjusting FRS standard response attendance to premises the process must be applied (FBU emphasis) in accordance with the guidance in this section and section 11 where applicable.'*

*.... Attendance Level Three no emergency response, until a confirmation of fire is received from the premises via the 999 system or from some other acceptable source. Such confirmation will result in a full or enhanced emergency response, dependent on the information received.*

*It is recommended that these response options should only be applied if there is experience of persistent false alarms from specific premises. It should not be the case that it is applied generically e.g. to all premises of a certain type (FBU emphasis). Any changes to the attendance level by the FRS will be communicated in advance to the persons responsible for the protected premises and time will be allowed for them to take appropriate remedial action in accordance with section 11 – Performance.'* (Section 10, Page 14)

*'FRS employing a reduced response option will consider the individual circumstances of the premises management and alarm performance in order to determine the level of response appropriate to the level of UwFS being produced.'* (Section 11, Page 15)

Operational guidance is provided within the document. Hopefully we can work together to achieve the objectives we both seek, that being a reduction in unwanted fire signals.

The guidance further advises that:

#### *'Reducing Attendance*

*In line with local policy where an AFA System crosses the pre-determined trigger that indicates unacceptable performance and UwFS are being received by FRS, those responsible for the system should be instructed to take immediate remedial action.*

*Once performance has become unacceptable in line with local policy, then best practice suggests that the following actions should be considered by FRS.*

#### *The FRS should:*

- *Establish in advance the appropriate level at which changes in response are determined.*
- *Advise the protected premises that they have exceeded the acceptable performance trigger.*

- *Consider whether to revise the attendance level.*
- *Advise the protected premises in advance of any changes and remind them to alert their Insurance Company to any changes to FRS attendance levels.*
- *Continue to review the performance of AFA systems.*
- *Advise that the Fire Risk Assessment/Emergency Plan for the premises must be reviewed.*
- *Consider the use of regulatory enforcement powers.*

*The Responsible Person, together with the maintainer of the AFA, should take the necessary actions to address an unacceptable rate of false alarm activations as outlined in BS5839-1.*

*Once a FRS determines that an unacceptable rate of UwFS has occurred, and a reduced attendance or non-attendance of FRS resources has been instigated, then the FRS will need to determine how long the reduced attendance will last, when it will be reviewed to see if performance has improved, and how normal attendance is reinstated and notified to the protected premises.’ (Page 19)*

Finally and in the same strong language, CFOA remind F&RS’s that:

*‘D.12. CFOA strongly recommends that FRS do not place additional filtering or monitoring burdens on FAMOs complying with this CoP.’ (Page 27)*

Clearly you would have costed this proposal as part of a Cost Benefit Analysis (CBA) and we would be grateful if you could provide the FBU with a copy of that cost benefit analysis along with your explanation as to why the Lancashire Rescue Service appears to be acting contrary to both the CFOA guidance and all the key principles of risk analysis and risk assessment.

The Fire Brigades Union are keen to work with you and the Chief Fire Officer to reduce UwFS’s but view that reduction or cessation of attendances to AFA actuations in the manner adopted by LFRS as to increase risk to community members, property, businesses and firefighters alike.

It can never be the case that premises owners who properly and responsibly manage and maintain their AFAs now find reduced or no attendances to their premises through no fault of their own.

We are sure you will agree that it is a long standing adage within the firefighting community that we never go to a false alarm, we only ever come back from them and it is the case that every fire that occurs in a premise that is protected by an AFA, is alerted to us via that AFA actuation. They are a vital protection against fire and that protection, in the Fire Brigades Union’s view, should never be compromised.

The FBU would also like to raise some specific points from the proposal for change.

The proposal admits that some of the AFA’s were fires, how many of these with this proposal in the future would have a loss of life or property due to none or delayed attendance?

The delay in response is the key likely cause of injury to a fire fighter and the loss of life to the public. Our residents deserve and pay for a response. Those with systems that are continual false alarms are being addressed. A blanket policy fails those public and businesses that have good systems and resolve issues.

The FBU are very concerned that a management policy is more concerned about HMICFRS inspection deterioration from Good to Require Improvement. We are in the business of protecting Lancashire, not pleasing the HMICFRS.

There is no mitigation to lowering our response to any emergencies.

There is also the political and corporate risk that has not been addressed in this policy.

If someone was to die in a fire that had either a delayed attendance or no attendance due to this policy, it would bring the Service and the CFA into serious disrepute and also litigation and legal issues as we have a legal obligation to attend. We have never assumed an AFA is a false alarm and we should never change that view.

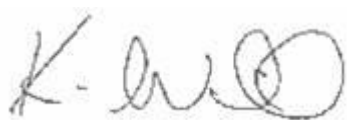
### **Summary**

There are significant areas that have not been assessed fully that need to be addressed. It is one thing to identify the risk within Lancashire, and it is another thing to put in a control measure to address it. Consultation is about listening and involving stake holders in finding the solutions. Efficiencies seem to be the key driver to risk. We need to invest to make savings in the long term and this is not been considered in this report.

The FBU are willing to be involved and help the service to find solutions whilst also maintaining an equitable service to the public we serve.

We look forward to your response.

Yours Sincerely



Kev Wilkie  
Fire Brigades Union  
Lancashire Brigade Secretary



This page is intentionally left blank

Your Reference LFRS/CRMP

Our Reference [REDACTED]

Contact [REDACTED]



06 October 2021

Dear Sirs

**RE: LANCASHIRE FRS CRMP 2022-27 - CONSULTATION**

I am writing in response to the consultation on your CRMP 2022-27. Our response considers the proposals set out in your consultation document and assesses how they may impact our own current and future service delivery plans.

Firstly, we would like to say we found the document itself is really clear, accessible, and easy to understand. It avoids jargon and clearly sets out your ambitions for the future.

Your Prevention Strategy clearly details the areas that will be focused on to support delivery of your strategy, working towards preventing emergencies from happening in the first place, to save lives, reduce injuries, fire deaths and other losses..

We acknowledge and support your approach to continue to invest and develop staff in fire safety regulations and the built environment to better protect communities and businesses. We also agree that it is important to build on the learnings from the pandemic to evolve the Service, and this is something we are also developing as part of resetting our ways of working.

In GMFRS we are also refining our Home Fire Safety Assessment to ensure our offer effectively targets those most at risk and provides a person-centered approach utilising the Safelincs Triage system.



We also welcome your drive to improve water safety through the establishment of a local partnership, further supported by the development of incident intelligence to refine approaches to campaigns. This work may provide opportunities to collaborate on similar campaigns and initiatives to reduce the number of water related deaths and we look forward to reading your new Water Safety Strategy. Next year we are undertaking a Water Safety Summit to explore opportunities to reduce the risks through infrastructure initiatives and communication campaigns, and if you would like more information on this please let us know.

We support LFRS continued strategic collaborations to raise awareness of fire safety and improve safety standards. Refining approaches to meet the needs of the customers, particularly in the current climate, assists with ensuring economic sustainability whilst minimising risk and keeping business safe and resilient.

We support your review of your AFA Policy, this is something we have undertaken and seen positive results in both the number of incidents and mobilisations, with a 25% reduction in incidents and 40% in mobilisations.

It is pleasing to see that LFRS are continuing to adopt the NFCC Competency Framework for Fire Safety Regulators, supporting the direction of travel that all FRS's are taking nationally. We support your ambition to adapt your regulatory services and ensure all availability of staff who are suitably trained and accredited in line with the new Fire Safety Act and Building safety bill, maintaining operational competence, and helping to support and promote the interface between fire safety and operational staff.

GMFRS welcomes the opportunity for strategic, regional collaboration to mutually support our Partner Services as we review Protection working practices following the pandemic to ensure that they are as efficient and effective as possible. As part of continual improvement, GMFRS would see the business engagement and education areas as well as Primary Authority as two excellent opportunities for ongoing collaboration. GMFRS is also in the process of reviewing its approach to reducing false alarms and would see this as a further potential opportunity to work together and share experience and understanding with regional partners.

Saving lives is a fundamental part of the role of a firefighter, ensuring a rapid response to emergencies in an effort to preserve life, and as such every second counts, which is a key element to protecting people and property.

We are in the process of introducing Wildfires Suppression Burns Team into stations where the risks are more prevalent, along with a range of new equipment to assist with tackling wildfires. We would welcome the opportunity to review our approach against your new Wildfire Strategy, and would appreciate it if you would share this with us when it is available.

We are pleased with Lancs FRS' continued commitment to the North West NFCC meetings, and through this group, we are also committed to innovating, sharing best practice and resources, where needed.

Working in an integrated way with actively support local integration to create a shared and accurate understanding of changing risk that targets resources at the most vulnerable and provides a place-specific, joint response to local issues, improving both effectiveness and leveraging efficiencies.

We welcome the opportunity for integrated working with Lancs FRS to create a more effective response to complex, large-scale problems such as the terrorist threat, the climate emergency and the risks within the built environment, risks that cannot be addressed by single organisations.

There appears to be nothing in your plans that affects GMFRS' response activities at present. However, as matters progress, if there are any changes affecting Section 13 agreements with us then we would appreciate if you could please notify us.

We recognise the importance of investing in training, and we plan to complete our training centre at Bury, building further on our own facilities. It would be good to explore the scope for developing collaborative training programmes across the two sites to share good practice, different facilities and joined-up responding.

All fire and rescue services are in a difficult financial situation, with services looking at the best way to continue to provide effective fire cover through a variety of ways. We recognise the challenges of reduced government funding, forcing FRSs to make some fundamental and tactical decisions about community safety based not on resilience or service improvement, but on what are the 'least worst' cuts to make. We welcome opportunities where a joint approach between FRSs, will not only be more effective, but will also provide greater value for money if resources are pooled.

We are committed to learning from other fire and rescue services, and we welcome all opportunities to mutually share best practice and operational learnings.

If you wish to discuss any of the above details please do not hesitate to contact me.

Yours sincerely,

A black rectangular redaction box covering the signature of the sender.

This page is intentionally left blank

## LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 15 November 2021

### **AUTOMATIC FIRE ALARM ATTENDANCE POLICY CONSULTATION REVIEW (Appendices 1, 2 and 3 refer)**

Contact for further information:

Deputy Chief Fire Officer Steve Healey - Telephone 01772 866801

*Table 1 Executive Summary and Recommendations*

#### **Executive Summary**

The Fire Authority was asked to consider, and endorse for public consultation, a recommendation made by the Performance Committee at its meeting on 17 March 2021 to remove attendance to Automatic Fire Alarms (AFA) at non-sleeping premises unless presence of fire was confirmed staged over two years; to be introduced during the day in year one and during the night from year two. Full Fire Authority considered and approved the matter for public and stakeholder consultation at its meeting on 21 June 2021. The resulting consultation commenced on 12 August and concluded on 21 September 2021. In accordance with standing terms of reference, the consultation outcomes and associated recommendations are now brought back for consideration by the Planning Committee.

This paper summarises the consultation strategy, its outcomes, and policy development and implementation approach previously adopted elsewhere in the NW and nationally (LFRS has the benefit of late adoption and thus the ability to identify best practice) and advocates a way forward for consideration by Planning Committee.

The recommendations not only relate to the AFA attendance policy but also the wider UWFS reduction benefits that could be achieved through the implementation campaign and associated improvements to the wider UWFS policy. All options proposed in this paper align with current NFCC [guidance](#).

This paper does not consider the broader issue of escalating alarms originating from Telecare systems in domestic dwellings. This will be considered separately through the creation of a specific policy in the 2022-23 LFRS Prevention Department Plan.

#### **Recommendations for consideration to proceed to full Authority on 13 December 2021:**

1. Adopt a False Alarm Reduction and Emergency Call Management (ECM) policy already in use by one NW FRS within NWFC as the baseline for the revised LFRS approach;
2. In addition, exempt Grade 1 and 2\* Heritage premises from the non-attendance policy;
3. In addition, exempt Primary and Secondary Education premises from the non-attendance policy;
4. In addition, exempt premises with 'Enhanced Reliability Alarm Systems' from the non-attendance policy;



5. Undertake a three-month implementation phase to engage stakeholders, and launch the new policy from 1 April 2022;
6. Ensure Fire Alarm Monitoring Organisations sign up to refreshed 'call back' agreements;
7. Implement changes by day in year 1 and review thereafter (Day 08:00hrs to 19:00hrs).

## Background and Information

Consultation commenced on 12 August 2021, closed on 21 September, and was undertaken in accordance with the Authority approved [LFRS consultation strategy](#).

Externally; 2500 letters were sent out to all premises which have generated one or more AFA calls in the past three fiscal years, 510 emails and 60 further letters were sent to identified external partners.

Internally; MS Teams sessions were held with all Operational, Fire Safety Enforcement and Community Safety staff to provide an overview, encourage feedback, and start to warm staff up to the potential for change in this key policy area, and their role in it.

Two options were available to provide feedback, using a web-based survey, and via a bespoke email consultation account.

215 web survey responses were received, along with 11 e-mails. Survey responses were received from Local Authority partners (30%), businesses (32%), Lancashire residents (16%), LFRS staff (14%) and a staff representative body. The latter was a lengthy submission based on a detailed comparison with the [CFOA Guidance for the Reduction of False Alarms and Unwanted Fire Signals](#).

Responses were generally supportive of the proposed policy change with 83% of respondents agreeing or strongly agreeing that LFRS resources could be used more effectively. When asked specific views on appliances only attending non-sleeping risk premises when fire was confirmed by a 999 call, 70% of respondents either agreed or strongly agreed. 22% disagreed or strongly disagreed. A summary of the responses in graph format is provided as Appendix 1.

53% of respondents indicated that they used the services of a Fire Alarm Monitoring Organisation (FAMO) or Alarm Receiving Centre (ARC). In these cases, the survey asked respondents to provide contact details to ensure the implementation phase of any resultant policy change could be as inclusive as possible. Other FRS' have emphasised the importance (in terms of reduction in calls that could be achieved) of ensuring FAMOs sign up to 'Call Back' agreements as these effectively 'screen out' the unwanted call from ever reaching the Fire Control. The other notable learning was the need to ensure FAMOs refer to the precise *building type* when they contact NWFC as failing to do so (which has been commonplace) can result in no or an inappropriate attendance.

The survey allowed respondents to add free text explaining their answers / rationale, with details of these responses available as Appendix 2.

The staff representative body, Fire Brigades Union (FBU) submission has been considered in detail and is available as Appendix 3; it is not considered that the LFRS proposal deviates from the good practice advocated by the national guidance, indeed

the LFRS proposal is a refinement on policies already in use throughout the NW in that the Lancashire approach features exemptions (from non-attendance) not featured elsewhere e.g. heritage, education premises and those with certain types of alarm systems.

### Emerging Themes

In terms of assessing the likely/foreseeable impact of policy change, the free text responses added by respondents were considered (Appendix 2).

Some trends emerged which have influenced the proposals in this paper and (if approval to proceed is given) will help shape the implementation plan and engagement with key stakeholders. The themes were:

- An apparently widely held belief that fire and property safety is LFRS' responsibility (rather than starting with the premises owner / Responsible Person, as detailed within legislation)
- A view that asking staff or volunteers to investigate buildings when fire alarms sound is dangerous
- A view that LFRS appears to be trying to free up time and resources, but for what purpose?
- A view that differentiating based on sleeping or non-sleeping is potentially overly simplistic in this context and broader impacts should be considered, namely: societal, environmental, community, heritage, education and commerce (critical supplier of goods or infrastructure)

### North West Fire Control

As well as Lancashire, NWFC serves Cumbria, Manchester and Cheshire FRS', all of whom have existing AFA policies which include a non-attendance option for certain premises via call challenge (referred to in NWFC as the 'Emergency Call Management' or EMC process) which enable Fire Control Operatives (FCOs) to process calls more efficiently than the current LFRS approach.

Two FRS' operate their non-attendance policy 24 hours a day.

One operates their non-attendance policy between 08:00hrs and 19:00hrs.

The closer LFRS' future policy is to the other FRS' baseline approach, the easier the implementation will be and the greater the potential for improving call-handling times (the LFRS script is currently the slowest which regularly impacts wider call handling times).

The term 'exemption' is used to assist explanation but should be used carefully. All incoming calls to NWFC are subject to the EMC process but the confirmation of premises type, or another over-riding factor such as the premises being subject to a polygon, determines the appropriate attendance standard and reduces the number of further questions that need to be asked. Consequently, no premises are 'exempted' from *call challenge* but the EMC process has the effect of creating premises which are 'exempted' from the *non-attendance element* of the Services AFA policy but will still be subject to a reduced attendance (versus the fire PDA).

NWFC offer the ability to 'exempt' premises in two ways:

1. Via the EMC call handling script. This relies on the caller being able to describe the premises type accurately and unambiguously;
2. Via a 'polygon file' which overlays a geographic shape on the premises and is detected when a call for that premises is received. One polygon file can include many premises across Lancashire and has the effect of over-riding the general EMC and providing a specific script or actions for that premises type e.g a High Rise in Interim measures.

The distinction is important as it shapes how the facilities can be used to create the leanest most reliable, effective, and sustainable approach for all parties. In short if the caller can reliably state the building type, then the EMC is the appropriate approach (e.g., school). If however the caller would find it difficult to definitively describe a certain premises attribute (e.g. whether it is a heritage building) then assigning a polygon is the appropriate approach.

Two North West FRS' operate the following exemptions to non the attendance policy (each with a suitable PDA proportionate to reports of a fire alarm sounding):

### **FRS 1**

- COMAH sites
- High Rise
- Site Specific PDA due to polygon (e.g. Interim Measures premises)
- Enhanced Reliability Alarm Systems
- Actuation of Suppression System
- Sleeping Risks – see below

Premises categorised as 'sleeping risk are:

Residential Care Homes, Nursing Homes, Elderly Persons Homes, Sheltered Housing and extra care/supported living schemes, Specialised housing schemes. Houses, Flats or Maisonettes used as domestic or residential accommodation (including HMOs – Houses in Multiple Occupation). All guest accommodation properties, e.g., bed and breakfasts, guesthouses, inns, short term lets, holiday lets, restaurants with rooms, and farmhouses. Hotels/Motels, holiday villages, serviced apartments, and aparthotels. Student accommodation and areas of sleeping accommodation in other training institutions including military barrack style quarters. Boarding School Pupil Dormitories. Hospitals. Hostels, e.g., Y.M.C.A., Y.W.C.A., youth hostels, bail hostels or homeless persons' accommodation. Refuges, e.g., family accommodation centres, halfway houses. Residential health and beauty spas, resort, and destination spas. Residential conference, seminar, and training centres.

### **FRS 2**

- COMAH sites
- Sleeping Risks – see below

Premises categorised as sleeping risks are:

Boarding House/B&B for homeless/asylum seekers. Boarding House/B&B other Boarding School accommodation. Children's Home. Domestic Premises. Hospital

Hostel (e.g. for homeless people). Hotel/motel. Nurses'/Doctors' accommodation  
Nursing/Care Residential Home. Another holiday residence (cottage, flat, chalet)  
Other Residential Home. Prison. Retirement. Student Hall of Residence. Young  
offenders' unit. Youth hostel.

### Proposed improvements

Based on the consultation feedback, the baseline options offered by existing NWFRS policies which are already working, and best practice observed nationally and in the CFA guidance, the following recommendations are offered for consideration:

1. Adopt a False Alarm Reduction and Emergency Call Management (ECM) policy already in use by one NW FRS within NWFC as the baseline for the revised LFRS approach;
2. In addition, exempt Grade 1 and 2\* Heritage premises from the non-attendance policy;
3. In addition, exempt Primary and Secondary Education premises from the non-attendance policy;
4. In addition, exempt premises with 'Enhanced Reliability Alarm Systems' from the non-attendance policy;
5. Undertake a three-month implementation phase to engage stakeholders, and launch the new policy from 1 April 2022;
6. Ensure Fire Alarm Monitoring Organisations sign up to refreshed 'call back' agreements;
7. Implement changes by day in year 1 and review thereafter (Day 08:00hrs to 19:00hrs).

*\*Enhance Reliability Alarm System; To be considered for this exemption, the fire alarm system must meet specific criteria; Certification confirming that the fire alarm system has been installed to BS 5839 Part 1 or equivalent. Evidence that the fire alarm system is serviced and maintained in compliance with the recommendations of BS 5839 Part 1 or equivalent. Certification confirming that a fire signal is only obtained when at least two independent triggering signals are present at the same time. This is referred to as a 'Coincidence Alarm' or that the origin of alarm is a sprinkler system, other fixed installation, or call point (i.e. sources of alarm actuation not normally associated with false alarm conditions).*

The suggested exemption for heritage premises is based on the content of the subjective consultation feedback, and the significant scale and scope of Lancashire's heritage stock, versus the objectively low call volumes generated by this type of premises (thus limited risk that policy objectives will be eroded).

The suggested exemption for primary and secondary schools is based on the subjective consultation feedback and the objective frequency of fires involving schools and the extent of loss experienced in recent years (Lancashire schools have experienced an average of 16 fires per year based on the 5-year period 2015-19) and 2 high loss fires within that period (Leyland St Marys and Asmall). The caveat to this suggestion is that it be accompanied by extensive sector liaison during the implementation phase. During term time schools are very well staffed and should be more than capable of determining if a genuine emergency is in progress and yet currently, tend to default to calling 999 and summoning attendance to check the premises when an alarm sounds. Liaison with the sector would involve the offer of the exemption *provided* it was met by a commitment to investigate the source of alarms when premises are staffed, to remove unnecessary calls during staffed periods. This engagement would mostly be with the upper tier authorities.

The suggested exemption for 'Enhanced Reliability Alarm Systems' (ERAS) is based on content of the CFA guidance and to afford provision for high risk / high community consequence sites which are unstaffed (eg critical national infrastructure) to be able to secure an attendance to an activating alarm. The conditions attached to the ERAS are such that false alarms are extremely unlikely to be received.

### Implementation Plan

The implementation plan is a vital component of successful policy change.

The NFCC (CFA) guidance sets out the potential benefits to be accrued externally by engaging with businesses (to allow time for them to modify their fire procedures and train staff) and FAMOs (to ensure they undertake 'call back' prior to contacting NWFC and pass accurate premises types when they do).

A well planned and executed campaign also has significant benefit internally in terms of helping staff understand the need for policy change, the precise nature of it (i.e., risk based and refined following consultation), their role in it, and the wider benefit to the community and staff safety.

Experience of other FRS' is that unwanted call volumes can start to drop before the actual 'go-live' date as the engagement with businesses and FAMOs causes them to amend their practices with a consequential reduction in call volume to NWFC.

The implementation plan would be mindful of the consultation feedback, including that there are some 'myths' to dispel in terms of the actual risk associated with investigating the source of a sounding alarm versus the perception that staff and volunteers would be endangered by doing this. LFRS already offers advice for businesses in this area – see [guidance](#).

The plan would be developed in conjunction with Corporate Communications and would identify key stakeholders in line with the initial consultation.

### **Financial Implications**

Medium – Financial benefits to Service in increased productivity of operational crews through reduced disruption, reduced fuel costs, vehicle wear and road risk liability. Increased availability of Fire Safety Inspectors to inspect high risk premises.

Prior to implementation extensive engagement would be undertaken with commerce and owners of non-sleeping risk premises to inform them of the benefits of the new approach and the changes needed to their fire alarm investigation procedures.

### **Sustainability or Environmental Impact**

Medium – significant reduction in unnecessary appliance movements across Lancashire leading to reduced carbon production.

### **Equality and Diversity Implications**

Low

## Human Resource Implications

Low

## Business Risk Implications

High – should the Service not act to refine the AFA and UWFS policy there is a high probability that the next HMICFRS inspection could see a deterioration in outcome, from ‘good’ to ‘requires improvement’ across both Efficiency and Response areas of inspection due to continued impact of UWFS which:

- Divert essential resources from genuine emergencies
- Create road risk to crew and public whilst responding
- Disrupt Community & Business Safety activities
- Disrupt operational training
- Create avoidable environmental impact
- Drain public finances
- Disempower businesses from managing their own fire safety
- Divert Protection activity away from high risk premises
- Create disruption for businesses employing On-Call FF's
- Cause avoidable call handling delays in NWFC

Low – Failing to attend a fire which is occurring in a non-sleeping risk premises.

The frequency of this is low and further mitigation comes in the form of the exemptions to non-attendance advocated in this paper and effective business engagement emphasising the importance of back-up 999 calls from occupied premises during the implementation phase.

The non-attendance policy proposed has been used by other FRS' in the NW for circa 3 years.

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

*Table 2 Details of any background papers*

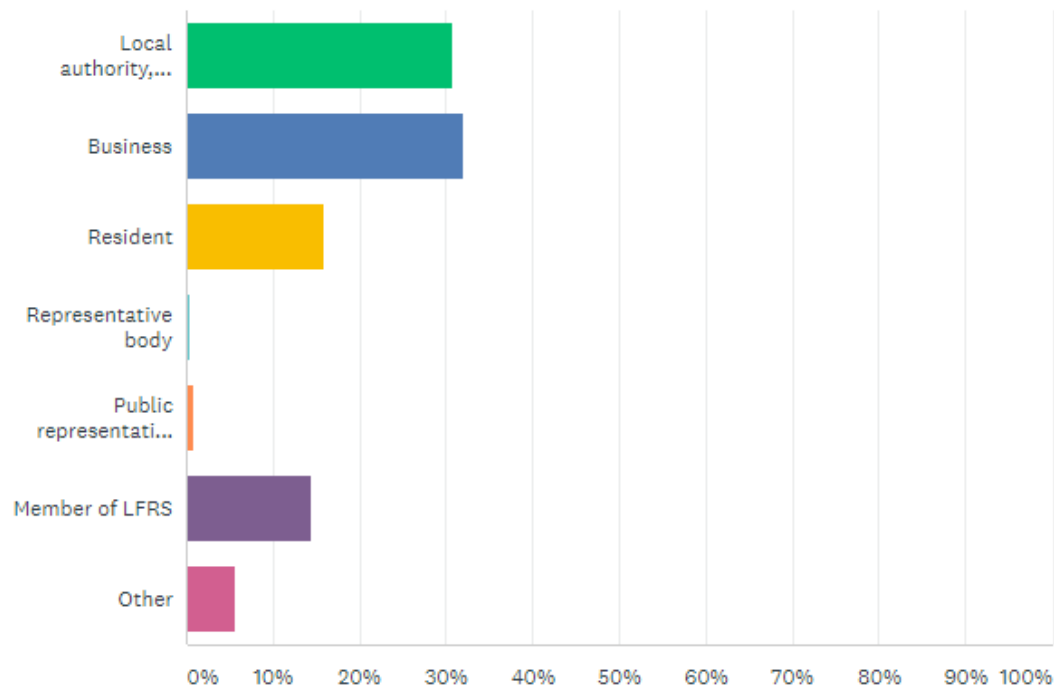
|                                                |                                                                               |
|------------------------------------------------|-------------------------------------------------------------------------------|
| Paper:                                         | Performance Committee<br>Unwanted Fire Signals (UWFS)<br>Proposals for Change |
| Date:                                          | 17 March 2021                                                                 |
| Paper:                                         | Full Authority<br>Unwanted Fire Signals (UWFS)<br>Proposals for Change        |
| Date:                                          | 21 June 2021                                                                  |
| Contact:                                       | DCFO Steve Healey                                                             |
| Reason for inclusion in Part 2 if appropriate: | N/A                                                                           |



## APPENDIX 1 – SUMMARY OF CONSULTATION RESPONSES

### What is your main connection with LFRS?

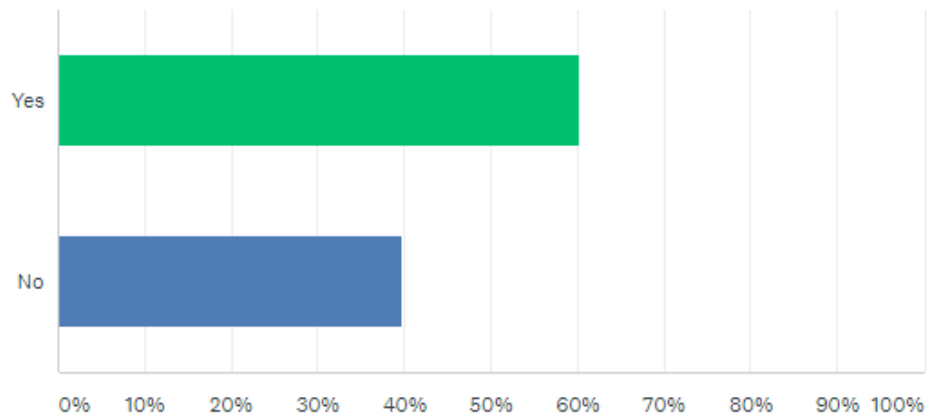
Answered: 215 Skipped: 3



| ANSWER CHOICES                                      | RESPONSES |            |
|-----------------------------------------------------|-----------|------------|
| Local authority, public agency or emergency service | 30.70%    | 66         |
| Business                                            | 32.09%    | 69         |
| Resident                                            | 15.81%    | 34         |
| Representative body                                 | 0.47%     | 1          |
| Public representative such as councillor or MP      | 0.93%     | 2          |
| Member of LFRS                                      | 14.42%    | 31         |
| Other                                               | 5.58%     | 12         |
| <b>TOTAL</b>                                        |           | <b>215</b> |

## Are you representing an organisation?

Answered: 216 Skipped: 2

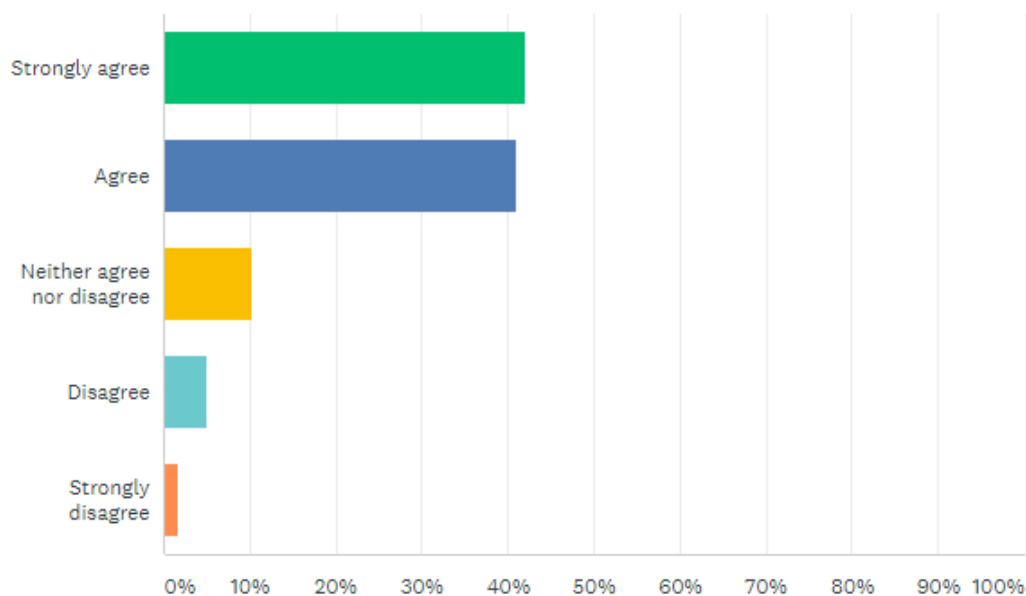


| ANSWER CHOICES | RESPONSES |     |
|----------------|-----------|-----|
| Yes            | 60.19%    | 130 |
| No             | 39.81%    | 86  |
| TOTAL          |           | 216 |

[Comments \(128\)](#)

## To what extent do you agree or disagree that Lancashire Fire and Rescue Service resources can be used more effectively?

Answered: 176 Skipped: 42

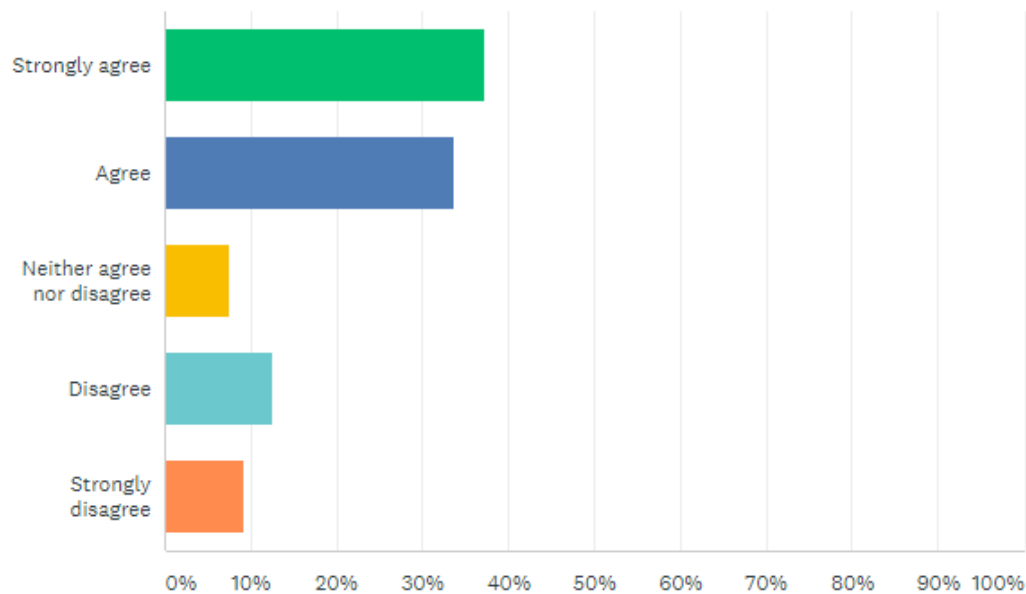


| ANSWER CHOICES             | RESPONSES |            |
|----------------------------|-----------|------------|
| Strongly agree             | 42.05%    | 74         |
| Agree                      | 40.91%    | 72         |
| Neither agree nor disagree | 10.23%    | 18         |
| Disagree                   | 5.11%     | 9          |
| Strongly disagree          | 1.70%     | 3          |
| <b>TOTAL</b>               |           | <b>176</b> |

[Comments \(116\)](#)

To reduce the adverse impacts of false alarms, to what extent do you agree we should only send fire appliances to automatic fire alarms in non-sleeping buildings when signs of fire have been confirmed? (This change would be introduced in two stages; during daytime only in year one and, subject to review, at all times from year two onwards).

