

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 7 February 2022 in Washington Hall, Service Training Centre, Euxton 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 - 16)

4. ANNUAL SERVICE PLAN AND STRATEGIC ASSESSMENT OF RISK (Pages 17 - 32)

5. CONSULTATION STRATEGY (Pages 33 - 40)

6. REVIEW OF KEY PERFORMANCE INDICATORS (Pages 41 - 48)

7. EMERGENCY COVER REVIEW (Pages 49 - 52)

8. CLIMATE CHANGE OPERATIONAL RESPONSE PLAN 2022-2027 (Pages 53 - 90)

9. 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.

10. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 18 July 2022 in Washington Hall, Service Training Centre, Euxton.

Further meetings are: scheduled for 21 November 2022
 proposed for 6 February 2023

11. 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

12. URGENT BUSINESS (PART 2)

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

Agenda Item 3

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Monday, 15 November 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
J Hugo
F Jackson
D O'Toole
J Shedwick
J Singleton
T Williams

Officers

J Johnston, Chief Fire Officer (LFRS)
S Healey, Deputy Chief Fire Officer (LFRS)
B Norman, Assistant Chief Fire Officer (LFRS)
B Warren, Director of People and Development (LFRS)
M Hutton, Area Manager, Head of Prevention and Protection (LFRS)
M Nolan, Clerk and Monitoring Officer to the Authority
S Collinson, Head of Media and Communications (LFRS)
D Brooks, Principal Member Services Officer (LFRS)
L Barr, Member Services Officer (LFRS)

10-20/21 APOLOGIES FOR ABSENCE

None received.

11-20/21 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

12-20/21 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 12 July 2021 be confirmed as a correct record and signed by the Chairman.

13-20/21 ANNUAL SERVICE REPORT

The Chief Fire Officer, Justin Johnston presented the report and an accompanying video.

The Annual Service Report (ASR) was produced annually by the Service as part of its accountability to measure progress against the items set out as deliverables as part of the Annual Service Plan 2020-2022 which were derived from the Integrated Risk Management Plan 2017-2022.

The last Annual Service Plan was produced in 2020 and had 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.

The Annual Service Report as now considered by Members, reviewed progress through the 2020 – 2021 reporting year and highlighted the fantastic work that had been delivered in the face of a global crisis: -

Making Lancashire safer during the Covid-19 pandemic

The 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.

The Service: i) visited over 1,400 vulnerable residents delivering interventions and welfare checks; ii) co-ordinated distribution of PPE supplies to health and social care settings across the county from the training centre; iii) provided P3 face mask fitting to hospital and social care workers; iv) supported the establishment of a temporary hospital and morgue; and v) trained 54 staff to assist with mass casualties.

The Service also adapted to support people in alternative ways including: i) donating 57 reconditioned iPads to hospitals and hospices for virtual visits; ii) creating digital fire safety education sessions when face-to-face engagement couldn't take place in schools; iii) launching a digital Prince's Trust programme for vulnerable young people who lost support and coping mechanisms during the pandemic; iv) with public events unable to take place and Bonfire Night presenting an increased risk of fires and injuries across the county with people holding celebrations at home, the Service 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 period; v) delivered digital Bright Sparx education sessions, designed to educate young people about bonfire and fireworks safety, to over 10,000 pupils; and vi) a public safety campaign encouraged people to enjoy the event in alternative ways, including watching a family fireworks display which was streamed online.

By Christmas 2020 attention turned to supporting local NHS services to establish vaccination centres. The Service led the sector taking on this role and: provided 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 and administering vaccines directly to patients. By the end of March 2021, the Service had supported the delivery of 170,500 vaccinations, with 19,800 vaccines administered by staff.

The Service continued to help to deliver Lancashire's vaccination programme and would continue to do so for as long as needed.

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

A breakdown of prevention and protection activity showed there had been 17,334 incidents including 5,221 fires attended with an average of 7 minutes 40 seconds attendance time. There had been 869 accidental dwelling fires of which 2 people sadly lost their lives and there were 35 casualties reported. The majority, 95% of accidental dwelling fires were of a low or medium fire severity. In addition, the Service attended 38 missing person searches, 811 gaining entry to property incidents and 497 road traffic collisions. During the period 44 on-call firefighters were recruited, 11,903 HFSCs were delivered, 21,100 young people received prevention education, 5,957 people took part in road safety education, 63 fire safety enforcement notices were issued and 11 businesses were prohibited from operating.

Review of the Home Fire Safety Check

Extensive work with partners involved assessing the quality of Home Fire Safety Check (HFSC) referrals and providing feedback, establishing a focus group to improve communication and referral management and the design of a partnership cycle which enabled the maintenance of effective partner relations. An ongoing quality assurance process ensured appropriate referrals were received and identified any gaps. Improvements had been made to the HFSC re-visit policy, aligning it to the person and risk identified within the property, and the establishment of a seamless process when unable to contact someone. A trial with referring partners to increase the opportunity for successful contact which resulted in a visit was ongoing.

Embed Adverse Childhood Experience awareness

Adverse Childhood Experience (ACE) awareness toolbox talks had been held across the Service and an e-learning module released to the whole organisation. ACE awareness was now part of the wholetime firefighter recruits' course so, from the start of their careers new recruits learned about the impact of traumatic experiences in childhood on behaviour and how this related to community engagement.

Built Environment Assessment Team

The built environment assessment team was 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 was currently being implemented within the Service.

Responding to fires and other emergencies quickly and competently

Strengthen operational assurance

There had been significant progress made in developing an assurance monitoring system (AMS), which was improving the way data was analysed, trends were identified and learning from exercises and incidents was applied. The AMS was enabling the Service to plan training more effectively and track actions robustly, including those related to national learning. The development

included features, such as the automatic transfer of data from the incident debrief app and the ability to review key metrics on an intuitive dashboard. This automated end-to-end process was leading the way in the fire sector in terms of assuring safe and effective operations.

Respond to the impacts of climate change

The Service's commitment to reducing environmental impact recognised the reality of climate change and the carbon management plan contained a target to reduce carbon emissions by 40% by 2030. As part of an ongoing vehicle replacement programme, which had included a move away from diesel vehicles, the Service had introduced several hybrid blue light response cars into the fleet and planned to trial all-electric cars in prevention and protection services. During the year, there had been continued development of response capabilities in relation to the increasing impact climate change was having on certain incident types, particularly wildfires and flooding. Investment had been made in specialist equipment and highly trained people had been developed, 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 had 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 were being used to inform policies and the Service was working with its rota management provider to devise a more automated approach, further streamlining how staffing levels were managed across shift systems.

Replace incident command units and software

Work was ongoing with the incident command software. A supplementary document had been produced to describe in simplistic terms how the incident command worked, what was required and why. A further review of the whole project had been undertaken to broaden the scope to incorporate additional requirements that supported needs in relation to large scale incident management. This had included collaborative work to ensure a regional and consistent approach was taken in the procurement of command support resources and software.

Evaluate tools to strengthen our response

During 2020-21 a pre-alerting system, designed to reduce incident response times to wholetime and on-call fire stations was rolled out. As a result of findings during initial trials, a system had been created to fully assess each pre-alert and provide accurate reporting. This data showed that the system improved average reaction times across all duty systems by 55%. The improvement ranged 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. The Service had now moved to a data-led, real-time response across all stations which would effectively mobilise the nearest and quickest asset for any specific incident type. The next step was to implement pre-alerting at stations with both wholetime and on-call appliances. The system was constantly under review to identify learning and improve

processes.

Valuing our people so they can focus on making Lancashire safer

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

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

- Planned leadership development events were moved online due to the Covid-19 pandemic, this 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;
- The Service's approach to talent management was developed and this was being rolled out across the Service. Promotion pathways were being reviewed to ensure that opportunities to identify and develop future leaders for the future were 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.
- To embed revised performance management arrangements, briefing sessions continued 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 had been built within HR systems enabling more accurate reporting and accessible information to inform workforce planning.
- Promotion process policies and guidance had 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 had been refined to ensure staff who wished to develop and work in this essential area were selected based on aptitude and suitability for the demanding specialism, rather than incident command skills which was historically the case.
- 360-degree assessments were delivered to all station managers and above to inform their personal development. This was now included as an element within supervisory and middle manager development programmes.
- The Service supported 36 operational members of staff to access the Institute of Leadership and Management (ILM) levels 3 and 6, and five business support staff had undertaken ILM levels 3 and 5, one via an apprenticeship. Three operational and two business support leaders had been supported 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 steered 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 had been completed and findings would be considered once the trial was complete.
- Face to face opportunities to engage with our diverse communities and promote opportunities to work for the Service was a challenge last year due to the pandemic. However, the recruitment approach was broadened 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

The Service continued to offer firefighter apprenticeship courses throughout the pandemic to ensure the needs of the workforce profile were met. Development of apprenticeships remained a priority to ensure the most appropriate apprenticeship programmes were offered relative to the knowledge, skills and behaviours of those employed.

Upgrade fire station accommodation

South Shore fire station had been extended and work to improve accommodation and facilities completed, providing a positive working environment that enhanced health and wellbeing. Similar plans were in place to upgrade Blackpool and Hyndburn fire stations.

Delivering value for money in how we use our resources

Invest in training and equipment

- Investment in a programme of significant, long-term improvements continued to ensure that our people had the best equipment and training available to deliver effective services now and in the future.
- Construction work was 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 had now been completed to produce a medium to long term replacement plan based on specialist skills and the condition of existing facilities. Implementation would 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 offered 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 had 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, the Service was 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 plans through the Blue Light Collaboration Board to be put on hold but presented new ways for the Service to diversify and work with partners to support the pandemic response in Lancashire, as noted in the Service's response to the pandemic discussed earlier.

Replace performance and analysis software

Initial plans to replace reporting software had developed due to technological advances. The project now included a wider range of key performance indicators across all areas of the Service, to enable more efficient and effective monitoring. The new requirements had been scoped and underpinning work to support the new developments was underway, with a view to delivering a phased approach over the next two years.

Members also noted the details of a number of significant, complex and demanding incidents which included multiple wildfires, widespread flooding and numerous large-scale fires attended during the period.

In response to a question raised by County Councillor Hennessy in relation to the review of the Home Fire Safety Check, as detailed on page 20 of the agenda pack Area Manager, Mark Hutton advised that the Service engaged extensively with 'preferred partners' who were organisations that already worked with people most at risk. Details of any vulnerable person would then automatically be referred to the Service to carry out a home fire safety check. He advised that circa 70% of referrals were those classed as at high or very high risk.

In response to questions raised by County Councillor Hennessy in relation to the response activity detailed on page 21 of the agenda pack, the Deputy Chief Fire Officer confirmed that part of the process to improve rota management included a new staffing management app which replaced a manual telephone system. The app advertised to staff opportunities to book onto shifts where there were shortfalls and thereby maintain operational response. The Deputy Chief Fire Officer also advised that work was ongoing to replace performance software to improve data quality to front line staff to assist to bring performance reports to the Performance Committee. Work was also ongoing that looked to tweak the key performance indicators, which would be brought back to relevant committees in due course.

County Councillor O'Toole expressed thanks to all staff for their hard work and dedication during such a difficult year.

RESOLVED: - That the Planning Committee noted and endorsed the Annual Service Report.

The Assistant Chief Fire Officer presented the report.

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 mitigated and responded to them and provide opportunities for stakeholders. Matters consulted on included: whether the plan identified the greatest risks to the communities and people of Lancashire; identified any unmet need; measures in place to mitigate and respond to risk; and the plan's overarching aim and priorities.

During the consultation period, the draft documents were made available on the Service's website together 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 approach to community risks in Lancashire. Full details of the consultation feedback, process requirements and resulting amendments (which had been included in the proposed final version of the CRMP and attached as appendix 2) were now considered by Members.

Members were impressed with the format of the report and the draft CRMP. The Committee Chairman found the report fascinating and pertinent against the background of the recent global climate change discussions where, as Lancashire became hotter and wetter it was likely there would be more flooding, wildfire and water related incidents.

As part of the final recommendations to the full Combined Fire Authority meeting scheduled for 21 February 2022, Members agreed to include a data and digital strategy, which was currently being drafted.

RESOLVED: - That the Committee:

- i) Endorsed the consultation process surrounding the draft Community Risk Management Plan (CRMP) 2022 - 27 as adequate in scale and scope; and
- ii) Referred final recommendations to the full Combined Fire Authority meeting of 21 February 2022 for approval to publish.

The Deputy Chief Fire Officer presented the report.

A recommendation made by the Performance Committee at its meeting on 17 March 2021 (resolution 45/19 refers) 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, was considered and approved for public and stakeholder consultation at full Fire Authority on 21 June 2021 (resolution 14-20/21 refers).

The resulting consultation commenced on 12 August 2021 and concluded on 21 September 2021. In accordance with standing terms of reference, the consultation outcomes and associated recommendations were brought back for consideration by the Planning Committee.

The report as now considered by Members summarised the consultation strategy, its outcomes, and policy development and implementation approach previously adopted elsewhere in the North West and nationally.

The recommendations related to the AFA attendance policy and the wider unwanted fire signals (UWFS) reduction benefits that could be achieved through the implementation campaign and associated improvements to the wider UWFS policy. All options proposed aligned with current National Fire Chiefs Council [guidance](#).

It was noted that the report did not consider the broader issue of escalating alarms originating from Telecare systems in domestic dwellings. This would be considered separately through the creation of a specific policy in the 2022-23 LFRS Prevention Department Plan.

County Councillor O'Toole sought reassurance from Officers regarding the serious claims made by the FBU, as referred to in paragraphs 5 and 6 of their response to the consultation on page 151 of the agenda pack. In response the Chief Fire Officer advised that the comments did not seem to fit with areas both within the Community Risk Management Plan and AFA consultations regarding areas for change as neither made any staffing reductions.

The Chairman thought the data presented was very good and advised that if required further analysis of the free text could be possible to gain further insight into why people responded in the way they had.