Answered: 175    Skipped: 43



| ANSWER CHOICES             | RESPONSES |     |
|----------------------------|-----------|-----|
| Strongly agree             | 37.14%    | 65  |
| Agree                      | 33.71%    | 59  |
| Neither agree nor disagree | 7.43%     | 13  |
| Disagree                   | 12.57%    | 22  |
| Strongly disagree          | 9.14%     | 16  |
| TOTAL                      |           | 175 |

[Comments](#) (106)

## APPENDIX 2 – OPEN TEXT RESPONSES

(Reproduced verbatim, with individual premises details redacted)

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| educate premises owners that the fire service are not there to manage their fire alarm to allow the fire service to be available to attend critical incidents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| To the extent that all services and resources can always be used more efficiently. The issues concerning call outs are noted and it is agreed that this needs addressing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| As outlined in Mr Healey's letter only 0.2% of calls resulted in actual fire thus by a policy change resource can be used deployed more effectively.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| While time can be spent in other areas LFRS has a duty of care to attend these incidents. In my 20 + years with LFRS I have attended many incidents that were indeed a serious fire and not a false alarm, also these early interventions by LFRS have prevented rapid escalation of an incident.                                                                                                                                                                                                                                                                                                                                                               |
| AFA's/UWFS cause a significant disruption to other important activities such as training/community work. We have modern technology at our fingertips which will inform us if a real fire was occurring.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Clearly not necessary in a lot of cases                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| They could be needed at a real emergency. It puts lives at risk on the roads when they are driving to it. It costs money that could be spent on other things.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Reducing call outs to false alarms would certainly increase the effectiveness to attend other more reliable calls.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 99% is pretty overwhelming                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| I think the service does well at the moment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| The facts speak for themselves and the highlighted advantages are sensible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Many of these calls during opening hours for a business are caused through false alarms which can easily be identified, therefore can be a waste of resources.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| xxxxxxx xxxxxxxx xxxxxxxx to provide a formal response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| too many hoax calls and unconfirmed fires attended                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| The amount of time spent responding to fire alarms within Lancashire is an unnecessary drain on resources and puts both employees of LFRS and members of the public at unnecessary risk due to both the increased number of appliance movements under blue lights and the increased likelihood of an appliance being unavailable to attend a genuine incident due to being assigned to an AFA. When considering the minute proportion of AFAs which are then found to be genuine fires, this policy appears to be a very reasonable proposal. The proposal will also bring Lancashire in line with other services who have had a similar policy for many years. |
| I trust that if Lancashire Fire & Safety feel the service can be used more effectively this must come from evidence of wasted time and resources. Within our organisation we do have the automatic call out to the fire brigade, alongside a call monitoring centre. We have had numerous false alarms however this was due to poor wiring which has now been resolved. I am confident now if an alarm were to sound this could be a real incident.                                                                                                                                                                                                             |
| In the case of businesses, if a small fire occurs and can be handled by using trained people with fire extinguishers, then the fire rescue service should not be called out as an emergency, but should be contacted (non-emergency number), to inform them that this has occurred should they wish to come and have a look to confirm the cause and ensure that everything was now safe. if the fire is deemed to be too large or unsafe to be handled this way, then the fire service should be called immediately.                                                                                                                                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Don't think it's a case of using resources more effectively, perhaps differently. The crux of the matter is that resources for public services have been massively diminished and are under huge pressure, that is the challenge facing all public services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Instead of sending a full team out to check on the non-sleeping buildings they could send one person in a car to check.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| I agree that Lancashire Fire and Rescue provide an invaluable service to public and private sector organisations and members of the public. It is my understanding that due to historic efficiency savings in recent years, the service has reduced in respect of its capabilities due to reduced staffing, engines, etc. This has resulted in the service becoming overstretched at times and therefore I agree that any opportunity to use resources more effectively to service users as this could result in lives being saved, property being saved and valuable facilities being retained along with necessary service provision that they provide to communities.                                                                                                                     |
| Brigade time should not be wasted on False Alarms and is better used for genuine emergencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| It is important to reduce the number of false alarms if possible. Without adding risk.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Our business has three premises including our Head Office. They are closed with no-one on-site from 5.00pm until 8.30am.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| From our point of view the alarm call outs are almost entirely caused by pupils pressing contact points                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| I believe it is a waste of time for the fire service to respond to a false fire alarm if it can be confirmed by the business. (As long as the premises are manned 24/7)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| I appreciate that very often you are called out to check premises at night and this means you are unable to attend other emergencies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Vital that Lancashire has an efficient fire service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Clearly there are premises that present a low risk to life and where the building itself is not that important or where the owner has not invested in adequate fire detection systems.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| As a heritage site, it is very important to us that LFRS attend activations of our fire alarm, particularly during out of hours periods. Our current system contacts the 'on call' manager and LFRS who both attend. The xxxxx xxxxxxx is 127 years old and is seen as the best surviving example of the work of xxxxxx xxxxxx, the most prolific theatre architect of the xxxxxx age. If appliances fail to attend, and the building is alight, we are concerned that this locally resource, of great national significance, could be lost forever. For our part we have updated our alarm system, carry out significant checks and balances to ensure the fire safety of the building etc. but we are restricted in terms of finances and unable to employ a night watch man at this time. |
| All public buildings must have accidental alarm activations. We have had the alarm sounded in the past when we knew it was a false alarm but cannot stop the tender attending. Which is a complete waste of time and resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| there are often system blips which can trigger the monitored alarm centre or internal system failures due to unscheduled events that are not actual fire related, but once triggered it is hard to cancel the service from the Rescue services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Working more closely with the commercial team- environmental health in relation to businesses. Actively inspecting commercial businesses with the local authority concerning fire regulatory reform.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Attend specific emergencies when confirmation supplied by named person. Deal more resolutely with malicious and nuisance calls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I SEE THE NUMBER OF APPLIANCES THAT SEND ATTEND FALSE ALARMS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| No need to attend commercial AFAS if no sign of fire like other north west fire services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| I understand and agree with the balanced reasoning provided in the letter from Lancashire Fire and Rescue sent to school dated 12th August 2021 outlining the change in procedures to reduce risk.                                                                                                                                                                                                                                                                                                                                                        |
| Agree with points in your letter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| As a site H&S and Facilities Manager we have had the blue light fire engines called out to our site for false alarms in the past, each time it has been a false alarm or a communication problem with the monitoring office. I would be, like any others deeply concerned if we needed this rescue service at home and a crew was not available due to being elsewhere for a false alarm.                                                                                                                                                                 |
| Based on the data that only 4 in 2,000 calls required a fire crew                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| The approach suggested is similar to that adopted by West Yorkshire Fire & Rescue Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| not attending false alarms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| I fully support the efficiency improvements that would certainly follow a change in procedure to reduce wasted time for the fire service.                                                                                                                                                                                                                                                                                                                                                                                                                 |
| I believe if there was a real fire at the school then someone would ring for your service and you would be required instead of coming to the school and you not being needed when there could be a real emergency happening somewhere else.                                                                                                                                                                                                                                                                                                               |
| The vast majority of these AFA's are false alarms and as such the resources are being wasted.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| I do understand the requirement to concentrate on preservation of life and responding to emergencies.                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Try to lower hoax calls, plus premises to show more responsibility                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| as a former member of LFRS my experience matches the information given in your letter. My only concern is that in premises such as ours which are unoccupied at night a fire could become well developed before it is discovered. However the risk of a fire starting at during unoccupied hours is small.                                                                                                                                                                                                                                                |
| As an essential day service for people with Learning Disability, Autism, Physical Disability or Sensory Impairment, there would be emergency care implications for 150 service users if the premises were to be damaged or destroyed during times of non occupancy. Whilst I appreciate that a false alarm uses resources that could be needed elsewhere, any potential fire not investigated when the premises are closed could have serious and long-term implications for vulnerable people whilst, or even if, alternative care services are sourced. |
| As a school, staff appreciate the early response of the fire service to assist in the control of the incident. As a relatively old, large school, checking the building for incident location could be time consuming and potentially place an unprotected member of staff at risk. I understand the implications and risk of driving with blue lights and at speed, may be consider driving at normal road conditions to incidents unless repeated calls are being received.                                                                             |
| Compelling reasons given in the letter (Ref SH/SJC) dated 12th August 2021.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| AFA, particularly repeated attendances at premises, are a nuisance and increase risk to fire crews and the public. They also represent additional cost to the taxpayer when on-call crews are involved.                                                                                                                                                                                                                                                                                                                                                   |
| As a Control Room Operator working at NWFC, This procedure is currently seen results within the other Brigades and reduced the number of AFA incidents being attended on a daily basis.                                                                                                                                                                                                                                                                                                                                                                   |
| Appliances tied up with false alarms reduces capacity where it is actually needed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| There are clearly times when your teams cannot respond to emergency's as you would like, due in part to other none emergency call outs that you have to deal with.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| The businesses should be responsible for checking if an alarm is false and only call the FB if necessary and needed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| if the premises are occupied then it is fairly reasonable.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Less than 0.2% of calls attended were for actual fire.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| I would consider it important to contact the FRS if there is a concern regarding possible fire, therefore it is understandable that there are a high amount of false alarms. I would consider the responsible person to ensure their staff are safe so a cautious approach to fire is the best action so calling the FRS i would consider the best action if in doubt.                                                                                                                                                                                                                                                                                                                    |
| should only be attending real attications where risk of life is shown                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| The number of false alarms is significant. Attending false alarms may prevent or slowdown response to actual incidents which may lead to more casualties/loss of life.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| waste of resources attending when false alarm                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| We have had numerous call outs over the years for false alarms and I always felt it was unnecessary for the fire service to attend. A waste of your time and potentially a danger to road users when a fire appliance is on a blue light journey.                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| With the limited information you have provided it is difficult to reach any firm conclusion. I do however believe that even when attending false alarms your service can provide help and advice to those concerned and that what you are proposing may result in less interaction with the public.                                                                                                                                                                                                                                                                                                                                                                                       |
| Often wondered why you haven't done this before Trained fire wardens in school could have that role and a call our late at night would definitely save resources for one small inconvenience for school staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| When the fire service turn up at the school for a false visit, it has many benefits. Children get to 'see' the service and we then explain why they have turned up and how the Fire Service are 'there' always to help. We have a conversation with the fire service about what has led up to this alarm, how we can avoid it in future and simply have an update from the service on our current protection etc. Each conversation is always useful. When else would we have these conversations? What would fire service be doing if only ever dealing with real fires? Surely it is good practice too for the fire service to be amongst the community and being 'seen' protecting us? |
| Agree with your comments about number of false alarms and the resources they require.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| A small false positive rate is needed to ensure that emergencies are covered, but 99% false alarms seems way way too high false positives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| We have had a number of alarm activations where there was no actual fire, where an fire appliance and crew have turned up on site as we haven't been able to cancel the call in time to prevent this.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| When appliances are mobilised to incidents that are found to be UwFS, those appliances are unavailable for other incidents, training, prevention and protection activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| You able to target recourses where they are needed ie dealing with fires rather than false alarms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| I don't think we can really comment on resource management as it doesn't really have a bearing on the issue at hand.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| False alarms are a waste of LFRS resources, they tie up appliances that would normally be available for other incidents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All the recent calls to site have been as a result of a false alarm.                                                                                                                                                                                                                                                                                                                                                                                                  |
| I believe it depends on what the building is being used for. In the prison environment LFRS should still attend if the fire alarm is activated even in non sleeping parts of the prison.                                                                                                                                                                                                                                                                              |
| Attendance at false alarms reduces fire engine availability and increases road risk.                                                                                                                                                                                                                                                                                                                                                                                  |
| False call outs is an issue                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| False alarms do not help anyone, we understand the importance of reducing the number of false alarms to enable the fire & rescue services to use there resources to tackle real fires.                                                                                                                                                                                                                                                                                |
| The previous times our alarm has activated has been with no fire (fault on system).                                                                                                                                                                                                                                                                                                                                                                                   |
| Resources tied up at Unwanted Fire Signals could be better utilised for training, premises inspections as well as other additional duties such as medical emergencies.                                                                                                                                                                                                                                                                                                |
| I have been on site when we have had many false alarms over the years and it is such a waste of valuable time for the LFRS                                                                                                                                                                                                                                                                                                                                            |
| amend AFA response rule                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| I agree that buildings where there is overnight accommodation should continue to be responded to with blue lights but I also agree that with so many false alarms, there must be a more effective way of managing them than responding with an engine travelling there when there was no need for it.                                                                                                                                                                 |
| The vast majority of the times when Lancs fire and rescue have been to our premisies have been to false alarms. I worry for the safety of service members and other road users when they are called out on these false alarms. Busines owners should put more attention on the fire risk assessments and getting competent fire alarm service companies to maintain the fire detection system.                                                                        |
| We spend a lot of time going to afa calls that could be investigated by a responsible person before hand.                                                                                                                                                                                                                                                                                                                                                             |
| Not attending AFA's will free up time for Operational crews to train, but also carry out Business Fire safety checks at the properties in question. As a service we know little about these commercial premises, as most of our fire safety inspections are based around sleeping risk. The Operational crews being able to inspect commercial warehouses and factories will allow them to identify the risk to them from the premises.                               |
| False alarms are wasting time and money                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Response currently from LFRS is fine. The Council has a well maintained fore alarm system.                                                                                                                                                                                                                                                                                                                                                                            |
| A fault on a detector has lead to the fire service attending our business premises when we could have checked the situation ourselves                                                                                                                                                                                                                                                                                                                                 |
| we have experience of the fire truck being sent to our centre on an automatic call which was caused by cooking fumes.                                                                                                                                                                                                                                                                                                                                                 |
| This is part of a plan to reduce the number of FFS and pumps which is totally unacceptable. The xxxxx view that the service can be run by on call is dangerous at best as on call pumps are being propped up by wholetime personnel                                                                                                                                                                                                                                   |
| The time that is waited to attend the site of an non sleeping business when their is no genuine signs of fire could have been used to attend the actual site of a building that has fire.                                                                                                                                                                                                                                                                             |
| Raising awareness in the community about how to sensibly and safely deal with a potential fire/ fire alarm would be a good start. Freeze, panic, or bravado seem to be common responses, in my experience, when an individual has not developed common sense around fire safety. It would be interesting to know the actual number of call outs to false alarms - the percentage communicated is concerning. Growing up, I enjoyed the local fire departments visits. |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I STRONGLY AGREE WITH RESOURCES BEING USED FOR GENIUNE FIRE SITUATIONS ETC BUT I DONT AGREE IF IT IS JUST A WAY OF REDUCING FIRE FIGHTER NUMBERS. I STRONGLY AGREE WITH THIS DURING WORK HOURS TOO, BUT NOT OUTSIDE OF WORK HOURS AS BY THE TIME SOMEONE HAS DRIVEN TO SITE THEN CALLED 999, THE BUILDING AND EVERYTHING IN IT WOULD ALREADY BE LOST.                                                                                                                                                                                                                                                                                                                                    |
| From our experience we had the fire brigade come out once and it was a false alarm. it was down to a technical issue - so instead of the system going onto test, it got delayed so when we did test the alarm it went down as a proper call out. Half an hour later a fire engine turned up. We didn't know they were attending until they actually showed up.                                                                                                                                                                                                                                                                                                                           |
| I understand the amount of false alarms generated. My background                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| I think what you have proposed makes sense and your resources should be used where there are confirmed fires.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| From the Building I manage all of the calls since we opened have been false alarms, caused by smoking, cooking or children pressing the call points. During times we are open it would make more sense for my team on site to carry out an initial inspection to source the cause of the activation and then decide whether to confirm the need for attendance. This would reduce business disruption caused by false alarms but would Im sure enable the Fire service to make better use of their limited resources. However I do think a different approach should be taken outside of the core opening hours. For example during the night and at weekend when the complex is closed. |
| MUCH BETTER FOR ALL CONCERNED IF UNNECESSARY ATTENDANCES CAN BE AVOIDED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| As a business offering kitchen facilities to our staff, we have been caught out by many false alarms over time. We have felt guilty at times calling the crew out for an alarm triggered by a toaster, knowing that this could have prevented them going elsewhere. With the crew being very fast to respond to us I have only ever once been able to stop attendance.                                                                                                                                                                                                                                                                                                                   |
| Calls can be confirmed by owners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Mainly for the reasons you have already stated in your introduction.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| As the emergency control room for LFRS, I agree that aligning call challenge with other services and allowing managers of buildings to take responsibility for their own building will ensure that resources are managed more appropriately as well as simplifying the call challenge for NWFC.                                                                                                                                                                                                                                                                                                                                                                                          |
| Resources are limited and therefore should be used most effectively I don't think using them on automatic fire alarms is affective                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Set benchmarks for fire safety and lead by example with FRAs and audits to give a benchmark. Fine repeat offenders and work with insurers to drive enforcement and improvement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| I see it from being a resident within the area and also an on call firefighter within LFRS.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| The supporting statistics you have given prove the point.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Should attend all false alarms as you never no what it could be,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| It's a waste of time going to false alarms, and there are two risks - one that there will be an accident on the way due to blue lights etc and travelling at speed, and secondly that the appliance will be out of place when w real emergency comes in.                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Activity levels for the FRS are very low compared to the other 999 services although more should be done to reduce the calls , each call does have the potential to be a large fire. It would seem disproportionate to stop attending. I am led to believe that only 10% of your calls now are for true fires. I would ask what                                                                                                                                                                                                                                                                                                                                                          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| would you do instead if not attending alarm calls although a solution could be to send a sole responder to carry out an early assessment though                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| The risk to the public and LFRS is heightened by needless responding on blue lights to AFAs especially when there is no sign of smoke/heat/fire. The police do not respond to every burglar alarm actuating and the during day time people should at these non sleeping risk properties to confirm a fire.                                                                                                                                                                                                                                                                                       |
| I don't have any inside knowledge of how LFRS resources are currently used so it's not possible to say they can be used more efficiently. I'm concerned that the subtext to this question is that resources are stretched due to lack of funding and that cuts to services need to be found somewhere. Having said that, if LFRS employees believe so, I'd be inclined to listen to their expertise.                                                                                                                                                                                             |
| Fire engines should be available for emergency incidents not false alarms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| It's a time issue, false alarms are a drain on resources and can disrupt genuine cases                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| AFAs should only be checked if there is reason to believe there is a fire, not just an alarm.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Firefighters could spend the time wasted on fire alarms on prevention and protection activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| I believe through better call handling in line with a modern response policy, the service can utilise its resources in a better fashion, providing improved emergency cover, reducing the driving risk and re allocating the current costs of responding to AFA's, into improvements across the wider service, especially on the prevention and fire safety side. However i still believe there should be a response to critical nation infrastructure sites where due to there nature if an incident were to occur the public would expect a response at the earliest identifiable opportunity. |
| The rationale for this is narrow and does not consider the risks to the buildings. A number of Council assets are of historic importance and delays in response time would have significant implications for them.                                                                                                                                                                                                                                                                                                                                                                               |
| Eminently sensible given the stats over the last 5 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| No life risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| The police don't deploy to a burglar alarm for the same reasons we shouldn't attend AFA's.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| I think this doesn't take into account the different types of building eg the community value of a school or museum. I agree that private businesses should have to provide their own response.                                                                                                                                                                                                                                                                                                                                                                                                  |
| The policy appears to not discriminate buildings on the basis the level of consequential loss                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Because you say 'The legal responsibility for dealing with a fire alarm actuation rests with the responsible person' so why should you deal with it? You are allowing them to pass their responsibility onto you.                                                                                                                                                                                                                                                                                                                                                                                |
| This would truly monitor the effectiveness of the attendance over a sustained period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| I would recommend straight to night time only as long as there is somebody there                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Although a life may not be in immediate danger many lives could be affected if a fire catches and a business burns down                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| We are a school and would want an appliance sent out as we cant always check to see if it is a false alarm.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| There are certain exceptions where a non-sleeping building is of great Heritage importance and may contain priceless collections. i.e. xxxxxx xxxx is the only Grade One building in the Borough of xxxx and has an accredited museum collection which is of great importance to the heritage of the local area. We feel this is an exception to the new rules. During the daytime we have staff onsite to                                                                                                                                                                                       |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>assess any alarms. However, during the evening periods the xxxxx is secured, alarmed and should therefore not raise any false alarms unless there is a technical fault which develops on the system.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>It is our understanding that xxxxxxx Council will be responding on behalf of all premises occupied by xxxxxx staff including xxxxxxx Museum. For info xxxxxxx Council Museum Service is contracted to manage xxxxxxxx xxxxxx Museum by the site owners xxxxxx xxxxxx xxxxxx. xxxxxxx Council does not rent the museum from xxxxx xxxxxx Council. The complex is shared occupancy with the xxxxxxxx operator. The fire alarm contract is between xxxxxx xxxxxx Council and their service provider. The locations in the xxxxx complex that fall outside the Management Agreement for the museum are the xxxxxx, xxxxxx xxxxxx, top floor and basement of the xxxxxx xxxxx. The xxxxxxx café is operated independently during museum opening hours but also out of hours.</p>                                |
| <p>I am H&amp;S Lead / Fire Safety officer in a school. If our alarm goes off generally the 'watch' centre phones before sending appliances.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>Time taken to get to a building, check it and call 999. Possibility that a fire has caught hold before the 999 call is made, more extensive damage to the property and contents. Putting staff at risk when checking a building. It would be quite some time to check a building such as the xxxxx xxxx, by which time a fire could have taken hold putting our staff at risk.</p>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>The lack of life risk in non sleeping buildings justifies this move. The availability of technology to businesses to remotely monitor premises and identify confirmed fires would result in a response where required.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>I feel as long as the changes are slowly implemented and reviewed to ensure if this doesn't work other options are explored. We are a non sleeping organisation closed after 8pm in an evening however we are a public service environment with vulnerable clients, we are montored by a call centre, it would be good to know if the call centre cannot contact an emergency contact will the fire brigade still come out or would they need physical signs of a fire.</p>                                                                                                                                                                                                                                                                                                                                |
| <p>Same comment as previous</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>We feel that during the daytime while the business is open this would work, but then when the business is closed the fire appliances should automatically attend the building.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>As indicated earlier I am employed as manager of a xxxxxxx Services Department at xxxxx Council. The fire alarm systems we have installed at our premises are good systems and are extremely well maintained and rarely result in false alarms as a consequence. Taking into account the essential role that xxxxxxx Services provides within communities and societey as a whole, in respect of its burial and cremation facilities, it is esential that these premises are attended and protected by the fire service on all occasions. This is to ensure minimal damage and destruction to facilities and property such as crematoriums etc which if lost would be detrimental to local communities, grieving families and our ability provide the essential services such as cremation and burial.</p> |
| <p>as above</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>In xxxxxx xxxxxx larger and more complex buildings, generally the FRS would be called either on discovering a fire following a fire alarm activation or (where buildings have a 2 stage system) if the system goes straight into a full evacuation (meaning more than 1 device has been activated). The latter, may mean that the FRS is called before the investigating person discovers smoke and/or fire however, due to the scale, complexity and risk to persons within the building would require an immediate response from the FRS. In these types of premises, a delay in the</p>                                                                                                                                                                                                                 |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FRS attending could be catastrophic. xxxxxx xxxxxx estate includes major stations managed by train operating companies. These premises often have complex layouts along with a significant number of occupants, who although they are awake, are NOT familiar with the premises. A change to the FRS response in these locations would require consultation with the Responsible Persons to ensure that Policies and Procedures including emergency response plans are updated accordingly. Additionally, other parts of the estate include National Critical Infrastructure where agreed emergency and contingency plans are followed which may include 'defend in place' procedures. Additionally, a delay in FRS response to a fire scenario in these locations, could allow the fire to develop further and have a significant impact not just on the building or local area but on the National Rail Infrastructure. ie prevent trains from running in Great Britain. I've answered the question re auto signalling below as a yes, however I don't believe that xxxxxx xxxxxx use this directly however, some premises which we own and are operated by a third party often use monitoring centres.                                                                                                                           |
| We have concern over no response when building is empty. We are a charcoal business and had a large fire in 2000. Another large fire would be a disaster. I agree if the site is manned then a confirmation could be requested / received before attending site. Maybe response should be different depending on the contents of the building?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Year 1 proposal of no alarm response in daytime; Your letter says you expect the building to be evacuated on hearing a fire alarm. However your plans indicate you expect a member of staff not to evacuate but to investigate where the sensor is identified as activated, with no specialist equipment, no training nor specialist knowledge and going back into the building to do so once the sensor location is identified by the central monitoring station. Year 2 proposal; If fire sensors trigger the alarm at any of our premises whilst unattended from 5.00pm until 8.30am, it is the LFRS emergency response to that alarm that will reach the premises with specialised heat-sensing equipment before any other Security call-out (xxxxxxx used). We know this from experience in January 2021. This is the only certain check of the premises to stop fire potentially destroying the premises including our Head Office. LFRS proposals seem to; 1. Expect the public to go with no protective clothing or equipment into a high risk situation to identify signs of fire, putting their life at risk. 2. Accept that fires will only be attended when a real fire reaches such a critical damage stage to be visible by untrained individuals, regardless of a full alarm system, putting people's lives at risk. |
| Subject to being able to make contact with a person within short timescale to confirm / deny fire.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| I would agree to send fire appliances once a fire has been confirmed in term time after confirmation from an adult in the building. However, I feel uneasy about this if the building is unoccupied: overnight, weekends and school holidays                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| You attend a large amount of false alarms which costs money and resources and takes you away from a real emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| As previous response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| There are historically significant building that are 'non-sleeping' but where the building itself is of local or national importance. These buildings should not be excluded.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Whilst we agree that LFRS should direct its resources to building that are occupied we feel that a special dispensation should be made for the significant number of heritage sites that Blackpool has to offer.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Will this new policy apply to schools and buildings of historical importance?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Our building is not occupied at weekends and during bank holidays. No one would call if the fire alarm was sounding at those times.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| we have trained fire marshals to deal with evacuations and check the building, this should be the trigger for the rescue services to be called out, otherwise why train personnel.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Concerns about commercial premises which have domestic flats situated above them.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| This would be subject to LFRS meeting their response times on all occasions otherwise, waiting to confirm a fire, could lead to loss of property or worse still life. This would be especially relevant in a school environment where a delay in locating persons missing, may occur due to a delay in LFRS attending through waiting for confirmation of a fire. I feel that schools and in fact any premises where vulnerable people are present, should still have a automatic attendance                                                                                                                                                                                                                                                                                                                                                                                                   |
| THE OCCUPIERS SHOULD BE CHECKING THE PREMISES AND CONTACTING 999 IF THEY HAVE A FIRE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Protecting human life is paramount but the building needs to be protected if signs of fire have been confirmed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| We have a monitoring system in place currently who calls the site on activation of the fire alarm system, our changed procedure is to tell the monitoring station that if needed we will call 999 if needed, this is why we check to confirm if this is a fire or most probably a false alarm.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| The two stage approach makes sense, we continue to send appliances to non sleeping risk premises out of hours.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| call monitoring centres should contact the site representative , who could attend site and the representative should contact the fire brigade once on site if needed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| It makes perfect sense because people may be in danger.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Our building is in use between 8.00 am - 8.00pm 7 days a week. We would be deeply concerned if there was not an automatic response to a fire alarm outside these times when there would be no one in the building to call 999.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| do not want to waste resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| As so many AFAs are false alarms I do believe that there should be more of a call challenge and ARCs should be directed to contact the premises first before the fire service. I imagine the vast majority of these AFA attendances could be avoided if this was carried out and the premises confirmed it was a false alarm before the call even made it through to the FRS.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Although our fire marshals are trained to look for signs of fire as they assist in the evacuation of our buildings, I would not be comfortable if someone had to go into a complicated building to ascertain a fire in the area of activation. All our buildings are remotely monitored. The monitoring service would not know if the alarm was as a result of a fire so would be unable to confirm. The resultant time lag for confirmation from staff would be unacceptable. Also, at night our buildings are empty. Generally when an alarm is raised via the remote monitoring service, the fire service are in attendance before key holders or duty officers arrive on site. If you do not attend this could result in a fire being undetected for some time and potentially putting our staff at significant risk not only from fire but also from a violence and aggression situation. |
| Cut costs and a genuine 999 call may come through at same time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Our building is large with only a small team working from it. It is our priority to get ourselves out and any visitors out of the building without investigation for possible fire - that is why we have a system linked to the Fire station. How do we confirm if there is a fire in the building or not when no one is on the premises eg 11.30pm (from year two)? What will this change mean to insurance policies?                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Confirmation might take sometime when buildings are not occupied by which time the fire might, if present, have taken hold                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| see previous comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Please see above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| As previous answer, Again you are putting a member of staff at risk to determine the level of the incident prior to your attendance. What appears to be a significant saving for the local fire authority is minuscule to the individual establishment that contributes in the funding of your service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Completely agree!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Daytime response to confirmed alarm only strongly agree. Out of hours keyholder response time can be 15-30 mins, therefore confirmation of actual fire would lead to unnecessary fire fighting delay. Could a fire system be programmed to only require fire service response when system detects two detectors activated to overcome a single detector false activation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| This proposal makes sense, and helps you utilise your resources.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| The premises of xxxxxxxx is quite spaced out with four areas which have detection services attached to them through a monitoring system. We would be concerned if confirmation that there was a fire in these areas had to be agreed before our monitoring service could ask you to come out. We feel that in the time it would take to check the areas and ensure that there was a fire the damage done would be considerable much worse compared to confirming a yes at point of call of an alarm going off. Detection only confirms an area for us, some of which under shift patterns are not always occupied, but still present a risk. One of these areas houses a biomass boiler which would be a huge risk to confirm, rather than assume that the alarm is going off because it is a fire. We have an internal protocol in place for false alarms which reduces the need to confirm a 'yes' at point of call from our monitoring service. As with all systems we appreciate that there will be on occasion false alarms are created due to dust, or 'pranks', but this have been minimal in the 6 years that this monitored system has been in place. We must also ask you to consider all the above points when taking action for a decision including the risk of arson to the property due to the nature of the business; we deal with prosecutions and removals of xxxxxxxx from xxxxxxxx and their xxxxxxxx which can sometimes lead to highly volatile situations. |
| I agree that business have a duty to check their own buildings on an alarm sounding.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Automatic fire alarm response should take place as normal when building are unoccupied especially in our case where we have spent a lot of money on sophisticated P1M system. Much more damage could be done by delaying a response to unoccupied buildings. For example in our business we supply the majority of the worlds xxxxxxxxxxxx and if the fire was not captured early then there would be a much more significant health effect felt worldwide.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| This would rely on a member of our staff (usually the Site Supervisor or a member of the SLT) attending school out of hours. Very often, staff do not live locally and therefore the time it would take them to attend when the fire alarm activated would be too long.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| There needs to be a clear responsibility to a resident/business owner to ensure adequate provision is put in place to assist in the detection and management of an alarm situation. The risk and outcome of mis-directed services to a non-emergency situation can be life threatening and everyone needs to do all they can to support the available resources that are there to save lives and tackle fire.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| This will improve availability of fire appliances to attend serious incidents, reduce school disruption loss of productivity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The school is residential so I would expect emergency cover out of hours but during the school day we could alert the fire service if they were required.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Whilst I have some support for the daytime change, I am concerned that the consequences of not attending night-time activations, in the event of an actual fire, could (for those concerned) have devastating consequences.                                                                                                                                                                                                                                                                                                                                                                                                      |
| Best use of resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| I worry this may lead to more onus on us locating the fire delaying the visit...our focus is always firstly getting everyone out...                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| We are a museum and need a robust response to any fire alarms.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| No lives at risk, obvious if there are smoke and flames and this can be reported as genuine by phone                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| We would currently ask our waking nights staff and fire marshals to call 999/911 on confirmation of a fire in any case.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| If there is a confirmed fire, then there probably won't be much difference in the time it takes the appliance to get there but would save a lot of money in dispatching crews. It would put the onus on property owners to make sure their alarms work properly and not just rely on the service all the time.                                                                                                                                                                                                                                                                                                                   |
| To make better use of the fire brigade resource. In the event of a real emergency, dialling 999 is recommended rather than reliance alone on the custodian monitoring.                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| In premises that do not have anyone sleeping are deemed to be lower risk than those that do have a sleeping risk. The occupants in premises without a sleeping risk will be more alert and responsive to a fire situation and are more likely to operate a simultaneous evacuation strategy. The type of premises referred to in the question are likely to be businesses where employees receive training on what to do on hearing the fire alarm and/or what to do on discovering a fire.                                                                                                                                      |
| You should instead be encouraging owners/operators/maintainers of automated systems to switch to 'double knock' so the alarm has to receive two separate signals from two detectors before it enters into an alarm condition. In many cases, the automated signalling is a mandatory requirement from the property insurers.                                                                                                                                                                                                                                                                                                     |
| This protects fire and rescue resources fire actual emergencies. Have you given consideration to higher risk premises such as COMAH site, for which there would be no sleeping risk but it may still be prudent to send an attendance based on relative risk.                                                                                                                                                                                                                                                                                                                                                                    |
| Even in parts of the prisons that are non sleeping LFRS should still attend a fire alarm activation as if a fire was declared and LFRS were not on their way - we would lose valuable time checking the building etc which if there was a fire would still be detrimental to the running of the prison.                                                                                                                                                                                                                                                                                                                          |
| There needs to be a caveat to ensure that buildings that have a fire alarm system, with an autodialler or control centre link and are not occupied still have the facility to have a suspicion of fire investigated. During the day or night a premises may not have any occupants to investigate and therefore a fire might go unobserved until it can be observed externally, this would cause greater damage, a larger more developed fire and pose greater risk to the firefighters attending. A better solution might be to consider a response being made but under normal road conditions i.e. not a blue light response. |
| This makes sense, the priority should be to always to focus on saving lives first                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| There has to be a better use of tax payers' money to provide the best public service, therefore the responsibility of checking alarm activations has to lie with the premises rather than the fire service, who would still provide a response to confirmed fires. Premises need to be less reliant on fire service checking activations.                                                                                                                                                                                                                                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Same reason as above. On may occasions we have known why the alarm has been activated and a phone call could have prevented the fire service attending                                                                                                                                                                                                                                                                                                                                                         |
| Whilst I want to agree with the fire service, there are times when someone is not able to confirm there is a fire until it is too late. This comes down to the business/property owner having adequate fire detection systems in place that are monitored either by a monitoring company or by a smart phone app, preferably both. In an ideal world, this would be possible, however, there are some business/property owners that will give the illusion of compliance even though the system is inadequate. |
| for the very reason you want to implement the rule                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| I agree as long as the response was rapid if there were signs of fire and there was a robust evacuation plan - I appreciate that will be up the business to ensure.                                                                                                                                                                                                                                                                                                                                            |
| This would seem to be a logical answer to supporting an under funded service. Although we have a large site and it would be difficult to spot smoke from the fire assembly location, it would be a simple adjustment to our induction process/ fire evacuation procedure to say, once you have left the fire exit use your mobile phone to report the fire and its exact location.                                                                                                                             |
| I belive only the first stage should be implemented.                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Some buildings will be exempt this though i.e. heritage buildings                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Some Council building are unoccupied some times of the day/night and the current system of ringing an employee works well if they are on site. If not on site LFRS should still respond unless there is a history of numerous false alarms at the same premises.                                                                                                                                                                                                                                               |
| I agree with the staged approach to this as the situation is easiest to monitor during daytime when the premises is occupied                                                                                                                                                                                                                                                                                                                                                                                   |
| waste of resources attending if no fire has been confirmed                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| As above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| This would help to eliminate wastage of time and resources.                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| With community involvement and local businesses fulfilling their legal duties to staff regarding fire safety, enough knowledge to safely investigate an alarm should be gained. Reducing the number of false call outs ensures that adequate resources are available for true emergencies and active fires.                                                                                                                                                                                                    |
| I HAVE TICKED THIS BECAUSE I AM UNSURE OF WHERE INSURANCE COMPANIES WOULD LIE WITH IT. WE WOULDNT KNOW WHAT TO DO IF INSURANCE COMPANIES WOULDNT INSURE US BECAUSE OF THIS. I WOULD THEN STRONGLY DISAGREE WITH IT UNTIL AGREEMENT HAS BEEN MADE. HAS ANYTHING BEEN AGREED WITH INSURANCE GROUPS ??                                                                                                                                                                                                            |
| If you confirm first if there is a fire - it will reduce false alarms. If this had been done with ourselves the one time we had a call out we could have informed them it wasn't needed.                                                                                                                                                                                                                                                                                                                       |
| same as above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| I agree it makes sense to only send crews to a non sleeping building when signs of fire have been confirmed.                                                                                                                                                                                                                                                                                                                                                                                                   |
| I think the evening issue needs to be addressed. So when Buildings are Closed and therefore staff are not on site to provide confirmation a different approach needs to be undertaken.                                                                                                                                                                                                                                                                                                                         |
| WE AGREE THAT WEEKDAY ATTENDANCES SHOULD BE TO VERIFIED FIRES. HOWEVER, OUR PREMISES IS NOT OCCUPIED FULL TIME AT WEEKEND OR ANY NIGHT AFTER 7-8PM SO IT WOULD NOT BE POSSIBLE                                                                                                                                                                                                                                                                                                                                 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TO VERIFY AN ACTUAL FIRE EVENT BEFORE IT WAS PROBABLY ALREADY OUT OF HAND.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| This would be extremely effective in cutting down false visits although I would be concerned in an out of hours situation. As fire warden my out of hours response time to our facility is 10/15 mins by road and an actual fire could have taken hold by then, being severely detrimental to our business.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Sounds like a sensible approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Aligning with other FRSs. Releasing resources to deal with other emergencies. The data supports a review of the procedure.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Businesses can be repaired. No persons at risk, no rush.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Appropriate use and deployment of resources.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| The owner or occupant should be responsible for their building and making sure everyone vacates the premises if an alarm goes off. Damage should then be limited to property without lives at risks. We should ensure that homeless people who may shelter in empty but alarmed buildings are warned of the change in person (ie not through the internet to which they may not have access) to ensure they are aware of the dangers.                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| I agree but only for sites that are not producing or storing dangerous products that could have significant impact on local community if fire was not noticed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| I think that every alarm should be treated as a potential fire/real emergency unless proven otherwise. I would also have concerns that 'non-sleeping' buildings might include buildings that have (occasionally or regularly) overnight/out-of-hours events with multiple occupants.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| It should be the owners responsibility to check and put detectors in.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Proportionate response over a reasonable timescale                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Again i agree with the new policy. I do not believe we should be responding without positive indication of signs of fire                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| As we are a Grade 1 listed building we ready could do with a chat on how this is to impact the Hall.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| I work for a company called xxxxx in which we have the fire alarm monitored. We have received the information letter from yourselves regarding the changes that are upcoming. One question, is there not a time period which could be added to individual files to outline times in which a AFA can receive a callout and times in which a call-out can be confirmed by a responsible person?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| A number of sites have been receiving the letters requesting their views on false alarms and forwarding them to us to answer on their behalf. As xxx have a significant number of sites and also concerned with the number of false alarms generated, we would like to participate in discussions and also contribute and communicate any developments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| We currently are linked to xxxxxx Monitoring Service and on an automatic response from Police & Fire due to the Nature of our service. We are part of the xxxxx xxxxxx, xxxxxx & xxxxxx xxxxx Contract in xxxxxx, providing support to vulnerable clients. We have clinics on certain days with registered nurses and GP prescribers and I just wanted to ask if we would be classed as medical in anyway, to keep the automatic response. If not please could I ask would the process be that an alarm would go through to our monitoring center, if out of hours a call to our Management Team or during he day a call to the office, if there is no response would this still mean no services would arrive until contact is made with signs of a fire? We operate Monday – Friday 9am until 8pm some evenings with the occasional Saturday, however we are a non-sleeping environment. |
| We are a large museum across several buildings and so under usual circumstances calling to confirm the alarm is real would be fine but the visual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



check on a fire would be challenging and potentially putting others at risk. We have a few questions about the proposals and what can be done to consider a working museum:

- Would this guidance apply when the museum is open or just when out of hours?
- Would this include our office staff rota as being classed as open or just for the public?
- Would the guidance for calling when a fire has been visually confirmed still apply when the museum is hosting an event ?
- Likewise would this still apply when the museum is hosting sleep overs and so be temporarily classed as a place of residence for the night?
- Would we be able to call prior to such an event and then have an arrangement?