RESOLVED: - That the following be recommended to the full Authority on 13 December 2021: -

1. Adopt a False Alarm Reduction and Emergency Call Management (ECM) policy already in use by one North West Fire and Rescue Service within North West Fire Control as the baseline for the revised LFRS approach;
2. Exempt Grade 1 and 2* Heritage premises (* subject to meeting specific criteria) from the non-attendance policy;
3. Exempt Primary and Secondary Education premises from the non-attendance policy;

4. 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 (Day 08:00hrs to 19:00hrs) and review thereafter.

16-20/21 STRATEGIC ASSESSMENT OF RISK 2021/22

The Assistant Chief Fire Officer presented the report.

The Strategic Assessment of Risk (SAoR) was first published in 2016. It was updated each year and had been refreshed for the year 2021/22. It utilised data from the Incident Recording System which helped the identification of highest risk activities / incidents and was informed by the Lancashire Resilience Forum Community Risk Register.

The Strategic Assessment of Risk reflected the knowledge and experience of a variety of specialist departments and was consolidated each summer to allow for departmental plans to be produced and for the Service's annual planning day. The document supported the publication of the draft Community Risk Management Plan (CRMP) 2022/27 and moreover the draft Annual Service Plan 2022/23 by capturing the dynamic picture of the changing risk in Lancashire.

Risk in Lancashire would always remain dynamic; it changed over time, differed by area and demographic, and needed different interventions to reduce the likelihood of the risk occurring or to lessen its consequences.

Through the risk management framework changing risk was constantly assessed and prioritised our response framework. A wider consultation had also taken place, involving District Councils, Lancashire County Council and Lancashire Constabulary, in order to gain a more complete collaborative picture of the perceived risk from the viewpoint of all organisations.

The 201/22 SAoR 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 loss of life, injury, economic, environmental, societal, political and impact upon staff.

Maintaining a clear and current understanding of the risks that affected Lancashire's communities underpinned everything that the Service did; driving both governance and planning arrangements.

RESOLVED: - That the Planning Committee noted and endorsed the Strategic Assessment of Risk 2021/22.

17-20/21 PREVENTION, PROTECTION, RESPONSE STRATEGIES

The Assistant Chief Fire Officer presented the report.

Fire and Rescue Authorities (FRAs) were required by the National Framework to produce a local Community Risk Management Plan that set 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 detailed how the Community Risk Management Plan 2022-27 had been drafted to include 5 underpinning strategies providing a greater level of detail:

1. Prevention strategy- preventing- fires and other emergencies from happening;
2. Protection strategy- protecting people and property when they happen;
3. Response strategy- responding to fires and other emergencies quickly and competently;
4. People strategy- valuing our people so they can focus on Making Lancashire safer;
5. Finance strategy- delivering value for money in and how we use our resources.

Whilst there were 5 key Strategies within the draft Community Risk Management Plan 2022-2027, this report provided detail with regards to:

- i) Prevention Strategy, preventing fires and other emergencies from happening;
- ii) Protection Strategy, protecting people and property when they happen, and;
- iii) Response Strategy, responding to fires and other emergencies quickly and competently, appendices 1-3 as now considered by Members.

The People Strategy which sought to recruit and deliver a workforce which was resilient, highly skilled, flexible, diverse and which could deliver the Service's aim of keeping the people of Lancashire safer would be presented to Resources Committee in December 2021 for review and approval.

The Finance Strategy provided details with regards to revenue, capital and reserves and balances; this would be presented to the Combined Fire Authority meeting in February 2022 for the review and approval.

As mentioned earlier on the agenda the addition of a Data and Digital Strategy was currently be drafted for inclusion. This would also be brought to the CFA meeting in February 2022.

RESOLVED: - That the Committee noted the 6 key strategies that underpinned the draft CRMP 2022-2027 and approved the Prevention, Protection and Response Strategies.

18-20/21 SUB 18M HIGH RISE RESIDENTIAL UPDATE

The report, presented by the Assistant Chief Fire Officer, responded to a question raised by the Committee Chairman at the Planning Committee meeting held 12 July 2021 on 'whether mid to high-rise buildings were in the same position as high-rise buildings?'. It was noted that the fire safety guidance and legislation had evolved and changed significantly since the Grenfell tragedy and that it continued to do so at pace.

This report provided an overview of how the legislation and associated guidance had evolved and how this related 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). It was likely that there were sub 18m residential premises with external wall systems that had flammability performance which would not be acceptable if they had floors over 18m. Government guidance, and thus regulatory capability to address such issues (by any regulator) had 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.

It was vital that the Service had clear and unambiguous national guidance to follow so that when enforcement powers relating to external wall systems were conferred upon Fire and Rescue Service's [in October 2021] by virtue of the Fire Safety Bill, the Service (and Fire Authority) were first and foremost able to 'make Lancashire Safer', but also in doing so were able to discharge legal responsibilities in a manner that matched national expectation, did not cause unjustifiable duress to leaseholders, and did not lead to enforcement action being successfully appealed in a manner that might impact significantly on the physical and financial resources of the Authority.

It was noted that the report did not detail the wider regulatory and resource issues concerning the new Building Safety Bill as that legislation related specifically [at that time] to Higher Risk Residential Buildings over 18m which would be jointly enforced by the Service working as part of the new Building Safety Regulator (with HSE / Building Control). This was being developed and planned to receive Royal assent in April 2022 and be enabled in 2023.

Building Risk Review

Lancashire had 69 higher risk residential premises which had all been fully audited under the Building Risk Review process. In addition to reporting back to the National Fire Chiefs Council, Home Office and Ministry of Housing Communities and Local Government on the make up of the external wall systems, the process had 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 Building Safety Bill would, in future, tightly define Higher Risk Residential Buildings (HRRBs) as all buildings (new and existing) that were at least 18 metres in height or had at least 7 storeys, and had at least two residential units. The initial Building Risk Review (BRR) data set provided by the NFCC contained premises of 6 floors and above.

In Lancashire all residential premises 6 floors and above had been audited by LFRS Protection staff. This approach had been taken in order to quality assure the data and to ensure that none of the buildings that fell 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.

In line with future Building Safety Bill requirements (18 metres in height or at least 7 storeys) LFRS had identified 38 premises 'in-scope' for the future regulations. All 38 premises had been fully audited of which the full make up of the external wall system was known for 19 premises with reports awaited for the remaining 19 (resulting in 6 enforcement notices and 30 notifications of deficiencies, 1 received informal advice and 1 was satisfactory).

It was noted that Lancashire had 31 residential premises of 6 floors which had also been inspected as part of the initial building risk review of which the full make up of the external wall system was known for 2 premises with reports awaited for the remaining 29 (resulting in 3 enforcement notices and 25 notifications of deficiencies, 1 received informal advice and 2 were satisfactory).

Sub 18m residential tall buildings had not been targeted for audit primarily due to the scale of the housing stock below 18m, with the Service not yet having enforcement powers beyond the common areas and the ongoing developments in the guidance.

It was noted that the National Property Gazetteer indicated Lancashire currently had 2,226 purpose-built flats of 4 or 5 storeys and 7,715 of 3 storeys or less. However, in the past 3 years, inspectors had 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).

RESOLVED: - That the Committee noted the report.

19-20/21

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

The Assistant Chief Fire Officer advised that Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection of the Service was due to be conducted in April/May 2020. This had been 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 was now scheduled for week commencing 22 November 2021.

In terms of preparations, the Organisational Assurance team had been liaising with departmental heads to ensure that ongoing work concerning items identified at the previous inspection had been prioritised effectively and demonstrable progress made.

A strategic brief was being developed and would be delivered during the first week of inspection. The narrative for this brief provided 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 the Service was demonstrating sector

best practise.

The inspection itself would commence 22 November 2021, over six weeks in total, and was expected to be delivered using a hybrid approach i.e., some weeks would be in person and some elements delivered virtually. This had moved on from tranche one of the inspection process, which was completely virtual. After the conclusion of week four (week commencing 13 December), there would be a three-week break prior to recommencement for weeks five and six, from 10 January 2022. A debrief would be held in week eight.

The first tranche of inspections was due to be published early December 2021, along with the State of Fire and Rescue 2021 report. Tranche two reports, including Lancashire Fire and Rescue Service, were expected sometime in Summer 2022.

RESOLVED: - That the Committee noted and endorsed the report.

20-20/21 BLUE LIGHT COLLABORATION

The report was presented by the Assistant Chief Fire Officer.

It was noted that the formal meetings of the Blue Light Collaboration Board were put on hold during the pandemic to enable 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 had been an opportunity to reconvene the Blue Light Collaboration Board meetings. There had 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 were 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 was a further meeting planned towards the end of November to evaluate the ideas that had been put forward for the refreshed work plan. Furthermore, a communications item was being developed for each of the services to use to brief respective management teams internally. Following that, a presentation would be delivered to the executive level sponsors in a meeting scheduled for January 2022, where it was proposed the new workplan would be signed off and progressed.

In response to a question raised by County Councillor Shedwick the Assistant Chief Fire Officer advised that emerging areas and opportunities were always considered by the Service (for example, the impact of climate change and the current development of a digital data strategy). He confirmed that he did not expect the new workplan to have the same scale and scope as the initial 31-point plan.

In response to a question from Councillor Williams regarding the current national shortage of computer chips the Assistant Chief Fire Officer advised that there had been some delays as the pandemic had accelerated the purchase of more equipment and although this was identified as a risk register item the shortage had not yet had an impact on the Service.

In response to a question from the Committee Chairman regarding the provision of fire ports (as used in Canada), the Assistant Chief Fire Officer advised that the Authority had 2 boats deemed to be rescue boats which were used on inland water and there were also 6 swift water rescue teams. He advised that the CRMP detailed work that focussed on flooding and water rescue which aimed to maintain swift water rescue, flood rescue technicians and boat capability at strategic locations to address the growth seen and anticipated risks due to climate change.

RESOLVED: - That the report be noted and endorsed.

21-20/21 APPRENTICE FIREFIGHTER OFSTED NEW PROVIDER MONITORING VISIT

The Assistant Chief Fire Officer presented the report.

He advised that on 12 July 2021 the Service was 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 to the report as appendix 1 and now considered by Members). The Service was judged as making 'reasonable progress' against 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).

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 organisation's 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 was continually monitored, and a considerable amount of time and effort was placed on the delivery of this scheme. TOR worked alongside Service Delivery, Human Resources and Finance colleagues to ensure the Level 3 Operational Firefighter Apprenticeship was delivering high quality Firefighter Apprentices. The next Ofsted visit would be a full inspection expected to take place between 12 – 40 months.

Members were pleased with the support provided to young people and the Committee Chairman recommended that this excellent work be widely publicised.

RESOLVED: - That the Committee noted the report.

22-20/21 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Monday, 7 February 2022 at 1000 hours in Washington Hall, Service Training Centre, Euxton.

Further meeting dates were noted for 18 July 2022 and agreed for 21 November 2022.

23-20/21 EXCLUSION OF PRESS AND PUBLIC

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

24-20/21 DAY CREWING PLUS FUTURE

(Paragraphs 3 and 4)

Members discussed a report on the future of the day crewing plus shift system.

RESOLVED: - that the recommendations in the report be approved.

LFRS HQ
Fulwood

M NOLAN
Clerk to CFA

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 7 February 2022

ANNUAL SERVICE PLAN AND STRATEGIC ASSESSMENT OF RISK (Appendix 1 refers)

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

Executive summary and recommendations

Executive Summary

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

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

This year's Annual Service Plan provides the direction and deliverables that have been identified to deliver against the strategic aims of our Community Risk Management Plan (CRMP).

The Strategic Assessment of Risk (SAoR) will be refreshed prior to April 2022 and will provide strategic direction for Service and district planning and enable LFRS to direct resources effectively to minimise and respond to risk.

Recommendation(s)

The Planning Committee is asked to note and endorse the ASP for publication and acknowledge the continuation of the data driven approach taken to produce the production of the SAoR.

Information

Part 1: Annual Service Plan

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

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

Role in the planning framework

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

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

As always, we aim to continually improve and refine our planning processes and this year's Plan aims to add focus on achievable objectives to be delivered within the year, acknowledging that a proportion of items are continued from the 2020/21 Plan, reflecting our commitment to a number of long-term projects. It is presented in a style to remain consistent with that of the CRMP 2022-27.

Background

Part 2: Strategic Assessment of Risk

Risk in Lancashire will always remain dynamic; it changes over time, differs by area and demographic, and needs different interventions to reduce the likelihood of the risk occurring or to lessen its consequences. We identify these risks in our Strategic Assessment of Risk which is refreshed annually and is also informed by the Lancashire Resilience Forum Community Risk Register. Through our risk management framework, we continually assess changing risk and prioritise our response framework. A wider consultation has also taken place, involving Unitary Authorities, District Councils, Lancashire County Council and Lancashire Constabulary, to gain a more complete collaborative picture of the perceived risk from the viewpoint of all organisations.

This year's Assessment builds on previous iterations as we seek to continually improve our risk management processes. We have sought to identify more clearly how LFRS responds to the strategic risks identified, examples being; our response to the emerging threat of climate change which will be delivered through our new Climate Change Response Plan.

The Strategic Assessment of Risk reflects the knowledge and experience of a variety of specialist departments and utilises our Incident Recording System (IRS) data to derive a data driven methodology that highlights the incident types that pose the greatest risk to the county of Lancashire and the individuals who live and work within it. The SAoR drives both Service and district level response to risk and enables LFRS to tailor our prevention, protection and response activities to the identified risks.

Finally, our refreshed SAoR will be used to help inform service delivery change proposals that will be considered as part of the forthcoming Emergency Cover Review (ECR).

Business risk

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

The Strategic Assessment of Risk is an integral part of the Service's Risk Management Framework and captures the high-level risks that the Service must prepare for and respond to. It forms a key part of our planning process culminating in the development of our Annual Service Plan and is used to inform reviews of emergency cover, prevention and protection activity across the county.

Environmental impact

Delivery of the Annual Service Plan will support the Service's response to climate change, ultimately having a positive impact on our environment.

Equality and diversity implications

The Annual Service Plan and Strategic Assessment of Risk have been produced in accordance with accessibility guidelines. The overarching strategic documents have also had equality impact assessments carried out.