If implemented (particularly year 2) the following concerns are raised.

1/ Our premises are unoccupied at night and therefore a small fire would have to develop significantly before an alarm is raised. 2/ This proposal would mean that we would effectively have no AFA. 3/ This could have cost implications for our insurance.

Would it be possible to use a motorcycle with livery and blue light to attend AFA call outs to assess if an appliance is required. The rider could be first aid trained as well as trained to determine the level of response required.

Can I ask if this matter has been considered in terms of unoccupied building which may have people of no fixed abode residing within them?

**Attached as Appendix 3 is the FIRE BRIGADES UNION RESPONSE TO THE COMMUNITY RISK MANAGEMENT PLAN (incorporating response to the AFA consultation).**



Executive Council member Les Skarratts  
Regional Secretary Ed Burrows  
Brigade Secretary Kev Wilkie  
Brigade Chair Tom Cogley

Region 5 North West  
Fire Brigades Union  
Lancashire Fire and Rescue Service  
West Way  
Euxton  
Chorley  
PR7 6DH

This is the official response of the Fire Brigades Union who represent 800 Firefighting staff in Lancashire. The Fire Brigades Union (FBU) was formed in 1918, and has been a Professional, informed voice on the fire service nationally since its inception. As with any Trade Union, our duty is to look after our members and to ensure their lawful rights are protected at work.

Supporting our members and defending the service provided for the public are inextricably linked. For example, if we lobby for and are successful in obtaining more or better equipment for our members to use, the service that the public receives is undoubtedly enhanced.

If we campaign to prevent station closures or the downgrading of fire cover it is not only to protect the jobs of our members, but also to prevent a delay responding to a 999 call, saving more public lives and reducing risk to Firefighters.

We are realistic about the current demanding financial position and the need to make appropriate savings. However, it is believed that the service in Lancashire has been cut to breaking point and that LFRS needs more investment in front line staff to keep fire engines on the run.

All these changes will impact upon and reduce the service delivered to the communities of Lancashire and further impact the safety of Firefighters.

The service has already lost over 33 % of its staff over the last 9 years. We are riding fire appliances with minimum levels of staff which puts crews in a dangerous moral dilemma of committing to incidents before adequate resources arrive. A reduction of service to the community will increase the possibility of a firefighter injury or death.

Our on-call service is more thinly stretched than ever with serious issues regarding recruitment/retention and availability of crews.

We are also finding more and more Dual Contract staff on Zero Hours Contracts, which was not agreed and was turned down by Lancashire FBU in a formal request by LFRS.

We welcome further debate or discussion on the proposals and our response to them and invite the Combined Fire Authority (CFA) to sit down with the Fire Brigades Unions and listen to these concerns. The FBU thank you for taking your time to consider this document.

The reader will note that despite the Integrated Risk Management Plan (IRMP) being a consultation document, and that the FBU represents what can be described as the key stakeholder, that there is not one single mention of the FBU in the entire document.

### **What an IRMP should be**

The FBU supports the principles of IRMP's and have written a detailed document for managers & members of Fire Authorities within the UK Fire & Rescue Service that helps guide them through the process.

The Integrated Risk Management Plan (IRMP) should be based on the predicted and non-predicted risks facing Lancashire and its neighbours.

We do not understand the re-naming of this process to a Community Risk Management Plan. It dilutes the meaning of the process.

### **General comments on the CRMP.**

At present, the first appliance is only meeting the 6 minute response time 88.31% of the the time.

The FBU remind the reader that the response standard set by LFRS is one in which by policy it is acceptable to fail on one in ten incidents.

There should be a target, first attendance being 6 mins 100% of the time and crewing and resources expanded to achieve this.

The majority of this plan seems to only continue and maintain what is in place already. It is not clear what has been identified and how it will be addressed. For example, the section on the new emerging risks in relation to lithium ION batteries, it has been identified as a risk but there is no mention of fire plans to address this, nor of training for the crews in how to deal with these incident types bearing in mind that a Firefighter has been killed at a fire involving a site like this.

Pandemics were a known national risk even before the Covid outbreak and this was ignored at a national level. There is a risk of further outbreaks from mutations or even a new virus. One essential control measure would be the allocation of individual breathing apparatus face masks that would assist in mitigating transmission.

Fire prevention is a key theme throughout the document to try and reduce fires, but there is no mention of how the service and the CFA could enforce sprinkler systems in all new builds - domestic and industrial, and especially schools.

### **Primary fires**

We will always have building fires and unfortunately some of these will involve persons trapped in those fires. We must maintain a resource wherever we can with sufficient crewing to

adequately deal with the risks faced. We must be wary in a time of continued austerity that we do not risk the health and safety of staff and the public in the drive to reduce costs.

Crewing levels on appliances need to be maintained at 5. We are now seeing minimum crewing as 4 becoming the norm. Three-person crewing is dangerous and should be assessed through the IRMP. Efficiency is not just about cost reduction; it is about working smarter.

### **Collaboration and partnerships**

The Policing and Crime Act may place a legal duty on blue light services to collaborate, but the FBU wish to point out again that certain duties of what LFRS are wanting operational staff to take part in with assisting other agencies does not come under the Firefighter role map.

LFRS are looking for extra funding by carrying out the work of other agencies, while North West Ambulance Service and Lancashire Constabulary are also looking for funding to help extra resources for the services that they provide to the Lancashire Community.

This Collaboration work should be consulted on with the FBU nationally.

### **Equality Diversity and Inclusion**

The Equality and Diversity implications have not been addressed at all. Lancashire unfortunately has areas of lower social/economic population that will be disadvantaged from a blanket policy like the one being proposed.

### **Reduced Attendances to Automatic Fire Alarms (AFA)**

Lancashire Fire and Rescue Service (LFRS) is considering the operational decision to reduce or cease emergency attendances to Automatic Fire Alarm (AFA) actuations at certain premises. We further understand that although this initiative has been in place for some premises (or group of premises) this has been extended to other premises which may include local government buildings and schools.

The FBU would be grateful if you could confirm which premises will have a reduced attendance to an AFA actuation and which premises attracts no attendance.

The FBU would also be grateful if you could confirm you are complying with the CFOA Guidance for the Reduction of False Alarms & Unwanted Fire Signals (UwFS). We appreciate that the document is guidance rather than a protocol but as it is a guidance document circulated by the organisation I presume you are a member of it seems appropriate that you would intend to give it due regard. Indeed the associated Code of Practice sets out a clear expectation that all F&RS's would adhere to the guidance promulgated by CFOA.

For example, the guidance reminds the reader and F&RS's that:

*'The clear benefits that AFA systems can offer is not disputed. The early warning of fire is essential to protect both life and property and research has proved that AFA-detected fires tend to be smaller than person detected fires and generally require less effort to extinguish when the FRS response arrives. This also assists with protecting business assets, business continuity and community resilience.'* (Sect. 3, page 5)

We are sure you would regard that as a non-controversial statement and that you would readily agree to the principles CFOA refers to. The Fire Brigades Union contends that AFA detected fires only remain small as long as timely and appropriate emergency response arrives to safely and speedily resolve the incident - what is often referred to as the speed and weight of attack. Evidently that speed and weight of attack will not be provided if there is a reduced or nil response to the actuation.

The guidance goes further and states that:

*'The guidance outlined in this document has been widely consulted and developed with stakeholders representing the fire alarm industry and FRS in order to reduce the occurrence of false alarms from automatic fire detection and fire alarm systems and to manage the appropriate FRSs response to UwFS.'* (Sect. 4, page 6)

The FBU presumes that consultation would include LFRS but if not that you would pay due regard to the views as contained within the guidance.

The guidance goes on to state that:

*'It is essential that FRS operate within a framework to reduce UwFS. This can be achieved through the widespread adoption and implementation of this guidance.*

*Co-operation and understanding cannot be expected from companies operating across various regions in the UK when each FRS operates a local policy which details the resource response to AFA systems.'* (Sect. 4 page 6)

Clearly, and in the firmest language possible, CFOA is setting out the expectations that not only do external organisations require stability and certainty to be able to effectively co-operate with this strategy but that in order for that co-operation to be achieved that all F&RS's should adopt and implement the CFOA guidance. That expectation is repeated in the guidance:

*'Widespread implementation will encourage our fire industry partners to work with us in the development and review of the FAMO elements of the guidance. This guidance provides a clear and structured strategy that will, where adopted, lead to sustained reductions in false alarms and UwFS and provides a framework for all FRS, the Fire Industry and Business in which to operate.'*

So, while CFOA set out what they believe should be a uniform approach to AFA actuations, effective unwanted fire signal (UwFS) reduction is not ignored but set out in detail within Section 8 of the guidance which states that:

*'NB: Where FRS employ a nil response to groups of premises types as opposed to targeting of specific system poor performance, they must (FBU emphasis) recognise that it will not be possible to appreciate the full benefits of the holistic approach. FRS that engage with RP's (Responsible Persons) through responding to UwFS will be able to influence these key processes:*

- *The Responsible Person, as defined under the FSO, has overall responsibility for the performance of the AFA system.*
- *Prevention of false alarms.*
- *Prevention of false alarms becoming UwFS.*
- *AFA signal filtering.*
- *FRS response to an UwFS.*
- *Agreed working practices between FRSs and FAMO's*
- *Industry support of the Guidance process.*

*This will be supported by:*

- *The uniform adoption of this Guidance by FRS. (FBU emphasis)*
- *Promoting the use of competent persons in the design, installation, commissioning, management and maintenance of systems. CFOA recommend that FRS support the use of third party certification schemes. Certification through a UKAS (United Kingdom Accreditation Service) accredited third party certification body provides valuable reassurances and assists in the making of informed decisions as to the competency of the service provider.*
- *Promoting the appropriate management of AFA systems by Responsible Persons.*
- *Working in partnership with stakeholders to improve false alarm filtering.*
- *Promoting the adoption of AFA call filtering through FRS control on the 999 system.*
- *Implementing the appropriate FRS response (including pre-determined attendance (PDA) response, AFA response, full emergency response or a follow-up response (community fire safety and/or fire safety regulation response) to resolve UwFS issues).*
- *Monitoring the performance of AFA systems.'*

Clearly your initiative places LFRS outside of the CFOA Guidance.

Furthermore, the key principles of risk assessment, vital to the safe and effective policies and standard operating procedures of all F&RS's, appear not to have been fully considered in relation to a reduction or cessation of attendance by the F&RS. The CFOA Guidance considers this in some detail and advises that:

*'The CFOA guidance for prevention of false alarms and unwanted calls from automatic fire alarm systems offers a number of tools for FRS to use. The tools are represented below in a chronological order. However, it is recognised that each FRS must determine which of the tools they wish to use in accordance with their respective Integrated Risk Management Plans (IRMP) and overall arrangements for managing risk.'*

The FBU are sure you adhere to the guiding principles of risk assessment and that the reduction or cessation of AFA attendance has been fully risk assessed; I would be grateful for a copy of that risk assessment along with the assurance that the assessment has been the subject of normal consultation arrangements for such matters.

CFOA further advise that:

*'C Confirmation of the cause of alarm before calling the Fire and Rescue Service*

*A fire alarm system is intended to alert the occupants of a building to the possibility of a fire and to initiate the emergency plan for the building. This will normally, but not always, include evacuation.*

*Dependent on the findings of your fire risk assessment, the fire safety arrangements in a building should include having a system in place to check the area where the alarm has been initiated. This will confirm at an early stage if there is a fire or the cause of the false alarm. This is particularly important given the large number of false alarms which are generated by some AFA systems.'*

*(Section 9(c), Page 11)*

To reinforce that point CFOA state that:

*'The arrangements should be included in the fire risk assessment, fire safety policy and emergency plan for the building and will be dependent on the building, its occupancy and use. In addition to using information from the building users, modern technology provides a range of options for confirming the cause of an alarm. The ideal place to prevent false alarms from being transmitted to FRS as UwFS is on site.'* (Section 9(c) Page 11)

Again, it is clear that there is an expectation that a full and specific risk assessment, including an emergency plan, be conducted for each specific building where an AFA attendance is reduced or ceased. We would be grateful if you could both confirm that has occurred for all premises affected and provide us a copy of the respective assessments.

On completion of all the required risk assessments and mindful of the clear language of CFOA as aforementioned the F&RS then has a number of options. CFOA explains them as thus:

*'The FRS has a number of options which it can consider in deciding how AFA calls will be handled.*

*A call challenge or filtering process – Use of this system will allow the FRS to gain additional information about the cause of the alarm, following which a decision is made about what, if any, response is made. Development of such a process will be determined by the specific FRS in line with an assessment of risk in their Integrated Risk Management Plan.*

*Reduced attendance – The FRS may select to send a reduced attendance to any call resulting from an AFA system actuation where there is no confirmation of a fire or signs of fire. In line with adoption of this approach, the 'responsible person' for any site will need to consider what arrangements they will put in place to provide this confirmation (See preceding Section 9C – confirmation of cause).*

*Full attendance – The FRS may select to send a full attendance to any report of an AFA sounding. Whilst this is likely to mean no change to the service's existing control measures, the implications should be considered within the wider context of the service's Integrated Risk Management Plan.'* (Section 9(d), Page 12)

Both the FBU and CFOA agree that F&RS's should be careful not to recommend the investigation of an alarm during an emergency call. If investigation was possible it should have already been



carried out as part of the premises existing procedures prior to the emergency call being made. An investigation at this stage may place the investigator in danger.

CFOA helpfully recap the key principles I have referred to above as follows:

*'In order to protect resources, FRS response policies may alter the response to premises where calls are based on unreliable AFA systems. This may include anything from the reconsideration of any 'enhanced response' options through to not sending any attendance in the case of persistent false alarms.'* (Section 10, Page 14)

*.... It is recommended that any reduction in response is applied to premises on an individual assessment basis and that suitable notification is provided in advance of any change.*

*.... If adjusting FRS standard response attendance to premises the process must be applied (FBU emphasis) in accordance with the guidance in this section and section 11 where applicable.'*

*.... Attendance Level Three no emergency response, until a confirmation of fire is received from the premises via the 999 system or from some other acceptable source. Such confirmation will result in a full or enhanced emergency response, dependent on the information received.*

*It is recommended that these response options should only be applied if there is experience of persistent false alarms from specific premises. It should not be the case that it is applied generically e.g. to all premises of a certain type (FBU emphasis). Any changes to the attendance level by the FRS will be communicated in advance to the persons responsible for the protected premises and time will be allowed for them to take appropriate remedial action in accordance with section 11 – Performance.'* (Section 10, Page 14)

*'FRS employing a reduced response option will consider the individual circumstances of the premises management and alarm performance in order to determine the level of response appropriate to the level of UwFS being produced.'* (Section 11, Page 15)

Operational guidance is provided within the document. Hopefully we can work together to achieve the objectives we both seek, that being a reduction in unwanted fire signals.

The guidance further advises that:

#### *'Reducing Attendance*

*In line with local policy where an AFA System crosses the pre-determined trigger that indicates unacceptable performance and UwFS are being received by FRS, those responsible for the system should be instructed to take immediate remedial action.*

*Once performance has become unacceptable in line with local policy, then best practice suggests that the following actions should be considered by FRS.*

#### *The FRS should:*

- *Establish in advance the appropriate level at which changes in response are determined.*
- *Advise the protected premises that they have exceeded the acceptable performance trigger.*

- *Consider whether to revise the attendance level.*
- *Advise the protected premises in advance of any changes and remind them to alert their Insurance Company to any changes to FRS attendance levels.*
- *Continue to review the performance of AFA systems.*
- *Advise that the Fire Risk Assessment/Emergency Plan for the premises must be reviewed.*
- *Consider the use of regulatory enforcement powers.*

*The Responsible Person, together with the maintainer of the AFA, should take the necessary actions to address an unacceptable rate of false alarm activations as outlined in BS5839-1.*

*Once a FRS determines that an unacceptable rate of UwFS has occurred, and a reduced attendance or non-attendance of FRS resources has been instigated, then the FRS will need to determine how long the reduced attendance will last, when it will be reviewed to see if performance has improved, and how normal attendance is reinstated and notified to the protected premises.’ (Page 19)*

Finally and in the same strong language, CFOA remind F&RS’s that:

*‘D.12. CFOA strongly recommends that FRS do not place additional filtering or monitoring burdens on FAMOs complying with this CoP.’ (Page 27)*

Clearly you would have costed this proposal as part of a Cost Benefit Analysis (CBA) and we would be grateful if you could provide the FBU with a copy of that cost benefit analysis along with your explanation as to why the Lancashire Rescue Service appears to be acting contrary to both the CFOA guidance and all the key principles of risk analysis and risk assessment.

The Fire Brigades Union are keen to work with you and the Chief Fire Officer to reduce UwFS’s but view that reduction or cessation of attendances to AFA actuations in the manner adopted by LFRS as to increase risk to community members, property, businesses and firefighters alike.

It can never be the case that premises owners who properly and responsibly manage and maintain their AFAs now find reduced or no attendances to their premises through no fault of their own.

We are sure you will agree that it is a long standing adage within the firefighting community that we never go to a false alarm, we only ever come back from them and it is the case that every fire that occurs in a premise that is protected by an AFA, is alerted to us via that AFA actuation. They are a vital protection against fire and that protection, in the Fire Brigades Union’s view, should never be compromised.

The FBU would also like to raise some specific points from the proposal for change.

The proposal admits that some of the AFA’s were fires, how many of these with this proposal in the future would have a loss of life or property due to none or delayed attendance?

The delay in response is the key likely cause of injury to a fire fighter and the loss of life to the public. Our residents deserve and pay for a response. Those with systems that are continual false alarms are being addressed. A blanket policy fails those public and businesses that have good systems and resolve issues.

The FBU are very concerned that a management policy is more concerned about HMICFRS inspection deterioration from Good to Require Improvement. We are in the business of protecting Lancashire, not pleasing the HMICFRS.

There is no mitigation to lowering our response to any emergencies.

There is also the political and corporate risk that has not been addressed in this policy.

If someone was to die in a fire that had either a delayed attendance or no attendance due to this policy, it would bring the Service and the CFA into serious disrepute and also litigation and legal issues as we have a legal obligation to attend. We have never assumed an AFA is a false alarm and we should never change that view.

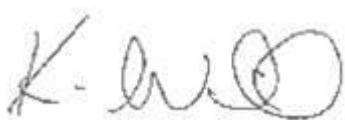
### **Summary**

There are significant areas that have not been assessed fully that need to be addressed. It is one thing to identify the risk within Lancashire, and it is another thing to put in a control measure to address it. Consultation is about listening and involving stake holders in finding the solutions. Efficiencies seem to be the key driver to risk. We need to invest to make savings in the long term and this is not been considered in this report.

The FBU are willing to be involved and help the service to find solutions whilst also maintaining an equitable service to the public we serve.

We look forward to your response.

Yours Sincerely



Kev Wilkie  
Fire Brigades Union  
Lancashire Brigade Secretary

This page is intentionally left blank

## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

Meeting to be held on 15 November 2021

### STRATEGIC ASSESMENT OF RISK 2021/22

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

*Table 1 Executive Summary and Recommendations*

#### **Executive Summary**

This year's Strategic Assessment of Risk (SAoR), which was first published in 2016, has been refreshed for the year 2021/22 and utilises data from our Incident Recording System which has helped us identify our highest risk activities/incidents.

The SAoR is branded to inform and support the drafting of the Community Risk Management Plan (CRMP) 2022/27 and the 2022/23 Annual Service Plan, by capturing the dynamic picture of the changing risk in Lancashire.

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

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

The Planning Committee is asked to note and endorse the 2021/22 SAoR.

## **Background**

### **Strategic Assessment of Risk**

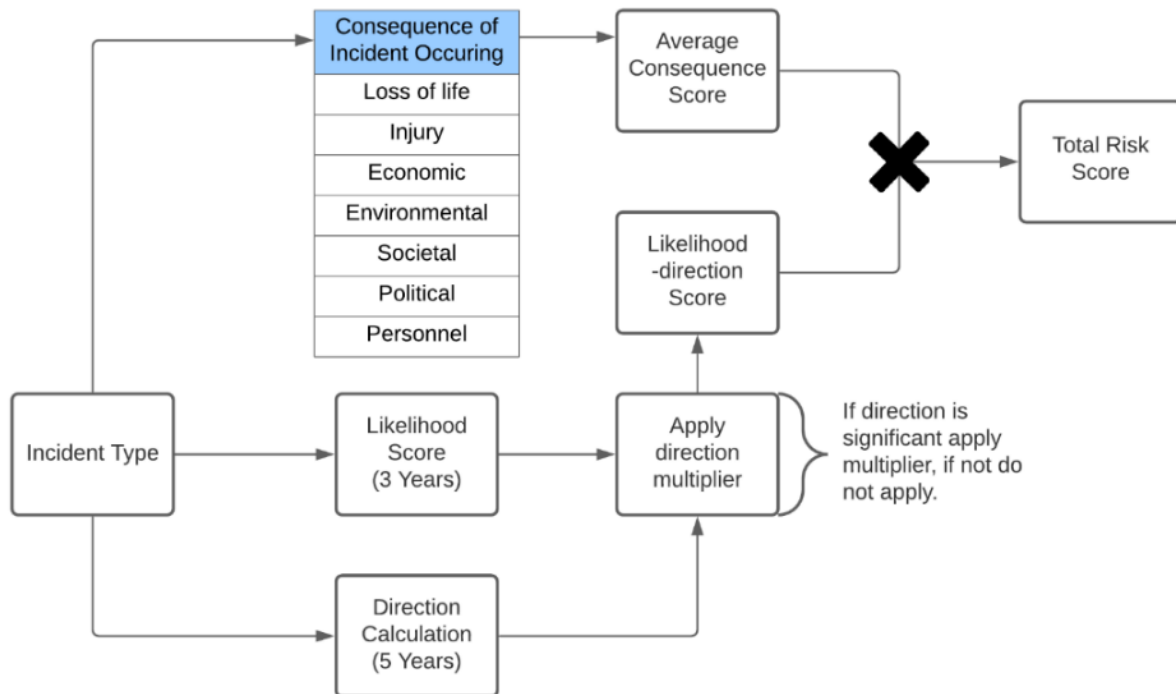
Risk in Lancashire will always remain dynamic; it changes over time, differs by area and demographic, and needs different interventions to reduce the likelihood of the risk occurring or to lessen its consequences. We identify these risks in our SAoR which is refreshed annually and is also informed by 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 and utilises data from our Incident Recording System which has helped us identify our highest risk activities/incidents.

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. The document will support the publication of the draft Community Risk Management Plan (CRMP) 2022/27 and moreover the draft Annual Service Plan 2022/23.

The 201/22 SAoR further builds on previous versions of the annual risk assessment methodology whereby each of the 32 incident types such as domestic fires, flooding and road traffic collisions have been quantified using a likelihood and consequence score.

The likelihood element looks at the frequency of the incident type occurring within Lancashire utilising the incident data for the previous 3 years. The consequence score is determined by an average derived from seven categories, these being loss of life, injury, economic, environmental, societal, political and impact upon staff, the matrix to define the SAoR is displayed below:



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

## Business Risk

The SAoR 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 directly attributed to the production of the SAoR.

## Equality and Diversity Implications

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

## HR Implications

No implications

## Financial Implications

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

*Table 2 Details of any background papers*

|                                                |                  |
|------------------------------------------------|------------------|
| Paper:                                         |                  |
| Date:                                          |                  |
| Contact:                                       | Ben Norman, ACFO |
| Reason for inclusion in Part 2 if appropriate: |                  |



This page is intentionally left blank

## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

Meeting to be held on 15<sup>th</sup> November 2021

### PREVENTION, PROTECTION AND RESPONSE STRATEGIES (Appendices 1, 2 and 3 refer)

Contact for further information:

ACFO Ben Norman – Director of Strategy and Planning

Tel: 01772 866802

*Table 1 Executive Summary and Recommendations*

#### **Executive Summary**

Fire and Rescue Authorities (FRAs) are required by the National Framework to produce a local Community Risk Management Plan that sets out the Authority's strategy, in collaboration with other agencies, for reducing the commercial, economic, and social impact of fires and other emergency incidents.

This report details how the Community Risk Management Plan 2022-27 has been drafted to include 5 underpinning strategies providing a greater level of detail:

- Prevention strategy- preventing- fires and other emergencies from happening;
- Protection strategy- protecting people and property when they happen;
- Response strategy- responding to fires and other emergencies quickly and competently;
- People strategy- valuing our people so they can focus on Making Lancashire safer;
- Finance strategy- delivering value for money in and how we use our resources.

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

Planning Committee Members are asked to note the 5 key strategies that underpin the draft CRMP 2022-2027 and approve the Prevention, Protection and Response Strategies.

#### **Information**

Whilst there are 5 key Strategies within the draft Community Risk Management Plan 2022-2027, this report provides detail with regards to three of these strategies, these being:

- Prevention Strategy, preventing- fires and other emergencies from happening (Appendix 1)
- Protection Strategy, protecting people and property when they happen (Appendix 2)
- Response Strategy, responding to fires and other emergencies quickly and competently (Appendix 3)

The People Strategy seeks to recruit and deliver a workforce which is resilient, highly skilled, flexible, diverse and which can deliver the Service's aim of keeping the people of Lancashire safer. The People Strategy will be presented to Resources Committee at the December 2021 meeting for their review and approval.

The Finance Strategy providing detail with regards to revenue, capital and reserves and balances will be presented to the Full Combined Fire Authority meeting in February 2022 for their review and approval.

### **Prevention Strategy, preventing- fires and other emergencies from happening**

This prevention strategy provides more detail on how we will deliver and develop prevention services during the CRMP period, the Prevention Strategy 2022-27 encompasses the following key areas:

- Working collaboratively with our partners and communities;
- Using incident intelligence and data to drive our activities;
- Fire safety in the home;
- Arson risk in the home, built environment and outdoors;
- Road safety;
- Water safety;
- Early action, education, and youth engagement.

### **Protection Strategy, protecting people and property when they happen**

The Protection Strategy 2022-27 explains how we intend to assess risk in Lancashire's built environment and thereafter deploy fire protection, community safety and operational resources to manage that risk efficiently and effectively by:

- Working collaboratively
- Delivering our services intelligently
- Continuing to improve and innovate
- Operating a risk-based inspection programme
- Managing the risk created by unwanted fire signals
- Adapting to new legislation and responsibilities
- Recruiting, training, developing, and retaining a competent workforce
- Supporting compliance through campaigns, business engagement and support
- Enforcing compliance through transparent enforcement management and prosecutions
- Linking protection activity to community safety
- Linking protection activity to response and preparedness
- Protecting Lancashire's heritage
- Measuring and evaluating our performance

## **Response Strategy, responding to fires and other emergencies quickly and competently**

The 2022-27 Response Strategy outlines how Lancashire Fire and Rescue Service will respond to a range of emergencies and operational incidents and manage our resources to enable the most appropriate and efficient response.

The 5 strategies will be presented to Combined Fire Authority meetings for review and subsequent approvals as detailed in the below summary table:

|                           |                                                                                                                                  |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Monday 12 July 2021       | Draft CRMP (including the Prevention, Protection and Response strategies) goes to CFA planning committee for approval to consult |
| Wednesday 14 July 2021    | Consultation starts                                                                                                              |
| Tuesday 21 September 2021 | Consultation ends                                                                                                                |
| Wednesday 1 December 2021 | People strategy goes to the Resources Committee                                                                                  |
| Monday 21 February 2022   | Finance strategy goes to the CFA meeting                                                                                         |
| Monday 15 November 2021   | Final draft of CRMP goes to CFA planning committee for approval                                                                  |
| Monday 21 February 2022   | Final CRMP presented to full CFA for approval                                                                                    |
| Friday 1 April 2022       | CRMP (including the 5 strategies) published                                                                                      |

### **Benefits**

Our CRMP processes provide the opportunity to demonstrate how we intend to fulfil our responsibilities in a clear, cohesive way, to both our communities and other interested parties. The 5 strategies demonstrate how prevention, protection, response, people, and finance activities will best be used to mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources.

### **Financials**

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

### **Business Risk**

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

### **Environmental Impact**

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

## Equality and Diversity Implications

Usual distribution media will be employed to assist persons with access to information. The CRMP can be made available in a variety of languages and/or a format suitable for impaired consultees.

## HR Implications

None

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

*Table 2 Details of any background papers*

|                                                |                  |
|------------------------------------------------|------------------|
| Paper:                                         |                  |
| Date:                                          |                  |
| Contact:                                       | Ben Norman, ACFO |
| Reason for inclusion in Part 2 if appropriate: |                  |



**2022-2027**

# Prevention Strategy

|                                                                                             |    |
|---------------------------------------------------------------------------------------------|----|
| DRAFT Prevention strategy 2022/2027 .....                                                   | 3  |
| Introduction.....                                                                           | 3  |
| Our commitment to prevention and community safety .....                                     | 4  |
| Delivering community safety intelligently and collaboratively .....                         | 4  |
| Our core prevention offer .....                                                             | 8  |
| Our home fire safety check service incorporating safe and well.....                         | 9  |
| Telecare systems .....                                                                      | 10 |
| Campaigns.....                                                                              | 11 |
| Thematic groups .....                                                                       | 12 |
| Start safe .....                                                                            | 12 |
| Live safe .....                                                                             | 13 |
| Age safe.....                                                                               | 13 |
| Road safety .....                                                                           | 13 |
| Water safety.....                                                                           | 14 |
| Mental health task group.....                                                               | 17 |
| Arson risk reduction plan .....                                                             | 19 |
| Reducing the frequency and consequence of accidental fires – incident<br>intelligence ..... | 21 |
| How will we measure success? .....                                                          | 22 |
| Who are we? .....                                                                           | 23 |
| Relevant Legislation .....                                                                  | 23 |



## **DRAFT Prevention strategy 2022/2027**

### **Introduction**

Our prevention strategy 2022-27 encompasses the following key areas.

- Working collaboratively with our partners and communities
- Using incident intelligence and data to drive our activities
- Fire safety in the home
- Arson risk in the home, built environment and outdoors
- Road safety
- Water safety
- Early action, education, and youth engagement

Fire and rescue authorities (FRAs) are required by the national framework to produce a local Community Risk Management Plan that sets out the authority's strategy, in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.

Our Community Risk Management Plan (CRMP) sets the overall direction and is informed by a Strategic Assessment of Risk (SAoR). This prevention strategy provides more detail on how we will deliver and develop prevention services during the period and our annual service plans will describe the continuous improvements we intend to make to achieve this.