HR implications

No direct implications, however, the ASP and SAoR should form part of the district planning process and will link through to individual appraisals. In addition, some of the changes arising from reviews contained in the ASP will have HR implication which will be managed through relevant process.

Financial implications

The Annual Service Plan will be made available online in a digitised format. However, hard copies will also be made available to staff as part of our ongoing commitment to engagement, and to further develop our leadership capacity, and to assist with district planning and individual appraisals. Therefore, there will be a cost incurred under the Corporate Communications budget.

The SAoR will not be printed and will be a wholly digitised offering and will therefore incur no cost.

Local Government (Access to Information) Act 1985

List of background papers

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate:

Welcome to our Annual Service Plan for 2022-23

Lancashire Fire and Rescue Service's purpose is to make Lancashire safer. The ways we do that have evolved, as risks to public safety have changed.

Preventing fires from happening, protecting people and property when they do and responding quickly and competently remain core services.

However, we now serve our communities in many more situations: from weather-related emergencies to searching for vulnerable missing people, we have adapted to keep people safe in other aspects of their lives.

Our people are central to all that we achieve. They have the essential qualities to respond positively to challenges, support others and make a difference in their communities.

During the Covid-19 pandemic we have been able to use our skills and experience to protect people in completely new ways, working alongside our partners to deliver crucial public services.

An ambition to be outstanding in all that we do drives continuous improvement across the Service, and this year our priorities are to strengthen community safety in respect of the emerging risks affecting Lancashire.

We intend to do that by continuing to build a highly skilled, resilient and agile fire and rescue service, that can adapt and respond flexibly to the needs of our communities.

Innovation and investment in our people, equipment and training are at the core of our plans, with a firm focus on digital innovation to ensure we remain at the forefront of effective and efficient fire and rescue services.

Climate change is having significant impact on homes, businesses and environments in Lancashire, and the risk of flooding and wildfires is increasing. Every firefighter in the service has a bespoke flood suit and this year, we'll add specialist personal protection equipment for fighting wildfires to their kit.

We are also investing in new all-terrain vehicles, enhancing our capabilities for travelling over moorland and similar terrain, as we commit further to understanding and mitigating climate change emergencies in the county.

Extensive reform to fire safety and building control standards is underway to make buildings safer for occupants following the tragic Grenfell Tower fire. We are transforming our fire protection services to deliver these changes expertly and support local businesses to comply with legislation and reduce the risk of fire in their premises.

This year we will seek your views in a review of emergency cover to ensure that our fire engines are situated and staffed in ways that provide the best response to risks and emergencies in Lancashire.

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

Valuing our people so they can focus on making Lancashire safer

We aim to develop people who are resilient, highly skilled, flexible, diverse and can deliver the Service's aim of keeping the people of Lancashire safer. We actively engage with our workforce, respond to feedback and involve staff in the shaping of our plans and decision making.

Embed the Core Code of Ethics alongside our STRIVE values

Our STRIVE values and the Code of Ethics guide the professional behaviours expected of all our staff to ensure our workplace is one where everyone feels valued, included and able to reach their full potential.

We will:

- Deliver briefings to members of staff on the Code of Ethics and how it, alongside our Service values, supports us in being a place where people feel valued and able to meet the needs of the different communities within Lancashire.
- Embed the Code of Ethics into our corporate policy, and recruitment and promotion processes.

Develop resilient leaders who manage the performance of their staff

We continue to focus on developing the capability and resilience of leaders to support their staff in achieving their full potential through talent management, promotion pathways and continuous improvement.

We will:

- Promote coaching and mentoring opportunities whilst also developing a range of tools that can broaden the coaching and mentoring skills of those in leadership roles.
- Deliver the Institute of Leadership and Management level 3 and 5 qualifications.
- Strengthen performance management through objective setting, performance monitoring and accountability.
- Embed career conversations within the appraisal process ensuring that where talent is identified, appropriate development opportunities are delivered to support future leaders.
- Through our talent, promotion and development pathways, create opportunities for the identification and progression of talent.

Attract and develop diverse talent

Recruiting, training and developing firefighters who can meet the diverse needs of the residents of Lancashire and bring diversity of thought and talent into our Service remains a priority.

We will:

- Undertake positive action to promote the Service as an employer of choice.
- Deliver recruitment campaigns that ensure the Service has a workforce which can meet the needs of our people strategy.

- Develop a training plan to build knowledge, develop competence, strengthen the skills of the workforce and create an environment for flexibility and innovation.
- Deliver a robust approach to the progression of apprentices ensuring the needs of the people strategy are met.
- Review incident command development and assessment to ensure our incident commanders receive the most effective training.

Deliver firefighter pension changes

We have invested in additional resources to support implementation of the pension remedy in relation to legislative changes arising from recent legal judgments.

We will:

- Implement the remedy to those affected as expeditiously as possible, including transfer into the revised pension scheme with effect from 1 April 2022.
- Provide remedies when practicable to current and historical leavers.

Upgrade fire station facilities

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

We will:

- Complete an upgrade of facilities at Hyndburn Fire Station.
- Continue to review and develop plans for upgrading station facilities.

Preventing fires and other emergencies from happening

We believe that the best way to make Lancashire safer is to prevent fires and other emergencies from happening in the first place. Our approach recognises life's different stages, and we focus our efforts on helping people start safe, live safe, age safe, and be safe on our roads and around water, targeting those most vulnerable.

Reduce fires and other emergencies in Lancashire's diverse communities

We are focussed on refining how we target, develop, and deliver prevention activities in a manner that reflects the specific risks and needs of Lancashire's diverse communities.

We will:

- Introduce a water safety thematic group within the Service and lead the formation of a pan-Lancashire water safety partnership.
- Continue our education, fire cadet and The Prince's Trust programmes and develop further youth engagement and early intervention packages, building on our work to become an ACE (Adverse Childhood Experiences) aware organisation.
- Broaden collaboration opportunities as a result of changes in legislation, including consideration of our role in the Serious Violence Duty and new forensic science standards for fire investigations.

Improve our Home Fire Safety Check service

Working with Lancashire's communities and our own employee voice groups, and using the principles of equality impact assessments and data analysis throughout, we will adopt a fully person-centred approach to targeting, booking and delivering the service.

We will:

- Review partnership referrals to ensure that for each of Lancashire's districts, the profile of referring partners matches the profile of risk.
- Improve our web and phone services for self-referrals to align with emerging national principles and products.
- Develop the software we use to co-ordinate the delivery of home fire safety checks, to ensure we continue to target the highest risk households.

Develop prevention services for homes equipped with assistive technology

Telecare systems (linking devices such as pendants and fall detectors to a monitoring centre) are increasingly used to keep potentially vulnerable people safe in their own homes. Many include smoke alarms and help to protect some of Lancashire's most vulnerable residents.

We will:

- Create a domestic automatic fire alarm policy that ensures we share the right information with telecare providers and monitoring centres to provide person-centred home fire safety checks that continue to reduce risk.

Protecting people and property when fires happen

We help local businesses to reduce fire risk in their buildings, keep people safe and comply with fire safety legislation. Business safety is supported by a county-wide inspection programme that targets the highest-risk premises. Where businesses fail to commit to fire safety, we lead enforcement activity.

Transform fire protection and business safety

Following the Grenfell Tower fire in 2017, sweeping improvements to fire safety and building control standards are transforming the way fire and rescue services, and our partners, work. We are focussed on delivering these changes expertly and providing support and guidance to the premises which are most affected.

We will:

- Recruit and develop business safety advisors and inspectors, trained to national standards, ensuring our inspectors are accredited for future work with the Health and Safety Executive.
- Broaden the scope of fire protection training and support given to operational teams to ensure safe and effective pre-planning and response to incidents within the modern built environment, where buildings may not always perform as expected and contain increasingly complex fire safety systems.
- Continue to use technology to digitise the service, increase mobile working capability and evolve our staffing models to reflect the changing regulatory landscape.

Introduce business fire safety checks

Following a successful pilot, business fire safety checks by operational crews will be expanded. The checks are designed to help businesses comply with legislation with helpful and friendly advice provided at the time and followed up electronically.

We will:

- Implement business fire safety checks delivered by operational crews across Lancashire.

Strengthen our fire safety inspection programme to meet evolving standards

We take a risk-based approach to inspecting businesses to make sure they are complying with fire safety laws. Targeting the highest risk premises where occupants are at significant risk of harm if a fire occurs ensures an effective and efficient approach. Expanding our protection workforce will strengthen delivery of our risk-based inspection programme in line with fire safety changes.

We will:

- Target premises based on risk and audit consistently, in accordance with evolving national standards.

Introduce a new automatic fire alarm attendance policy

Due to historical levels of incidents which have been found to be false alarms and following public consultation, we are changing the way we respond to automatic fire alarms in certain premises.

We will:

- Introduce new day-time response arrangements in specified non-sleeping risk premises so that our resources can be used more effectively.
- Support businesses to make the necessary changes to their fire alarm procedures and emergency plans.
- Implement a refreshed approach to reducing false alarms in premises exempt from the policy, so that we are only called to genuine emergencies.

Responding to fires and other emergencies quickly and competently

We strive to deliver the highest standards of operational response to a wide range of risks and emergencies in Lancashire. Continuous improvement in how we prepare for, and learn from, incidents alongside investment in training and equipment, means we can adapt and respond flexibly to the changing needs of our communities.

Review emergency cover incorporating the replacement of the Day Crewing Plus duty system

Our emergency cover review aims to provide assurance that the Service's operational capability, resources and geographical disposition are efficient and effective. They should also reflect the risks within communities, the built environment, climate change and the natural environment of Lancashire.

We will:

- Review appliance numbers, type, location and availability compared with risk and demand in the county.
- Review crewing requirements and explore duty systems to replace the Day Crewing Plus system, which is no longer sustainable.
- Consult the public on how we plan to deliver our services most effectively and efficiently.

Review special fire appliances and resource provision

The Service operates a range of special fire appliances, such as aerial ladder platforms, swift water rescue units and hazardous materials and environmental protection units, that are located and deployed according to the risks in communities.

We will:

- Review the locations and requirements of special fire appliances to ensure our response capability is optimised, resourced to risk and crewed effectively, and implement findings as part of the emergency cover review.

Invest in our fleet

Innovation is at the core of investment in our fleet as we continue to acquire appliances that enhance firefighter safety and firefighting capability, and minimise fire damage and associated costs to businesses and homes.

We will:

- Invest in a 45-metre aerial ladder platform (ALP), the greatest ALP capability currently available in the UK, to support our response to tall building risk in Lancashire.
- Commence procurement of two more water towers; fire engines with added capability to deliver large volumes of water from height and pierce building exteriors to extinguish fires within compartments.
- Continue work to replace incident command units with superior vehicles that will lead to more effective large-scale incident management.
- Introduce several new fire engines as part of our vehicle replacement plan.

Respond to the impacts of climate change

Building on how we have adapted to support communities during extreme weather events, our new Climate Change Operational Response Plan aims to reduce the increasing threat of flooding and wildfires, improve firefighter safety and lessen the impacts on communities and public services.

We will:

- Provide new wildfire personal protective equipment for all firefighters and additional equipment for our specialist wildfire units.
- Introduce two new Hagglund all-terrain tracked vehicles to our fleet ahead of the wildfire season.
- Explore the use of climate change response vehicles to strengthen our capabilities in relation to wildfire and flooding events.
- Introduce electric and hybrid powered support vehicles in response to climate change.

Implement operational learning in response to national events

Operational learning drives improvement and our ability to adapt to emerging risks in communities. Rigorous review of how we prepare for, respond to, and learn from incidents, including national events, is vital to ensure firefighter safety and an effective response.

We will:

- Continue to implement recommendations from the Grenfell Tower Inquiry including strengthening knowledge of the built environment and supporting fire safety improvements, primarily in high rise residential buildings.
- Review existing policies, equipment and training in respect of the Manchester Arena Inquiry to ensure we can respond to any events of a similar nature as effectively as possible.

Optimise emergency cover through improved data including dynamic mobilising software

A software system that provides dynamic mobilising data to inform real-time decision-making on how best to deploy resources, will lead to improved emergency cover and incident response times across the county.

We will:

- Commence procurement of a dynamic mobilising software at North West Fire Control to mobilise resources more effectively and efficiently.

Delivering value for money in how we use our resources

We aim to use our resources efficiently and provide the most effective services to the people of Lancashire. We deliver efficiencies through continuous learning and innovation, with a particular focus on exploiting emerging technology. This enables the Service to invest in frontline activity that delivers long-term improvements and value for money.

Implement the first stages of our new digital strategy

The purpose of our digital strategy is to maximise the effectiveness and efficiency of our workforce to ensure the best possible services for the people of Lancashire. We are establishing a digital first culture focussed on the needs of our communities and creating opportunities for them to engage with us in a more digitally enabled way.

We will:

- Introduce new performance and intelligence software that allows our people access to relevant, consistent and current data on a wide range of devices.
- Support other items in this plan to increase communication and process efficiency through digitisation and automation.

Create digitally enabled fire engines

Improved connectivity and accessibility on fire engines, utilising the latest available mobile technology, will enable our staff to deliver more efficient services while away from the office and working within communities. It will also facilitate an environment where crews will be able to conduct multiple activities simultaneously, creating additional capacity and productivity.

We will:

- Introduce devices in appliances that provide easy but secure access to our network, applications and services, as well as external content.
- Trial options to replace mobile data terminals with more efficient, data-rich, de-mountable devices that can also be used on the incident ground, across different geographical areas and duty systems.
- Investigate mobile data requirements of special fire appliances and trial a range of devices suitable for use in these vehicles.

Install CCTV on fire engines

The purpose of installing CCTV on fire engines is to increase firefighter safety while they protect communities and reduce costs associated with vehicle collisions.

We will:

- Trial four-way vehicle CCTV on fire engines at several fire stations and evaluate the results with a view to expanding installation across the county.

Replace a number of drill towers

Following implementation of the first phase of our drill tower replacement programme, site investigations and construction design services have been completed, and planning consent granted for the next phase.

We will:

- Begin construction and complete the replacement of four drill towers to improve firefighter training facilities, in line with our service-wide replacement programme.