Undertaking a strategic assessment of risk is a vital foundation to both the CRMP and this strategy as certain risks in our communities are highly foreseeable. By analysing national and local data and intelligence we can predict the types of emergencies that are most likely to occur, when they are likely to happen, and the individuals or groups most likely to be at risk. In our fast moving and constantly changing world we also recognise that historical data doesn't always shape future events. Accordingly, we still recognise the importance of being agile and maintaining the capability to identify emerging trends so we can evolve and deliver our prevention activities flexibly and proactively.

The SAoR and accompanying district risk profiles (which are refreshed annually) will ensure prevention services remain tailored to the needs of Lancashire. Aspects of this strategy further recognise that LFRS is one of many fire and rescue services nationally and consistency of approach and messaging is vital to ensure the best

overall service to both Lancashire's residents and its visitors. Accordingly, this strategy will be accompanied by an equality impact assessment and shaped in accordance with national fire standards<sup>1</sup>.

### **Our commitment to prevention and community safety**

We constantly strive to prevent fires and other emergencies from happening. Prevention is always preferable to response and is by far the most effective way to make Lancashire safer. By taking this approach we seek to protect the health and wellbeing of our communities and staff, and by doing so also lessen what might otherwise be more significant adverse impacts on other entities such as the NHS, social care, police and commerce.

Lancashire is a diverse and culturally rich county. In seeking to identify those who are most at risk in our communities, and target and shape our prevention activities accordingly, we will ensure we always act in a non-discriminatory way and provide equality of access to all prevention approaches. We recognise the importance of ensuring our workforce is representative of the society we serve, so that we are able to engage effectively with our communities, understand their needs, and how best to meet them. The NFCC Equality of Access to Services Guidance and our Equality, Diversity and Inclusion action plan acknowledges the links that exist to fire and other hazards, ensuring these are considered when planning our prevention activities.

Taking this approach enables us to address common risk factors which are present in a significant number of fires and other emergencies, which relate to one or more aspects of inequality, so we can then take action to target and address the them in our Home Fire Safety Check and broader prevention work with partners, for example (but not limited to) fuel poverty, poor physical and mental health, and social isolation.

Over the course of this strategy, we will:

Ensure our prevention activities are targeted, shaped and refined using the principles of equality impact assessment.

### **Delivering community safety intelligently and collaboratively**

We will work collaboratively with a wide range of stakeholders and partners so that collectively we can maximise our resources to identify those most at risk and

---

<sup>1</sup> [Fire Standards Board](#)

thereafter plan, promote, support and deliver prevention activities effectively and efficiently. We will produce Service wide and District risk profiles to ensure prevention activities are audience specific and targeted behaviourally, geographically, demographically, and thematically. Focussing resources in this manner enables evidence driven activity which relates to proven risk factors such as (but not limited to) drug and alcohol misuse, health inequalities, deprivation, smoking, and individual risk factors relating to underrepresented groups.

We will carefully maintain and nurture our culture and operating structures to celebrate the importance of organisational learning and refine our ability to capture feedback and intelligence from a range of sources. Thereafter we will evaluate this intelligence, share and act upon it to drive innovation, continuous improvement and future performance.

Wherever appropriate to do so we will adopt the National Fire Chiefs Council (NFCC) principle of a person-centred approach that places individuals, and the communities in which they live, at the core of our prevention activities. We will seek to contribute to the continual improvement of prevention activities by taking guidance from and contributing to the National Fire Chiefs Council (NFCC) network.

We recognise that we may not always have the capacity to engage directly with all at risk groups, or indeed be the best people or agency to undertake a particular form of engagement. Consequently, we will always carefully consider how best to engage, and who is best placed to work with defined risk groups, and where appropriate will seek to work with relevant partners to develop and provide prevention training and support materials for others to deliver e.g. sharing knowledge and empowering social media influencers to share safety messages within communities in a way that means more to them.

We will train our fire investigators in accordance with national standards as we recognise understanding the underlying causes of fire remains fundamental to our ability to shape future prevention activities. We recognise the importance of not only being able to differentiate between accidental and deliberate causes of fire but also to be able to call upon and refer to appropriate partners and experts so that accurate and timely learning is gathered and shared both locally and nationally. We will maintain and develop partnerships which will help us reduce risk e.g. with trading standards for potentially defective products. We will maintain and develop our close

working relationship with Lancashire Constabulary to ensure deliberate fires result in crime detections and successful prosecutions and to enable police officers to make rapid referrals to us where use of fire as a weapon has been threatened.

Understanding the causes of other emergencies (such as accidental drownings and road traffic collisions) is also vital to ensure we can deploy our 'brand' and finite resources to best effect. Rather than duplicate the work of other agencies and third sector organisations who already work in a particular space or have statutory duties, we will seek to use and share data and business intelligence to drive evidence-based decision making on the role we can play.

Although our focus remains making Lancashire safer from fires and other emergencies, we recognise the natural link between successfully achieving our objectives and the resultant cashable benefits to health and social care in terms of less people entering those services with acute and critical needs after a fire or road traffic collision etc or more chronic needs which are addressed by elements of our safe and well visits such as social isolation and falls prevention.

In a similar manner we recognise the role our education and youth engagement activities play in contributing to social cohesion and reducing the incidence and impact of anti-social behaviour in our districts. To ensure our offer remains current, informed and targeted, we will continue to engage in national, regional, Lancashire, and district level meetings with stakeholders and partners where there are clear and mutually compatible objectives.

Recognising that such structures are continually evolving and differ significantly across the county based on health, social care, policing and district council footprints, we will evaluate the contribution we can make on a case-by-case basis. Where a compelling case exists, we will consider the benefits of co-location with other agencies. Irrespective of whether we are working alongside partners in a shared workspace, attending meetings together or simply generating contacts, a key area of focus for us will always be to generate high quality 'preferred partners' with whom we can work to train their staff and volunteers as fire safety advocates, who are then able to identify their service users who are living with elevated fire risk and make a referral for a safe and well visit. In turn we will also look to add to the suite of partners to whom we can refer recipients of our safe and well visits based on their person-centred needs.

We will continue to invest in appropriate face to face and on-line training for all staff who deliver our community safety activities. In considering broader staff development, we recognise that societal risk is never one dimensional and that what may constitute risk for one organisation may well have different impacts for another e.g. in a health sense fuel poverty and deprivation contribute to poor health outcomes and chronic illnesses, from a fire risk perspective the same determinant typically leads to unsafe forms of heating and serious fires with acute injuries. Recognising these interdependencies is a vital component of being able to work with partners to best overall effect. Consequently, we will support our staff to develop their skills and expertise in broader but nonetheless essential community safety activities such as awareness of adverse childhood experiences, identifying and raising safeguarding issues, preventing extremism, and being able to identify, and refer appropriately, potential signs of human trafficking and modern slavery etc.

The term 'built environment' is used to describe the structures society creates for homes and to accommodate retail, education, industry etc. We recognise that a prevention strategy cannot sit in isolation and must acknowledge the significance and variance in risk associated with the different ways dwellings can be provided and in particular where they are provided within multi-occupied buildings such as houses of multiple occupation, buildings converted to flats and those which are purpose built.

This prevention strategy focusses on working with partners to raise fire safety awareness and effect behavioural change to reduce risk to individuals and families due to personal factors related to health, age and lifestyle choices etc and the provision of equipment and alarms needed within their own dwelling to help achieve this. Our protection strategy compliments this approach and focuses on the way buildings in their entirety should perform in fires to protect all their occupants and ensuring owners and managers understand their responsibilities and discharge them effectively.

Over the course of this strategy, we will:

Continue to develop our operational and community safety staff in the field of fire safety regulation and hazards in the built environment to increase the effectiveness of our business fire safety checks, risk intelligence and referrals to fire protection.

## **Improvement and innovation**

LFRS has a strong history of seeking continuous improvement and delivering prevention activities innovatively. We were one of the first services to conduct home safety visits electronically using portable devices so community safety advisors (CSAs) and fire crews could record outcomes and make referrals to other agencies promptly and effectively.

We will continue to evolve and innovate in this way and will be paying regard to the learning we acquired through our experiences during the pandemic. An early example of this is the way we evolved delivery of our school education packages from a face-to-face model, involving an operational crew or CSA visiting a single school, into a digital method wherein CSAs delivered on-line to several schools and in some cases direct to home schooling households. Future innovation will remain aligned to the fundamental objectives of community safety; raising awareness, improving understanding and changing behaviours now and for generations to come. We will ensure we continue to liaise with key stakeholders when we develop our delivery methods and will continue to measure 'pre' and 'post' understanding of the issues covered with the young people we engage with to check that any new approaches remain as effective as they are efficient.

Over the course of this strategy, we will:

Seek to build on learning acquired during the pandemic and develop new and innovative ways to deliver our community safety activities, ensuring the focus remains on engaging our target groups and delivering effective outcomes.

### **Our core prevention offer**

Our community fire safety teams and operational crews deliver a range of prevention activities that sit at the heart of our prevention offer;

- Targeted home fire safety checks, incorporating safe and well visits
- Child safe; fire safety education to Year 2
- Road sense; fire and road safety education to Year 6
- Teen safe; choices & consequences and water safety talks to Year 7 to 10
- Wasted lives; road safety education to Year 10 and 11
- Safe drive, stay alive; road safety education to colleges, universities and employers
- Biker down; motorcycle safety education

- FIRES; fire setting intervention package

## **Our home fire safety check service incorporating safe and well**

Bringing about positive change in behaviours within people's homes is central to improving community safety and our core offer is the home fire safety check incorporating a safe and well Visit. The service can be accessed in a range of ways:

- Self service via our website or telephone call to our contact centre
- Referral on a service users behalf by a 'preferred partner' working independantly
- Referral by a partner agency with whom we meet, or in some cases co-locate
- (e.g. integrated care communities with GPs, social care early action teams etc)
- Data sharing agreement with a service provider (e.g. oxygen suppliers)
- Following a fire or other incident in the home or in households nearby (a 'hot strike')
- Following campaign activity

Although the self-service offer is available to the whole of Lancashire, our campaigns are targetted to raise awareness of the HFSC(Safe and well) service within specific groups or areas known to be at greater risk from fire.

Fire risk is linked to a range of factors including deprivation, health inequalities, lifestyle choices and age. The overriding objective is to attract high risk referrals so we are using our finite resources as effectively as possible. Low risk referrals receive targeted advice by letter or e-mail and high risk ones receive a home visit tailored to their needs. The person centred nature of the visit ensures tailored advice is provided and where apporpiate, and with consent, referrals are made to other agencies and services to further reduce risk and improve health outcomes e.g. social care and telecare providers.

Self referrals, and those from partner agencies, are our preferred source as these come with the explicit consent of the householder to deliver the service. Other targetting methods, such as using demographic and fire data to target certain areas for leaflet drops have their place however this approach has to be used carefully to ensure the amount of resource invested is repaid in terms of high risk households consenting for the service to be delivered.



The safe and well component of the visit includes identification of additional risk factors and vulnerabilities that not only increase the risk of fire but may also have an adverse impact on an individual's health and well-being. This enables us to make brief interventions and referrals on behalf of NHS and social care providers with respect to:

- Falls prevention
- Social isolation
- Dementia
- Diabetes
- Healthy homes/winter pressures
- Home security
- Mental health

Over the course of this strategy we will:

Continue to refine our home fire safety check and safe and well service in line with evolving national guidance to ensure the offer remains person centred, and risk is evaluated in a manner that reflects best practice.

Refine and expand our preferred partner register to ensure we work with a range of organisations whose service users' needs align to recognised fire risk factors.

Identify and review opportunities for sharing data and risk intelligence with organisations who work with people who are at significant risk from fire.

### **Telecare systems**

The person-centred visit can result in referral for a telecare<sup>2</sup> system via social care in Lancashire and the two unitary authorities. As well as being a key referring partner, LFRS is also one of the main agencies that responds to actuations of systems with linked smoke alarms. Whilst such systems undoubtedly reduce risk and enable people to live in their own homes safely for longer, the number of emergency calls they generate has risen significantly in recent years. Whilst most calls are genuine and represent a system recognising the early stages of a fire, some are false alarms. Differentiating between actuations that are genuine and may be a sign that further support is required, and those which are false and may be a sign that a system is

---

<sup>2</sup> [Telecare services - Lancashire County Council](#)

defective or installed incorrectly, will be vital if emergency response resources and community safety activity are to remain effective and targeted.

Over the course of this strategy we will:

Seek to strengthen our links with Lancashire's telecare providers to collectively build and operate a domestic automatic fire alarm policy.

## **Campaigns**

Our community safety campaigns focus on particular risk or target audiences, are driven by intelligence and aligned to risk in Lancashire and its districts. Our annual campaign plan is shaped around relevant national strategies (e.g. Home Office Fire Kills, NFCC water safety, National Police Chiefs road safety, electrical fire safety etc) and is refined by district based staff using the tailored risk profiles to identify cultural, seasonal and locally driven risks (e.g. use of candles during religious festivals, student safety etc) concluding in an annual plan which is categorised into various levels ranging from Service wide to local.

Service wide campaigns such as BrightSparx (bonfire period) clearly set out the actions that will be taken by different sections of the service including corporate communications, community safety, protection and operational teams to draw on relevant expertise and responsibilities and also captures the contribution that will be made by key stakeholders and partners.

Campaigns follow a structured planning approach which is held in one place on our SharePoint system for staff to use and update throughout the life cycle of the campaign. This approach also enables a comprehensive evaluation to be carried out so that lessons learned can be included in future campaigns.

## Thematic groups



Our approach to supporting and developing our prevention services recognises life's different stages and the risks associated with these. The service operates thematic groups which are led by a prevention support officer and supported by stakeholder groups which include representation from operational and community safety staff, support departments and, on a task and finish basis, external stakeholders. The thematic groups review current practice, identify new areas of work and develop new approaches which are used to continually refine our community safety offer.

Underpinning the work of the groups is our 'partnership cycle' which is used to bring on board new partners, train their staff and monitor the effectiveness of the collaboration in terms of subsequent number and quality of referrals.

### **Start safe**

Focuses efforts and resources towards educating, supporting and protecting children and young people so that they are able to start their lives safely and grow up to be safe adults and good citizens. Work undertaken by this group supported our journey to become an adverse childhood experiences (ACE) aware organisation, and help our staff understand the impact these can have on wellbeing, life chances and fire risk. This work will now develop in line with broader partnership work towards a 'Trauma Informed Lancashire.' The group oversaw the implementation of our "teen safe" education packages and continual embedding and refinement of our "SEND

safe” (Special educational needs and disabilities) programme which will continue to evolve over the course of the strategy. Increasing emphasis will be placed on quality assurance and evaluation of the effectiveness of our education packages particularly where these are delivered using different approaches (digital versus in person).

### **Live safe**

Focuses efforts and resources towards assisting the people who live and work in our communities to minimise the risk of fire and other related accidents occurring. Work undertaken by this group includes a quality assure approach for our safe and well visits, working with care & health providers to ensure contemporary training packages and risk awareness and work with groups representing the needs of people living with disabilities.

### **Age safe**

Focuses efforts and resources towards ensuring that our prevention work is delivered in the most effective way to support the individual needs of our older communities. Work undertaken by this group includes promoting dementia awareness and supporting resources to assist people living with dementia; ensuring we use the most appropriate communication methods when engaging with older people; educating our staff to be able to identify more complex needs of older people and the ability to signpost these to appropriate partner organisations who can provide continued and specific support to meet these needs.

### **Road safety**

Road safety affects everyone in Lancashire and is not just about the mechanics of roads, vehicles and street design, but just as much about changing travel trends, attitudes, perceptions and the way that our communities and visitors value and share our roads. 'Towards Zero Lancashire' is the Lancashire Partnership for Road Safety joint response to road safety and has four priorities:

1. Leading a co-ordinated and evidence-based response to road safety
2. Enabling, engaging and educating individuals and communities to influence road user attitudes and behaviour
3. Intelligence led enforcement
4. Engineering for safety

LFRS is an active member of the partnership and the focus on co-ordination and a robust evidence base enables us to identify the optimal contribution we can make

without fear of duplication or inefficiency. LFRS delivers educational packages on behalf of the partnership to primary, secondary and further education age groups as well as delivering targeted campaign and education work using material sourced from partners and road safety charities. Road risk continually evolves and via the intelligence and co-ordination afforded by the partnership, so too will LFRS' role within it.

### **Water safety**

Lancashire has a wide range of watercourses including canals, quarries, reservoirs, docks, harbours, coastal risks and both tidal and freshwater rivers. These give rise to a range of risks which vary with the seasons, weather and societal trends. Our strategy draws on the key elements of the National Water Safety Forum's drowning prevention strategy. Nationally around 400 people lose their lives in water related accidents every year (over 40% of whom never intended to enter water). Water risk in Lancashire reflects the national findings and has at times featured in the upper quartile of national data.

Effective risk reduction relies on gathering accurate data, raising awareness of the problem, and creating successful networks and partnerships where each partner recognises the contribution they can make. LFRS recognises the power of the fire and rescue service brand and the platform this affords from which to deliver education and campaign activity. Although LFRS will continue to support calendar led campaign activity by the Royal Life Saving Society and NFCC, it is recognised that water risk is continually present and varies with the season and location.

LFRS considers itself to be an enabler and works with key stakeholders, landowners and other agencies to develop, promote and deliver water safety education, campaigns and initiatives. This includes supporting the installation of water safety boards at inland locations paid for by landowners and given a unique identification code which enables rapid emergency response to known to be high risk locations. Although the boards assist with this and provide a throwline to enable safe lifesaving interventions by members of the public already at the scene, their primary goal is to raise awareness of the hazards of open water.



We recognise that coastal risk management is led by the coastguard and RNLI but recognise the need for common safety messaging which applies across all water risks, particularly where tidal rivers and mud flats extend well inland to our cities.

The impact of climate change is increasingly being experienced in the context of local and wide area flooding events. When they occur, these events can lead to significant risk to life, damage to communities and infrastructure. LFRS is part of the Lancashire Resilience Forum and works with upper and lower tier councils and a wide range of partners to ensure communities are prepared. Areas of Lancashire which are known to be particularly vulnerable have established flood action groups and community resilience plans.

Over the course of this strategy, we will:

- Continue to act as an enabler and work with partners to reduce water risk.
- Explore and enable the establishment of a Lancashire Water Safety Partnership.
- Continue to work within the Lancashire Resilience Forum framework to reduce the risk to life arising from flooding events.

#### **Wildfire prevention**

The impact of climate change appears to be increasing the number and the severity of wildfires. Including woodland and other land types, wildfires are uncontrolled vegetation fires. Although they can start naturally, the majority are caused by people, either accidentally or deliberately. Increasing leisure activity on open access land, in conjunction with societal trends such as careless use of disposable barbecues, is escalating the risk.

Wildfires destroy habitats, damage the natural and historic environment and release carbon dioxide stored in vegetation which further contributes to climate change. On the rural / urban boundary they can also impact on transport networks, telecommunication infrastructure, power lines, property and businesses, limit tourism

and recreation, and ultimately threaten people's lives and longer-term health (through impact on air quality).

Due to the size and timescale of some wildfires, and the amount of emergency service and partner resources required to tackle them, a very significant impact is the reduction in emergency cover experienced by Lancashire's communities when its fire service is engaged for extended time periods tackling large wildfires.

To ensure currency of approach, our lead wildfire officers attend the England and Wales Wildfire forum and National Wildfire Conference.

Supported by specialist Wildfire Officers, our local management teams are embedded within many groups which enable a pre-planned and co-ordinated response to the problem. Partnerships currently include the South Pennine Fire Operations Group, the Cumbria Fire Operations Group, mountain rescue teams, volunteer fire watch groups, local authority emergency planning teams and the Lancashire Constabulary Rural Task Force.

Our staff deliver education in schools using partner resources and our own "teen safe" wildfires module. Annual wildfire prevention campaigns are delivered to local communities and the wider public across a variety of physical and social media platforms. Landowners such as United Utilities have contributed to the production of media material.

Over the course of this strategy, we will seek to reduce the number and scale of wildfire emergencies by:

- Working with partners to utilise existing legislation to increasing effect e.g.
- Landowners and local authorities to implement Public Space Protection Orders for known moorland risks with an associated capability to warn and prosecute offenders,
- Police Rural Task Force and LFRS fire investigators to gather increasingly robust evidence to take more arson cases to the courts as a deterrent.
- Landowners and Natural England for effective application of the Burn Code.
- Working with public and partners to change legislation and/or influence societal trends e.g.
- Raise public awareness of wildfire safety
- Support the development of the UK fire danger rating system



- Seek to ban the use of disposable barbecues in defined open spaces
- Support local authorities to create designated barbecue areas in country parks.
- Work with landowners to reduce the potential for damaging wildfires by:
  - Developing their prescribed burning capability
  - Developing their flail capability to undertake preventative cuts.

### **Mental health task group**

Mental health is overarching across all the thematic groups and the task group considers how aspects of mental health manifest in the risks the other groups are working to mitigate. Trends and intelligence are drawn from the NFCC group and applied in a Lancashire context. This group considers the role LFRS can play as a component of routine day to day work to ensure our staff understand underlying causes of risk and identify opportunities to signpost appropriate support. Work undertaken by this group includes producing a signposting directory, developing hoarding and self-neglect policies, as well as supporting campaigns.

### **Early intervention, education and youth engagement**

#### **Early intervention**

Understanding what is meant by the term 'early intervention' is helpful to put into context the contribution already made to this by our existing children and young people (CYP) education and engagement offers and what may be developed in the future as the workstream evolves.

The NFCC Children and Young People Early Intervention workstream sets out guiding principles to fire and rescue services as:

1. Identifying CYP at risk of poor outcomes
2. Tackling risk factors head on
3. Prevent problems occurring by increasing protective factors\*
4. Fostering personal strengths and skills to prepare for adult life

\*A range of factors proven to mitigate risk enabling children to be more resilient and to increase wellbeing.

Understanding risk factors is a vital component of this work and LFRS has already embarked on a programme to make LFRS staff ACE Aware<sup>3</sup>.

Over the course of this strategy, we will:

Continue to recognise the importance of early intervention and identify the contribution LFRS can make to increasing protective factors, fostering personal strengths and helping children and young people prepare for a safe adult life.

## **Education**

A range of education packages are delivered as a core prevention activity:

- Child safe; fire safety education to all Year 2
- Road safe; fire and road safety education to all Year 6
- Teen safe; choices and consequences and water safety talks to Year 7 to 10 on request
- Wasted lives; road safety education to Year 10 and 11 on request
- Safe drive stay alive; road safety education to colleges, universities and employers on request

These packages have been developed with stakeholders and partners and in line with national guidance. Historically packages have been delivered within education settings by community safety advisors and operational staff. Future delivery methods will be explored and may evolve but will remain focused on end user engagement.

Over the course of this strategy, we will:

Continue to refine our core education offer and develop new products and delivery methods where the data and evidence demonstrates this is needed to help keep young people safe.

## **Youth engagement**

LFRS have delivered a Prince's Trust programme for over 20 years to more than 6,000 young people. The programme lasts twelve weeks and is delivered by LFRS staff working alongside secondees from organisations such as the DWP, Lancashire Constabulary and student social workers. It is free for any young person aged between 16 and 25 and aims to improve confidence, motivation and skills. The

---

<sup>3</sup> [Adverse Childhood Experiences - Lancashire Safeguarding Children Board](#)

programme includes work experience, careers advice, community action projects and a team building residential culminating in a nationally recognised qualification. Nine programmes are run from sites across the county. These are predominantly fire stations although standalone sites are also operated. Some teams alternate between sites to ensure a broader offer.

Team staff work closely with further education colleges and local organisations to identify the young people who would most benefit from the programme. In addition to the tangible benefits for the individuals the community links formed reach far and wide and the resultant impact on local communities is significant.

Over the course of this strategy, we will:

Continue to deliver the team programme on behalf of the Prince's Trust ensuring recruitment focuses on those who will benefit the most and community projects are aligned to mitigation of local risks.

LFRS provides a fire cadet offering which is aligned to the NFCC national guidance vision to provide a world class, inclusive and progressive youth organisation which inspires and empowers young people through nationally recognised community-centred programmes.

The offer is open to all and seeks to empower individuals to reach their full potential through a fun and progressive programme that delivers social action and skills development, contributing to safer, stronger and healthier communities. Skills for Justice qualifications are achieved and the programme can last one, two or three years.

Fire cadet schemes run from seven fire stations and are operated by a combination of community safety and operational staff as well as volunteers.

Over the course of this strategy, we will:

Continue to develop our cadet offer in line with national guidance and expand the locations on offer in line with risk and resources.

### **Arson risk reduction plan**

Drawing on the NFCC arson reduction strategy, our overarching objective is to;

Reduce the incidence of deliberate fires and their consequential impacts including personal and economic loss; contributing to community empowerment and economic growth and leading to safer homes, safer businesses and safer neighbourhoods.

Our arson risk reduction plan forms a component of the broader prevention strategy as the measures LFRS will put in place to deliver against the overarching objective span across many aspects of prevention & protection delivery;

To achieve safer homes, we will:

- Deliver tailored arson risk reduction advice as a component of our HFSC(Safe and well) visits
- Offer a prompt arson threat home fire safety check following a referral from the police
- Support multi-agency public protection arrangements<sup>4</sup> on release of convicted arsonists

To achieve safer businesses, we will:

- Provide arson risk reduction advice via thematic and targeted visits by business safety advisors
- Deliver tailored arson risk reduction advice as a component of fire safety audits by Inspectors
- Undertake an arson vulnerability assessment as a part of business fire safety checks by operational crews
- Offer arson risk reduction advice on our website and via social media

To achieve safer neighbourhoods, we will:

- Monitor deliberate fire activity to enable the early identification of emerging trends
- Undertake targeted & data driven campaigns to reduce arson and anti-social behaviour fires
- Undertake media campaigns to highlight the dangers of deliberate fires and the potential consequences to individuals and communities

---

<sup>4</sup> [Multi-agency public protection arrangements \(MAPPA\): Guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/mappa-guidance)

- Recognise that deliberate fires impact our wildlife and moorland areas as well as buildings, street furniture and infrastructure and develop our initiatives accordingly
- Deliver the FIRES juvenile fire setters intervention program
- Deliver teen safe 'Choices and Consequences' education packages to Key Stage 3 pupils
- Undertake early interventions through our Fire Cadet, Princes Trust and other youth engagement projects to promote informed choices, social values and safer behaviours
- Maintain partnerships with local authorities for waste and fly-tipping removal schemes
- Work pro-actively within the local Community Safety Partnership frameworks (which depending on structure incorporate Crime and Disorder Partnerships)

Fire investigation, we will:

- Maintain and develop a fire investigation capability which aligns to national standards
- Ensures the accurate and early identification of deliberate fires and scene preservation
- Provides fire investigators trained to work with police and Scenes of Crime staff
- Aims to provide high quality submissions into the criminal justice system
- Works with police and Scenes of Crime to continually refine professional practice

Over the course of this strategy, we will:

Ensure the investigation of crime scenes involving fire conforms to evolving regulatory requirements.

### **Reducing the frequency and consequence of accidental fires – incident intelligence**

Throughout this strategy significant emphasis has been placed on the importance of basing prevention activities and campaigns on data, intelligence and analysis. Data and intelligence is gathered from all incidents by response staff completing the national incident recording system. More serious incidents are attended or remotely

supported by our incident intelligence officers whose role is to identify emerging issues or trends. How these are mitigated varies but work in this area includes sharing with regional FRS partners, referrals to trading standards or escalation to appropriate national recipients such as the Building Research Establishment, The Medicines and Healthcare products Regulatory Agency and the NFCC National Protection Learning User Group. The most serious fires, including those of a fatal nature, are subject to a detailed debrief process which considers all aspects of causation and potential future mitigations.

By analysing data from our own incidents and considering information shared by our partners and other FRS' via NFCC WorkPlace, as well as Regulation 38 Prevention of Future Deaths Notices issued by Coroners, we are able to identify potential improvement themes which are considered by the Service Intelligence and Analysis Group (SIAG) and delivered via the Prevention and Protection Task and Group.

Over the course of this strategy, we will:

Continue to develop how we gather and use incident intelligence to refine our prevention and campaign approaches.

### **How will we measure success?**

LFRS recognises the importance of monitoring and evaluating the effectiveness, efficiency and impact of its prevention activity.

Prevention activities are measured and reported via a suite of key performance indicators which are presented to the Combined Fire Authority (CFA) on a quarterly basis and subject to scrutiny by the Performance Committee.

External KPIs generally relate to activity for which the fire authority has direct statutory responsibility however the service also works with partners on a wide range of activities which are complementary to the CRMP and associated with national objectives e.g.

- Water safety: reducing accidental drownings in line with national drowning prevention strategy
- Road safety: reducing road casualties in line with the Lancashire Partnership for Road Safety strategy

Internal KPIs and measures are used to evaluate ongoing aspects of our activities to ensure they remain effective, including:

- HFSC (Safe and well) partnership referral quality, number and alignment to risk
- Behavioural change measured pre and post education sessions

We use quality assurance processes to ensure key aspects of our delivery of our services are delivered consistently and so that we can identify any training needs or changes required to our processes or systems. Amongst other areas these processes are applied to:

- HFSC (Safe and well)
- Education package delivery

All significant campaigns are evaluated to ensure resources are used effectively and learning from one campaign is used to build the next.

All data and information collated is compliant with General Data Protection Regulations (GDPR).

### **Who are we?**

The lead officer for community safety in LFRS is the Head of Prevention and Protection who is accountable to the Director of Service Delivery.

Prevention activity is delivered by fire crews, community safety teams, princes trust teams and fire cadet units, distributed throughout Lancashire's 14 Districts.

Activities are shaped and assisted by the Group Manager Prevention, the prevention support team, and our princes trust co-ordinators, based at Service Headquarters.

### **Relevant Legislation**

Fire and Rescue Service Act 2004 • Fire and Rescue National Framework for England 2012 • The 1988 Road Traffic Act, Section 39 • Home Safety Act 1961 • Housing Act 2004 • Children's Act 1989 and 2004 • Working Together to Safeguard Children 2018 • Safeguarding Vulnerable Groups Act 2006 and the Protection of Freedoms Act 2012 • Human Rights Act 1998 • United Nations Human Rights Convention on the Rights of the Child 1989 (Article 12) • Mental Capacity Act 2005 and Mental Health Act 2007 • Police & Crime Act 2017 • Modern Slavery Act 2015



Feb 2021 Prevention Fire Standard Draft v1.0 3 of 3 • Crime and Disorder Act 1998  
section 17 • Counter Terrorism and Security Act 2015 • The Data Protection Act  
2018 • The Care Act 2014 • Equality Act 2010 • Health and Safety at Work Act 1974  
• The Management of Health and Safety at Work Regulations 1999

DRAFT



**2022-2027**

# Protection Strategy

## Contents

|                                                                                       |    |
|---------------------------------------------------------------------------------------|----|
| Draft Protection and business safety strategy 2022/2027 .....                         | 3  |
| Introduction.....                                                                     | 3  |
| Our commitment to protection and community safety .....                               | 5  |
| Delivering protection services collaboratively .....                                  | 6  |
| Delivering protection services intelligently - Use of systems, data, and intelligence | 8  |
| Improvement and innovation .....                                                      | 9  |
| Risk based inspection programme (RBIP) and district planning.....                     | 10 |
| Managing the risk created by automatic fire alarms and unwanted fire signals .....    | 11 |
| Recruitment and workforce development .....                                           | 12 |
| Grenfell Tower, new legislation, and legacy issues in the built environment.....      | 14 |
| How business safety links to enforcement management and prosecutions .....            | 16 |
| Business safety advisor key work areas .....                                          | 19 |
| Primary authority schemes.....                                                        | 20 |
| Heritage plan.....                                                                    | 20 |
| Links to community safety .....                                                       | 21 |
| Links to operations and operational preparedness .....                                | 22 |
| How will we measure success? .....                                                    | 23 |
| Who is responsible for delivering this strategy? .....                                | 23 |
| Relevant legislation .....                                                            | 24 |

### Introduction

Fire and Rescue Authorities (FRAs) are required by the National Framework to produce a local Community Risk Management Plan that sets out the authority's strategy, in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.

The Protection Strategy 2022-27 explains how we intend to assess risk in Lancashire's built environment and thereafter deploy fire protection, community safety and operational resources to manage that risk efficiently and effectively by:

- Working collaboratively
- Delivering our services intelligently
- Continuing to improve and innovate
- Operating a risk based inspection programme
- Managing the risk created by unwanted fire signals
- Adapting to new legislation and responsibilities
- Recruiting, training, developing and retaining a competent workforce
- Supporting compliance through campaigns, business engagement and support
- Enforcing compliance through transparent enforcement management and prosecutions
- Linking protection activity to community safety
- Linking protection activity to response and preparedness
- Protecting Lancashire's heritage
- Measuring and evaluating our performance

The Community Risk Management Plan (CRMP) sets out our overall direction and is informed by a Strategic Assessment of Risk. Driven by the CRMP, this protection strategy provides greater detail on how we will deliver and develop protection services during 2022-27.

Over this time our annual service plans will set out the continuous improvements we intend to make to achieve this so we can continually mitigate the potential impacts of risks relating to the built environment, the communities we serve and our employees.

Described in more detail later in this strategy our risk-based inspection program enables us to determine which premises will be 'audited' by highly qualified inspectors, those which will be 'inspected' by business safety advisors, and those which will be 'checked' by operational crews.

Undertaking a strategic assessment of risk, maintaining a risk-based inspection programme and utilising annually refreshed district risk profiles, is fundamental to the activities we undertake and the protection resources we deploy as certain risks in our built environment are reasonably foreseeable. By analysing national and local data, and using intelligence and learning derived from incidents, we aim to predict the types of emergencies that are most likely to occur and the premises, individuals or groups most likely to be at risk.

Notwithstanding the value of this approach, in our fast moving and constantly changing world we also recognise that historical data doesn't always shape future events. Accordingly, we recognise the importance of being agile and maintaining the capability to identify emerging trends so we can continue to evolve and deliver our protection activities flexibly and proactively.

Using the risk-based inspection programme and district plans to shape how, when and where we deliver our protection services will ensure they remain appropriate to the needs of Lancashire's communities and resources are continually allocated proportionately to existing and emerging risk in the built environment.



## **Our commitment to protection and community safety**

Our overall aim is to:

“Ensure the authority’s statutory fire protection duties are discharged efficiently and effectively in order to reduce the incidence of fire and the effects of fire should it occur.”

Effective fire protection is not simply about application of fire safety law and enforcement of the Fire Safety Order 2005. Although this is undoubtedly an essential component of how protection teams make Lancashire safer, it is only part of the approach.

Prevention is always preferable to response and is by far the most effective way to make Lancashire safer. In the context of fire protection, this means that by carefully targeting our campaign activities, business safety advice and use of regulatory powers we can reduce the number of fires that occur in the first instance and be assured that when fire does occur, the resultant impact on life, property and business interruption is less than it would otherwise have been. Taking this approach ensures we protect the health and wellbeing of our communities and staff, and lessens what might otherwise be much more significant consequential adverse impacts on the NHS, social care, police, and commerce etc.