Annual Service Plan 2022-23

Valuing our people so they can focus on making Lancashire safer
Embed the Core Code of Ethics alongside our STRIVE values

Develop resilient leaders who manage the performance of their staff

Attract and develop diverse talent

Deliver firefighter pension changes

Upgrade fire station facilities

Preventing fires and other emergencies from happening

Reduce fires and other emergencies in Lancashire's diverse communities

Improve our Home Fire Safety Check service

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Transform fire protection and business safety

Introduce business fire safety checks

Strengthen our fire safety inspection programme to meet evolving standards

Introduce a new automatic fire alarm attendance policy

Responding to fires and other emergencies quickly and competently

Review emergency cover incorporating the replacement of the Day Crewing Plus duty system

Review special fire appliances and resource provision

Invest in our fleet

Respond to the impacts of climate change

Implement operational learning in response to national events

Optimise emergency cover through improved data including dynamic mobilising software

Delivering value for money in how we use our resources

Implement the first stages of our new digital strategy

Create digitally enabled fire engines

Install CCTV on fire engines

Replace a number of drill towers

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LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 7 February 2022

CONSULTATION STRATEGY – ANNUAL REVIEW (Appendix 1 refers)

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

Executive Summary

The Authority has a consultation strategy which provides a framework through which it can seek public opinion on major change issues.

Each year the planning committee reviews the strategy (attached as appendix 1) to assure continued compliance with guidance or legislation and to incorporate learning from any public consultation exercises undertaken.

This year's review concludes that the strategy continues to be legally compliant and in line with good practice.

Recommendation

The planning committee is asked to note and endorse the consultation strategy.

Information

Lancashire Combined Fire Authority's consultation strategy has been in place since Integrated Risk Management Planning arrangements were introduced in 2003. It is reviewed on an annual basis.

The strategy was implemented to good effect during the public consultation on the draft Community Risk Management Plan 2022-27 in summer 2021 and has been updated to reflect learning from that exercise. This includes conducting a mid-point review of progress, in addition to a closing review, to provide an opportunity for any adjustments to be made to the consultation plan if needed.

It is commonplace to use a standard 12-week period for public consultation however the length of time given for consultees to respond can vary depending on the subject and extent of impact of the consultation. Although in most cases 12 weeks will be sufficient, the maximum 12-week period has been changed to reflect the need for flexibility to allow sufficient opportunity for consultees to participate.

This year the Authority will consult the public in relation to the emergency cover review incorporating the withdrawal of the day crewing plus duty system. Any other requests to the Authority to consult with the public will be made as-and-when priorities identified in the annual service plan reach the point where this is required.

Business risk

The consultation strategy provides the necessary framework to help the Authority ensure that the Service provides relevant stakeholders with the opportunity for a genuine exchange of views and to influence decisions, policies and services.

Effective consultation gives the Service better understanding of the needs of our communities and stakeholders, and helps to create services that are more closely aligned to those needs.

Environmental impact

None

Equality and diversity implications

The strategy sets out that equality impact assessments should be undertaken for all consultations. These assessments inform stakeholder analysis of who to involve and how; describe the positive and reasonable adjustments that may be made to reach groups of people with protected characteristics; and understand the barriers that may be encountered when trying to involve them.

HR implications

None

Financial implications

None

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

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate:

Lancashire Combined Fire Authority Public Consultation Strategy

1. Background

The Lancashire Combined Fire Authority's Consultation Strategy has been in place since the Integrated Risk Management Planning arrangements were introduced in 2003.

The strategy is reviewed annually by the Planning Committee to ensure that it continues to meet statutory requirements; incorporates good practice; and provides the public and stakeholders with timely opportunity to influence development of their fire and rescue service.

2. Scope

This strategy sets out the Authority's arrangements for public consultation which are delivered on its behalf by Lancashire Fire and Rescue Service. The Authority acknowledges the significant contribution of fire and rescue service staff in terms of service delivery and encourages the active participation of employees in consultation exercises. Arrangements to consult staff are not included in this strategy as they feature within internal documentation.

3. Definitions

Engagement is an ongoing process of establishing and maintaining links with stakeholders. It is not in itself consultation, although consultation uses these links to reach people or individuals to take part in a specific consultation. It is a term given to a range of techniques that give stakeholders opportunities to influence how organisations work and the services that are delivered.

Consultation is one of these techniques and is a process through which the views of relevant stakeholders are sought about a particular issue, proposal or options over a defined period of time, to which due consideration is given by the Authority in reaching a decision.

Other engagement techniques include:

Informing – telling people what is going on, what decisions have been made and what action will be taken but views are not actively sought.

Involving – asking people for views to help shape the development or implementation of options, plans and activity on an ongoing basis or at the start of a policy development.

Collaborating – involving people in working together to develop solutions or proposals.

Negotiating – discussion with people to seek a jointly owned outcome where differences are addressed.

Empowering – giving people the power to control decisions and services within available resources in a specific area.

A public consultation led by the Authority may also involve some of these techniques as part of the consultation plan. Particularly, it will seek to involve people throughout work undertaken to develop options for change and will inform them about actions that will be taken which will not be subject of a consultation exercise.

4. Public Consultation Approach

Lancashire Fire and Rescue Service will undertake public consultation on a range of issues on behalf of the Authority to ensure that the views of communities, partners, individuals who have characteristics that are protected in the Equality Act and stakeholders are used to inform decision making.

4.1 Subjects of public consultation

The extent of the consultation will be proportionate to the nature and extent of any proposals being considered. It may include consultation on:

- The draft Community Risk Management Plan.
- Annual service plans.
- Budget and council tax.
- Proposals which may have a major effect on the services we provide to the public.

In some cases, a formal consultation exercise may not be necessary. For example:

- Where it is necessary to implement a legal judgement or Government instruction.
- Where stakeholders have influenced proposals by early involvement in the consideration of options and planning of proposals.
- Where minor adjustments are being advocated.
- Where issues can be resolved without formal consultation.
- Where the Authority has already reached consensus and consultation results are unlikely to influence a decision.
- Where there are no genuine options except for that which is proposed.
- Where the Authority has already taken a decision through its usual democratic process.

In these instances, the Authority will communicate information to stakeholders to inform them and raise awareness of the changes that have been made or the decisions that have been taken.

4.2 Planning public consultation

The annual service plan, published in April, outlines the planned priorities to be delivered in the year that might require public consultation. These consultations may not take place immediately following publication of the plan but at the time that is most relevant to the planned priority. At this point the Authority's planning committee will be provided with details about the issue and options being considered and permission to consult with the public sought.

Due to the pace of change, issues may arise during the year that requires public consultation, but which has not been considered within the annual service plan. In these cases, permission to consult with the public will be sought from the planning committee chairman and chairman of the Authority as urgent business, if the meeting schedule does not permit discussion at a meeting.

Lancashire Fire and Rescue Service will maintain a calendar to ensure that consultation exercises do not clash and to avoid public consultation overload or fatigue.

5. Timings

There must be sufficient opportunity for consultees to participate in a consultation. It is commonplace to use a standard 12-week period for public consultation (not including major public holidays or summer months when people are away) however the length of time given for consultees to respond can vary depending on the subject and extent of impact of the consultation. A minimum of four weeks should be given for small scale consultations. In setting timings, consideration will be given to:

- The scale of the issue or proposals.
- The size of the audience we need to consult with.
- The need to work with voluntary groups who require time to extend the consultation through their memberships.
- The time of year and any impact on the availability of target groups.
- The urgency with which a decision needs to be taken
- Allowing a realistic time to enable the formulation of a considered response.

All information provided about the consultation will provide details of the deadline for responses.

6. Targeting public consultation

Before undertaking any consultation exercise, identification and mapping of stakeholders will be undertaken to understand which audiences (stakeholders) are most likely to be impacted by any resulting proposals. An equality impact assessment of the proposals on groups likely to be particularly affected will also be carried out.

A plan will be then prepared which sets out which stakeholders with legitimate interest in the proposals it will attempt to consult with them to give them opportunity to express their views.

Where appropriate, this will include:

- The public in Lancashire – particularly those that are likely to be directly affected by the proposal or issue.
- Community organisations, including specific community groups, particularly those that represent the interests of people with legally protected characteristics.
- Public representatives, such as Members of Parliament and local councillors.
- Businesses or business organisations.
- Local authorities, public agencies and other emergency services.
- Third sector organisations including voluntary groups and charities.
- Relevant government departments.
- Representative bodies.

7. Information about a public consultation

The focus of consultation will be on meaningful engagement, through relevant methods, with staff, the public, stakeholders and any other requesting body or individual, during which the following information will be provided on the Service website:

- Details of the issue and/or proposal.
- Why the issue has arisen and/or what is being proposed.
- How the proposals are likely to impact on the provision of service.
- Background statistics and assessments.
- The anticipated timescales for decision/implementation.

However, it is recognised that while this information is a useful reference, it is not in itself enough to secure consultee response. For all but the shortest written document, a concise summary will be provided for each consultation detailing the issue and options and setting out opportunities to contribute. This should be written or produced graphically using simple and engaging language in an accessible format. Information will be localised to ensure that people understand how plans may affect their local area. Assistance in providing information in alternative formats will be offered.

Information will be distributed using methods that are most appropriate to target relevant stakeholders, internally and externally. The Service's communications strategy sets out communication channels that should be considered including a range of options. For example, consultation about the Community Risk Management Plan could be communicated using news stories in the media, digital channels including the Service's social media platforms and website, and public engagement events.

8. Consultation methodology

No single activity or mix of activity through which to consult will be right every time. Our approach is to create a dedicated consultation plan to address the specific objectives with a mix of activities designed to seek the views of the identified stakeholders. This may involve a mix of:

- Questionnaire
- Engagement events
- Focus groups
- Consultation through the Service's employee voice groups
- Feedback given at open public meetings
- Attendance at local authority meetings or scrutiny committees
- Debate and feedback given through social media
- Written submissions
- Telephone survey
- Public scrutiny panel
- Deliberative forum

Where it is feasible, participation in the consultation and responses received will be acknowledged and an audit trail kept of responses. Explanations, where requested and appropriate, will be given to respondents who ask why individual proposals have been rejected.

A mid-point review should be conducted as close as possible to the mid-point of the open consultation. It is an opportunity for a formal review of progress achieved and provides an opportunity for any adjustments to be made to the consultation plan as required.

9. Data use and subjects and transparency obligations

The Combined Fire Authority is under a duty to and will be compliant with the provisions of the Data Protection Act 2018 enacted by the General Data Protection Regulations (GDPR) following the implementation of European directive, specifically Article 4 General Data Protection Regulation 2016/679, as well as the Re-use of Public Sector Information Regulations 2015, which came into force on 18 July 2015, subject to relevant exceptions.

The GDPR prohibits the processing of personal data unless there is a lawful basis for it such as doing so being in the public interest. The Combined Fire Authority will therefore need to process such data in relation to the legal obligations conferred upon it in the exercise of its public functions or in relation to any activity that supports or promotes democratic engagement.

The Authority will ensure that all relevant information provided by data controllers to data subjects and all communications with data subjects will be concise, transparent, intelligible and easily accessible, in clear plain language. This applies to but is not limited to situations when the Authority collates special categories of personal data

where more stringent compliance burdens are placed on organisations which process personal data relating to matters such as:

- Racial or ethnic origin.
- Political opinions.
- Religious and philosophical beliefs.
- Trade union membership.
- Genetic data.
- Biometric data for uniquely identifying a natural person.
- Data concerning health.
- Sexual orientation.

10. The decision-making process

At the end of the consultation period a closing review will be undertaken to determine if sufficient response has been obtained to close a public consultation as scheduled, or whether an extension or specific additional activities are required to be undertaken to ensure that sufficient views have been obtained from potentially impacted groups.

A report on the consultation exercise will be presented to the Authority, or a relevant committee of the Authority, which will include a summary of statistical results and feedback and views offered. This will include an updated equality impact assessment.

Consultation rarely concludes in a single opinion and elected members will make their own judgements about the weight to be given to different views alongside other factors such as financial cost, environmental impact and professional experience and advice. However, all consultation responses will be available to the Authority, or a relevant committee of the Authority, before associated democratic decisions are taken.

11. Feedback and evaluation

Decisions made about proposals that have been the subject of public consultation will be conveyed via the Service's communications channels. More detailed feedback will be made available to consultation participants directly or through the Service's website, depending on the extent of their involvement with the consultation.

Consultation exercises will be evaluated to assess the effectiveness of the processes adopted.

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Meeting to be held on 7 February 2022

REVIEW OF KEY PERFORMANCE INDICATORS

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

Executive summary and recommendations

Executive Summary

The Key Performance Indicators (KPIs) have been re-ordered, prioritising 'Valuing Our People' to reflect the service's values as set out in our newly produced Community Risk Management Plan which is further underpinned by our STRIVE values. Several supplementary KPIs have been included to provide a tool with which to measure the service's progress and several KPIs have been amended/removed to provide a more relevant reflection of performance.

Our response KPI's are proposed to remain the same with regards to the first fire engine response time standards. This is due to the strong correlation of our risk map scoring and effectively and efficiently being able to respond to our highest risk areas. The removal of the monitoring of second fire engine response times will align Lancashire Fire and Rescue Service (LFRS) with most Fire and Rescue Services across the country.

Recommendation(s)

Planning Committee is asked to approve the changes to KPIs and their inclusion within the Service's Measuring Progress Report.

Information

Contained within this Planning Committee paper is an outline of the circumstances that have led to several proposals to introduce, amend, or remove performance monitoring across our 5 core priorities of:

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

There is a description of the change proposals, including rationales for their review. All supported by a visual summary of how the proposed KPI suite will look following approval/endorsement of the changes.

The most simplistic change has been to re-order the KPI suite to better reflect the content of the refreshed Community Risk Management Plan (CRMP) 2022-27 along with the Service's STRIVE values. The outcome of this change now sees 'Valuing our People' as the primary KPI, further demonstrating our intent to put our people first.

Several KPI's have been introduced, amended, or removed to provide better information, in a more understandable way, and to enable measurement against more specific goals.

The proposed changes will be implemented as and when the underpinning technology and integration within new PowerBi performance management software comes into effect within LFRS, this is anticipated in the second half of 2022-23 performance year.

Valuing our people so that they can focus on making Lancashire safer

Key Performance Indicator 1 (previously KPI 4)

Valuing our People has historically been the 4th section of our KPI suite which has included two basic performance measures:

1. Staff Absences (Excluding On Call)
2. Staff Absences (On Call)

To align with our recently reviewed Community Risk Management Plan (including a re-prioritisation of our 5 key organisational values), '*Valuing our People so they can focus on making Lancashire safer*' is highlighted as being our primary or most important organisational priority, now mirrored in our suite of key performance indicators by its change from the 4th section to the 1st section.

Additionally, **five** new KPI headings have been added which will enable the service to better measure progress and identify more specific areas for improvement.

1.1 Overall Staff Engagement

A measure of how engaged our staff are using indicators such as staff surveys.

1.2.1 Staff Absence Wholetime

Historically this performance measure was a combination of Wholetime Operational staff along with Greenbook Support staff. Changes are being proposed to monitor these separately to allow for improved scrutiny and targeting.

1.2.3 Staff Absence Greenbook

As previously stated, and in conjunction with KPI 1.2.1 and 1.2.2, this is a new KPI which now provides a more bespoke analysis of staff absences relative to working/employment arrangements.

1.3.1 Workforce Diversity (as a %)

This new KPI will enable us to analyse how reflective our workforce is of the communities we serve and help us to demonstrate that we are an employer of choice for all. Improving this will help develop the fifth new KPI:

1.3.2 Workforce Diversity Recruited (as a %)

This new KPI will help us to identify if our approach to recruitment along with the associated processes are effective at recruiting new staff from a diverse range of backgrounds.

One final change to the new KPI 1 section is the addition of the **Staff Accidents** KPI which has been moved into this KPI from 'Responding to Incidents', as this section reflects LFRS' commitment to our staff.

Below is a summary of the new KPI 1 suite (on top) in comparison to the existing KPI 4 (on the bottom).

1 Valuing our people so that they can focus on making Lancashire safer.	1.1	Overall Staff Engagement: Performance measure of how engaged our staff are.
	1.2.1	Staff Absence Wholetime (WT): Specific measure of WT absence.
	1.2.2	Staff Absence On-Call
	1.2.3	Staff Absence Greenbook: Specific measure of Greenbook absence.
	1.3.1	Workforce Diversity (as a %): Performance measure of how representative our staff are of our communities.
	1.3.2	Workforce Diversity Recruited (as a %): Performance measure of our success in recruiting a diverse workforce.
	1.4	Staff Accidents: <i>(Now included within KPI 1.)</i>

4 Valuing our people so that they can focus on making Lancashire safer.	4.2.1	Staff Absence (Excluding On Call)
	4.2.2	Staff Absence (On Call)

Preventing fires and other emergencies from happening and Protecting people and property when fires happen.

Key Performance Indicator 2 (Previously KPI 1)

Naturally the result of moving ‘Valuing our People’ into our number 1 KPI has changed the number of the other 3 KPI sections.

In summary, the new KPI 2 has **two** new measures of performance, whilst **one** performance measure has been removed. There have also been some subtle changes to how several the KPI’s in this section are worded.

The aim of the two new KPI headings is to provide a clearer representation of the data and activity levels.

When dealing with relatively small numbers, percentages can be misleading; the KPIs will move to publishing numbers as opposed to percentages where appropriate, to provide a more representative account of the data.

The two new KPI headings are:

2.6 Deliberate Fires Total: Specific performance measure of deliberate fires

Historically, Measuring Progress reports have only reported on deliberate fires resulting from anti-social behaviour as the cause. This new performance measure will provide an overall measure of deliberate fires whilst also still be broken down into existing 3 deliberate fire performance measures (Dwellings (2.6.1), Commercial Premises (2.6.2) and Other (2.6.3)).

2.10 Building Regulation Consultations (BRC) (number and completed on time)

Due to the Fire Safety and Building Safety Bills, FRS involvement with Building Regulations Consultations (BRC) will gain an increased focus. BRC are not currently shared with members/staff/public, yet they represent a significant proportion (over 500 per quarter) of Fire Safety Inspectors’ work. This has therefore been added as a KPI so Elected Members have oversight and challenge on Service performance.

The one KPI that has been removed:

1.3.2 Accidental Dwelling Fire (ADF) – number of incidents where occupants have received a Home Fire Safety Check (HFSC).

The reason this has been removed is due to the difficulty around understanding and/or explaining this indicator - success is implied if the percentage of households that experience a fire after having had a HFSC goes up (as this is alleged to be indicative of correct targeting) but arguably it's also indicative of the Service not being able to fully mitigate risk as the household has still experienced a fire.

Below is a summary of the new KPI 2 (on top), in comparison to the existing KPI 1 (on the bottom).

<p style="font-size: 2em; font-weight: bold;">2</p> <p>Preventing fires and other emergencies from happening.</p> <p>Protecting people and property when fires happen.</p>	2.1	Critical Fire Risk Map Score
	2.2	Overall Activity
	2.3	Accidental Dwelling Fires (ADF)
	2.3.1	ADF - Harm to people - Casualties
	2.3.2	ADF – Harm to Property- Extent of Damage (Fire Severity)
	2.4	Accidental Building Fires (Commercial Premises)
	2.4.1	ABF (Commercial Premises) – Harm to property - Extent of Damage (Fire Severity). To provide a clearer representation of the data and activity levels.
	2.5	ABF (Non-Commercial Premises)
	2.5.1	ABF (Non-Commercial Premises: Private Garages and Private Sheds) – Harm to Property - Extent of Damage (Fire Severity).
	2.6	Deliberate Fires Total: Specific performance measure of deliberate fires.
	2.6.1	Deliberate Fires – Dwellings
	2.6.2	Deliberate Fires – Commercial Premises
	2.6.3	Deliberate Fires – Other (rubbish, grassland etc)
	2.7	HFSC:
2.8	Numbers of other prevention activities such as <u>Childsafe</u> / wasted lives etc:	
2.9	Fire Safety Enforcement (including business FSC)	
2.10	Building Regulation Consultations (BRC) (number and completed on time):	

<p style="font-size: 2em; font-weight: bold;">1</p> <p>Preventing fires and other emergencies from happening.</p> <p>Protecting people and property when fires happen.</p>	1.1	Critical Fire Risk Map Score
	1.2	Overall Activity
	1.3	Accidental Dwelling Fires (ADF)
	1.3.1	ADF – Extent of Damage (Fire Severity)
	1.3.2	ADF – Number of incidents where occupants have received a Home Fire Safety Check
	1.4	ADF Casualties
	1.5(a)	Accidental Building Fires (Commercial Premises)
	1.5(b)	Accidental Building Fires (Non-Commercial Premises)
	1.5.1(a)	ABF (Commercial Premises) – Extent of Damage (Fire Severity)
	1.5.1(b)	ABF (Non-Commercial Premises: Private Garages and Private Sheds) – Extent of Damage (Fire Severity)
	1.6.1	Deliberate Fires – Antisocial Behaviour (ASB)
	1.6.2	Deliberate Fires – Dwellings
	1.6.3	Deliberate Fires – Commercial Premises
	1.7	High Risk HFSC
1.8	Road Safety Education	
1.9	Fire Safety Enforcement	

Responding to fire and other emergencies quickly

Key Performance Indicator 3 (Previously KPI 2)

In summary, the new KPI 3 has **one** new measure of performance, **two** performance measures have been removed, whilst **one** existing measure of performance has been moved within the new KPI 1.

The one new KPI heading is:

3.3 Total Fire Engine Availability

As we have not previously had a measure of overall Fire Appliance Availability, it has been difficult to cumulatively demonstrate how effective we are at providing our service to Lancashire. This new KPI has been added to give overall Fire Engine Availability to provide an accurate 'Lancashire wide' view and a greater level of scrutiny.

The two KPI's that are proposed to be removed are:

2.1.2 Critical Fire Response – 2nd Fire Engine Attendance

Critical Fire Response – 2nd Fire Engine Attendance is proposed to be removed to align to the majority of the other 45 FRSs in England. It is proposed that our response times will be measured against immediate interventions which will be from the first attending appliance. Many incidents take more than two appliances to bring to a safe conclusion and operational debriefing will be used to provide a more detailed assessments and analysis of response performance and intervention. Performance is measured against the time of call to the time the first fire engine arrives at the incident.

2.4.1 Fire Engine Availability (On Call) – without Wholetime Detachments

We will still track on-call availability, however there will be no requirement to include a separate measure for wholetime detachments. Exploring options such as a dynamic cover tool will help us to ensure our resources are in the right place at the right time.

The one KPI that has been moved to the new KPI 1 is:

1.4 Staff Accidents (Previously 2.5)

The staff accidents KPI has been moved into KPI 1 'Valuing our People' from 'Responding to Incidents' as it better reflects our commitment to our staff.

Below is a summary of the new KPI 3 (on top) in comparison to the existing KPI 2 (on the bottom).

3	Responding to fire and other emergencies quickly.	3.1 Critical Fire Response – 1 st Fire Engine Attendance 3.2 Critical Special Service Response – 1 st Fire Engine Attendance 3.3 Total Fire Engine Availability 3.3.1 Fire Engine Availability Wholetime Shift Systems 3.3.2 Fire Engine Availability On-Call Shift Systems
2	Responding to fire and other emergencies quickly and competently.	2.1.1 Critical Fire Response – 1 st Fire Engine Attendance 2.1.2 Critical Fire Response – 2 nd Fire Engine Attendance 2.2.1 Critical Special Service Response – 1 st Fire Engine Attendance 2.3 Fire Engine Availability (Wholetime, Day Crewing & Day Crewing Plus) 2.4 Fire Engine Availability (On Call) 2.4.1 Fire Engine Availability (On Call) – Without wholetime detachments 2.5 Staff Accidents

Delivering value for money in how we use our resources

Key Performance Indicator 4 (Previously KPI 3)

In summary, **one** new measure of performance has been added to this section.

The one new KPI heading in this section is:

4.2 Partnership Collaboration

This new KPI - Partnership Collaboration, has been added and will provide a qualitative analysis of collaboration with our various partners across Lancashire.

Below is a summary of the new KPI 4 (on top) in comparison to the existing KPI 3 (on the bottom).

4 Delivering value for money in how we use our resources.	4.1	Progress Against Allocated Budget
	4.2	Partnership Collaboration
	4.3	Overall User Satisfaction

3 Delivering value for money in how we use our resources.	3.1	Progress Against Savings Programme
	3.2	Overall User Satisfaction

Complete Summary

Existing KPI's

1	Preventing fires and other emergencies from happening. Protecting people and property when fires happen.	1.1	Critical Fire RiskMap Score		
		1.2	Overall Activity		
		1.3	Accidental Dwelling Fires (ADF)		
		1.3.1	ADF – Extent of Damage (Fire Severity)		
		1.3.2	ADF – Number of incidents where occupants have received a Home Fire Safety Check		
		1.4	ADF Casualties		
		1.5(a)	Accidental Building Fires (Commercial Premises)		
		1.5(b)	Accidental Building Fires (Non-Commercial Premises)		
		1.5.1(a)	ABF (Commercial Premises) – Extent of Damage (Fire Severity)		
		1.5.1(b)	ABF (Non-Commercial Premises: Private Garages and Private Sheds) – Extent of Damage (Fire Severity)		
		1.6.1	Deliberate Fires – Antisocial Behaviour (ASB)		
		1.6.2	Deliberate Fires – Dwellings		
		1.6.3	Deliberate Fires – Commercial Premises		
		1.7	High Risk HFSC		
		1.8	Road Safety Education		
		1.9	Fire Safety Enforcement		
		2	Responding to fire and other emergencies quickly and competently.	2.1.1	Critical Fire Response – 1 st Fire Engine Attendance
				2.1.2	Critical Fire Response – 2 nd Fire Engine Attendance
				2.2.1	Critical Special Service Response – 1 st Fire Engine Attendance
2.3	Fire Engine Availability (Wholetime, Day Crewing & Day Crewing Plus)				
2.4	Fire Engine Availability (On Call)				
2.4.1	Fire Engine Availability (On Call) – Without wholetime detachments				
2.5	Staff Accidents				
3	Delivering value for money in how we use our resources.	3.1	Progress Against Savings Programme		
		3.2	Overall User Satisfaction		
4	Valuing our people so that they can focus on making Lancashire safer.	4.2.1	Staff Absence (Excluding On Call)		
		4.2.2	Staff Absence (On Call)		

Proposed KPI's

1	Valuing our people so that they can focus on making Lancashire safer.	1.1	Overall Staff Engagement: Performance measure of how engaged our staff are.		
		1.2.1	Staff Absence Wholetime (WT): Specific measure of WT absence.		
		1.2.2	Staff Absence On-Call		
		1.2.3	Staff Absence Greenbook: Specific measure of Greenbook absence.		
		1.3.1	Workforce Diversity (as a %): Performance measure of how representative our staff are of our communities.		
		1.3.2	Workforce Diversity Recruited (as a %): Performance measure of our success in recruiting a diverse workforce.		
		1.4	Staff Accidents: <i>(Now included within KPI 1.)</i>		
		2	Preventing fires and other emergencies from happening. Protecting people and property when fires happen.	2.1	Critical Fire RiskMap Score
				2.2	Overall Activity
				2.3	Accidental Dwelling Fires (ADF)
				2.3.1	ADF - Harm to people - Casualties
				2.3.2	ADF – Harm to Property- Extent of Damage (Fire Severity)
				2.4	Accidental Building Fires (Commercial Premises)
				2.4.1	ABF (Commercial Premises) – Harm to property - Extent of Damage (Fire Severity). To provide a clearer representation of the data and activity levels.
2.5	ABF (Non-Commercial Premises)				
2.5.1	ABF (Non-Commercial Premises: Private Garages and Private Sheds) – Harm to Property - Extent of Damage (Fire Severity).				
2.6	Deliberate Fires Total: Specific performance measure of deliberate fires.				
2.6.1	Deliberate Fires – Dwellings				
2.6.2	Deliberate Fires – Commercial Premises				
2.6.3	Deliberate Fires – Other (rubbish, grassland etc)				
2.7	HFSC:				
2.8	Numbers of other prevention activities such as Childsafe / wasted lives etc:				
2.9	Fire Safety Enforcement (including business FSC)				
2.10	Building Regulation Consultations (BRC) (number and completed on time):				
3	Responding to fire and other emergencies quickly.	3.1	Critical Fire Response – 1 st Fire Engine Attendance		
		3.2	Critical Special Service Response – 1 st Fire Engine Attendance		
		3.3	Total Fire Engine Availability		
		3.3.1	Fire Engine Availability Wholetime Shift Systems		
		3.3.2	Fire Engine Availability On-Call Shift Systems		
4	Delivering value for money in how we use our resources.	4.1	Progress Against Allocated Budget		
		4.2	Partnership Collaboration		
		4.3	Overall User Satisfaction		

Business risk

It is essential that the Service uses a set of KPIs which are SMART and that any measure applied reflects performance accurately. In doing so this must provide a robust assessment framework by which the Authority can both understand and measure performance of the Service in an accurate and meaningful way; which will allow for effective scrutiny of Service level performance.