Lancashire is a diverse and culturally rich county. In seeking to identify those who are most at risk in our communities and built environment, and target our protection activities accordingly, we will ensure we always act in an inclusive a non-discriminatory manner and provide equality of access to, and application of, all our protection approaches.

Lancashire is a diverse and culturally rich county. In seeking to identify those who are most at risk in our communities, and target and shape our protection activities accordingly, we will ensure we always act in a non-discriminatory way and provide equality of access to all protection approaches. We recognise the importance of ensuring our workforce is representative of the society we serve, so that we are able to engage effectively with our communities, understand their needs, and how best to meet them. The NFCC Equality of Access to Services Guidance and our Equality, Diversity and Inclusion action plan acknowledges the links that exist to fire and other hazards, ensuring these are considered when planning our protection activities.

LFRS is one of many fire and rescue services nationally and consequently consistency of approach and messaging is vital to ensure the best overall service, not only to Lancashire’s residents and visitors, but also to businesses and commerce who rightly expect to operate within a supportive, fair, transparent and consistently applied regulatory framework.

Accordingly, this strategy will be accompanied by an equality impact assessment and shaped in accordance with national fire standards. It should be read in conjunction with our fire safety enforcement and consultation policy, the risk-based inspection programme policy and our unwanted fire signal policy which are available on our website.

Over the course of this strategy, we will:

Ensure our protection activities are targeted, shaped and refined using the principles of equality impact assessment.



## Delivering protection services collaboratively

We will continue to work collaboratively with a range of stakeholders and partners so that not only can we conduct our own business safety, regulatory inspection and enforcement activities in the most efficient and effective way possible, but also so that collectively we can maximise our resources to identify those most at risk from fire and thereafter plan, promote, support and deliver mutually beneficial and, wherever possible pro-active, protection related activities. At all times seeking to achieve the best outcomes with the minimum regulatory burden on businesses that are seeking to comply and keep their staff and visitors safe.

Although fire and rescue services have statutory responsibilities for promoting fire safety and enforcing the Fire Safety Order (FSO) the overarching objective of keeping people safe from fire and associated risks does not sit with fire and rescue services alone.

Fire safety legislation overlaps with a wide range of other regulation. Successful application of the FSO, and optimal use of resources to keep people safe from the risk of fire in the built environment and minimise regulatory burden for businesses, requires LFRS to work closely with a range of *other regulators*, including but not limited to:

- Local authority building controls - Local authorities have unique powers under the Building Act 1984 to enforce the building regulations and have non-compliant building work altered or removed.
- Approved inspectors - Approved inspectors are companies that can provide an alternative to obtaining building regulations approval from a local authority.
- The Care Quality Commission (CQC) - The CQC monitor, inspect and regulate services that provide health and social care.
- Local authority housing standards - Local authority housing provide advice, information and enforcement in relation to both the economic and consumer standards for social housing registered providers.
- Local authority environmental health - The local authority environmental health teams are responsible for the regulations and standards set by government for a wide range of business sectors and activities including, food safety, health and safety, environmental protection.
- Local authority and police licensing teams - The Local authority and police licensing teams provide support, guidance and regulate businesses, organisations and individuals who want to sell alcohol.
- Local authority trading standards - Within their role trading standards, amongst other things, enforce fair trading, monitor product safety, ensure age limits and restrictions are correct.
- Health and Safety Executive (HSE) - The HSE are the national regulator for workplace health and safety and the future 'Building Regulator'<sup>1</sup>
- Police - Detect and investigate criminal offences and case build for the Criminal Justice Service.

Although LFRS always works closely with other relevant regulators after a fire has occurred when a joint investigation is required, the preferred approach is always to share intelligence and pre-plan proactive inspection programs based on risk before an incident has happened. This pre-planning can take many forms including formal

---

<sup>1</sup> [Building safety \(hse.gov.uk\)](https://www.hse.gov.uk/buildingsafety/)



planning meetings (e.g. the LACORS<sup>2</sup> approach for housing risks), multi-agency thematic inspections (e.g. Peak risk inspections of licensed premises), using data sharing agreements or publicly published data (e.g. Care Quality Commission Inspection outcomes) or simply via intelligence sharing from one agency to another after a poor inspection outcome or complaint received by one agency that highlights potential issues for another.

The overlap of legislation with other regulators provides an ongoing opportunity to conduct statutory and non-statutory consultations relating to proposed and actual building work and to proactively support future compliance by highlighting potential issues relating to forthcoming FSO compliance once premises are occupied.

Although LFRS is responsible for promoting and enforcing the Fire Safety Order (FSO) the objective of keeping people safe from fire and associated risks is also shared by many organisations who do not necessarily have direct fire safety regulatory duties.

Utilising an intelligence led and risk-based approach we will also seek to identify the optimal organisations in this category with whom we can collaborate. In each case the objective being to ensure they are 'aware' of the built environment fire risks associated with their particular area of responsibility so that we can then support and 'enable' them to contribute to future risk reduction by co-developing approaches that help minimise the risk from fire in their part of the built environment where doing so is mutually beneficial.

By taking this approach we will create wider awareness of what 'good compliance looks like' and in addition to the obvious reductions in risk that come with this, the anticipated by-product is that when premises who are seeking to comply with their fire safety responsibilities are audited, they will require minimal auditors time and will attract good audit outcomes. This approach reduces the regulatory burden on premises and frees up inspecting officer time to deal with less compliant premises. We will seek to do this in increasingly innovative and engaging ways e.g. by delivering educational webinars. This approach will include but will be not limited to:

- Social Care Providers - commission specialised housing and care homes for both adults and children)
- Housing Associations - (provide social homes, shared ownership homes, and supported / specialist housing)
- Tenants Groups and Associations - (represent the voice and interests of residents and leaseholders)

Although our focus remains making Lancashire safer from fires and other emergencies, we recognise the natural link between successfully achieving our objectives and the resultant cashable benefits to health and social care in terms of less people entering their services with acute and critical needs after a fire. To ensure our offer remains current, informed and targeted, we will continue to engage in national, regional, Lancashire, and district level meetings with stakeholders and partners where there are clear and mutually compatible objectives.

Over the course of this strategy, we will:

---

<sup>2</sup> [Guidance on fire safety provisions for certain types of existing housing \(cieh.org\)](https://www.cieh.org/guidance-on-fire-safety-provisions-for-certain-types-of-existing-housing)

Continue to develop strategic collaborations to raise fire safety awareness and improve fire safety standards in premises before inspections are undertaken.

### **Delivering protection services intelligently - Use of systems, data, and intelligence**

We will gather and store evidence and information in a manner that is compliant with legislation<sup>3</sup> and be able to extract, use and share that information to support our fire protection, emergency response crews and other functions.

We will continue to use a range of data sources and information management systems to plan and deliver protection services, these include but are by no means limited to:

- National Incident Recording System (IRS)
- LFRS Assurance Monitoring System (AMS)
- LFRS Community Fire Risk Management Information System (CFRMIS)
- LFRS Risk Based Inspection Program (RBIP)
- LFRS Post Incident Action Log (PIAL)
- LFRS Provision of Risk Information to Staff system (PORIS)
- Land Registry and Companies House databases
- National Land and Property Gazetteer (NLPG)

Allied to use of such systems we recognise that systems are only as good as the data that is entered into them and the understanding of the staff who use them. Accordingly, we will carefully maintain and nurture our staff culture and operating structures to recognise the importance of organisational learning and will continually seek to refine our ability to capture feedback and intelligence from a range of internal and external sources. Thereafter we will evaluate this intelligence, share and act upon it to drive innovation, continuous improvement and future performance through three key operating structures:

- Operational Assurance Group - Utilises the Assurance Monitoring System to record and track protection learning.
- Prevention and Protection Task Group - Refines existing, and develops new, protection policy.
- Service Intelligence and Analysis Group - Receives incident intelligence reports from the Service's incident intelligence officers.

LFRS operate a team of incident intelligence officers (IIOs). In addition to undertaking fire investigations in accordance with nationally recognised standards, the team are trained to identify new and emerging trends based on incidents in Lancashire, and elsewhere as reported within their fire investigation professional networks. Consequently, fire protection officers, incident intelligence officers, and operational fire crews all can identify new and emerging issues which originate from audits or incidents within Lancashire that should be used to not only update the Lancashire risk profile but also be escalated to the national protection learning user

---

<sup>3</sup> [Privacy Notices - Lancashire Fire and Rescue Service \(lancashirefireandrescue.org.uk\)](https://www.lancashirefireandrescue.org.uk/privacy-notice)

group or other relevant organisations such as trading standards, the Crown Premises Inspectorate group or Building Research Establishment.

Conversely where intelligence comes into the service from any source, or indeed from the national protection learning user group via the LFRS single point of contact, our Operational Assurance Team will log and track the issue and the Operational Assurance Team and protection leadership team will determine the appropriate action to take, by whom and appropriate timescales.

We will continually seek to contribute to the continual improvement of protection activities by taking guidance from, and contributing to, the National Fire Chiefs Council (NFCC) network and the work of the protection policy reform unit, joining working groups and responding to consultation requests where appropriate.

Over the course of this strategy, we will:

Use local, regional, and national intelligence and learning to continually evolve and refine our protection services.

### **Improvement and innovation**

Delivering effective improvement and innovation requires finance allocating, close project working and co-ordination with a range of internal departments and external product and service providers. To ensure this is co-ordinated effectively, LFRS operates a Corporate Programme Board (CPB) Structure.

Improving protection activities is undertaken by the Enhancing Protection Services project team which reports to the Business Process Improvement Programme.

Project deliverables are approved by the CPB based on identified organisational need and leadership vision derived locally or nationally. In some cases, this is driven by internal requirements, learning and reviews, in others, objectives originate from external factors such as HMICFRS Inspection findings or the need to adapt systems in line with changing legislation and user needs. Like many organisations, the adaptations made during the pandemic response have accelerated business process change and created new visions in how we can use digital solutions to improve efficiency and effectiveness.

Although deliverables will inevitably evolve over time, those already being developed by the Enhancing Protection Services team at the commencement of this strategy included:

- Increasing utilisation of short audit and remote short audit principles where appropriate
- Refining the RBIP system and its associated internal and external guidance
- Refining automatic production of letters and notices following audits
- Creating a new business fire safety check app and allocation system for operational crews
- Developing a mobile working solution for fire safety inspectors
- Creating a digital storage solution for premises specific information and plans that is fit for the future, able to support mobile working and future regulatory change.

Over the course of this strategy, we will:

Seek to build on the learning acquired during the pandemic and create new and innovative ways to deliver protection services, adopting digital approaches where appropriate.

### **Risk based inspection programme (RBIP) and district planning**

To manage risk, and allocate inspection resources effectively, it is first necessary to define what constitutes risk. LFRS operates a risk-based inspection programme based on nationally recognised principles refined further at a local level using data and intelligence relevant to risk in Lancashire.

As Lancashire has over sixty thousand regulated premises it is not possible to audit them all. Indeed, attempting to do so would inevitably be ineffective as valuable resources would be allocated to very low risk premises that have minimal potential to cause harm, at the expense of very high-risk ones where occupants are at significant risk of harm if a fire occurs. The RBIP ensures the pre-planned use of officer and Operational Crew time is focussed on the premises which have the greatest potential to cause harm if risk is not being managed effectively by premises management. Taking this approach enables us to continually suppress risk in the built environment and ensure that potential to cause harm is sustained at levels which are as low as reasonably practicable.

In general terms, the premises which are audited most frequently are those in which:

- Occupant's sleep, are unfamiliar with the premises and unable to escape without significant assistance and pre-planning (e.g. hospitals, nursing and care homes)
- Occupants sleep and are unfamiliar with the premises (e.g. hotels and hostels)
- Occupants sleep and are familiar with the premises (e.g. blocks of flats)
- Occupants are awake but unfamiliar with the premises (e.g. theatres, pubs, clubs)

In determining inspection priority further within those definitions, the RBIP also considers:

- History of previous fires in the premises (indicative of future likelihood)
- History of previous fires in the vicinity of the premises (indicative of arson risk)
- Distance from a fire station (indicative of the length of time the building will have to perform to protect its occupants before firefighting interventions can be made)
- Flood risk (as fire risk intensifies significantly during flooding when power fails and reliance is placed on fire safety systems working on back-up power supplies)
- The height of the premises (taller premises place greater reliance on fire safety systems and building construction and management to protect their occupants).
- The date and outcome of previous inspections
- Other data which is relevant to specific premises types (e.g. care home inspection data from the Care Quality Commission indicating poor safety management).

Premises that present the highest risk will be audited and visited most frequently. Premises considered to be lower risk will be audited primarily in response to complaints, following incidents, or on a randomly sampled basis to verify their lower risk classification (circa 5% of all activity) and to confirm that the Responsible Person is complying with their statutory duty and requirements of fire safety legislation.

The RBIP sits within our wider inspection framework and determines how we pre-plan the allocation of inspecting officer time. We also recognise that use of historical data is not always indicative of future events and consequently retain the ability to respond in an agile way to partner referrals, post fire audits, fire safety complaints and where emerging local or national intelligence suggests certain premises should be targeted irrespective of their position in the RBIP e.g. previously unknown concerns emerge over a particular external wall (cladding) system.

The final component in pre-planning inspecting officer activity is to ensure a proportion (circa 10%) of audits reflect the needs of the local district plan, as driven by the data in the annually refreshed district risk profile. The district plan is owned by the local service delivery manager (SDM) and the data in the risk profile will include data on dwelling fire activity rates which will influence the geographic areas and type of premises audits will be booked in e.g. purpose built or converted flats, and houses in multiple occupation. It is probable that the premises or areas the SDM would wish to target already feature in the RBIP however having this local latitude ensures risk profiling to the lowest possible levels if this is not the case.

Over the course of this strategy, we will:

Contribute to the continual improvement of fire protection activities coordinated through the NFCC community risk programme and seek to refine the RBIP in line with emerging national guidance.

Review fire protection delivery arrangements to ensure inspection and consultation resources are aligned to risk and working practices are efficient and effective.

### **Managing the risk created by automatic fire alarms and unwanted fire signals**

A false alarm or unwanted fire signal (UWFS) is defined as an alarm activation resulting from a cause other than a fire which is passed via a monitoring centre. If an automatic detection and fire alarm system is correctly planned, installed and maintained, it can significantly improve safety by detecting a fire and sounding the alarm at the initial stages of a fire's development. Unfortunately, this equipment can also produce unwanted or false alarms. UWFS have a major impact on fire and rescue services due to:

- diverting essential services from other emergency incidents
- placing operational crews and the public at risk whilst responding
- impacting on community engagement, arson reduction and training activities
- incurring a cost of attendance on taxpayers.

The broader impact of UWFS on the community includes:

- disruption to business
- disruption to customer activities



- cost to business with on-call firefighters being released from primary employment
- disruption to arson reduction, community safety and fire safety activities
- impact on the environment due to unnecessary vehicle movements

Nationally UWFS attribute circa 150,000 incidents per year to fire and rescue services. Over the previous five years UWFS have attributed circa 4,500 incidents per year to LFRS. Each one resulting in an avoidable cost to both the fire and rescue service and the public.

LFRS aims to support business and building owners to manage their premises effectively to reduce the number of UWFS along with the disruption and impacts incurred when they do. Business safety advisors (BSA) monitor incident data to ensure they can target advice and support towards the premises where UWFS begun to exceed tolerable levels.

Where UWFS levels continue to occur above tolerable levels, fire safety inspectors may utilise the Fire Safety Order to take enforcement action to ensure fire alarms are installed, maintained and managed in accordance with recognised national standards.

Nationally the approach to managing the risk created by UWFS is subject to continual refinement through NFCC working groups. LFRS will engage with these groups to ensure our approaches remain aligned to risk and contemporary.

The previous approaches are reactive i.e. risk is managed after the event occurs. More proactive options for mitigating the risk associated with automatic fire alarms are available including the option to amend the fire engine attendance policy in line with risk. Many services have taken this approach following consultation with local commerce and agreed exemption policies that ensure normal attendance to high-risk premises such as hospitals, care homes, flats and other sleeping accommodation continue. Low, non-sleeping risk, premises such as factories, offices and shops may receive a reduced or no attendance unless a fire is confirmed. Services which have implemented these approaches have demonstrated a significant overall reduction in risk.

Over the course of this strategy, we will continue to seek to reduce the risks associated with UWFS by;

Review fire engine attendance policy to automatic fire alarms and the associated unwanted fire signals policy

## **Recruitment and workforce development**

Successfully delivering fire protection activities fundamentally depends on the recruitment, training, development and retention of a technically competent, professional, self-starting workforce who demonstrate behaviours consistent with the NFCC regulators code of ethics and LFRS' own leadership framework and values.

We will maintain a competent fire protection workforce by adopting the NFCC competency framework for fire safety regulators<sup>4</sup> (the framework) in full by:

---

<sup>4</sup> [Item 11 - Competence Framework 2020.pdf \(nationalfirechiefs.org.uk\)](#)

- embedding it into policies, procedures, guidance, and training delivery and material
- ensuring employees have the appropriate skills, knowledge, experience and behaviours to be competent in their role by through training and continued professional development
- providing training on specialist premises
- recording and monitoring competence
- ensuring officers meet and maintain competence requirements by undertaking recognised prior learning (RPL) where required, and continued professional development (CPD)
- ensuring protection officers who work on higher-risk premises have the requisite competence and accreditation to do so
- ensuring access to a competent fire safety engineers for the purpose of assessing and
- regulating premises involving fire engineered solutions.
- ensuring developing staff are assigned to a fire safety competent manager as a mentor
- having an assurance process in place

The framework advocates national occupation standards and qualification expectations commensurate with the level of complexity of the work undertaken. The qualifications necessary to deliver the framework range from level 3 to level 7 which take many years to develop and therefore it is necessary to undertake succession planning and talent spotting to maintain a sustainable competent fire protection workforce. In turn this process shapes the balance of internal development versus external recruitment.

For all buildings regulated under the Regulatory Reform (Fire Safety) Order 2005:

- **Fire safety advisor** – Level 3 Certificate in Fire Safety
- **Fire safety inspector** – Level 4 Diploma in Fire Safety
- **Fire engineering design technician** – Level 5 Diploma in Fire Engineering Design
- **Fire safety engineer** – Level 6 Degree Fire Safety Engineering and/or MSc fire engineering
- **Senior fire safety engineer** – Level 7 MSc in Fire Engineering

In addition, for higher risk buildings as defined as ‘in-scope’ by the Building Safety Bill:

- **Fire safety inspector** – Level 4 Diploma in Fire Safety and relevant registration with a professional body
- **Fire engineering design technician** – Level 5 Diploma in Fire Engineering Design and registration as an engineering technician with the Engineering Council.
- **Fire safety engineer** - Level 6 Degree in Fire Engineering and/or MSc in Fire Engineering and working towards interim (or full) registration for Chartered Engineer with the Engineering Council.

In addition to the technical competence required to qualify as a fire safety inspector, in future, in order to be able to work with the HSE as part of the new building regulator, LFRS inspectors will be required to accredit to a professional, independent third-party body.



Whilst most regulatory activity can be pre-planned and take place at predictable hours there are also circumstances where an out of hours capability is required. We will deliver an out of hours capability to ensure competent staff are available to investigate fire safety complaints and undertake scene preservation and evidence gathering at serious fires where buildings have not performed as expected and/or there are reasons to believe offences under the fire safety order may have been committed.

We will continue to invest in appropriate face to face and on-line training for all staff who deliver our protection services. In considering broader staff development, we recognise that societal risk is never one dimensional and that what may constitute risk for one organisation may well have different impacts for another e.g. in a health sense fuel poverty and deprivation contribute to poor health outcomes and chronic illnesses, from a fire risk perspective the same determinant typically leads to unsafe forms of heating and serious fires with acute injuries. Recognising these interdependencies is a vital component of being able to work with partners to best overall effect. Consequently, we will support our staff to develop their skills and expertise in broader community safety issues such as adverse childhood experiences, safeguarding, preventing extremism, modern slavery etc.

Over the course of this strategy, we will:

Continue to adopt the NFCC Competency Framework for Fire Safety Regulators

### **Grenfell Tower, new legislation, and legacy issues in the built environment**

We will continue to shape our services and adapt how we undertake our regulatory responsibilities following the Grenfell tragedy and Inquiry. We recognise the challenges experienced by tenants and leaseholders in buildings which have been found to have fire safety deficiencies and the importance of the tenants' voice. We further recognise that improving fire safety standards in residential buildings can be complex and time consuming and require the involvement of many stakeholders' including developers, leaseholders, freeholders, managing agents, tenant management companies and local authority housing. We will work with all stakeholders to secure the most effective solutions in both an interim and long-term sense applying national guidance throughout.

We will work with response, training and emergency planning colleagues within Lancashire and beyond to fully deliver the actions required from the Grenfell Tower Inquiry. Wherever possible we will ensure this work is undertaken collaboratively with regional and national partners to ensure effective and sustainable actions are consistently applied.

This strategy fully recognises that the period it covers has already, and will continue to, see the most fundamental changes in fire safety and construction industry regulation for decades.

The Fire Safety Bill<sup>5</sup> received Royal assent in 2021. The Bill clarifies that for any building containing two or more sets of domestic premises the FSO applies to the building's structure and external walls and any common parts, including the front doors of residential areas. It also clarifies that any references to external walls includes doors or windows, and anything attached to the exterior including balconies.

---

<sup>5</sup> [Fire Safety Bill 2019-2021 - House of Commons Library \(parliament.uk\)](https://www.parliament.uk/library/publications/publication/default.aspx?publicationid=65444)

Throughout 2021 and beyond, secondary fire safety legislation will be introduced on a range of specific matters identified in the Grenfell Inquiry relating to high-risk residential buildings including the need for premises information boxes, personal emergency evacuation plans etc.

The Building Safety Bill<sup>6</sup> is forecast to receive Royal assent in 2022 with commencement in 2023 following a transition period. The Bill is far broader in scale and scope and will create a new building regulator (led by the HSE and including building control and fire authorities). The Bill is intended to ensure that there will always be an accountable person responsible for keeping residents safe in high rise buildings, and indeed for other buildings which are in future classed as being 'in-scope'. The Bill will apply to existing in scope premises and new builds. In the case of the latter the design, planning and construction phase will be far more stringent than previous regimes and will include gateways through which the design must successfully pass. The Bill also includes provisions for controlling the charges residents pay for fire safety and for ensuring the 'residents voice' is listened to by the accountable person. Residents and leaseholders will have access to vital safety information about their building and new complaints handling requirements will be introduced to make sure effective action is taken where concerns are raised.

New multi occupied dwelling builds will have the benefit of the application of recent changes to building regulations banning the use of combustible cladding on high rise premises and lowering the height above which sprinklers are required. Existing multi occupied dwelling builds, and indeed other premises types, will not have benefitted from the amendments to building regulations and may not have compliant external wall systems. We will continue to build on the risk profiling exercise we undertook as part of the Home Office and MHCLG Building Risk Review in 2019-20 which saw us undertake a detailed audit of all high-rise domestic premises in Lancashire. This process identified a relatively small number with non-compliant external wall systems with whom we will continue to work to support appropriate interim measures whilst remediation is planned, financed and undertaken. A cause for significant concern was the number of premises which were compliant in terms of external wall systems but had other significant failings in terms of breaches in compartmentation either during a flawed design and build process or due to the actions of tradespersons installing new cable and pipework whilst the building was in use.

To ensure LFRS can continue to adapt to the changes new legislation will inevitably bring we have introduced a protection transformation team which will remain in place throughout the period of regulatory change.

Over the course of this strategy, we will:

Complete the Protection actions required by virtue of the Grenfell Inquiry

Adapt our Regulatory services to the amended Fire Safety Order and new Building Safety Bill ensuring the availability of a sufficient number of suitably trained and accredited staff.

---

<sup>6</sup> [Building Safety Bill 2019-2021 - House of Commons Library \(parliament.uk\)](https://www.parliament.uk/business/committees/committees-a-z/commons-select/building-safety/building-safety-bill-2019-2021/)

## How business safety links to enforcement management and prosecutions

“Supporting Compliance through campaigns, business engagement and tailored support. Enforcing compliance through transparent enforcement management and prosecutions.”

We recognise that most businesses acknowledge the importance of fire safety. Not just in a legal and regulatory sense, but also in terms of a desire to keep people safe, protect their premises and ensure business continuity for their activities. Consequently, we will continually seek to engage with the business community in a constructive and helpful way. We will also proactively support primary authority partnership schemes where appropriate.

Our main objective will always be to *support* compliance through campaigns and business engagement however as a regulator we recognise that we must maintain the capability to enforce compliance through transparent enforcement management and prosecutions where taking this approach is justified and supported by the enforcement concordat.

Maintaining the capability to investigate breaches in fire safety law in accordance with PACE<sup>7</sup> codes of practice and being able to take prosecutions to magistrates and crown court is a fundamental component of business support and this strategy. Most businesses recognise fire safety as a legitimate business expense and invest in appropriate fire protection systems in both an initial capital and ongoing revenue sense. This inevitably has an impact on the cost of running the operation which is ultimately encapsulated in the pricing structure the business then offers for its goods or services. Businesses that fail to invest in fire safety, either by omission or conscious decision, may be capable of offering goods or services at lower prices but are doing so at the expense of safety for their staff and the people who use their premises. Such businesses undermine the economy of Lancashire and put its reputation as a safe place to live, work and visit at risk. Consequently, taking enforcement action and prosecutions, when justified, demonstrates that such omissions or conscious decisions ultimately have more expensive consequences than seeking to comply in the first instance - thereby incentivising compliance for those who might otherwise elect not to.

We will assist businesses toward compliance and contribute to an economically prosperous county by:

- Providing tailored fire safety advice via a variety of methods including phone conversations, visits, letters and e-mails, campaigns, social media platforms, events
- Supporting and recognising partnerships
- Developing campaigns and associated resources to help businesses understand what good compliance looks like and how they can most easily achieve and maintain it
- Setting out our commitment to priorities, planned interventions and targeting taking into account previous inspection history when planning inspection programmes

---

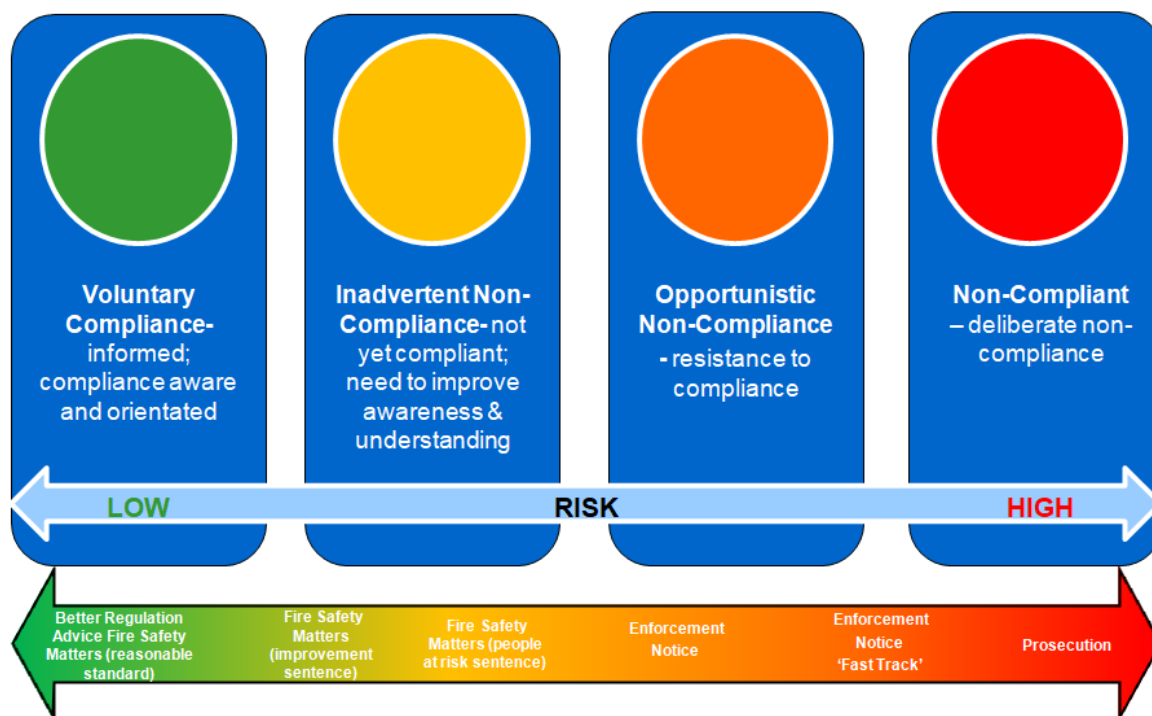
<sup>7</sup> [Police and Criminal Evidence Act 1984 \(PACE\) codes of practice - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/legislation/policies)

- Following the principles of better regulation set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat
- Using interventions, including enforcement action, in accordance with our enforcement policy and the principles of proportionality, accountability, consistency, transparency
- Our enforcement action will be achieved through the use of an Enforcement Management Model (EMM). Fundamental to this is the principle that enforcement action should be consistent and proportional to the fire safety risks and the seriousness of the breach
- Maintaining the capability to undertake prosecutions as a sole regulator or jointly when the EMM shows it is appropriate to do so
- Operating systems to train, appoint, authorise, monitor, and maintain a competent inspectorate, including operational personnel (where appropriately trained)

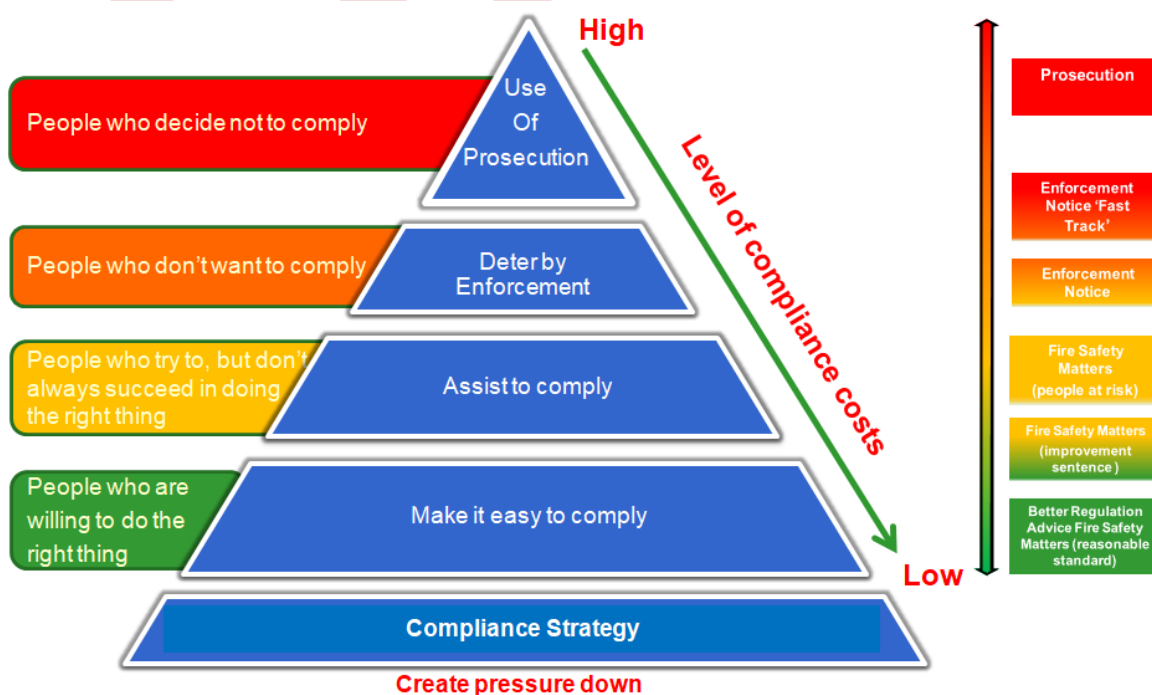
In addition to maintaining a workforce of fire safety inspectors (FSI) we will ensure each area has business safety advisors (BSAs). BSAs work with businesses to help them keep their premises safe from fire by offering tailored advice and education to reduce risk. BSAs may also undertake audits of simpler premises and are trained to recognise risk and non-compliance but must refer to fire safety inspectors if their findings indicate that enforcement action may subsequently be warranted. The role involves a diverse mix of work including visits to a wide spectrum of businesses and joint visits with other agencies to actively support and promote business safety. The role also involves proactive promotional work during campaigns and at events and reactive work after incidents.

As our ambassadors, business safety advisors are expected to demonstrate excellent customer service skills. From a 'customer' experience perspective, our initial approach to achieving safe premises and compliance will be proactive and will seek to engage our 'customers' and work with them to educate and encourage. The objective being making it easier for responsible persons to understand and comply with the regulations.

We recognise that providing such support is a significant use of resources. Whilst provision of education and encouragement can be very worthwhile and an effective use of time it is important that BSAs are able to establish when the responsible person they are working with may ultimately be resistant to achieving compliance or unwilling to do so, may be absorbing inappropriate amounts of BSA time, and by doing so placing the people who use their premises at risk and impacting on the wider ability of the BSA to support other businesses. Consequently, BSAs are trained to recognise 'compliance characteristics' and work with responsible persons in the green and yellow portions of the graphic below, referring onwards to fire safety inspectors for those potentially in amber or red.



Working in this way ensures businesses are supported and the finite resource of fire safety inspecting officers is focussed on the audit of higher risk premises and undertaking enforcement action and prosecutions only when appropriate to do so based on the risk to occupants of the premises and the attitude of the responsible person/s. The graphic illustrates this approach and the type of regulatory activity appropriate for each 'compliance characteristic'. The attitude of the responsible person is only a component part of the full audit process undertaken by a fire safety inspector and its contribution within our Enforcement Management Model which can be viewed on our [website](#).





## **Business safety advisor key work areas**

**Advice and education:** To support business owners and responsible persons to meet their statutory obligations under fire safety legislation. Providing fire safety advice via a variety of methods including phone, visits, letters, e-mails, campaigns, social media platforms and events. Promotion of the Lancashire Fire and Rescue Service business safety website.

**Fire safety complaints:** To ensure complaints are acknowledged, triaged and passed to an appropriate LFRS officer or partner agency to be investigated in accordance with policy.

**Post fire intelligence and support:** To visit regulated premises that have experienced a fire and provide fire safety and business continuity advice to owners and managers. To visit other regulated premises in the vicinity and provide wider advice and support particularly where the cause of fire may be related to arson vulnerability. Where significant non-compliance with regulation is known or suspected, particularly where people have been put at risk, the matter will be referred to a qualified FSI to undertake a post fire full audit. Outcomes will be recorded on the Post Incident Action Log and intelligence identified shared appropriately.

**Unwanted fire signals:** To interrogate management information systems and triage activity levels to identify commercial premises which are causing false alarms which exceed acceptable policy thresholds. Thereafter to work with business owners to reduce the number of unwanted fire signals from automatic fire detection and alarm systems in accordance with service policy.

**Business continuity planning advice:** To assist business owners and Responsible Persons with business continuity and emergency planning, this should include; general BCP, risk assessment, flood guidance and promotion of the workplace 1st responder and defibrillator allocation. The BSA will utilise a BCP information pack to help support businesses.