The implementation of the new suite of KPI's is intrinsically linked to the development, testing and implementation of new digital developments, which will enable a more robust reporting mechanism through all levels within the Service. The new KPI suite cannot be fully brought to life until the workstream is introduced as business as usual. To ensure KPI performance is maintained to the Authority the current KPI's will remain and the new KPIs be introduced at the appropriate time.

Environmental impact

None

Equality and diversity implications

None

HR implications

None

Financial implications

None

Local Government (Access to Information) Act 1985

List of background papers

Paper: Review of Key Performance Indicators

Date: 7 February 2022

Contact: DCFO Steve Healey (01772 866801)

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

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 7 February 2022

EMERGENCY COVER REVIEW

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

Executive summary and recommendations

Executive Summary

Lancashire Fire and Rescue Service (LFRS) is required to review emergency response arrangements periodically to ensure that provision remains effective and commensurate with our dynamic risk profile. This process is a robust assessment of historic data and emergent risk and is delivered in the format of an Emergency Cover Review (ECR).

The Combined Fire Authority (CFA) endorsed the findings and recommendations of the previous ECR in 2017 and a number of changes have been made over the past 5 years. Additionally, The CFA Performance Committee of 15 September 2021 was informed that a ECR would be considered by the CFA in early 2022 once the Government finance settlement was known.

As part of the ECR, the Service will be considering revised crewing arrangements at all 11 Day Crewing Plus (DCP) stations following the recent decision by the CFA to withdraw the duty system.

The aims of the ECR are to:

1. Ensure LFRS always provide an effective response to fire and other emergencies.
2. Ensure LFRS crewing arrangements are fit for purpose to meet the risk levels of the community.
3. Ensure the DCP duty system is phased out and replaced with crewing arrangements that provide efficient and effective resources across the whole of Lancashire.

Recommendation

The Planning Committee is asked to note and endorse the report and commission the production of an ECR in line with the timelines below.

Background

The Community Risk Management Plan (CRMP) for 2022–27 will be presented for approval at the next Combined Fire Authority meeting and within this Plan are a series of organisational commitments associated with LFRS' capabilities including the emergency response provision.

LFRS seek to deliver high standards of operational response and in doing so we prepare and plan for emergencies so that when an emergency happens and we have to respond, we do it quickly, with the right fire appliances, the right specialist vehicles and the right crewing arrangements to deal with the incident effectively and safely.

The community of Lancashire changes dynamically through commercial and residential growth and retraction, new road and other infrastructure provision and these along with many other factors may create a differing emergency response requirement from LFRS. To ensure that response arrangements remain appropriate and effective the Combined Fire Authority periodically commissions an Emergency Cover Review in order to validate current provision and to identify any appropriate proposals for change in response provision.

Information

It is recommended that LFRS partakes in an ECR process in 2022 and that within the methodology three key elements will be focussed upon:

- i. **Risk and Demand** (Performance Data and Risk in Lancashire).
- ii. **Process** (Mobilising criteria).
- iii. **Resource Provision** (Location, Configuration and Weight of attack).

In order to validate the current response arrangements and to test predictive impacts, LFRS plans to draw on the services of an external specialist organisation to provide third party objective data analysis. This will enable the use of predictive modelling software in determining and subsequently validating the potential impact of any changes to the number, type, location and crewing arrangements of emergency resources across the county.

It is recommended that the scope of the ECR includes:

- A) Validating the deliverables, outcomes and actual performance.
- B) Developing a subsequent Baseline Model for 2022 inclusive of the above.
- C) Determining the potential impact of a series of changes to the number, location, response capabilities and crewing arrangements of emergency resources across the county. More specifically but not exclusively:
 - 1) Replacement of the Day Crewing Plus (DCP) duty system
 - 2) Enhancement of our response to climate change
 - 3) Enhancement of our emergency cover in rural parts of the county

A review of the Strategic Assessment of Risk for Lancashire will be completed and used to support the ECR proposals.

The timeline for the ECR is aligned with our annual planning cycle:

January - April 2022*	Research, data and analysis including engagement in relation to alternative duty systems.
May - June 2022	Evaluation and administration, creating reports for the CFA and preparing the final proposals ahead of relevant stakeholder consultations.
July - October 2022	A period of consultation and review of feedback.
November - December 2022	Final approval of the ECR by the CFA.
January 2023	Implementation commences (including a phased approach to the removal of DCP).

*To ensure that the Service fully considers the most suitable and appropriate arrangements for the replacement of DCP, staff (especially current / permanent DCP staff) have been invited to express their interest in supporting ECR working groups, which will look at options for future crewing systems through to April 2022.

Business risk

Production of the ECR is a business-critical planning function. LFRS must demonstrate a timely review of response arrangements in line with National Framework guidance issued by central government.

Environmental impact

Inevitably there will be a requirement for a printed version of the ECR documentation (on request) however the approach taken will be 'digital by default' and therefore the environmental impact will be minimal with no sustainability issues identified. A key driver of the ECR process is to align to our climate change response plan. This will drive our operational response through speed of attack and ensuring the most effective and efficient resource is deployed with the aim of reducing harm to the environment.

Equality and diversity implications

An initial Equality Impact Assessment will be created as a part of the Emergency Cover Review process to ensure that both static response arrangements and any proposed changes do not impact negatively upon Lancashire's diverse community or LFRS' workforce.

HR implications

The ECR will look at all aspects of response across the Service, with a key driver being the replacement of the DCP shift system, with sustainable and efficient shifts that deliver optimal response to risk within Lancashire. The introduction of the new shifts, and associated operational resource, will have a direct effect on HR. Post consultation,

it is likely that there will be an impact on staff within the Service and this will be managed through relevant HR process.

Financial implications

Additional temporary resource will be used to provide the capacity to deliver the ECR within existing staffing budgets. There will be a requirement to pay for third party data scrutiny, again managed through existing budget.

Local Government (Access to Information) Act 1985

List of background papers

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate:

LANCASHIRE COMBINED FIRE AUTHORITY PLANNING COMMITTEE

Meeting to be held on Monday 7 February 2022

CLIMATE CHANGE OPERATIONAL RESPONSE PLAN 2022-27 (Appendix 1 refers)

Contact for further information: Acting Assistant Chief Fire Officer Jon Charters
Tel. 01772 866801

Executive Summary:

Aligned to the findings of our recent Strategic Assessment of Risk and ambitions contained within the Community Risk Management Plan 2022-27, the Climate Change Operational Response Plan (CCORP) details our ambitions in response to the impacts of climate change, most notably flooding and wildfires, and outlines our direction of travel in relation to the management of these risks over the next 5 years.

Recommendation:

Planning Committee to note and endorse the Climate Change Operational Response Plan 2022-27 for publication.

Background:

The impacts of climate change were identified as being some of the most significant risks facing Lancashire over the coming years. The Climate Change Operational Response Plan (CCORP) aims to share the current position of LFRS in relation to climate change risks and explain how we will aim to further strengthen and broaden the provision of our services to mitigate the impacts, better prepare communities and ensure a swift and effective operational response when such devastating incidents occur.

Ambitions within the CCORP will translate into tangible deliverables which will be encompassed within the 2022/23 Annual Service Plan and beyond.

Business Risk

A failure to respond to the findings of our Strategic Assessment of Risk which recognises climate change impacts as being significant for our county.

Sustainability or Environmental Impact

Will there be an increase or decrease in electricity, gas, fuel or water use? No

Will there be an increase or decrease in waste production? No

Will there be an impact on the quality of air, land or water? Potential benefit arising from the use of new technology to support incident response.

Will this affect biodiversity? No

Will there be an impact on staff or local community travel patterns? No

Will this impact on our ability to adapt to climate change? Yes, improved operational response capabilities and a workforce which is more resilient under arduous and protracted conditions.

Equality and Diversity Implications

Delivery of the CCORP will require individual Equality Impact Assessments to be conducted for each area of work to be progressed within the plan.

HR Implications

Restricted to training requirements arising from any proposed changes.

Financial Implications

Associated with the progression of proposals within the plan and may have both capital and/or revenue implications.

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

Paper	Date	Contact
Reason for inclusion in Part II, if appropriate:		



2022-2027

Climate Change Operational Response Plan

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Executive summary

Our Strategic Assessment of Risk identified the increasing impacts and consequences of climate change in terms of both prevalence and duration of large-scale flooding and wildfire events in the county.

In our Community Risk Management Plan (CRMP) 2022-27 we share our high-level ambitions in response to these emerging risks and this Climate Change Operational Response Plan (CCORP) 2022-27 aims to provide a more detailed overview of how we will strengthen the provision of services to our communities to ensure that we remain best placed to plan and respond to incidents of these types.

The Intergovernmental Panel on Climate Change¹ (IPCC) earlier in 2021, shared a view on the current 'State of the Climate':

"The scale of recent changes across the climate system as a whole and the present state of many aspects of the climate system are unprecedented over many centuries to many thousands of years.

"Many changes in the climate system become larger in direct relation to increasing global warming. They include increases in the frequency and intensity of hot extremes, marine heatwaves, and heavy precipitation, agricultural and ecological droughts in some regions, and proportion of intense tropical cyclones, as well as reductions in Arctic Sea ice, snow cover and permafrost".

A key element of their observations was that:

"Continued global warming is projected to further intensify the global water cycle, including its variability, global monsoon precipitation and the severity of wet and dry events".

Armed with this insight and to ensure our preparedness and response capabilities, this five-year plan details our ambitions in response to emerging evidence and warnings on the likely impacts of climate change.

As the extremes of foreseeable weather events are evident, this action plan will consider flooding and wildfire as two separate areas of focus, whilst recognising that some of the proposed actions we will take, will serve to mitigate aspects of both risks in tandem. In delivering against this plan, we aim to:

- Reduce the threat to the communities in Lancashire
- Improve firefighter safety
- Reduce the costs and impact upon LFRS, partners and our communities

¹ https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_Headline_Statements.pdf

Key principles

The integration of activities across preparedness, prevention, protection and operational response forms the basis of this action plan.

Several key principles guide our activities:

1. Working in partnership with other agencies and/or private bodies to make our communities safer
2. Delivering prevention activities serves to educate and inform and thereby reduce potential risks
3. Empowering communities to play their part can increase local resilience and assist planning and response
4. Utilising operational debriefing and learning supports continuous improvement in the delivery of our services
5. Working to support local, regional, and national policy design through learning and sharing areas of best practice
6. Responding effectively when required, with the right vehicles, trained staff, best equipment, and operational tactics

About Lancashire

The county of Lancashire sits in the Northwest region of England and is the 17th largest county, covering an area of 3,079 sq. km.

The overall population is circa 1.498 million although there is great variance in population density, from highly populated urban areas of industrialisation through to more rural areas used for agricultural crop growing and recreational activities.

Lancashire is defined by the Irish Sea to the West, into which most Lancashire rivers and their tributaries drain westwards from the West Pennine Moors. The remainder of the county is bordered by Cumbria to the North, North and West Yorkshire to the East and Manchester and Merseyside to the South.

The county has 14 districts within its boundaries, these are Blackburn with Darwen, Blackpool, Burnley, Chorley, Fylde, Hyndburn, Lancaster, Pendle, Preston, Ribble Valley, Rossendale, South Ribble, West Lancashire and Wyre.



Figure 1 - Lancashire District map

We have a remarkably diverse landscape; to the west of the county are the West Lancashire and Fylde coastal plains, along with the Morecambe Bay area which receive water from the catchment areas within the Ribble Valley, Wyre Valley, and the Lune Valley.

Aside from the coastal resorts, these areas are largely rural with land devoted to agricultural purposes such as cattle farming and the growing of vegetable crops.

In the north-west corner of the county, straddling the border with Cumbria, the Lune Valley encompasses the Arncliffe and Silverdale Area of Outstanding Natural Beauty (AONB), characterised by its limestone pavements and home to the Leighton Moss nature reserve.

To the east of the county are upland areas leading to the Pennines.

To the north of the Ribble Valley is the Beacon Fell Country Park and the Forest of Bowland, another AONB.

Much of the lowland in this area is devoted to dairy farming and cheesemaking, whereas the higher ground is more suitable for sheep grazing, and the highest ground is uncultivated moorland which provides Lancashire Fire and Rescue Service (LFRS) with the extensive challenges of wildfire incidents.

Legal matters

Various pieces of legislation are relevant to the role we play in managing flooding and wildfire risk.

The Fire and Rescue Services Act 2004 (FRSA) places a legal requirement on all fire and rescue services to plan, prepare and respond to a range of operational incidents.

Under the FRSA, the Fire and Rescue Authority has the power to provide its services to others and to take any actions on its own part that it considers appropriate in response to events or situations that are likely to cause death, injury or illness to people or harm to the environment.

The Civil Contingencies Act 2004, along with supporting regulations and statutory guidance on 'Emergency Preparedness' establishes a clear set of roles and responsibilities for those involved in emergency preparation and response at a local level.

LFRS is defined as a Category 1 responder under the Act and are part of a multi-agency response to civil emergencies.