**Campaigns:** Under the direction of the Protection Support Station Manager develop and deliver service wide campaigns which are data led and targeted at specific premises types, audience groups and shaped around a relevant 'call to action'. Under the direction of the fire safety team Leader develop and deliver local district level campaigns which are data led, aligned to the objectives in the district plan and targeted at specific premises types and audience groups and shaped around a relevant 'call to action'.

**Events and networking:** Identify appropriate networking opportunities within chambers of commerce, business improvement districts and the like for the purpose of sharing business safety information and identify appropriate events to attend and promote business fire safety.

**Risk profiling and monitoring:** To identify and capture relevant information on regulated premises not currently on the service's Community Risk Management Information System (CFRMIS) and record details as appropriate. Triaging those that may require inclusion in the risk-based inspection programme and sign posting to operational staff for site specific risk information and community safety for home fire safety checks.

**Planning permissions:** As fire and rescue services are not statutory consultees in the planning process BSAs will review district council online planning portals sending template letters to planning authorities where doing so assists the early identification of potential fire service access issues and water supply requirements and making recommendations for the early consideration of sprinkler systems. Sharing information with the service's Water Officer. Reviewing planning application liaison with Fleet Department on water supplies.

**Licensing consultations:** Fire and rescue services inspect licensed premises under the Fire Safety Order which has sufficient powers to keep premises safe from the risk of fire. Although inspecting officers keep police and local authority licensing teams informed of ongoing issues, a license review will only be requested when an enforcement notice has not been complied with or a prohibition notice has been issued. Consequently, licensing consultations are an opportunity to arrange an inspection when a new premises is coming into use (should also have been subject to building regulations), or there is a significant change to an existing license. In most other cases the consultation will relate to a more minor change and letters advising of how to keep premises safe from the risk of fire are sent to the Licensing authority for onward communication to the licensee. Where licensee details are known the letter is also sent directly to the premises. The BSA role is to triage the consultation and deal accordingly.

**Audits of simple premises:** BSAs are trained to Level 3 Fire Safety Certificate standard. Once competent in role they audit what are known as 'simple premises'. These are small premises with simple layouts such as small shops, offices or industrial units with non-complex means of escape conforming to recognised code of practice e.g. approved document B, the local government guides or LACORS. The risk does not require compensatory features in order to make the fire safety strategy work. The occupants are generally awake/familiar but there may be well managed sleeping (e.g. small hotel or HMO). The numbers of relevant persons is low. Simultaneous evacuation is in place.

Over the course of this strategy, we will:

Refine our approach to business support to ensure our campaigns and associated resources meet the needs of customers as legislation and guidance continues to evolve and place greater expectations on responsible and accountable persons.

### **Primary authority schemes**

We will continue to provide primary authority partnerships<sup>8</sup> to provide assured, consistent regulatory advice that makes it simpler and easier for businesses who are signed up to the scheme to comply with fire safety legislation.

Over the course of this strategy, we will:

Review of primary authority scheme policy to ensure it remains fit for purpose.

### **Heritage plan**

Lancashire's heritage defines its history and identity, comprises some of its most identifiable national and internationally recognised landmarks, has a high financial

---

<sup>8</sup> [Primary Authority \(nationalfirechiefs.org.uk\)](http://nationalfirechiefs.org.uk) & [Primary Authority Register \(beis.gov.uk\)](http://beis.gov.uk)



and social value and in many cases drives aspects of the economies which fuel our districts.

As heritage premises are unlikely to be sleeping risks and therefore will not naturally be identified for audit by the risk-based inspection programme it is necessary to consider them separately. For the purpose of this strategy, LFRS defines heritage risk as Grade I and Grade II\* premises and their contents where appropriate.

Whilst LFRS is directly not responsible for safeguarding heritage assets, having a policy, with a named heritage liaison officer, helps ensure that fire safety remains a priority for the organisations that manage them. In addition to securing compliance with the fire safety order audits are also used to convey wider risk reduction advice including signposting to specialist advice and the importance of arson risk reduction.

The strategy also includes links to operational preparedness to ensure site specific risk information remains current and appropriate.

Over the course of this strategy, we will:

Review our heritage policy to ensure it remains fit for purpose.

### **Links to community safety**

Throughout this strategy reference has been made to the phrase 'built environment'. The term is used to describe the structures society creates for our homes and to accommodate retail, education, industry etc. We recognise that a protection strategy cannot sit in isolation and must recognise the significance and variance in risk associated with the different ways dwellings can be provided including when they are provided within multi-occupied buildings such as houses of multiple occupation, buildings converted to flats and those which are purpose built.

Our prevention strategy focusses on working with partners to raise fire safety awareness and effect behavioural change to reduce risk to individuals and families in their individual homes due to personal factors related to health, age and lifestyle choices etc and the provision of equipment and alarms needed within their own dwelling to help achieve this.

Our protection strategy compliments this approach and focusses on the way buildings in their entirety should perform in fire conditions to protect all their occupants and ensuring owners and managers understand their responsibilities and discharge them effectively.

Prevention and protection staff co-ordinate their work to ensure that, where appropriate, cross referrals are made and both services are applied to reduce the risk of a fire occurring and improve the outcomes if one does.

We recognise that sleeping accommodation is sometimes provided in premises that were not designed for that purpose and do not have fire precautions to safely support such use. The operators of these premises occasionally do so due to a lack of knowledge of legislation, but more usually as a deliberate attempt to ignore legal duties and cut costs. Such premises tend to be hazardous as they often mix high fire risk processes (such as cooking and manufacturing) with the provision of sleeping on upper floors without the appropriate protection of fire alarms, suitable compartmentation and escape routes etc. Creating a high likelihood of fire and a low prospect of escape. Both prevention and protection teams use partnership working,

complaints, local networks and intelligence sharing to identify such premises. When discovered, ensuring the safety and wellbeing of the residents takes primacy and work is undertaken with local authority housing and Homelessness teams to ensure displaced residents are re-homed if prohibition powers are necessary to protect life. Thereafter protection officers will utilise the full powers of the FSO to resolve fire safety issues and will refer to other regulators such as housing, planning and building control as appropriate.

## **Links to operations and operational preparedness**

Fire protection, operational preparedness and operational response are all intrinsically linked. By virtue of their knowledge of the built environment, and role in the building regulation and partnership consultation process, our protection teams are well positioned to ensure the provision of timely, accurate and relevant risk information to ensure operational crews can respond safely and effectively to all building types, but particularly to those of a complex and high-risk nature, where knowledge of the fire strategy and fire safety systems is a fundamental component of successful resident evacuation and emergency response.

Over the course of this strategy, we will seek to further embed our protection staff into our operational preparedness arrangements, contributing at an early stage to the site-specific risk information. Reciprocally we will also seek to expand the fire protection knowledge held by our operational and community safety staff to ensure existing and emerging risks in the built environment are understood to ensure operational tactics and decision making are adapted accordingly and maximum use is made of fire protection systems design to assist during emergency situations (e.g. smoke control systems, evacuation alert systems etc).

Our Operational Assurance Team (OAT) collate learning across the national, regional, and local arena to prepare the service for foreseeable events. This learning is considered by our Operational Assurance Group (OAG) which is represented by all departments including fire protection. Improvement actions are allocated and monitored via our Assurance Monitoring System. The group also coordinate the collation of national protection learning notes feeding into the National Protection Learning User Group (NPLUG).

Our team of operational assurance officers and group managers respond to operational incidents, including 'significant incident fire safety' (SIFS) incidents; these are operational incidents whereby the fire safety provision for the premises has not worked as intended or where the incident commander believes there may be breaches in fire safety compliance. This procedure ensures appropriately trained officers respond to incidents, gather evidence and identify emerging protection issues.

We will continue to seek out and operate information exchange processes which enable us to understand risk in the built environment e.g. the SiteSafe scheme which shares information on timber framed premises during both the construction and occupancy phases.

The inspection programme targets premises which pose the greatest risk to life and necessarily focusses on higher risk premises where people sleep and may be unfamiliar with their surroundings. Through the development of a business fire safety

check (BFSC) offer, delivered by our operational crews and CSAs, we will increase our capacity and enable fire safety standards to be checked and evaluated in a much wider range of lower-risk premises (such as industrial units, offices, shops, simple houses in multiple occupation and hotels). The BFSC training will promote broader understanding of fire safety legislation and built environment risk. The check will also ensure that minor non-compliance is rectified immediately through advice and support, and more serious issues are referred to fully qualified fire safety inspectors. Whilst they are at the premises staff will also undertake an arson vulnerability assessment and capture relevant risk information.

Over the course of this strategy, we will:

Introduce business fire safety checks for a range of premises delivered by our operational crews and community safety teams.

Upskill our operational and community safety staff with contemporary and relevant knowledge of fire safety legislation and fire risk in the built environment.

### **How will we measure success?**

LFRS recognise the importance of monitoring and evaluating the effectiveness, efficiency and impact of its protection activity.

Protection activities are measured and reported via a suite of key performance indicators which are presented to the Combined Fire Authority (CFA) on a quarterly basis and subject to scrutiny by the Performance Committee.

A performance management framework is utilised to ensure finite inspection resources are used effectively, aligned to the national competency framework and the risk-based inspection programme. We closely monitor performance against this framework.

We regularly report our performance to the Home Office, NFCC Protection Policy Reform Unit, and HMICFRS. Such reporting enables not only quantitative analysis of the number of audits and consultation activities but also qualitative analysis of the types of premises inspected, and the outcomes achieved.

We use quality assurance processes to ensure our services are delivered consistently and in accordance with the Enforcement Concordat and Enforcement Management Model.

All significant campaigns are evaluated to ensure resources are used effectively and learning from one campaign is used to build the next.

All data and information collated is compliant with General Data Protection Regulations (GDPR).

### **Who is responsible for delivering this strategy?**

The lead for community safety in Lancashire Fire and Rescue Service is the Head of Prevention and Protection who in turn is accountable to the Director of Service Delivery.

Performance is reported on a quarterly basis to the Combined Fire Authority via the Performance Committee.

## Relevant legislation

Legal requirements or mandatory duties:

- Regulatory Reform (Fire Safety) Order 2005
- Environment and Safety Information Act 1988
- The Petroleum (Consolidation) Regulations 2014
- The Explosives Regulations 2014
- Fire and Rescue National Framework for England
- Building Safety Bill
- Fire Safety Bill
- Construction (Design and Management) Regulations 2015
- Fire Safety and Safety of Places of Sport Act 1987
- 3/1/2021 FSB Draft Fire Protection Fire Standard v1.5 for consultation 4 of 4
- Police and Criminal Evidence Act 1984
- Regulators Code
- Fire Precautions (Sub-surface Railway Stations) (England) Regulations 2009
- Criminal Procedures and Investigations Act (CPIA)

Linked qualifications, accreditations, or Fire Standards:

- Code of Ethics Fire Standard
- Community Risk Management Planning Fire Standard
- Fire Investigation Fire Standard

Apprenticeships:

- i. Fire Safety Advisor
- ii. Fire Safety Inspector
- iii. Fire Safety Engineer



**2022-2027**

# Response Strategy

# Contents

|                                                    |           |
|----------------------------------------------------|-----------|
| <b>Introduction.....</b>                           | <b>4</b>  |
| <b>Key principles.....</b>                         | <b>6</b>  |
| <b>Preparedness.....</b>                           | <b>7</b>  |
| National operational guidance .....                | 7         |
| Training and Operational Review (TOR) .....        | 7         |
| Response and Emergency Planning (REP) .....        | 7         |
| Operational assurance and learning .....           | 7         |
| Built Environment Assessment Team (BEAT) .....     | 8         |
| Site specific risk information (SSRI) .....        | 9         |
| Partnership working.....                           | 10        |
| Collaboration and interoperability .....           | 10        |
| Research and development .....                     | 10        |
| <b>Response arrangements.....</b>                  | <b>11</b> |
| Our station arrangements and staffing models ..... | 11        |
| Fire engines .....                                 | 11        |
| Our fire stations .....                            | 11        |
| Wholtime fire engine availability .....            | 13        |
| On-call fire engine availability .....             | 13        |
| How we achieve our availability .....              | 13        |
| Crewing of vehicles.....                           | 13        |
| Small incident units (SIUs) .....                  | 13        |
| Wholtime firefighters.....                         | 13        |
| On-call firefighters .....                         | 14        |
| What we respond to .....                           | 14        |
| Climate change - wildfire.....                     | 14        |
| Climate change - flooding .....                    | 15        |
| Fires in the built environment .....               | 16        |
| Transport incidents .....                          | 16        |
| Hazardous materials incidents .....                | 17        |
| Specialist rescue capability .....                 | 17        |
| Terrorist incidents.....                           | 17        |
| Special appliances.....                            | 18        |
| Our response standards .....                       | 19        |
| Critical fire response - 1st fire engine.....      | 19        |

|                                                           |           |
|-----------------------------------------------------------|-----------|
| Critical fire response - 2nd fire engine .....            | 20        |
| Critical special service response .....                   | 20        |
| <b>Innovation and technology.....</b>                     | <b>22</b> |
| Optimising availability of operational staff .....        | 22        |
| Information and Communications Technology (ICT) .....     | 22        |
| Rota technology.....                                      | 22        |
| Pre-alerting .....                                        | 23        |
| Automatic vehicle location system (AVLS) road speed ..... | 23        |
| Emergency services network (ESN).....                     | 23        |
| North West Fire Control (NWFC) .....                      | 23        |
| Command units .....                                       | 24        |
| Fire engines and water towers .....                       | 24        |
| Aerial capability .....                                   | 24        |
| Drone .....                                               | 24        |
| <b>National resilience .....</b>                          | <b>26</b> |
| Section 13 and 16 of the Fire Services Act 2004 .....     | 27        |
| <b>Business continuity.....</b>                           | <b>28</b> |
| BCP training .....                                        | 28        |
| How will we measure success? .....                        | 28        |
| Conclusion .....                                          | 29        |
| <b>Relevant Legislation .....</b>                         | <b>29</b> |



## **Introduction**

This response strategy has been developed to outline how we will deliver our operational response function to the communities of Lancashire.

Lancashire Combined Fire Authority (CFA) is responsible for providing an effective and efficient Fire and Rescue Service (FRS) to protect communities and businesses across Lancashire. This response strategy outlines how Lancashire Fire and Rescue Service (LFRS) will respond to a range of emergencies and operational incidents and manage our resources to enable the most appropriate and efficient response.

Our response commences from the initial call to North West Fire Control (NWFC). We attend a wide range of incidents which include building fires (domestic, industrial, commercial), road traffic collisions, railway incidents, building collapse, hazardous materials, humanitarian services, wildfires, water rescues, flooding, rope rescue, confined space and assisting other agencies. We have diversified into areas such as gaining entry on behalf of North West Ambulance Service (NWAS) and missing person searches in collaboration with Lancashire Constabulary (LanCon).

We have specialist teams and equipment that respond to reduce harm from a wide range of incident types including rope rescue teams, urban search and rescue specialists, swift water rescue operatives, wildfire burns teams, environmental protection, air support team (drone) and canine units which provide bespoke search capabilities.

Our delivery of services is influenced by and aligned to legislation, the Fire and Rescue National Framework for England National Operational Guidance and our Risk Management Framework; the framework includes our Strategic Assessment of Risk (SAoR), Community Risk Management Plan (CRMP) and annual service plans (ASP).

Reducing risks and preventing incidents is a critical part of the service we deliver. However, being prepared to respond to emergencies when they occur is at the heart of what we aim to achieve. We seek to deliver the highest standards of operational response by continuously planning, preparing, and training for emergencies, so that we can respond with the correct resources, skills and equipment to deal with any incident safely, efficiently, and effectively.

To support and develop our response activities we have a dedicated Response Task Group (RTG) which aims to:

- Work collaboratively in preparing and developing operational/response policy and procedures.
- Update existing policy and procedures following research and development activities.
- Investigate and report on activities internal and external to the service.
- Deliver service improvement to support the objectives of the CFA.
- Identify and provide options to improve service performance in all areas of operational response.

- Provide a sounding board for relevant tactical and procedural issues, using this process to promote best practice.

DRAFT

## Key principles

Our response strategy defines how we ensure sufficient and proportionate emergency response arrangements are available to respond to and manage a wide range of risks and threats, delivered through a range of local, regional, and national delivery models.

Our culture plays an integral part in enabling the service to achieve our priorities of:

- Valuing our people.
- Preventing fires and other emergencies from happening.
- Protecting people and property when they happen.
- Responding to fires and other emergencies quickly and competently.
- Delivering value for money.

Our service “STRIVE” values underpin everything we seek to achieve, which fundamentally aligns to the fire and rescue service national code of ethics:

- |           |               |
|-----------|---------------|
| • Service | • Integrity   |
| • Trust   | • Value       |
| • Respect | • Empowerment |

Through the key objectives set within the response strategy, we aim to support the creation of a positive, inclusive culture that encourages innovation and continuous improvement. Achieving the right culture will enable us to deliver the best services and be an outstanding fire and rescue service for our communities and visitors.

- Our response strategy has been produced to translate the expectations laid out in relevant legislation, guidance and national reports into appropriate action as well as taking cognisance of our SAoR and CRMP.
- We constantly review our approach to providing and deploying resources to ensure they remain flexible and where possible, seek to improve our capabilities to deal with the wide range of foreseeable emergencies and risks as detailed in our SAoR, balancing demand and risk.
- We will ensure that our resources remain fit for purpose through analysis of data and reviews, for example our emergency cover review (ECR) process which reviews fire station/engine location and crewing arrangements. Our special appliance review ensures that we have the right specialist assets and skills to support the wide range of incidents we attend and provide appropriate arrangements for future emerging risk as detailed within our SAoR.
- We will prioritise statutory requirements, ensuring that our firefighters are provided with the best training, best facilities, best appliances, and best equipment to ensure they remain as effective and efficient in preparedness and response, whilst remaining focused on their health, safety, and wellbeing.

The response strategy focuses on the following areas to achieve its aims:

- Preparedness.
- Response arrangements.
- Innovation and technology.
- National resilience.

- Business continuity.

## **Preparedness**

### **National operational guidance**

We will maintain, review, and develop robust systems, processes and procedures that build upon national operational guidance, and fire standards supporting the identification and management of operational risk. This will enable us to provide clear guidance for operational responders to ensure a safe, effective, and efficient response to operational incidents.

### **Training and Operational Review (TOR)**

Operational learning and training are an essential component used to develop and maintain competent firefighters and officers to respond with the right knowledge and skills to a wide range of incidents, safely and effectively. Our training facility ensures that our firefighters and managers are trained to high standards. This is completed through realistic practical and theoretical training sessions utilising a range of props and technology in simulated training sessions and exercises.

We will continue to deliver and participate in collaborative training in line with the requirement as laid out in the Fire and Rescue National Framework.

Training will be in the form of practical and desktop exercise throughout the period of this response strategy. Key areas of training will be determined by due consideration of the national risk register, local community risks and both national and local operational learning. We will continue to support our firefighter apprentices and focus on our new starters growth to ensure they contribute to our operational preparedness and response arrangements, supporting our diverse communities.

### **Response and Emergency Planning (REP)**

REP is fundamental to our response activities; the department write and develop policy and procedures which are derived from national operational guidance. Business continuity planning ensures that a strong response position is maintained for spate condition such as bad weather, pandemics, staff absence, fall back mobilising, major/critical incidents, and incident command support.

### **Operational assurance and learning**

We will continuously review all aspects of the operational performance of our crews, to enable us to monitor compliance with requirements, but more importantly, to identify learning, ensuring we act to immediately rectify any identified shortfalls and continuously improve.

To make sure that we operate as safely and effectively as it can, we will continue to build strong planning, preparedness, response and learning processes. We will audit our work to evaluate how well we perform. In order for us to do this:

- We will prepare for inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services. This programme has been established under

the Government's Fire Service reform agenda to assess effectiveness, efficiency, and leadership.

- We will review national operational guidance, fire standards, and make amendments (where necessary) to standard operating procedures and associated training activity, which will be aligned to new national training specifications.
- We will complete an operational debrief for all incidents and complete a command debrief and multi-agency debrief when appropriate to ensure learning and good practice. Incident assurance will be delivered by competent assessors and a proactive operational capability monitoring process.
- We will, where appropriate to do so, share lessons learned nationally through joint organisational learning (JOL) and national operational learning (NOL) protocols, we will also share this information with local partners and where appropriate, with regulatory authorities to prevent any reoccurrence.

## **Built Environment Assessment Team (BEAT)**

The BEAT was formed in 2019. The purpose of the team was to offer an informed assessment of how well we managed risk within the built environment, identifying areas of best practice, development growth and opportunities.

The BEAT focussed on three key thematic areas:

1. Operational training.
2. Operational response.
3. Fire protection.

In determining our preparedness and response to the built environment risk, the team considered three key areas:

1. Our people.
2. Our process.
3. The technology we use.

This framework enabled the BEAT to draw together information, intelligence, data, best practice, and professional judgement to evidence the current position and how we may develop, grow, and refine over the coming years to ensure it remains fit for the future.

To assess how we prepare, respond, learn, and manage built environment risk, the team looked at the three thematic areas which are the most fundamental aspects of the practical application of managing this risk. Namely, protection-based activities, operational activities (both planning and responding) and training activities across all functions.

To better frame the questions and provide structure to the information gathering the team considered:

- Organisational legislative requirements: for instance, FRS Act 2004, Fire Safety Order 2005, CCA 2004.
- Role specific legal requirements.
- Best practice/guidance, e.g., national operational guidance (NOG).
- The organisation's preparedness and understanding of the environment it is operating in i.e., Strategic Assessment of Risk (SAoR), Community Risk Management Plan (CRMP).
- The policies and procedures currently in place which shape its people, process, and technology: for instance, selection and development, project management, strategic ownership and accountability.
- The training and development of its staff across all functions.
- The implementation of procedures and 'ways of working' across all functions along with the consistency, robustness, and perceived benefits.
- The mind-set throughout the organisation.

This structure, therefore, ensured a logical methodology flowed; from how we interpret, understand, and apply our legal duties, to assessing and managing risk through local delivery of those legal duties.

It also ensured that any recommendations made, were supportive of organisational improvement to better align us back with its intended mission along with complementing one another to provide a 'golden thread' throughout the Service.

In short, the BEAT looked at how well we prepare and equip our people to do the job at hand and, ultimately how effective our structure, training and governance combined from top down and bottom up is, to remain competent, proficient, and fit for the future.

The work and report have culminated with 14 recommendations drawn together from intelligence, data, and professional judgement. These recommendations will build upon an existing foundation of solid knowledge, understanding and actions whilst shaping thinking, workstreams and decision making, to better improve our response, not just to the built environment risk, but to our operating environment across Lancashire.

## **Site specific risk information (SSRI)**

The gathering of operational risk information is one of our key activities. We have an integrated approach to managing the risk; thereby ensuring safe systems of work for all employees.

We will undertake incident pre planning and the gathering of operational risk information to enable:

- The prevention of injury and ill health of firefighters and other emergency responders.
- Management and mitigation of risks in the community.
- Continual improvement in the provision of accurate, relevant and timely operational information available to responding crews.
- Compliance with the legal duties on fire and rescue authorities in relation to operational risk information
- Compliance with formal guidance and "best practice" models; and

- Audit and review mechanisms

We will review the relationship between our fire protection and response teams to ensure all of our staff are aware of the emerging built environment risk to ensure our preparedness work through SSRI visits, plans and exercises is robust.

## **Partnership working**

We will, in line with our responsibilities as a category one responder under the Civil Contingencies Act, play a full and active part of Lancashire's Local Resilience Forum (LRF). The LRF's main responsibilities are to ensure that local risks are assessed and that preparedness, in terms of response and recovery arrangements are in place to deal with the range of potential emergencies that could affect the county.

The LRF aims to help Lancashire be resilient to emergencies by working together to plan, respond and recover from events affecting people, economy, or the environment.

We have fully embedded the principles that underpin the Joint Emergency Services Interoperability Programme (JESIP) and work together via the LRF to ensure a common understanding and shared situational awareness exists across all category 1 and 2 responder agencies.

We will undertake regular exercises with the LRF and partners to test its own plans and also work with other agencies to test the multi-agency plans. Our joint aim within Lancashire is to improve our capability to respond to any disruptive challenges and minimise the effects on our communities.

## **Collaboration and interoperability**

We have a long history of successful partnership working and work closely with our key partners to ensure that we fully understand each other's capabilities and limitations, command and control procedures and can communicate with one another effectively at incidents.

Through the Blue Light Collaboration Board, we have a programme of identified opportunities that are explored for feasibility and innovative ways of enhancing the emergency service available to our communities, whilst at the same time realising greater efficiencies through working together. We will continue to scope new opportunities, whilst delivering against feasible agreed deliverables.

## **Research and development**

We will through our research and development group constantly review our operational resources considering emerging issues, equipment and practices against national and international best practice. We will consider advances in technology, enhancing our operational capability and ensure firefighter safety is enhanced through the provision of robust procurement, evaluation, monitoring and maintenance of all operational assets and equipment ensuring they perform when required.



# Response arrangements

## Our station arrangements and staffing models

The map below shows the current locations of our fire stations (indicated by each blue star) along with a heat map representing the highest activity areas.

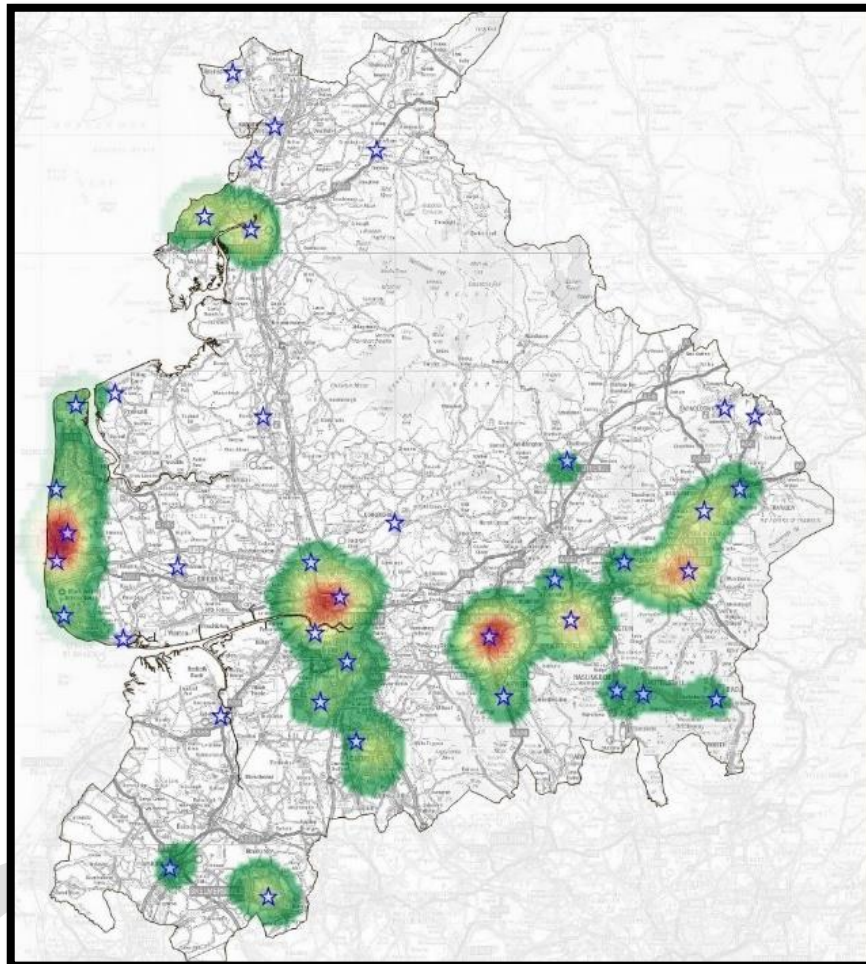


Figure 1

The service operates wholetime and on call shift systems to provide efficient and effective emergency cover across Lancashire. These operate 24 hours, 365 days a year cover for all emergency requirements.

### Fire engines

We will provide fire engines, located, and deployed to address identified risk and response standard requirements. Across Lancashire currently there are a total of 39 fire stations, and 58 fire engines.

### Our fire stations

The following table provides detail on station locations and the number of fire engines (pumps).

| Station         | WT<br>Pumps | On Call<br>Pumps |
|-----------------|-------------|------------------|
| Preston         | 2           |                  |
| Blackpool       | 2           |                  |
| Blackburn       | 2           |                  |
| Burnley         | 2           |                  |
| South Shore     | 1           |                  |
| Hyndburn        | 1           | 1                |
| Lancaster       | 1           | 1                |
| Darwen          | 1           | 1                |
| Morecambe       | 1           | 1                |
| Rawtenstall     | 1           | 1                |
| Nelson          | 1           | 1                |
| Chorley         | 1           | 1                |
| Bispham         | 1           |                  |
| St Anne's       | 1           | 1                |
| Fleetwood       | 1           | 1                |
| Bamber Bridge   | 1           | 1                |
| Skelmersdale    | 1           | 1                |
| Fulwood         | 1           |                  |
| Bacup           | 1           | 1                |
| Leyland         | 1           |                  |
| Ormskirk        | 1           | 1                |
| Penwortham      | 1           |                  |
| Preesall        |             | 1                |
| Lytham          |             | 1                |
| Longridge       |             | 1                |
| Carnforth       |             | 1                |
| Wesham          |             | 1                |
| Earby           |             | 1                |
| Silverdale      |             | 1                |
| Bolton Le Sands |             | 1                |
| Garstang        |             | 1                |
| Barnoldswick    |             | 1                |
| Colne           |             | 2                |
| Clitheroe       |             | 2                |
| Tarleton        |             | 1                |
| Haslingden      |             | 1                |
| Great Harwood   |             | 1                |
| Hornby          |             | 1                |
| Padiham         |             | 1                |
| <b>39</b>       | <b>26</b>   | <b>32</b>        |

**Wholetime fire engine availability** - Central to providing an effective emergency response in Lancashire is ensuring that our fire engines are available to respond when we need them. These are the availability of our fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. We will aim to achieve 99.5% availability.

**On-call fire engine availability** - Central to providing an effective emergency response in areas of lower risk and demand in Lancashire is ensuring that our fire engines are available to respond when we need them. These are the measurements of availability of fire engines that are crewed by our on-call firefighters. We will aim to achieve 95% availability, although we accept that nationally the availability of on-call firefighters is a growing challenge. We will continue to review our crewing arrangements throughout the life of this strategy through emergency cover reviews as appropriate.

## **How we achieve our availability**

### **Crewing of vehicles**

We will deploy our fire emergency response vehicles to the right places, at the right time and in the right proportions to deal with the risks our staff will face. The 'weight' and 'speed' of attack are factors that are very important to us.

**Weight of attack** - In terms of 'weight of attack', we have constructed pre-determined attendance criteria for all emergency incident types. This ensures that we send the right number of people, with the right skills and the right equipment to every incident.

**Speed of attack** - In terms of 'speed of attack', we have established how long it should take for our resources to arrive at any type of emergency incident. Our response standards in respect of 'Speed of Attack' can be seen further on in this strategy.

We will ensure our crewing arrangements are constantly reviewed to deliver the quickest and most appropriate response to 999 calls when our communities need us the most.

### **Small incident units (SIUs)**

Our small incident unit policy enables a response to small incidents that can be managed with limited personnel. The criterion for mobilising is built into our crew availability system which manages personnel and enables NWFC to mobilise an SIU, when appropriate. The interface with our crew availability system and North West Fire Control (NWFC) will only propose SIUs for incidents such as small fires in the open, road traffic collisions, and other risk assessed incidents. In line with our CRMP, we will ensure we have the most appropriate vehicles available across the county to meet our risk and demand profile.

### **Wholetime firefighters**

Wholetime staff are based at stations which are permanently crewed by full-time employees only who work in accordance with the wholetime shift system.

There are a variety of duty systems which can be used to employ full-time firefighters, in response to the risk and demand across individual locations within Lancashire. We will continue to utilise duty systems that are appropriate to this risk and demand.

### **On-call firefighters**

On-Call firefighters are an integral part of LFRS' response arrangements and ensure our county wide operational response is effective and efficient. We continually look to support our On-Call response arrangements via our Strengthening and Improvement Project. Additionally, we continue to support the National Fire Chief Councils (NFCC) On-Call Practitioners' and Steering Groups to ensure we deliver best practice.

### **Flexi duty officers (FDO)**

The FDO role in LFRS has several functions, these include Service Delivery, Prevention, Protection, Training, Emergency Planning, Fleet Services, Assurance, and Service Development. The FDO cohort operates across Lancashire enabling the required levels of supervision at operational incidents. FDO's continue to work closely with other agencies to resolve operational incidents such as Police, Northwest Ambulance Service, Environment Agency, Local Authorities. Our FDO's have the knowledge and skills required to provide an advanced level of tactical and strategic command and coordination at the largest and most serious incidents, utilising developed command skills within a multi-agency environment.

In addition, the FDO role has a range of specialist functions, such as:

- Hazardous Materials Environmental Protection Officer (HMEPO).
- Chemical Biological Radiological Nuclear (CBRN) Strategic and Tactical Commander.
- National Interagency Liaison Officer (NILO).
- Wildfire Tactical Advisor.
- Waste Tactical Advisor.
- Mass Decontamination Tactical Advisor.
- Urban Search & Rescue Service Tactical Advisor.
- Water Incident Manager.
- Airwave Tactical Advisor.
- Maritime Incident Tactical Advisor.

We have a continual cycle of training for FDO's using in house training resources and external training providers. Initial training courses, refresher training, CPD events and command assessments are planned throughout the year to ensure an experienced and competent response.

## **What we respond to**

### **Climate change - wildfire**

Wildfires remain a significant risk in Lancashire, therefore we are developing a bespoke Wildfire Strategy. We have invested in new equipment, skills, and all-terrain vehicles to ensure we are able to provide a sufficient, and effective response to these incident types. Our units and specialist wildfire response teams including a burns team are strategically located for an efficient response, and we will continue to

review our arrangements to ensure we are resourced for the levels of risk and demand across Lancashire.

We will continue to engage with partners, land, and property owners to inform, educate and subsequently mitigate the impact wildfire has on our communities through the national Firewise initiative. We will continue to develop our internal cohort of wildfire tactical advisors and continue to develop our national wildfire tactical advisors through local, national, and international support.

| <b>Resource response to incident type</b> | <b>Resource allocation</b>                                  |
|-------------------------------------------|-------------------------------------------------------------|
| Wildfire burns team                       | 1 team strategically placed according to demand and risk    |
| Wildfire unit                             | 1 team strategically placed according to demand and risk    |
| Drone teams                               | Specialist drone pilots – all year round on-call capability |
| Wildfire responders                       | All staff across Lancashire                                 |
| Command support units                     | 2 placed strategically within Lancashire                    |
| High volume pump                          | 1 placed strategically within Lancashire                    |
| Hose layer unit                           | 1 strategically placed according to demand and risk         |

### **Climate change - flooding**

Wide area and localised flooding can and do devastate our communities and impact years beyond an event. Water related incidents tragically result in deaths each year and incur considerable economic loss. Flooding can happen at any time of the year and requires an effective and appropriate response. We will set out a 5 Year Delivery Plan through our Climate Change Operations Plan which will look at preparing and responding to future effects of climate change. The service hosts strategically placed water rescue tenders and water incident units. Our response arrangements contribute to the National DEFRA (Department for Environment Food and Rural Affairs) response managed by National Resilience.