Our role includes:

- Assessing the risk of emergencies occurring and using this to inform contingency planning
- Putting in place arrangements to make information available to the public about civil protection matters and maintaining arrangements to warn, inform and advise the public in the event of an emergency
- Putting in place emergency plans
- Putting in place business continuity management arrangements
- Sharing information and co-operating with other local responders to enhance co-ordination and efficiency

Our activities are also directed by The Environmental Protection Act 1974 and The Heather and Grass etc. Burning (England) Regulations 2021 which also have implications regarding some of our preventative and operational undertakings.

Causation factors

It is predicted that the UK will continue to be considerably affected by the impacts of climate change.

Extreme weather events such as high temperatures and low rainfall in spring / summer, and conversely wetter winters with high rainfall are highly likely to feature.

Risk from flooding and wildfires tend to be seasonal and our strategy recognises this with a shift in operational preparedness occurring at regular points throughout the year.

Flooding

Flooding has a variety of causes including:

- **River flooding**

River flooding (also known as fluvial flooding) is very common in the UK. This is where a river's flow will breach the bank sides and cause damage or obstruction to nearby homes and businesses.

River flooding is often fast flowing due to currents from the river and poses a particular risk to those walking or driving near a flooded area. The flowing water can carry obstacles which pose a risk to life and may damage elements of infrastructure.

- **Coastal flooding**

Coastal flooding affects communities situated close to the sea and occurs because of high tides and/or stormy weather. It is a major hazard for many areas of the UK. Seawater often over-tops coastal defences causing significant building damage and disruption to communities.

The primary focus is to mitigate the impacts of coastal flooding by building appropriate flood defences.

- **Surface water flooding**

Surface water (also known as pluvial) flooding can affect anyone, irrespective of proximity to a river or the sea. Surface water flooding occurs after periods of heavy rainfall where excess water cannot drain away effectively.

Often the cause can be as simple as blocked drains or just excessively high rainfall.

Surface water flood maps are available in the UK, but as housing and commerce development continues, the flood risks change, and new areas come under threat.

- **Groundwater flooding**

Groundwater flooding can affect homes and businesses although it is not the most common cause of flooding. For groundwater flooding to occur, the water table must rise because of

increased rain.

When the water table rises sufficiently, there comes a point where it is above the ground level and the water flows over the surface as it can no longer escape to ground.

Unlike other types of flooding, groundwater flooding can be mitigated by internal measures being taken within homes and businesses such as membranes/barriers which prevent water from rising.

- **Sewer**

Sewage flooding is rare but extremely unpleasant and can be a dangerous type of flood due to the high levels of bacteria that can spread. The risk of this type of flooding is low due to proactive measures taken by water companies and local authorities.

Wildfires

Wildfire risks typically increase during warm spring and summer months due to the dry fuel loads being vulnerable to ignition, whether that be because of inappropriate land management, deliberate acts, or accidental human interactions.

Incident demand

We use the Incident Recording System (IRS) to record data on all the incidents we attend, including flooding and wildfires. The following tables detail information on types of incidents attended during the periods of:

- 1 January – 31 December 2019
- 1 January - 31 December 2020
- 1 January – 30 June 2021*

Flooding

The table below details the increase over recent years in our attendance to flood incidents. It should be noted that 2021 figures run up to the summer period only and therefore do not include the winter period which typically carries most of our flood related activity.

As the data from our Strategic Assessment of Risk considered, the prevalence of flood events in Lancashire is on the increase.

Table 1 - Flood related incidents attended by LFRS

Source of flooding (IRS)	2019	2020	2021	Total
Flooding – ‘making safe’*	156	156	84	396
Surface water	46	101	14	161
Burst pipe	30	25	14	69
Rising river level	9	45	1	55
High tide	1	1		2
Total	242	328	113	683

*Storm Ciara was declared a Major Incident across all areas in Lancashire in 2020.

Table 2 - Prevalence of protracted flooding incidents

Prevalence of protracted flooding incidents	2019	2020	2021	Total
Incidents of 6+ hours	5	24	3	32

Wildfires

The following table demonstrates an increasing trend in wildfires.

Historically, the temperate climate of the UK has limited these incident types, but recent climatic change and longer dryer periods has led to an increase in numbers of wildfires that we attend, many of which require vehicles and other assets to bring the fire under control.

Table 3 - Wildfire related incidents attended by LFRS

Wildfire related incidents attended	2019	2020	2021	Total
Grassland, pasture, grazing etc	91	88	59	238
Heathland or moorland	29	36	12	77
Woodland/forest – broadleaf/hardwood	1	2	0	3
Woodland/forest – conifers/softwood	1	3	3	7
Total	122	129	74	325

Recent examples of large-scale protracted Wildfire incidents in Lancashire include:

- Anglezarke Moor, March 2011
- Darwen Moor, April 2016
- Winter Hill, June & July 2018
- Stones Bank Wood (Plantation), Darwen, May 2020
- Darwen Moor, May 2020
- Longridge Fell (Plantation), May 2020

When wildfires meet the NFCC wildfire definition**, they are reported into the National Resilience Assurance Team (NRAT) for tracking and recording purposes.

The following table illustrates the number of those incidents over recent periods:

Table 4 - Wildfire related incidents reported to NRAT

	2019	2020	2021	Total
Total number of Wildfire incidents reported to NRAT	14	21	10	45

**NFCC wildfire definition:

- Involves a geographical area of at least one hectare (10,000 square metres)
- Has a sustained flame length of more than 1.5 metres
- Requires a committed resource of at least four fire and rescue service appliances/resources
- Requires resources to be committed for at least six hours
- Presents a serious threat to life, environment, property, and infrastructure

Impacts of flooding and wildfire incidents

The impact of climate change is increasingly being experienced in the context of local and wide area flooding events and wildfires and when they do 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.

The wider risks and impacts of flooding and wildfires from a societal and economic perspective is not widely known within the UK, however, it has been evidenced that there are a range of long-term impacts, not just in terms of restoration of the landscape, but also on resource demand, public health, air quality, water quality and business.

Research has confirmed that there is more carbon locked up in UK peat soils than in all the trees in Britain and France together, with a significant amount of the upland in Lancashire containing sites of “deep peat.”

Release of carbon dioxide from wildfire events is significant; peatlands represent a significant store of carbon, with close to an estimated 20 million tonnes locked up within the Active Blanket Bog (ABB) habitats of the Peak District National Park alone.

In 2018, a case study² concluded that a 61 hectare fire in an ABB habitat had the potential to release up to 11,431 tonnes of carbon dioxide into the atmosphere.

LFRS have experienced several wildfires involving ‘Sites of Special Scientific Interest’ (SSSI), many because of deliberate or accidental human intervention. For example, wildfires had a significant impact on Winter Hill in 2018 and Darwen Moor in 2020.

Property and infrastructure

Lancashire faces a particular threat from flooding and wildfire due to the proximity of rivers, forestry and heathland to property and major transport routes.

Large areas at risk from flooding and wildfire are directly adjacent to commercially and residentially developed areas, consequently a major event has the real potential to damage an assortment of buildings and property.

Considerable amounts of critical infrastructure in Lancashire are located on or adjacent to rivers, forestry, Ministry of Defence training sites and other rural land; all of which are susceptible to flooding and wildfires.

This infrastructure is vital to the region’s economy and societal needs and can play a critical role in our response to emergency incidents.

² MoorLIFE-2020-A-case-study-estimating-the-amount-of-carbon-released-from-The-Roaches-wildfire-in-2018.pdf (moorsforthe future.org.uk)

Temporary closure or damage to infrastructure has occurred in recent years, as experienced during the Winter Hill wildfire which had the potential to cause serious disruption to Lancashire's telecommunications infrastructure and result in significant economic consequences.

Additionally, much of our critical infrastructure, such as power lines, transport networks and utilities run via pipelines through or over rural locations to supply vital services to the urban areas. These can easily be affected by both floodwater and wildfires.

Given the density of major highways in Lancashire, the risk and impact of flooding and wildfires can be particularly acute.

National Highways have undertaken several modelling scenarios to estimate the cost of closing a variety of roads within the UK. This work identified that closure of a single main route, such as the M6 motorway can result in economic financial impacts of up to £1m per hour.

Social

Flooding and wildfires pose a direct and indirect risk to the communities we protect. Directly there is the risk to life; indirectly large-scale events can seriously reduce our emergency resilience to respond to other incidents, especially during periods of high demand e.g., school holidays, periods of sustained rainfall or high temperatures.

Many sites that are at risk of these events are also heavily used for recreation, putting walkers, cyclists, and dog owners in danger. In the worst-case scenario, these incidents could result in serious injury and the loss of life.

The risk of wildfire can create a conflict between the interests of landowners and managers and those who wish to access our countryside.

Landowners/managers can be keen to protect their assets and to protect the biodiversity, however, access to our stunning countryside is as a key priority for promoting health and recreation objectives.

This potential for conflict could be considerably reduced through improved public understanding of the risks and impact of wildfire on these areas.

Economic

The topography of Lancashire is simply magnificent with a number of tourism hotspots which together with the areas of Arncliffe and Silverdale, the Forest of Bowland and the Forest of Pendle are Areas of Outstanding Natural Beauty (AONB).

These areas together with circa 90 square miles of upland area of the West Pennine Moors subsequently attract large numbers of local people along with visitors from much further afield for recreational purposes.

Therefore, incidents of flooding and wildfire have the potential to impact hugely with wide-ranging economic costs:

- Loss of income from the land - a flood or wildfire can be seriously detrimental to agricultural land and livestock, eliminating income for many years
- The costs of resourcing large scale protracted incidents are high due to the amount of personnel and equipment required
- Damage to property. The costs associated with initial repairs and restoration during the recovery phase can be huge and extremely time consuming
- Disruption and closure of local businesses adjacent to or within a risk area
- Land and homeowners may be unable to obtain flood or fire insurance cover at a reasonable cost

The combined effect of these costs can severely impact the viability of commercial enterprises, threatening jobs, which in turn could damage the sustainability of local economies.

Prevention, protection and education

Flooding

LFRS has already made significant improvements in how we work with partners and use modelling information to inform our prevention activities. This includes working alongside partners such as the Environment Agency, Met Office, and utility providers in the Lancashire Resilience Forum (LRF) and utilising specialist weather-based applications such as 'Hazard Manager' to support pre-planning and forecasting information.

The Environment Agency co-ordinate the national flood alerting system and send alerts direct into LFRS officers.

Following a level 1 notification LFRS representatives may consider utilising software applications to monitor water/river levels.

Upon receipt of a level 2 or 3 notification, representatives from the Environment Agency can request LFRS dial into a flood advisory service call where response arrangements may be agreed.

- **Flood alert – level 1 notification (Green alert for LFRS)**

This means that flooding is possible, be prepared. It is used two hours to two days in advance of flooding.

- **Flood warning – level 2 notification (Amber alert for LFRS)**

This means that flood is expected, and immediate action is required. It is used half an hour to one day in advance

- **Severe flood warning – level 3 notification (Red alert for LFRS)**

This means that there is severe flooding and a danger to life. It is used when flooding poses a significant risk to life or significant disruption to communities.

In some high-risk areas in Lancashire our staff are embedded within community flood action groups. This encourages positive community engagement and supports the ability to communicate our prevention strategies.

We also engage with partners such as United Utilities to install water safety notice boards fitted with a life ring and throw rope; these can be a critical resource at known risk sites.

As the risk of fire significantly increases during flooding events; our fire protection teams now utilise flood risk as part of the risk-based approach to delivering our fire safety inspection programme.

Our aspirations

Over the course of this Climate Change Operational Response Plan, we intend to reduce the number, scale, and impact of flooding events by:

- Exploring the establishment of a Lancashire water safety partnership

- Continuing to work within the Lancashire Resilience Forum framework and with other key partners to reduce the risk to life and property arising from flooding events
- Implement an effective education and communication strategy to engage and educate communities and partners regarding flooding prevention and water safety. This will consider local, national, and international best practice in relation to flooding and water safety
- Working with communities and partners to support proactive measures during times of heightened weather alerts and warnings
- Considering the role played by our business safety advisors in providing additional business continuity advice in known locations of flood risk
- Delivering targeted home fire safety checks in domestic premises in known flood risk areas
- Further embedding staff within community flood action groups

Wildfire

Although these incidents can start naturally, the majority are caused either accidentally or deliberately by people. Increasing leisure activity on open access land, in conjunction with societal trends such as careless use of disposable barbecues and campfires, has only escalated these risks.

LFRS regularly work alongside partners from the Lancashire Fire Operations Group (LFOG) to prevent wildfires from occurring and provide safety advice to representatives of our local communities in preventing the ignition of wildfires and mitigating the effects of them if they do occur.

Annual wildfire prevention campaigns are delivered to local communities and the wider public across a variety of physical and social media platforms.

LFOG members and landowners such as United Utilities along with Lancashire Constabulary have actively contributed to the production and delivery of such media material.

LFRS staff also currently deliver prevention education in secondary schools using partner resources and our own teensafe wildfires module.

LFRS works closely with LFOG members and local volunteer groups such as Darwen Moorwatch who patrol predetermined risk areas during times of high risk. These volunteers offer wildfire safety advice to members of the public.

Should an incident occur they also provide early notification to North West Fire Control (NWFC) thus enabling LFRS to deploy a rapid response thereby preventing fire spread.

Our aspirations

It is acknowledged that our staff already undertake a range of successful activities in relation to wildfire prevention.

These will be strengthened by:

- Working with Lancashire Constabulary Rural Task Force to investigate the cause of wildfires and prosecute those responsible for deliberate fire setting and illegal off-road activities
- Supporting partners to implement the use and enforcement of public space protection orders banning the use of barbecues and campfires and restricting access to areas at high risk of wildfires
- Considering the creation of wildfire toolkits enabling LFRS staff and resources to support partnership prevention through activities such as prescribed burning and flail cutting for landowners / managers as per the South Wales FRS model.
- Working with landowners and Natural England for effective application of the burn code
- Working with public and key partners to change legislation and/or influence societal trends. This could include the development of a land use framework used to inform decisions on how land is used, managed, and protected
- Raising public awareness of wildfire safety
- Supporting the development and implementation of a UK fire danger rating system
- Working with local authorities to create designated barbecue areas in country parks
- Implementing an effective intelligence led education and communication strategy to engage and educate communities regarding wildfire prevention such as the national firewise campaign
- Considering the role played by business safety advisors in providing additional business continuity advice in known locations of wildfire risk
- Delivering targeted home fire safety checks in domestic premises in known wildfire risk areas
- Working with volunteer groups to expand prevention activities such as Darwen Moorwatch into other identified risk sites

Emergency planning

Flooding

The Lancashire Resilience Forum (LRF) has a specific flooding group that brings together stakeholders from across all sectors and ensures that the various agencies have effective, co-ordinated plans in place to prepare and respond to incidents of this type.