We are a host service for a high volume pump (HVP) which is part of the national capability, the HVP are embed into core business and offer a substantial resource to move large volumes of water quickly. We have invested in equipment and training to support our flood response and we will continue to work with partners to develop multi-agency flood plans and rapid catchment flood area response plans. The main objective of these plans is to ensure our response is coordinated and protects life, property and environmental damage is mitigated.

| <b>Resource response to incident type</b>    | <b>Resource allocation</b>                                  |
|----------------------------------------------|-------------------------------------------------------------|
| Swift water rescue teams                     | 6 placed strategically across Lancashire                    |
| Flood suit responders                        | All staff across Lancashire                                 |
| Water rescue teams (includes motorised boat) | 2 placed strategically within Lancashire                    |
| Drone teams                                  | Specialist drone pilots – all year round on-call capability |
| High volume pump                             | 1 placed strategically within Lancashire                    |
| Command support units                        | 2 placed strategically within Lancashire                    |

We will continue to invest in resource to ensure our frontline responders have the most appropriate equipment and PPE to enable them to operate effectively at water related incidents.

### **Fires in the built environment**

This area covers a wide range of building stock from domestic commercial, industrial, retail, entertainment, education, hospitals, and high-rise premises which include a wide variety of building constructions that all require individual and unique responses. These fires may be classified as accidental or deliberate causes. A set of defined predetermined attendances are in place which will ensure the correct resources, such as the number of fire engines and specialist appliances are dispatched to these incident types. Our operational and response priority will be to minimise the impact on life, infrastructure, and the environment.

| <b>Resource response to incident type</b>                      | <b>Resource allocation</b>                                                 |
|----------------------------------------------------------------|----------------------------------------------------------------------------|
| Fire appliances                                                | 58 across Lancashire                                                       |
| Aerial/high reach assets                                       | 6 placed strategically across Lancashire                                   |
| Incident intelligence officers (fire investigation)            | Specialist fire investigation officers – all year round on-call capability |
| Drone teams                                                    | Specialist drone pilots – all year round on-call capability                |
| Canine provision                                               | Specialist canine assets – all year round on-call capability               |
| Breathing apparatus unit (large scale or protracted incidents) | 1 centrally located within Lancashire                                      |
| Command support units                                          | 2 placed strategically within Lancashire                                   |

We will continue to invest in technology and firefighting tactics and equipment to ensure we have the right resource in the right place at the right time to protect our communities.

### **Transport incidents**

Death and serious injuries on Lancashire's roads because of RTCs and road vehicle fires occur each year. They can also affect infrastructure, communities, the environment and residents and visitors to the county. Lancashire services a large transport infrastructure including motorways, major A and B roads, rail systems and an airport. We are prepared and ready to deal with incidents on all scales from small vehicles to large aircraft. Our operational response arrangements to transport related incidents will continue to maintain a high level of preparedness to respond to these incident types. We will continue to refresh our specialist equipment to deal with this type of emergency and ensure that our operational crews and managers have access to state of the art equipment.

| <b>Resource response to incident type</b> | <b>Resource allocation</b>                |
|-------------------------------------------|-------------------------------------------|
| Fire appliances                           | 58 across Lancashire                      |
| Major rescue unit                         | 1 centrally located within Lancashire     |
| Foam unit                                 | 2 centrally located within Lancashire     |
| Urban search and rescue team              | 2 teams based centrally within Lancashire |

|                                                              |                                                             |
|--------------------------------------------------------------|-------------------------------------------------------------|
| Demountable specialist rescue pods (roll on/ roll off units) | Strategically placed at numerous stations across Lancashire |
| Command support units                                        | 2 placed strategically within Lancashire                    |

## Hazardous materials incidents

Hazardous materials can present a risk to the public from a range of sources including road transport, industrial sites, and malicious use by terrorist or organised criminal groups. There are a significant number of hazardous materials we must be prepared to deal with ranging from different types of dangerous liquids to cylinders and chemicals. Our operational response arrangements to emergencies involving hazardous materials will continue to provide equipment and training so we can effectively deal with these incident types. This will include training our operational crews and incident commanders and specialist hazmat and environmental protection officers to ensure that they have the specialist skills, knowledge and understanding to ensure that all incidents are resolved safely, efficiently, and effectively.

| Resource response to incident type | Resource allocation                      |
|------------------------------------|------------------------------------------|
| Fire appliances                    | 58 across Lancashire                     |
| Hazardous material units           | 2 placed strategically within Lancashire |
| Command support nits               | 2 placed strategically within Lancashire |

## Specialist rescue capability

We are equipped to deal with a range of more specialist risks which require a different response, strategies, and equipment. As such, we host and maintain an enhanced capability across the fleet to manage and deal with specialist rescue incidents. For example, rescues from water, search and rescue of collapsed structures, confined space operations, rescue of animals from water, ditches and mud, high line rope rescue operations, canine search procedures and lift rescues. Our operational response arrangements to specialist rescue emergencies will continue to maintain a high level of preparedness to respond using specialist equipment and specially trained staff.

| Resource response to incident type                          | Resource allocation                                          |
|-------------------------------------------------------------|--------------------------------------------------------------|
| Fire appliances                                             | 58 across Lancashire                                         |
| Large animal rescue teams                                   | 6 placed strategically across Lancashire                     |
| Major rescue unit                                           | 1 centrally located within Lancashire                        |
| Urban search and rescue team                                | 2 teams based centrally within Lancashire                    |
| Rope rescue team                                            | 1 strategically placed according to demand and risk          |
| Canine provision                                            | Specialist canine assets – all year round on-call capability |
| Demountable specialist rescue pods (roll on/roll off units) | Strategically placed at numerous stations across Lancashire  |
| Command support units                                       | 2 placed strategically within Lancashire                     |

## Terrorist incidents

Terrorism presents a serious and sustained threat to the UK and UK's interests abroad. With 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 recent years, we are committed to the Marauding Terrorist Attack Joint Operating Principles (MTA JOPs) and as a FRS will form part of a multi-agency response to such events. We maintain a cadre of national inter-agency liaison officers (NILO) who have received in depth training in responding to terrorism. 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, in line with JESIP principles.

| Resource response to incident type                           | Resource allocation                                                                    |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Fire appliances                                              | 58 across Lancashire                                                                   |
| Major rescue Unit                                            | 1, centrally located within Lancashire                                                 |
| Urban search and rescue team                                 | 2 teams based centrally within Lancashire                                              |
| Canine provision                                             | Specialist canine assets – all year round on-call capability                           |
| Demountable specialist rescue pods (roll on/ roll off units) | Strategically placed at numerous stations across Lancashire                            |
| Command support units                                        | 2 placed strategically within Lancashire                                               |
| NILO                                                         | Skill distributed amongst the FDO cohort, with a minimum of 1 NILO on duty at any time |

There are other resources that are available across all incident types that support our response arrangements.

In addition to our own assets, we have developed partnerships with various external organisations and bodies that can be drawn upon to assist in the resolution of incidents as and when they occur. They can also play a vital preventative role in limiting the impact incidents have on the public, property, and the environment.

| Resource response to incident type | Resource allocation               |
|------------------------------------|-----------------------------------|
| Fire emergency support service     | All year round on-call capability |
| Welfare unit with toilets          |                                   |
| Toilet unit                        |                                   |
| Media unit                         |                                   |
| Salvation Army Catering unit       |                                   |
| Mountain rescue                    |                                   |
| Bay Search and Rescue              |                                   |
| Utility companies                  |                                   |
| Environment Agency                 |                                   |
| Bureau Veritas                     |                                   |
| National resilience assets         |                                   |

## Special appliances

The Service operates a range of special appliances. Special vehicles fulfil four broad generic roles across intervention and operational support. They will be provided, located, crewed, and deployed in accordance with the service risk profile and empirical evidence of operational activity and will be subject to periodic review as required. Special vehicles impose an additional training requirement, and the disposition of these vehicles will ensure that training programmes are manageable within available time constraints.

|                                                                          |
|--------------------------------------------------------------------------|
| <b>Special appliances</b>                                                |
| 4 x Aerial ladder platforms (ALP)                                        |
| 2 x Water towers (Stingers)                                              |
| 1 x Major rescue unit + polaris (MRU)                                    |
| 2 x Foam units (FU)                                                      |
| 1 x Breathing apparatus unit                                             |
| 2 x Water rescue units (WRU) rescue boats + SRT                          |
| 2 x Hazardous materials and environmental protection units (HMEPU)       |
| 1 x Hose laying and retrieval unit.                                      |
| 2 x Control units (CU)                                                   |
| 1x 9000 litre water bowser                                               |
| 6 x 4x4 vehicles equipped with wildfire equipment                        |
| 2 x Haglund for wildfires                                                |
| 2 x Rope rescue units (RRU)                                              |
| 6 x Water rescue tenders (WRT) with SRT capability + bariatric equipment |
| 1 x Air support unit (ASU) drone                                         |
| 1 x Canine trained for accelerants + 1 x canine cadaver                  |
| 1 x Fire emergency support unit (FESS)                                   |
| 1 x Welfare unit with toilets                                            |
| 1 x Toilet unit                                                          |
| 1 x Media unit                                                           |
| 1 x Salvation army catering unit                                         |
| <b>National resilience</b>                                               |
| 1 x High volume pump + hose box (HVP)                                    |
| 1 X Urban search and rescue unit (USAR)                                  |
| 2 x Search and rescue canine and handlers                                |

## Our response standards

### Critical fire response - 1st fire engine

Our response standards, in respect of critical fires, are variable and are determined by the Lancashire risk map and subsequent risk grade of the area in which the fire occurred. Our measure of these response times is from the 'time of call' (this includes the call handling performance, measured within NWFC's KPI's) to the 'time in attendance', i.e., when the 1<sup>st</sup> fire appliance arrives at the incident location. The response standards for the 1st fire engine attending a critical fire are as follows:

| <b>Risk</b>         | <b>Time</b> |
|---------------------|-------------|
| Very high risk area | 6 minutes   |
| High risk area      | 8 minutes   |
| Medium risk area    | 10 minutes  |
| Low risk area       | 12 minutes  |

We have achieved our standard when the time from the first fire engine arriving and the time it was sent to the incident is less than the relevant response standard. We will aim to achieve these standards on 90% of occasions.

### **Critical fire response - 2nd fire engine**

Our measure of these response times is from the 'Time of Call' (this includes the call handling performance, measured within NWFC's KPI's) to the 'Time in Attendance', i.e., when the 2<sup>nd</sup> fire appliance arrives at the incident location. The response standards for the 2nd fire engine attending a critical fire are as follows:

| <b>Risk</b>         | <b>Time</b> |
|---------------------|-------------|
| Very high risk area | 9 minutes   |
| High risk area      | 11 minutes  |
| Medium risk area    | 13 minutes  |
| Low risk Area       | 15 minutes  |

We have achieved our standard when the time from the second fire engine arriving and the time it was sent to the incident is less than the relevant response standard. We will aim to achieve these standards on 85% of occasions.

### **Critical special service response**

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues, and hazardous materials incidents.

For these incidents there is a single response standard which measures call handling time and fire engine response time. The response standard for the first fire engine attending a critical special service call is 13 minutes. We have achieved our 90% standard when the time between the 'time of call' and 'time in attendance' of first fire engine arriving at the incident is less than the response standard.

### **Fire standards**

The Fire Standards Board has been set up to oversee the identification, organisation, development, and maintenance of professional standards for FRS in England. We will ensure our response arrangements align to the fire standards.

### **Measuring response activity**

To ensure we provide the best effective, efficient and value for money service to the communities of Lancashire we use a range of targets to measure performance which are scrutinised under our governance arrangements.

We have several Service wide targets, known as key performance indicators (KPIs) that are outlined within our annual service plans. These KPIs are reported quarterly in the publication known as Measuring Progress which is available on our website. At the end of each reporting year, we will produce an annual service report which covers our performance.

We will continue to utilise local indicators to monitor trends and changes in activity and risk which help us locally plan activities and resource allocation to meet the changing needs of the diverse communities that we serve.

DRAFT

## **Innovation and technology**

### **Optimising availability of operational staff**

We operate a number of wholetime and on-call shift systems to provide an efficient response that meets the risk and demand in the communities of Lancashire. We will review how we manage staffing levels across the shift systems to help us maintain and maximise the availability of our front-line services more effectively, particularly during periods of high demand and absence. We operate rota management systems to ensure optimum staffing levels are maintained. These systems are managed and reviewed on a perpetual basis ensuring that functionality evolves with modern technology.

### **Information and Communications Technology (ICT)**

The ICT department is the central point of contact for the processing and resolution of all issues and requests relating to ICT equipment and technology services across LFRS. The ICT department supports and maintains the ICT infrastructure and applications throughout their lifecycle in partnership with our suppliers and supports the organisation's business intelligence requirements. Information technology is fundamental to our response operations which encompasses development and support for our mobilising systems, radio communications, vehicle mounted data systems (on board computers).

We will continue to innovate in relevant technology with an aspiration to achieve a more "digitally focussed" fire engine to ensure we are effective and efficient whilst mobile in our communities.

### **Rota technology**

We will continue to utilise technology to manage operational staff and appliance availability. Getting the right people in the right place at the right time delivers an efficient work-time management process giving a global view of staff availability. The systems encompass multiple shift patterns, duty systems and multiple locations and is fully compatible with a range of data bases, enabling information to be analysed. It offers a real-time view of staffing today and into the future and it caters for users with all levels of computing experience.

The roster module has been designed and implemented to manage wholetime staff across the differing duty systems. These include, principal officers, flexi duty officers, wholetime (2-2-4), day crewing plus, flexi day crewing, protection and media. Roster offers instant staffing shortage alerts, work-time management process - SMS & internal messaging facilities, shift position/rider board, global staffing, appliance position mapping and skills.

The crew availability system has been designed and implemented to manage availability of on-call firefighters. This enables staff to update their availability to the nearest fifteen minutes. The software package provides up to date mobilising information for North West Fire Control via an automated interface which delivers live data. This identifies the nearest available on call appliance for immediate dispatch.

We will evaluate other software packages that support front line resource management and, where we can demonstrate better value for money and effectiveness, invest appropriately.

## **Pre-alerting**

Pre-alerting is a module available in the North West Fire Control mobilising system. Its function is designed to pinpoint a caller's location using coordinates as soon as the control operator answers a 999 call and then instigates a pre-alert via the turnout system to the nearest resource which is closest to that location. The pre-alert enables the crew to prepare for mobilisation and proceed more quickly once the full mobilisation has been received.

For a landline call the system is extremely accurate as it pinpoints the exact address, for calls from mobile phones, the system will triangulate between several phone masts and give an approximate location. A pre-alert is sent within two seconds of a call being answered and does not require any human intervention. This enables crews to be alerted to a potential incident on average ninety seconds before the full mobilising message is sent.

We will continue to evaluate the effectiveness of the pre-alert system and ensure it is available to appropriate stations and crewing arrangements.

## **Automatic vehicle location system (AVLS) road speed**

Our communities expect the quickest possible response times to an emergency. A module within the mobilising system gives us the ability to input individual pump delays. This is achieved at North West Fire Control by selecting each appliance according to a road speed calculation and the time it should take each appliance to leave the station. Using previous average road speeds and "alerting" times we can mobilise the nearest resources rather than relying on arbitrary station boundaries. The new NWFC road speed calculations have been rigorously tested and are deemed to be accurate. This enables the quickest response to attend an incident.

## **Emergency services network (ESN)**

This is a national project to replace the communications network used by the police, fire and rescue, and ambulance services in the UK. Staff from the service are seconded on the ESN project long term. The new ESN will provide voice communication and broadband data services. LFRS will continue to support national and regional development of the ESN to prepare us for local delivery once the project is ready to commence.

## **North West Fire Control (NWFC)**

NWFC is a public sector company set up exclusively by four of the fire services in the North West Region to jointly handle all 999 emergency calls and be responsible for mobilising firefighters and fire engines to incidents in Cumbria, Lancashire, Greater Manchester, and Cheshire.

This collaboration between the partner fire and rescue services sees the North West gaining maximum benefit providing the best possible service to the public across the North West. Staff work within the main control room answering 999 calls mobilising

fire engines across the region respectively, they also provide support and guidance to staff and support ongoing incidents. NWFC offers a service which is covered 24 hours a day, 365 days a year. NWFC use one of the most advanced mobilising systems in the country to ensure that fire engines, special appliances and firefighters are dispatched efficiently to any incident they are required to attend.

The mission for NWFC as a company, is to protect lives through excellence in emergency call handling, mobilising resources, incident support and co-ordination. Therefore, they recruit for values, train for skill and deliver with excellence. NWFC is committed to giving the public a service of the highest possible standard and are committed to delivering excellent and resilient emergency call management and mobilisation on behalf of the FRS in the North West Region.

We aspire to invest in new technology to assist NWFC provide effective mobilisations of Lancashire resources to all incident types to make Lancashire safer.

## **Command units**

Our incident command units are critical to how we manage complex or large-scale incidents. During the period of this strategy, we will replace our command units and equip them with state-of-the-art incident command software. This will enable efficient and effective firefighting tactics and strategies to be implemented ultimately improving firefighter and community safety.

## **Fire engines and water towers**

Our fleet replacement programme will continue to add new state of the art fire engines with innovative technology enabling efficient and effective firefighting solutions. The successful introduction of our water tower appliances (stinger) into our fleet has resulted in significantly enhanced firefighter safety and firefighting capability. The stinger helps to minimise fire damage and associated costs to businesses and homes whilst enhancing firefighter safety. These appliances are a leading innovation for the UK fire sector.

## **Aerial capability**

We have strengthened our aerial response capabilities with new state of the art aerial appliances. This enables a range of alternative access provision for rescues and firefighting operations at height. The aerals are strategically located to cover appropriate risk across Lancashire.

During the period of this strategy we will replace one aerial ladder platform (ALP) and we will evaluate all options to ensure our resources are appropriate to risk requirements, cognisant of our BEAT and SSRI findings.

## **Drone**

Lancashire is the lead for drones nationally. We have taken full advantage of the drone innovation and capability. The drones offer situational awareness for incident commanders which aids tactical decision-making enabling incidents to be brought to a safe conclusion efficiently and effectively. Collaboration with Lancashire Constabulary has led to joint working offering resilience for the capability. The



evolution of technology provides opportunities for us to explore innovations in both aerial and underwater drone technology.

DRAFT

## National resilience

We have statutory duties as outlined in the Fire and Rescue Services Act 2004 and The Fire and Rescue Services (Emergencies) (England) Order 2007, in relation to National Resilience assets, to ensure they are being satisfactorily discharged.

Since inception, national resilience assets have been embedded into LFRS core business activity and form our heavy rescue response capability for collapsed structures, confined space, working at height and heavy transport.

The National Resilience Assurance Team (NRAT) visit LFRS to undertake an assurance process over a 3-year cycle: year 1, self-assessment – year 2, capability assurance visit – year 3, national exercise. This is to ensure, as hosts for national resilience assets, the achievement and maintenance of an effective operational capability to respond to national and major emergencies.

We will maintain compliance with the areas of assurance and meet its legislative obligations and respond as a host service with the following assets:

- Urban search and rescue (USAR).
- High volume pumping (HVP).

We will also be familiar with other assets available from national resilience:

- Mass decontamination (MD).
- Detection, identification and monitoring (DIM).
- Marauding terrorist attack (MTA).
- Flood response.

We will achieve the following objectives to ensure that it meets its obligations to national resilience and the communities we serve:

- We will ensure that the necessary skills and attributes are being maintained to enable deployment of national resilience assets locally, regionally and nationally in an efficient and effective manner.
- We will ensure that organisational structures are in place within LFRS to meet the published criteria for effective national resilience assets, response to national level incident on request.
- We will identify and confirm that the national resilience capability equipment is being maintained and that defects are managed in accordance with the terms and conditions of use.

The USAR capability can also be used to support incidents which fall outside of the scope of article 3 of the Emergency Services Order (England) 2007. These incidents may include high-profile searches for missing persons, responses to extreme medical cases requiring technical extrication, and support to other agencies, where the additional expertise and technical capability of the USAR team will expedite a safe and effective resolution. In addition, the USAR capability will support other national resilience capabilities with responses to incidents on request.

**Article 5** of the order gives each FRA-hosting specialist USAR resources (equipment and/or personnel) a statutory duty to deploy them outside their area to an extent reasonable for dealing with an emergency following a request from an affected authority. In practice, FRAs participating in the national mutual aid protocol for serious incidents (*FRA Circular 42/2006*) will receive the request via FRS mobilising controls, through existing local mutual aid arrangements, or via the FRSNCC.

## **Section 13 and 16 of the Fire Services Act 2004**

This places an obligation on FRSs to work together, where practicable, to enable mutual assistance in the execution of their functions. We have 'memorandum of understanding' (MOU) arrangements in place with our regional and neighbouring FRS in terms of reinforcement schemes to ensure serious emergencies are attended in an efficient and effective manner. This also includes specialist functions such as Rope Rescue.

Through the North-West Regional National Fire Chiefs Council (NFCC) meetings we will continue to innovate, share best practice and resources as required.

## **Business continuity**

The Civil Contingencies Act requires category 1 responders (such as FRSs) to maintain plans to ensure that they can continue to exercise their functions in the event of an emergency so far as is reasonably practicable. The duty relates to all functions, not just emergency response functions.

Our business continuity plans (BCP) are in place to ensure that the critical business functions we provide continue to operate, despite serious incidents or disasters that might otherwise have interrupted them.

To provide assurance that current business continuity plans are valid and appropriate we will ensure that each plan is reviewed annually and live tested at intervals of not more than two years. The impact of the coronavirus will influence actions for us and our partners now and in the future. Emergency response continues to respond to the crisis and to prepare for future demands and challenges in the years to come.

A review of current arrangements will help to inform future business continuity planning where appropriate. We have an operational degradation plan to ensure appropriate emergency response cover can be maintained during high periods of operational activity or business disruption events. This is calculated on the assumption that the service will be able to simultaneously manage several incidents at any one time.

### **BCP training**

We will develop a range of training packages in partnership with the University of Central Lancashire to enable staff to have sufficient knowledge and skills to effectively complete BCP training and reviews.

### **How will we measure success?**

We recognise the importance of monitoring and evaluating the effectiveness, efficiency and impact of its response activities.

The Combined Fire Authority sets the service challenging targets for a range of key performance indicators (KPI) which help them to monitor and measure our performance in achieving success and meeting our priorities. Performance against these KPIs is scrutinised every quarter at the Performance Committee.

We will closely monitor performance against our critical response standards. We will regularly report our performance to the Home Office and HMICFRS.

We will use quality operational assurance processes to ensure our response services are delivered safely and consistently in accordance with our standard operating procedures.

We will ensure all data and information collated is compliant with General Data Protection Regulations (GDPR).

## Conclusion

Our response strategy provides a framework in which our operational response arrangements can be delivered in the most efficiency and effectively way, making Lancashire safer. It clearly explains our statutory duties in responding to the range of diverse emergencies and supporting our diverse communities that we serve across the county of Lancashire.

This strategy will be constantly reviewed to ensure its effectiveness. A full refresh of the strategy will align with the release of our 2022- 2027 CRMP.

## Relevant Legislation

- Fire and Rescue Framework 2018
- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- National Risk Register of Civil Emergencies 2017
- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013
- National Fire Chiefs Council [NFCC] Position statements
- Audit and assurance provided by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

This page is intentionally left blank

## LANCASHIRE COMBINED FIRE AUTHORITY

### PLANNING COMMITTEE

Meeting to be held on 15 November 2021

### SUB 18M HIGH RISE RESIDENTIAL UPDATE (Appendix 1 refers)

Contact for further information:

Assistant Chief Fire Officer Ben Norman - Telephone 01772 866801

*Table 1 Executive Summary and Recommendations*

#### **Executive Summary**

Resolution 6–20/21 of Planning Committee minutes dated 12 July 2021 recorded a question from County Councillor Mirfin as to '*whether mid to high-rise buildings were in the same position as high-rise buildings?*'.

The response to this particular question is nuanced as it is linked to the fire safety guidance and legislation applicable at a particular point in time, which has evolved and changed significantly since the Grenfell tragedy and continues to do so at pace.

This paper provides an overview of how the legislation and associated guidance has evolved and how this relates to Lancashire Fire and Rescue Service's (LFRS) increasing duties as the Enforcing Authority for the Fire Safety Order 2005, Fire Safety Bill 2021, and Building Safety Bill (Draft).

In short, it is likely that there are sub 18m residential premises with external wall systems that have flammability performance that would not be acceptable if they had floors over 18m. Government guidance, and thus regulatory capability to address such issues (by any regulator) has evolved significantly in recent months away from a default inference to remove and remediate the cladding (the inferred position immediately post Grenfell) towards a much greater emphasis on proportionality, accepting a limited degree of flammability, and adopting risk assessed approaches.

Thus it is vital that LFRS has clear and unambiguous national guidance to follow so that when enforcement powers relating to external wall systems are conferred upon Fire and Rescue Service's [in October 2021] by virtue of the Fire Safety Bill, the Service (and Fire Authority) is first and foremost able to 'make Lancashire Safer', but also in doing so is able to discharge its legal responsibilities in a manner that matches national expectation, does not cause unjustifiable duress to leaseholders, and does not lead to enforcement action being successfully appealed in a manner that might impact significantly on physical and financial resources of the Authority.

This paper does not detail the wider regulatory and resource issues concerning the new Building Safety Bill as that legislation relates specifically [at this time] to Higher Risk Residential Buildings over 18m which will be jointly enforced by LFRS working as part of the new Building Safety Regulator (with HSE / Building Control). This is being developed and planned to receive Royal assent in April 2022 and be enabled in 2023.



## Recommendation(s)

Planning Committee is asked to note the paper.

## Background and Information

### Building Risk Review

Resolution 6–20/21 of Planning Committee minutes dated 12 July 2021 identified that Lancashire has 69 higher risk residential premises which have all been fully audited under the Building Risk Review process. In addition to reporting back to the National Fire Chief's Council (NFCC), Home Office and Ministry of Housing Communities and Local Government (MHCLG) on the make-up of the external wall systems, the process has allowed inspectors to identify other aspects of fire safety non-compliance.

To date 6 premises in this height range have been identified as having non-compliant external wall systems; all have interim measures in place. A further 3 premises also implemented interim measures; not due to inadequacy of their external wall systems, but instead due to other serious fire safety non-compliance issues such as internal compartmentation breaches or smoke management system defects.

The definition of what constitutes high rise premises varies. The Building Safety Bill will, in future, tightly define Higher Risk Residential Buildings (HRRBs) as all buildings (new and existing) that are at least **18 metres in height or have at least 7 storeys**, and have at least two residential units. The initial Building Risk Review (BRR) data set provided by the NFCC contained premises of 6 floors and above.

Consequently, in Lancashire all residential premises **6 floors and above** have been audited by LFRS Protection staff. This approach has been taken in order to quality assure the data and to ensure that none of the buildings that fall into the 18m or above category were overlooked. It also ensured that risk information was gathered on buildings that fell into LFRS's operational definition of 'high-rise' (6 floors and above) as this allowed risk information to be captured and placed on mobile data terminals. As part of the process protection teams were also asked to identify any additional buildings of 6 floors and above which might have been omitted from the original data.

This approach resulted in the following breakdown of premises:

In line with future Building Safety Bill requirements (**18 metres in height or at least 7 storeys**) LFRS has 38 premises 'in-scope' for the future regulations. All 38 premises have been fully audited and the current outcomes are as follows -

| Audited | Full Makeup of EWS <sup>1</sup> Known | Awaiting EWS Report | Left to Audit |
|---------|---------------------------------------|---------------------|---------------|
| 38      | 19                                    | 19                  | 0             |

<sup>1</sup> EWS: The external wall system made up of the outside wall of a residential building, including cladding, insulation, fire break systems, balconies, and anything else attached to the exterior of the building

| Satisfactory | Informal Advice | Notification of deficiency | Enforcement Notice |
|--------------|-----------------|----------------------------|--------------------|
| 1            | 1               | 30                         | 6                  |

Lancashire has 31 residential premises of 6 floors which have also been inspected as part of the initial BRR programme, with outcomes as follows -

| Audited | Full Makeup of EWS Known | Awaiting EWS Report | Left to inspect |
|---------|--------------------------|---------------------|-----------------|
| 31      | 2                        | 29                  | 0               |

| Satisfactory | Informal Advice | Notification of deficiency | Enforcement Notice |
|--------------|-----------------|----------------------------|--------------------|
| 2            | 1               | 25                         | 3                  |

Sub 18m residential tall buildings have not been targeted for audit in the same systematic and comprehensive manner as the 18m plus Building Risk Review premises for reasons which are explained in greater detail throughout this report.

The reasons primarily relate to the scale of the housing stock below 18m (the National Property Gazetteer indicates Lancashire currently has 2226 purpose-built flats of 4 or 5 storeys, and 7715 of 3 storeys or less) and LFRS not [yet] having enforcement powers beyond the common areas (Housing have historically been the regulator with primacy for the whole building) and ongoing developments in the guidance against which to inspect and regulate i.e. what standards are acceptable.

Notwithstanding the above, in the past three years Inspectors have audited 79 premises of 4/5 storeys (resulting in 6 enforcement notices and 49 notifications of deficiencies) and 195 premises of 3 storeys or less (resulting in 10 enforcement notices and 137 notifications of deficiencies).

### Evolution of Guidance

Shortly after the fire at Grenfell Tower, the independent expert advisory panel advised government to undertake identification screening of residential buildings over 18m tall to identify the type of aluminium composite material (ACM) used.

On 6 July 2017, having spoken to a group of technical experts from a wide range of professions and organisations, the expert panel recommended further large-scale testing of cladding systems. This was undertaken to better understand how different types of ACM panels behave with different types of insulation in fire.

On 21 Nov 2018 MHCLG published specific guidance relating to Aluminium Clad Materials (ACM) [Aluminium composite material cladding - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/744444/Aluminium_composite_material_cladding_-_GOV.UK.pdf)

The original guidance evolved several times in the following two years as new intelligence and information came to light and it was recognised that ACM was not the only External Wall System material that might cause a building to behave unexpectedly in fire. This culminated in the publication on 20 January 2020 of what is now referred to as the 'Consolidated Advice Note' or CAN which includes other types of EWS systems and insulation.

[Building safety advice for building owners including fire doors January 2020.pdf \(publishing.service.gov.uk\)](#)

Crucially in the context of the question from Councillor Mirfin, the CAN referred to buildings 'of any height'. Two relevant paragraphs are extracted from the text for context:

1.5. Following recent events, the Expert Panel has significant concerns that consideration is not routinely given to Requirement B4 of Schedule 1 to the Building Regulations (on external walls resisting the spread of fire), particularly in circumstances where the guidance in Approved Document B is less specific. Requirement B4 is clear and requires that "the external walls of the building shall adequately resist the spread of fire over the walls and from one building to another, having regard to the height, use and location of the building." **The need to assess and manage the risk of external fire spread applies to buildings of any height.**

1.6. The government has announced its intention to introduce a Fire Safety Bill which will clarify that building owners and managers of multi-occupied residential premises of any height must fully consider and mitigate the risks of any external wall systems and fire doors in discharging their duties under the Fire Safety Order. **We strongly advise building owners to consider the risks of any external wall system and fire doors in their fire risk assessments, irrespective of the height of the building, ahead of the planned clarification.**

This guidance, and other discussions at the time, seemingly led to an ambiguous regulatory position as Building Regulations had not previously expressly prohibited the use of combustible materials on external cladding in buildings under 18m. The CAN Guidance was open to subjective interpretation and a situation wherein buildings that were compliant at time of their *new build* may be judged to be 'non-compliant' *retrospectively* (not something that usually happens in UK Building Law).

MHCLG sought to clarify by publishing additional guidance that advised their sub 18m concerns related predominantly to ACM. [Title \(publishing.service.gov.uk\)](#)

By this stage the mortgage and survey industry had already reacted to the CAN and created the EWS1 survey form process that leaseholders had to have completed for residential buildings of any height before their apartments could be sold. As the original EWS1 form was applied to buildings of all heights, and there was [is] a national shortage of chartered engineers able to undertake the assessments this led to thousands of leaseholders being unable to complete the EWS1 process, or with EWS1 outcomes that meant they were unable to sell their homes.

Fast forward to 21 July 2021 and the Rt Hon Robert Jenrick MP, Secretary of State for Housing, Communities and Local Government made a written statement to parliament entitled 'Proportionality in Building Safety; seeking to clarify the national position [Proportionality in building safety - GOV.UK \(www.gov.uk\)](#)

The key elements of the written statement are:

- Technical evidence has been provided by an independent body of experts [Independent expert statement in building safety in medium and lower-rise blocks of flats - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/672111/Independent_expert_statement_in_building_safety_in_medium_and_lower-rise_blocks_of_flats_-_GOV.UK_(www.gov.uk).pdf);
- Any remediation or mitigation work faced by leaseholders in blocks between 11 and 18m in height (typically, four to six storeys) needs to be appropriate, proportionate and affordable;
- Initial results of surveys of medium rise blocks of flats indicate that the vast majority are free from serious safety risks associated with unsafe cladding requiring remediation, and from any associated costs. Only a small proportion of medium rise blocks of flats might have cladding systems that could require further assessment. The extent of cladding and other materials on the exterior of buildings varies greatly. The initial results show that not all cladding systems have combustible materials and not all combustible materials in the external wall need to be replaced. We expect that a significant number of buildings that will require further investigation will not require costly remediation to remove unsafe cladding but could be made safe through other more cost effective measures or do not require any work to achieve an appropriate level of safety. Further work is being undertaken by the Department between now and September to establish the extent to which unsafe cladding needs to be replaced, or whether it can be suitably mitigated through fire protection and prevention measures;
- Furthermore, in most cases in blocks of flats below 18m where fire safety risks are identified (such as the presence of combustible cladding), adequate levels of safety can be achieved for residents by implementing cost effective risk mitigations (such as smoke and fire detectors and alarms, adequate means of escape, sprinklers and smoke control systems). Where these risk mitigations are not present, their introduction, or other cost-effective measures or enhancements, can mitigate risks identified without unnecessarily financially burdening those involved. Where EWS1 forms and assessments have already been completed for buildings below 18m and have identified costly remediation work we strongly recommend that these assessments are reviewed to ensure that the proposed solution is cost effective and proportionate;
- However, based upon the evidence available, it is clear that in blocks of flats below 18m the risk aversion that we have seen in the mortgage and insurance markets - in the identification of significant and costly construction works to completely replace external wall systems or in the additional scrutiny being applied through encouraging or even mandating EWS1 assessments - is unjustified and unnecessary. There should not be an assumption that there is significant risk to life unless there is clear evidence to support this;
- Although nothing in this statement contradicts the government's Consolidated Advice Note (CAN), over the coming months government intends to withdraw the CAN as a new industry standard, developed by the British Standards Institution (Publicly Available Specification 9980) and further guidance from the Home

Office in relation to the Fire Safety Order is published. In line with the CAN, this new guidance will support a risk based proportionate approach and will help guide responsible persons on their duties and the approaches they should take, and provide a suitable framework for professional fire risk assessments that are proportionate to risk, undertaken periodically in the usual assessment cycle.