These plans are merged to form the LRF multi-agency flood plans, part 1 and 2 which are available on the shared platform, Resilience Direct.

Testing and exercising plans is key to the effectiveness of the response, with recommendations and improvements driven at all levels to ensure matters relating to planning and response arrangements are robust.

The Environment Agency has installed telemetry devices at several locations throughout Lancashire where rivers are prone to flooding and data from these is used to provide an immediate flood warning to Category 1 responders.

LFRS appliances have Mobile Data Terminals (MDT's) which record and store rapid response catchment area flood plans for these river locations. On receipt of a flood warning in a rapid response catchment area, NWFC automatically mobilise the nearest fire appliance.

The incident commander follows the instructions on the flood plan to enable a multi-agency response to be instigated. This early notification provides LFRS with valuable time to prepare prior to a flood related incident occurring.

Loss of power during severe flooding events significantly increases fire risk within a commercial environment, therefore LFRS protection staff review the flood risk as part of the risk-based inspection programme during fire safety inspections.

Our aspirations

During this CCORP we will:

- Undertake operational risk assessments which will support the creation of tactical plans for known high risk locations
- Review the advice and signposting capability provided by business safety advisors when conducting protection activity in recognised flood risk areas
- Review the targeting and prioritisation of home fire safety checks in relation to the increased risk experienced by households in recognised flood risk areas

Wildfire

To support the national approach, our lead wildfire tactical advisors attend the England and Wales Wildfire Forum and the National Wildfire Conference along with supporting implementation of the Natural Hazard Partnership and Fire Severity Index (fire danger rating system).

This allows LFRS to identify the potential for significant wildfire events and prepare its wildfire units and staff for deployment.

The Daily Hazard Assessment (DHA) allows LFRS to determine the likelihood of a significant event and carry out preventative measures and increase our presence in known wildfire locations, this includes the use of volunteer groups undertaking firewatch activities between significant hours and informing people of the risk during community engagement events.

Locally our managers (supported by wildfire tactical advisors) are embedded within many groups which enable a pre-planned and co-ordinated response to incidents.

This work includes chairing the Lancashire Fire Operations Group (LFOG), supporting the South Pennine Fire Operations Group (SPFOG) and Cumbria Fire Operations Group (CFOG) whilst engaging and supporting partners from United Utilities, Mountain Rescue, volunteer groups (Darwen Moorwatch), local authorities (Emergency Planning) and the Lancashire Constabulary Rural Task Force.

LFRS always has a nominated Command Support Officer on duty who receives notification from the Met Office of potential severe weather events.

These officers liaise with partner agencies to understand the scope, potential impacts and operational requirements that may be required to effectively deal with an ongoing situation. This usually involves the standing up of our Command Support Room where activities are co-ordinated from.

LFRS continues to utilise a range of websites and application's including Natural Hazards Partnership, Met Office, Sentinel Hub, and the Fire Information for Resource Management System (FIRMS) for early warning notification and forecasting.

Through Resilience Direct (RD), LFRS has access to the National Asset Register and the LFOG asset list, from which we can draw upon vehicles and equipment from partners, landowners, and external contractors.

Our aspirations

During the term of this plan, we will:

- Review our reporting/monitoring processes to demonstrate the impact of weather-related incidents
- Undertake operational risk assessments which will support the creation of tactical plans for known high risk locations
- Continue to invest in technology to support preplanning activities

Training

LFRS seek to deliver the highest standards of operational response by continuously planning and preparing, including internal and external training exercises for emergencies, so that we are best able to respond efficiently and effectively to any flooding or wildfire incident.

Flooding

LFRS personnel are trained to the following competencies:

Level 1 – Floodsuit responder (FR)

Completed by staff at all stations except Swift Water Rescue (SRT) and boat locations. Floodsuit responder is our equivalent of the basic national standard Water and Flood Awareness qualification.

Level 2 - Swiftwater and flood first responder (SFR)

This qualification permits our high volume pump crews to work safely in and near water no deeper than their waist. They are only taught swimming techniques for the purpose of self-rescue.

Level 3 - Swiftwater and flood rescue technician (SRT)

We currently have SRT trained staff geographically distributed at strategic locations across the county.

Level 4 - Swiftwater and flood rescue boat operator (SFRBO)

Staff at strategic locations are trained to SFRBO which allows them to safely deploy and operate the rescue boats that we have in county. As a prerequisite, these staff also receive SRT training, although they are not utilised for standard SRT operations.

Level 5 – Flood water incident management (FWIM)

Operational middle managers undertake this training to support operational activity in a rescue and flooding environment.

Level 6 – Flood water incident manager tactical advisor

These subject matter advisors can be requested to support a complex incident via National Resilience.

Lancashire has recently hosted a DEFRA assurance visit that assessed our assets against the DEFRA Concept of Operations released in late 2019.

The visit confirmed that LFRS aligns firmly with the requirement of DEFRA standards.

Our aspirations

It is our intention to maintain existing skillsets and with this in mind we will:
Train a further cohort of level 5 Flood Water Incident Managers (FWIM's).

Develop several officers presently qualified to FWIM standard, to level 6 Flood Water Tactical Advisors, for use in county or as part of National Resilience arrangements.

Wildfire

The current wildfire response identifies the levels of wildfire training in LFRS from 'Wildfire awareness' to 'Wildfire Burn Supervisor'.

Level 1 - Wildfire awareness training

- Undertaken by all operational crews
- Skills maintained through local training and exercises
- Annual e-learning module

Level 2 - Wildfire teams

- An initial course for new personnel
- Skills maintained through local training and exercises
- E-learning training package

Level 3 - Wildfire manager (internal tactical advisors)

- An initial wildfire managers course
- Skills maintained through local training and exercises
- Attend a refresher course

Level 4 - Advanced wildfire manager/National Fire Chiefs Council (NFCC) wildfire tactical adviser

- An advanced wildfire managers course
- Maintain skills through training, exercises, and national forums
- Attend annual wildfire tactical advisor conference / course

Burn team

- An initial burn supervisor course
- Skills maintained skills through training and exercises
- Annual development requirement

- Three yearly international training

Our provision and distribution of these specialisms will be reviewed on an ongoing basis aligned to any change in risk in Lancashire.

Engagement with the NFCC Wildfire forum will ensure that there is effective liaison and exchange of information between the England and Wales Wildfire Forum (EWWF), Scottish Wildfire Forum (SWF) and other relevant organisations and agencies to maintain appropriate situational awareness.

Our aspirations

During this plan, we will:

- Review the disposition of specialist wildfire officers and tactical advisors, specialist skill sets such as burn team capability, and our off-road driving capabilities
- Consider enhancements in training which may arise because of international/global changes in wildfire firefighting techniques

Operational response

We presently utilise a range of fleet assets to deliver our operational response to flooding and wildfire incidents.

As part of our Emergency Cover Review, and this response plan, we commit to keep under constant review, the suitability, size, and distribution of such assets aligned to risk in Lancashire.

Furthermore, we will monitor technological developments to identify possible improvements in firefighting capabilities which could further strengthen our response arrangements.

Flooding

Our present flooding assets include:

- Fire engines with a pumping capability of 2000 litres per minute (lpm). All crew-members (other than SRT crews) are issued with flood suits and life jackets which permit crews to wade up to waist deep in still water (figure 2)
- Water Tower (Stinger) appliances with a pumping capability of 5000 lpm (figure 3)
- A high volume pump which is a National Resilience asset with an output of 7000 lpm (figure 4), deployed with the hose box which can deliver up to 3km hose for an incident
- Water rescue pump units located at SRT stations. These appliances carry a variety of equipment including dry suits, helmets, floating lines, and rescue sleds (figure 5).
- Rescue boats (figure 6)
- Rescue rafts (figure 7)
- Flood water incident managers
- Access to externally provided assets to support flooding response
- Specialist national support via National Resilience arrangements

Our aspirations

Over the duration of the CCORP we intend to:

- Review the suitability, number, and disposition of flood resources in line with the Emergency Cover Review and Special Appliance Review. This will include enhancing our transportation and off-road capabilities, to support improved operational response to flooding incidents in rural locations
- Purchase two Haggglund off-road vehicles for use in flooding incidents or wildfire environments (figure 8)
- Develop our incident command and Command Support Room capability through evaluating the use of new technology, body worn cameras and personal tracking devices as per mountain rescue to improve situational awareness and health and safety of staff
- Evaluate the provision of evacuation sleds

Wildfire

We presently maintain a range of fleet vehicles dedicated to wildfire response; these include:

- All front-line fire appliances are equipped with a selection of small tools, beaters, aqua leader water packs
- Hagglund tracked vehicles provided by third party organisations transported to incidents by a beavertail flatbed transporter (figure 9)
- Polaris (figure 10), a six-wheeled vehicle with 250 litre water tank and high-pressure fogging system
- Wildfire support 4x4 (figure 11) carrying various pieces of wildfire equipment including blowers, small pumps, and other ancillary equipment
- Water bowser (figure 12) with 9000 litre water capacity, which will supply vast amounts of water to remote and hard to reach areas or areas with low water flow
- Burn team comprising staff trained to undertake controlled burns as part of our suite of tactical options to deal with wildfires
- Internal wildfire tactical advisors
- National wildfire tactical advisors (WFTA)
- Access to externally provided assets to support wildfire response

Our aspirations

We aim to further develop our wildfire operational response by:

- Working with communities and partners to support joint operational response to incidents
- Considering development of our burn team capability across other areas of the county
- Reviewing the provision of LFRS assets to ensure that our 4x4 vehicles remain amongst the most versatile and reliable during wildfire conditions
- Review our existing wildfire team resources with a view to developing a flail / cutting capability. This will enable us to manage fuel loading, without the impact from controlled burning in locations where Natural England have designated SSSI and deep peat sites
- Working with neighbouring FRSs, partners, researchers and manufacturers, utilising advancements in technology and equipment to develop enhanced solutions incidents
- Taking the opportunity to learn from local, regional, and national response and best practice

Personal protective equipment (PPE)

As a Service which seeks to continually learn and improve from our experiences, we actively debrief incidents attended to identify opportunities for improvement to practices and Personal protective equipment.

Flooding

All operational staff are equipped to operate as part of an initial crew responding to floods. This includes the provision of flood suits, life jackets and throw lines for all first responders. Swift water rescue (SRT) crews have dry suits, safety footwear and helmets issued.

High volume pump crews (HVP) are issued flood suits and a selection of drysuits with integral boots and floatation devices as worn by SRT crews for use during National deployments.

Our aspirations

We will continue to utilise incident debriefing along with regional and national learning to review the provision of personal protective equipment for staff at flooding incidents.

National guidance regarding the use of personal floatation devices for evacuees during flooding is currently being updated; we intend to evaluate a suitable provision for this purpose.

Wildfire

Following feedback from previous incidents and exercises, we have recently issued all operational staff with Altberg safety boots which provide enhanced ankle support over rough terrain and can be worn at a variety of incidents.

We have also made good progress with the first phase of our PPE improvement ambitions, by providing dedicated wildfire PPE to members of our burn team along with the Hagglund operators.

Our aspirations

We aim to broaden the rollout of specialist wildfire PPE, underpinning our aspirations to protect the health, safety, and wellbeing of firefighters against smoke, radiated heat and climatic heat exposure when operating at wildfire incidents.

Welfare

Welfare of our staff is of primary significance particularly when operating over protracted periods in arduous conditions.

Basic needs provided by LFRS include provisions such as water bottles, sun hats, creams, and insect repellents which are readily available for all staff attending flooding and wildfire incidents along with extended deployment bags for those deployed out of county.

For protracted incidents we can deliver welfare arrangements at scene via external contractors and volunteers from the Salvation Army.

In recent years, LFRS have made considerable advances, including the implementation of a dedicated welfare / rest unit and use of generators, powered cool boxes, individual food ration packs and shelters.

These resources allow for a forward control/welfare point to be established at an easily accessible location on the fireground.

Our aspirations

Over the course of this Climate Change Operational Response Plan, we aim to constantly review and improve these facilities based upon our operational learning from incidents and advancements locally, regionally, and nationally across the fire and rescue service sector.

Achieving our goals and reporting our progress

Lancashire Fire and Rescue Service is well prepared to respond to flooding and wildfires when they occur.

However, due to climate change the risk of flooding and wildfire is ever increasing and hence, continued investment in training, equipment, education, and community resilience is required to ensure that we, partners, and our communities are not only prepared for future incidents but have also done everything possible to mitigate the impacts of flooding and wildfires should they occur.

The Combined Fire Authority (CFA) sets the Service challenging targets for a range of key performance indicators (KPI) which help us to monitor and measure our performance in achieving success and meeting our priorities.

Performance against these KPIs is scrutinised every quarter at the CFA Performance Committee.

Over the course of this Climate Change Operational Response Plan, we will use incident data to track and measure our performance throughout the year.

Delivery against the ambitions contained within this Climate Change Operational Response Plan will also be made available via our Annual Service Report.

Appendices



Figure 2 - Flood suit equipment



Figure 3 - Water Tower (Stinger) pumping appliance



Figure 4 - High volume pump





Figure 5 - Selection of equipment carried on water rescue pumps



Figure 6 - Type B rescue boat



Figure 7 - Type C rescue raft



Figure 8 - Example Hagglund vehicle



Figure 9 - Beavertail transport for Hagglund vehicle



Figure 10 - Polaris vehicle



Figure 11 - Wildfire support 4x4



Figure 12 - Water bowser

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