#### Conclusion and current position:

Refreshed guidance for sub 18m regulation is still under review and Fire and Rescue Services await the new Publicly Available Specification (PAS) 9980 and further associated guidance from the Home Office which will clarify the type of regulatory action which is appropriate, proportionate and can be consistently applied without leading to undue duress/cost to freeholders and leaseholders and risk to LFRS/public purse in terms of potentially costly (resource / financial) legal appeals.

#### Evolution of Regulation

Throughout the period detailed above Fire and Rescue Services (FRS) have not had regulatory powers to enforce the remediation of unsatisfactory external wall systems. FRS' have had the legal power, through the existing Fire Safety order, to require a suitable and sufficient fire risk assessment, which includes the external wall system, but could not legally enforce the findings if the EWS was judged to be inadequate. Enforcement powers to date sat with LA Housing however the biggest blocker to remediation has arguably not been a lack of regulation, but rather the financial challenges involved in doing so. A significant proportion of freeholders and leaseholders want to comply, as they want to be safe in their homes and be able to buy/sell them, so regulation isn't necessarily the only component of compliance.

The current position with regard to access to remediation funding and interim measures such as waking watch relief funding etc – which apply only to buildings over 18m – are available at [Building Safety Programme - GOV.UK \(www.gov.uk\)](https://www.gov.uk/building-safety-programme)

The Fire Safety Bill received Royal Assent on 29 April 2021 and latest indications are that it will come into force [as the Fire Safety Act] on the 19 October 2021. The Act seeks to expand the scope of the existing Fire Safety Order (FSO) and clarifies that where a building contains 2 or more sets of domestic premises, the FSO applies to:

- the building's structure and external walls (including windows, balconies, cladding, insulation and fixings) and any common parts
- all doors between domestic premises and common parts such as flat entrance doors (or any other relevant door)

[Fire Safety Act - addendum - GOV.UK \(www.gov.uk\)](https://www.gov.uk/fire-safety-act-addendum)

LFRS has been advised that the Fire Safety Act will be accompanied by an assessment tool that freeholders and managing agents will be able to use to prioritise the speed with which they have their external wall systems assessed. This is a necessary addition to the implementation of the Act to manage the regulatory impact as nationally the new legislation brings an additional 1.7m premises into scope and there are not enough qualified and chartered engineers to assess all premises of all heights immediately.

At time of writing the prioritisation tool has not been published however LFRS has been verbally informed (through national strategic briefings from the NFCC) that the tool is likely to take into account factors such as building height, occupancy etc and result in 5 outcome tiers, the highest risk requiring almost immediate assessment and the lowest around 18 months. The briefing indicated that premises under 18m area likely to fall into the lower priority tiers.

In addition to the Fire Safety Act changes, Parliament are also shortly due to consider the addition of eight new Regulations to the Fire Safety Order resulting from the Grenfell Tower Inquiry Part I recommendations. Indications are the Regulations could potentially come into force as early as April 2022. The regulations will include the need for Responsible Persons (for varying heights of residential premises) to:

- Provide Floor Plans to FRS' electronically;
- Provide Information Boxes containing building and emergency plan information;
- Have, and provide to FRS', external wall construction information;
- Notify FRS' if firefighting lifts or equipment are unavailable for more than 24 hours;
- Undertake fire door checks on common areas and apartment entrance doors;
- Provide fire fighter's way finding signage;
- Provide FRS' with current evacuation plans
- Provide residents with relevant fire safety information regularly.

All of the above will apply to HRRBs above 18m, some will apply to residential premises below 18m. Each regulation will be accompanied by a guidance note setting out how compliance can be achieved.

To support local freeholders, leaseholders and managing agents through the regulatory change the LFRS Protection Support team will update the LFRS website content as and when new guidance becomes available and intends to write to larger premises advising of the forthcoming changes and the need to prepare. The primary purpose of the letter will be to raise awareness of the importance of effective fire doors and encourage early and self-motivated compliance as intelligence from audits to date suggests fire door maintenance is an area where compliance may be lacking.

### Risk Based Inspection Programme

LFRS allocates finite inspecting officers time in accordance with its Risk Based Inspection Programme (guidance attached as appendix 1).

Sub 18m premises are included in the Risk Based Inspection Programme and will be prioritised in 2022/23 which will be the optimal time to do this as the new Powers are placed on Fire and Rescue Services and national guidance / prioritisation tools (against which any inspection / enforcement must be undertaken in order to satisfy the regulators code and enforcement concordat) will hopefully have been released.

It is important to emphasise that the Fire Safety Order is goal-based H&S legislation with an assumption towards self-compliance i.e. premises should seek to understand and comply with legislation irrespective of whether they have been audited. A significant



number of residential premises do this, are responsibly managed, and employ competent experts who follow legislation and ensure their premises comply irrespective of whether they are audited by a regulator. In these cases, LFRS needs to provide minimal business support to assist compliance.

In some cases, particularly those which are not part of national managing agent chains or are small scale tenant management companies, knowledge of regulatory change can be lower and these are the premises where LFRS will focus business support to raise awareness and assist compliance.

Consequently audits by LFRS inspectors are intended to verify compliance and should not be the means by which premises are prompted to achieve it.

### **Financial Implications**

HIGH – If LFRS embarks on enforcement action/s with sub 18m residential premises, ahead of detailed guidance, which is then subject to appeal, the subsequent costs in terms of resources and finances could be significant.

### **Sustainability or Environmental Impact**

Low

### **Equality and Diversity Implications**

Low

### **Human Resource Implications**

Low

### **Business Risk Implications**

HIGH – see Financial Implications.

*Table 2 Details of any background papers*

|                                                |                        |
|------------------------------------------------|------------------------|
| Paper:                                         | CFA Planning Committee |
| Date:                                          | 12 July 2021           |
| Contact:                                       | Ben Norman, ACFO       |
| Reason for inclusion in Part 2 if appropriate: |                        |





# Lancashire Fire and Rescue Service Risk Based Inspection Programme



## Contents

|                                          |    |
|------------------------------------------|----|
| Abbreviations and definitions .....      | 3  |
| How we manage risk.....                  | 5  |
| Overview .....                           | 7  |
| Datasets .....                           | 7  |
| Calculating the overall risk score ..... | 8  |
| Selection of Premises .....              | 9  |
| Appendix B – Categories of Harm .....    | 11 |
| Appendix C – Additional Markers.....     | 12 |

## Abbreviations and definitions

|                                      |                                                                                                                                                                                                                                           |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AddressBase                          | The Ordnance Survey national gazetteer of all UK postal addresses.                                                                                                                                                                        |
| Attribute                            | A feature of a premises which has influence on the degree of harm that may be sustained in the event of fire.                                                                                                                             |
| (the) Authority                      | The public body, holding the functions of a Fire and Rescue Authority, with a statutory duty to enforce the provisions of the RR(FS)O. (Also, the Enforcing Authority).                                                                   |
| CFRMIS                               | Community Fire Risk Management Information System. A database that Lancashire Fire and Rescue use to record work activity and information, including that which relates to Fire Safety.                                                   |
| Dwelling                             | A domestic premises as defined in <a href="#">Article 2 of The Regulatory Reform (Fire Safety) Order 2005</a> .                                                                                                                           |
| Fire Safety Inspection               | An on-site engagement undertaken to support or check compliance or to capture data for the Protection Risk Model                                                                                                                          |
| FSEC (Categories)                    | Fire Service Emergency Cover is a robust, third-party validated risk assessment and resource deployment tool which breaks down premises into Risk Groups and Supplementary Line numbers.                                                  |
| Harm                                 | The adverse impact on one of six categories of value, namely Public Life, Emergency Responder, Economic, Environmental, Heritage and Social Community (each defined within the document).                                                 |
| Likelihood                           | The relative probability that an event will occur based on historical data.                                                                                                                                                               |
| Lower Layer Super Output Area (LSOA) | LSOA are a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales. A lot more data is available directly at LSOA level as LSOA have an average population of 1500 people or 650 households. |

|                                 |                                                                                                                                                                                                                                                                          |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mott MacDonald                  | Refers to values given to premises to determine risk, taken from national incident data published in ' <a href="#">Update of response time loss relationships for the Fire Service Emergency Cover toolkit</a> ' (Department for Communities and Local Government, 2010) |
| Regulated                       | A premises to which the <a href="#">Regulatory Reform (Fire Safety) Order 2005</a> apply but not including, in this guidance, dwellings to any extent.                                                                                                                   |
| Relevant Person                 | <a href="#">The Regulatory Reform (Fire Safety) Order 2005</a> outlines a relevant person, however, in the simplest terms, the relevant person is anyone that could possibly affected by fire (or related) problems at the premises.                                     |
| Risk                            | A combination of Severity and Likelihood; the likelihood that a fire will cause harm, together with a measure of the effect.                                                                                                                                             |
| Risk Based Inspection Programme | Pre-planned Fire Safety Inspections based upon the Protection risk profile which is refreshed at least every three years.                                                                                                                                                |
| Risk Data Capture               | An activity whereby information is collected and recorded and forming the foundation of risk profiling.                                                                                                                                                                  |
| Risk Profile                    | The value assigned to one or more premises record(s) allowing comparison between individual premises, types of premises or geographic locations.                                                                                                                         |
| (the) Service                   | Lancashire Fire and Rescue Service (LFRS).                                                                                                                                                                                                                               |
| Severity                        | A value representing the potential maximum harm in the event of fire.                                                                                                                                                                                                    |

## How we manage risk

To manage risk, and allocate inspection resources effectively, it is first necessary to define what constitutes risk. LFRS operates a Risk Based Inspection Program (RBIP) based on nationally recognised principles refined further at a local level using data and intelligence relevant to risk in Lancashire.

As Lancashire has over sixty thousand regulated premises it is not possible to audit them all. Indeed, attempting to do so would inevitably be ineffective as valuable resources would be allocated to very low risk premises that have minimal potential to cause harm, at the expense of very high-risk ones where occupants are at significant risk of harm if a fire occurs. The RBIP ensures the pre-planned use of Officer and Operational Crew time is focussed on the premises which have the greatest potential to cause harm 'if' risk is not being managed effectively by premises management. Taking this approach enables us to continually suppress risk in the built environment and ensure that potential to cause harm is sustained at levels which are as low as reasonably practicable.

In general terms, the premises which are audited most frequently are those in which:

- Occupant's sleep, are unfamiliar with the premises and unable to escape without significant assistance and pre-planning (e.g. Hospitals, Nursing & Care Homes)
- Occupants sleep and are unfamiliar with the premises (e.g. Hotels and Hostels)
- Occupants sleep and are familiar with the premises (e.g. blocks of flats)
- Occupants are awake but unfamiliar with the premises (e.g. theatres, pubs, clubs)

In determining inspection priority further within those definitions, the RBIP also considers:

- History of previous fires in the premises (indicative of future likelihood)
- History of previous fires in the vicinity of the premises (indicative of arson risk)

- Distance from a fire station (indicative of the length of time the building will have to perform to protect its occupants before firefighting interventions can be made)
- Flood risk (as fire risk intensifies significantly during flooding when power fails, and reliance is placed on fire safety systems working on back-up power supplies)
- The height of the premises (taller premises place greater reliance on fire safety systems and building construction and management to protect their occupants).
- The date and outcome of previous inspections
- Other data which is relevant to specific premises types (e.g. Care Home inspection data from the Care Quality Commission indicating poor safety management).

The RBIP sits within our wider Inspection Framework and determines how we pre-plan the allocation of inspecting officer time. We also recognise that use of historical data is not always indicative of future events and consequently retain the ability to respond in an agile way to partner referrals, post fire audits, fire safety complaints and where emerging local or national intelligence suggests certain premises should be targeted irrespective of their position in the RBIP e.g. previously unknown concerns emerge over a particular external wall (cladding) system.

## Overview

Fire is a 'hazard'. The combination of the harm caused by a hazard combined with the likelihood of the harm occurring leads to a level of 'risk'.

The 'overall score' described in this document represents the overall level of risk and is used to determine the priority in which premises are inspected. The overall score is calculated by assigning an initial value which is taken from national incident data published in '[Update of response time loss relationships for the Fire Service Emergency Cover toolkit](#)' (Department for Communities and Local Government, 2010), in consultation with the Mott MacDonald Ltd. The final risk score is then calculated by applying an additional series of determinants which are relevant to fire risk in Lancashire and represent different 'Categories of Harm' (Appendix A) reflecting the broader impact of fires when they occur.

The overall score is not used in isolation to target higher risks premises. Additional information relating to fire risk is also included in the data presented to Fire Safety Inspectors (Appendix C) which might otherwise skew the overall model but allows local prioritisation when inspections are being allocated.

## Datasets

CFRMIS holds data for approximately 25% of the regulated premises in Lancashire. As such, this dataset is not robust enough to be able to calculate risk on both premises the service is aware of and those it not aware of.

AddressBase is a product from Ordnance Survey which provides users with a gazetteer of all postal addresses. It is the most comprehensive and reliable database of properties available to the Service.

AddressBase is continually updated; the custodian, responsible for the currency and accuracy of the dataset, is the Local Authority.



The Service uses the AddressBase gazetteer to create a record for each listed address in Lancashire. One of the key pieces of information in this is the Basic Land and Property Unit (BLPU) classification which is used to ascertain the FSEC information for the premises. Once this information is linked, it is then possible to differentiate between Unregulated Premises (Private Dwellings) and Regulated Premises (Premises falling under the Fire Safety Order).

As every premises LFRS inspect has a record created in CFRMIS, information and characteristics can be associated with each address, allowing the Service to create a more detailed profile of each individual premises overtime.

## Calculating the overall risk score

In 2018, LFRS developed a new methodology that started with the Mott MacDonald (Median) score and then multiplied by a series of weighting factors:

- i. Public Harm (Score of up to 3)
- ii. Emergency Responder (Score of up to 1.5)
- iii. Economic Value (Score of up to 1.5)
- iv. Environment (Score of up to 1.5)
- v. Heritage (Score of up to 1.5)
- vi. Social and Community (Score of up to 1.5)

The resulting score was used to rank premises in order of risk. Scores that achieved a value of 9 or above were included in the Risk Based Inspection Programme.

The Mott MacDonald value system has a bandwidth of 2.0 between the highest score for each FSEC code and the lowest, i.e. Purpose-Built Flats (VH=6.03, VL=4.03). Each of these values also has a median score, i.e. Purpose-Built Flats =5.03.

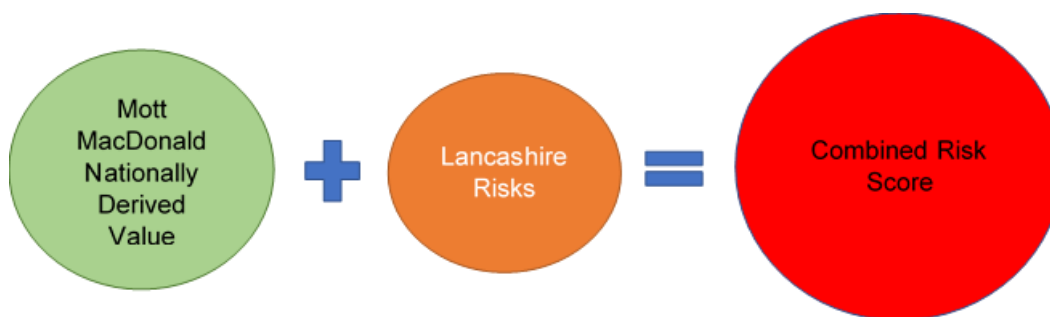
As each of the scores from the Category of Harm can have the maximum effect of changing the score by +/-0.2, the combined effect of the full range of scores (5) will not change the score by more than +/-1.0, i.e. a Purpose-Built flats premises with a median score of 5.03, which achieves the highest score in EVERY of the Categories of Harm, would achieve a score of 6.03 (equal to the Mott MacDonald VH value), the same

premises, achieving the lowest score in EVERY of the Categories of Harm, would achieve a score of 4.03 (equal to the Mott MacDonald VL value)

The resulting score can be remapped against the full range of Mott MacDonald values and a risk level (VH, H, M, L, VL) can be applied.

By taking the median Mott MacDonald value, we start our calculation by using a well-researched and value-based score. We then add our Categories of Harm, which we consider to be apposite to Lancashire Risks. The resultant score is a blend of both Nationally based and service-based data. This is the COMBINED SCORE.

*Figure 1 – Application of Mott MacDonald and Lancashire FRS Categories of Harm*



### Selection of Premises

Based on the Mott MacDonald table and the National Fire Chiefs Council (NFCC) Competency Framework which provides a clear framework for Enforcing Authorities to follow to achieve, maintain and demonstrate appropriate standards of competency within their workforce, the scored premises are divided into several discrete work areas aligned to the competence of staff:

**High Risk Residential Premises** These are all 7 storeys and above residential, high-rise premises across Lancashire. Currently these are the only premises types defined by NFCC as 'in scope', however there is potential that more premises may come into scope.

**Level 4/3 (qualified inspectors)** (FSEC codes A, B, C, E, F, H) – these premises are split to ensure that the competency of the inspector is aligned to the risk/value. For premises that fall below the Mott MacDonald (Median) score for the lowest FSEC category for sleeping risk (H) are included in the Sampling work area, together with any remaining premises more than 18m in height and (FSEC codes D, X, L). Premises that fall below the Mott MacDonald (Low) score for the highest FSEC category for sleeping familiar risk (D) are also included in the Secondary Risk work area.

**Business Fire Safety Check (BFSC)** (FSEC codes J, K, M, N, P, R, S, T) – these premises fall below the Mott MacDonald (High) score for the highest FSEC category for public unfamiliar/workplace familiar risk (J).

**Heritage** – Grade 1 and 2\* premises not already included in High-Risk Residential Premise.

**Targeting** – this work area is used to empower local Fire Safety Team Leaders and Community Protection Managers to use local knowledge and intelligence to target premises that are known to be higher risk together with the facility to include premises that are highlighted due to national emerging trends.

**Sampling** – this work area is used to test the efficacy of the Inspection Programme. Local Fire Safety Team Leaders will select 5% of the lower score sleeping risks that have been allocated to the Secondary Risk area.

**Secondary Risk** – all other premises not included in the above. This work area has been devised to empower Fire Safety Team Leaders and Community Protection Managers with ability to include other premises that have not been captured in A – E, above.

## Appendix B – Categories of Harm

The risk-based approach is founded upon the concept that fire has the potential to harm not only the life safety of occupants and other ‘relevant persons’ but also other people and community assets.

The Inspection Programme identifies a total of five potential categories of harm:

- a. Primary Fires
- b. Secondary Fires
- c. Emergency Responder
- d. Flood Risk
- e. Social & Community

| Category of Harm    | Definition                                                                                                         | Attributes                                                                                                |
|---------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Public Life         | Occupants and other persons who would need to escape to a place of safety in the event of fire                     | <ul style="list-style-type: none"><li>• Primary Fires</li><li>• Secondary Fires</li></ul>                 |
| Emergency Responder | Responders from the Emergency Services who may have to enter a hazardous area in the event of fire                 | <ul style="list-style-type: none"><li>• Emergency Response Times</li></ul>                                |
| Environment         | Air, water and land                                                                                                | <ul style="list-style-type: none"><li>• Flood Risk Areas (taken from environmental health data)</li></ul> |
| Social & Community  | A perceived value that causes public, political and/or media reaction which may also include community disruption. | <ul style="list-style-type: none"><li>• LSOA Risk Information</li><li>• Mott MacDonald Score</li></ul>    |

## Appendix C – Additional Markers

Additional markers are included to inform the Service and Inspecting Officers:

- a. Combined Code – this is a combination of the FSEC code and the Supplementary Line Number for the Premises.
- b. Enforcement Action – shows Y if the premises has had an enforcement notice issued during the previous 3 years.
- c. Last Audit – shows the last date the premises had a fire safety audit, or blank if the premises has never been audited.
- d. Building Height – gives the building height from the enhanced AddressBase gazetteer, together with the Estimated Number of Storeys.

## LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 15 November 2021

## HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) UPDATE

Contact for further information: Assistant Chief Fire Officer Ben Norman  
Tel: 01772 866802

*Table 1 Executive Summary and Recommendations*

### **Executive Summary**

This report provides an update in terms of the ongoing preparations for HMICFRS inspection, the inspection process, and the expected timeframe for the report being published.

### **Recommendation(s)**

Members are asked to note and endorse the update.

### **Information**

The HMICFRS inspection of LFRS was due to be conducted in April/May 2020. This was suspended due to the recall of staff within the HMICFRS returning to their own services to plan and manage the implications of the Covid-19 outbreak. The inspection is now scheduled for week commencing 22 November 2021.

In terms of preparations, the Organisational Assurance team have been liaising with departmental heads to ensure that ongoing work concerning items identified at the previous inspection has been prioritised effectively and demonstrable progress made.

The strategic brief is being developed and will be delivered during the first week of inspection. The narrative for this brief provides an opportunity to highlight distance travelled for areas that were identified as 'areas for development' from the previous inspection, as well as key areas of strength, potentially including some areas where LFRS are demonstrating sector best practise.

The inspection itself commences 22 November 2021, over six weeks in total, and is expected to be delivered using a hybrid approach i.e., some weeks will be in person and some elements will be delivered virtually. This has moved on from tranche one of the inspection process, which was completely virtual. After the conclusion of week four (week commencing 13 December), there is a three-week break prior to recommencement for weeks five and six, from 10 January 2022. A debrief is held in week eight.

In terms of reports, the first tranche of inspections is due to be published early December 2021, along with the State of Fire and Rescue 2021 report. Tranche two reports, including LFRS, are expected sometime in Summer 2022.

## **Business Risk**

The inspection will monitor LFRS's direction of travel since 2018, it could cause reputational damage if it is perceived that we have not maintained or improved on the previous inspection outcomes.

## **Environmental Impact**

None identified

## **Equality and Diversity Implications**

None identified

## **HR Implications**

None identified

## **Financial Implications**

One temporary Station Manager (non-flexi) additional post

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

*Table 2 Details of any background papers*

|                                                |      |
|------------------------------------------------|------|
| Paper:                                         | none |
| Date:                                          |      |
| Contact:                                       |      |
| Reason for inclusion in Part 2 if appropriate: |      |



## LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on 15 November 2021

### BLUE LIGHT COLLABORATION

Contact for further information: Assistant Chief Fire Officer Ben Norman  
Tel: 01772 866802

*Table 1 Executive Summary and Recommendations*

#### **Executive Summary**

This report provides an update regarding the progress made with collaboration related items and the next steps that are being considered.

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

Members are asked to note and endorse the update.

#### **Information**

In terms of the Blue Light Collaboration Board, the formal meetings were put on hold during the pandemic, enabling resources to be directed into priority areas supporting the NHS. As previously reported, there was an incredible amount of work between the 3 Blue Light Services delivered during this period. Collaborative efforts included:

- LFRS delivering face fitting of masks to assist North West Ambulance Service and the NHS.
- LFRS assisting in the establishment of a temporary mortuary.
- LFRS developing a policy and training for movement of bodies.
- LFRS coordinating logistics for vast quantities of PPE to be used in healthcare settings.
- LFRS working with partners to support the operation of mass vaccination sites and then gaining the capability for injecting vaccines.

As services moved from the emergency phase of the pandemic into recovery, there has been an opportunity to reconvene the Blue Light Collaboration Board meetings. There have been two meetings held recently, the first of which was primarily utilised to reflect upon the evaluation report that provided a review of the deliverables and benefits realised from collaboration work prior to the pandemic. This review and associated report were carried out by Shared Service Architecture consultants who are recognised by both the National Fire Chiefs Council (NFCC) and National Police Chiefs Council (NPCC) as sector leads. The second meeting was to start considering what items could be included in the next iteration of the work plan.

There is a further meeting planned towards the end of November, to evaluate the ideas that have been put forward for the refreshed work plan. Furthermore, a communications item is being developed for each of the services to use to brief respective management teams internally. Following that, a presentation will be delivered to the executive level sponsors in a meeting scheduled for January 2022, where it is proposed the new workplan will be signed off and progressed.

## **Business Risk**

Reputational risk if there is limited evidence regarding the duty to collaborate as a result of the Policing and Crime Act 2017

## **Environmental Impact**

None identified at present

## **Equality and Diversity Implications**

None identified

## **HR Implications**

None identified

## **Financial Implications**

None identified

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

*Table 2 Details of any background papers*

|                                                |      |
|------------------------------------------------|------|
| Paper:                                         | none |
| Date:                                          |      |
| Contact:                                       |      |
| Reason for inclusion in Part 2 if appropriate: |      |

## LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 15 November 2021

### APPRENTICE FIREFIGHTER OFSTED NEW PROVIDER MONITORING VISIT (Appendix 1 refers)

Contact for further information: ACFO Ben Norman – Director of Strategy and Planning  
Tel: 01772 866801

#### Executive Summary

This is an update regarding the Ofsted 'New Provider Monitoring Visit' for the Level 3 Operational Firefighter Apprenticeship which took place on 14 & 15 July 2021 with the report published on 26<sup>th</sup> August 2021.

#### Recommendation(s)

Members are asked to note this update and the Ofsted report.

#### Information

Lancashire Fire and Rescue Service (LFRS) endorsed the government's vision to train a highly skilled workforce through an increase in the quality and quantity of apprenticeships. This vision aligns to the LFRS equality aspirations to become a more diverse organisation.

In December 2017, the corporate strategic Workforce Development Programme Board made the decision to recruit wholtime apprentice firefighters and to apply for employer provider status to deliver the Level 3 Operational Firefighter Apprenticeship Standard; employer provider status was approved in June 2019.

The delivery of the Level 3 Operational Firefighter Apprenticeship Standard began in September 2019; as of October 2021 there are 92 Firefighter Apprentices. A further 26 will commence in May 2022. Recruitment of apprentices is aligned to the corporate workforce succession plans.

All new employer providers are visited by Ofsted to identify the progress that has been made since the introduction of the Apprenticeship scheme. New Provider Monitoring Visits focus on three themes:

- How much progress have leaders made in ensuring that the provider is meeting all the requirements of successful apprenticeship provision? (leadership and management theme);
- What progress have leaders and managers made in ensuring that apprentices benefit from high-quality training that leads to positive outcomes for apprentices? (the 'coal face' learner experience theme);
- How much progress have leaders and managers made in ensuring that effective safeguarding arrangements are in place? (learners are safe theme).

There are no grades awarded however the organisation receives one of three progress judgements against each theme, but not an overall cumulative progress judgement, these judgments are; insufficient progress, reasonable progress and significant progress.

With two days' notice on 12 July 2021, LFRS were notified by Ofsted that they would be undertaking their New Provider Monitoring Visit on 14 and 15 July. There were three HMI inspectors (one acting as an observer) who were based at Service Training Centre, they visited Operational Stations and met a number of staff from various departments over the two days. Ofsted published the monitoring visit main findings report on 26 August (attached as appendix 1), LFRS were judged as making 'reasonable progress' against all three themes. The lead HMI praised the progress to date and was very complimentary of the people they interacted with during their visit saying that everyone clearly demonstrated the organisations values and behaviours.

Following the visit key stakeholders met to discuss the feedback and learning. An action plan was developed on areas for further development, a number of those items have already been discharged as complete. Within the Training and Operational Review (TOR) department, Firefighter Apprentice progress is continually monitored, and a considerable amount of time and effort is placed on the delivery of this scheme. TOR work alongside Service Delivery, HR and Finance to ensure the Level 3 Operational Firefighter Apprenticeship is delivering high quality Firefighter Apprentices.

The next Ofsted visit will be a full inspection, this will take place between 12 – 40 months.

### **Business Risk**

Low - If a full Ofsted inspection grades LFRS as inadequate, it could cause reputational damage.

### **Environmental Impact**

Low

### **Equality and Diversity Implications**

Low

### **HR Implications**

Low

### **Financial Implications**

Low

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

#### **List of Background Papers**

*Table 1 Details of any background papers*

|                                                |                                                                    |
|------------------------------------------------|--------------------------------------------------------------------|
| Paper:                                         | Lancashire Combined Fire Authority: Ofsted Monitoring visit report |
| Date:                                          | 26 August 2021                                                     |
| Contact:                                       | A/GM Tom Powell                                                    |
| Reason for inclusion in Part 2 if appropriate: | Full report attached to this paper                                 |

# Lancashire Combined Fire Authority

Monitoring visit report

---

|                                 |                                                                |
|---------------------------------|----------------------------------------------------------------|
| <b>Unique reference number:</b> | 2625226                                                        |
| <b>Name of lead inspector:</b>  | Alastair Mollon, Her Majesty's Inspector                       |
| <b>Inspection dates:</b>        | 14–15 July 2021                                                |
| <b>Type of provider:</b>        | Employer                                                       |
| <b>Address:</b>                 | Fire Station<br>Garstang Road<br>Fulwood<br>Preston<br>PR2 3LH |

# Monitoring visit: main findings

## Context and focus of visit

From October 2018, Ofsted undertook to carry out monitoring visits to all newly directly funded providers of apprenticeship training provision which began to be funded from April 2017 or after by the Education and Skills Funding Agency and/or the apprenticeship levy. This monitoring visit was undertaken as part of those arrangements and as outlined in the 'Further education and skills inspection handbook', especially the sections entitled 'Monitoring visits' and 'Monitoring visits to providers that are newly directly publicly funded'. The focus of these visits is on the themes set out below.

Lancashire Combined Fire Authority (LCFA) received its first publicly funded contract for apprenticeship training in September 2019. They are an employer provider that provides apprenticeships in operational firefighting. Apprentices work in some of the 38 fire stations across the county. At the time of the new provider monitoring visit, LCFA had 79 apprentices following the level 3 operational firefighter standards-based apprenticeship.

The impact of COVID-19 (coronavirus) has been taken into account in the findings and progress judgements below.

## Themes

### How much progress have leaders made in ensuring that the provider is meeting all the requirements of successful apprenticeship provision?

### Reasonable progress

Leaders have a clear vision to provide high-quality training for apprentice firefighters. They work effectively with watch managers and other services, regionally and nationally, to develop an ambitious curriculum that helps apprentices develop the substantial new knowledge, skills, and behaviours they need to be competent firefighters. Leaders provide apprenticeships for local people to improve their careers, lives, and communities.

Leaders recruit the right training staff, with the right blend of knowledge, skills, expertise, and experience to provide high-quality training for apprentices. Training staff are competent operational firefighters with specialisms, such as breathing apparatus instruction and road traffic collision training. They all have teaching and training qualifications. Leaders support the training team to continually update their occupational knowledge and skills. For example, trainers visit other fire services to share best practice and learn new techniques on dealing with fires in high-rise buildings or to use scenario-based training in the use of breathing apparatus.

Leaders are ambitious for what apprentices are capable of and what they can achieve. They use a range of quality assurance measures to ensure apprentices receive the training and support they need to achieve their potential and become competent firefighters. Most apprentices make at least their expected levels of progress.

Leaders, managers, and governors have an accurate understanding of the strengths and weaknesses of the programme. However, although their self-assessment processes inform quality improvement plans, leaders do not target and track actions and improvements well enough. As a result, they do not routinely deal with improvement priorities quickly enough.

Leaders have not fully developed ways to identify apprentices with additional support needs. Tutors are quick to offer support when apprentices self-identify and ask for help.

Leaders do not ensure that all apprentices routinely receive the information, advice, and guidance they need to be well-informed about the full range of pathways and opportunities available to them in LCFA and outside the organisation.

**What progress have leaders and managers made in ensuring that apprentices benefit from high-quality training that leads to positive outcomes for apprentices?**

**Reasonable progress**

Apprentices routinely develop substantial new knowledge, skills and behaviours, building on their initial 14-week training course and then applying their learning in their fire stations. Leaders and managers plan a logically sequenced curriculum that prepares apprentices well for their firefighting role. For example, apprentices learn to use pumps and ladders. They then move on to more complex learning, such as dealing with road traffic collisions. Apprentices swiftly adopt and demonstrate the core values and behaviours central to LCFA. They work hard to 'make Lancashire safer'.

Trainers and watch managers use their experience to bring to life theory and incidents that apprentices will experience. For example, trainers with search and rescue expertise help apprentices understand the range of situations requiring the use of ropes in rescue operations. Apprentices benefit from routine on-the-job training at fire stations. This allows them to practise and apply their learning in scenario-based situations.

Trainers use drills, repetition, and simulation well to help apprentices learn more and remember more. Apprentices complete work to a high standard. They appreciate and explain the benefits of regular skills and competency testing through practical training sessions. For example, apprentices quickly identify the best way to free a casualty from an overturned car and which tools to use to complete the rescue.



Trainers and watch managers carefully monitor the progress apprentices make. They use assessment effectively to ensure apprentices who have gaps in knowledge and skills catch up quickly. For example, apprentices who need to refine their skills in air management, when using breathing apparatus, have additional sessions to gain confidence and ensure safe practice.

While apprentices who require functional skills receive the training and support they need, other apprentices do not benefit from a well-planned curriculum to develop their English, mathematics, and digital skills further.

Apprentices are aware of their final assessments, but they do not know sufficiently well what this involves, nor do they know about the range of grades available.

### **How much progress have leaders and managers made in ensuring that effective safeguarding arrangements are in place? Reasonable progress**

Leaders have developed a strong culture of safety, protection and safeguarding for apprentice firefighters and the communities they serve. The designated safeguarding lead and safeguarding team have the appropriate training, skills and experience to carry out their roles effectively. Leaders complete appropriate checks to ensure the suitability and experience of staff to work with apprentices.

Staff and apprentices benefit from regular training on safeguarding and the 'Prevent' duty and bespoke training on emerging issues, such as localised threats of radicalisation and extremism across Lancashire. Apprentices use their training to keep themselves and their communities safe. They follow well-established reporting procedures to make safeguarding referrals from incidents they attend. For example, making referrals to social services to support vulnerable residents.

Leaders effectively support apprentices on aspects, such as stress and anxiety, counselling, financial well-being, alcohol and drug issues, and mental health through their trauma risk incident management and employer assistance programmes.

If you are not happy with the inspection or the report, you can [complain to Ofsted](#).

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit [www.nationalarchives.gov.uk/doc/open-government-licence/](http://www.nationalarchives.gov.uk/doc/open-government-licence/), write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: [psi@nationalarchives.gsi.gov.uk](mailto:psi@nationalarchives.gsi.gov.uk).

This publication is available at <http://reports.ofsted.gov.uk/>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate  
Store Street  
Manchester  
M1 2WD

T: 0300 123 1231  
Textphone: 0161 618 8524  
E: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)  
W: [www.gov.uk/ofsted](http://www.gov.uk/ofsted)

© Crown copyright 2021

This page is intentionally left blank

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank