

Public Document Pack

Lancashire Combined Fire Authority Planning Committee

**Monday, 14 July 2025 in Main Conference Room, Service Headquarters,
Fulwood commencing at 10.00 am.**

If you have any queries regarding the agenda papers or require any further information, please initially contact Sam Hunter on telephone number Preston (01772) 866720 and she will be pleased to assist.

Agenda

Part 1 (open to press and public)

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

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

1. **Apologies for Absence**
2. **Disclosure of Pecuniary and Non-Pecuniary Interests**

Members are asked to consider any pecuniary and non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.

3. **Minutes of Previous Meeting (Pages 1 - 14)**
4. **His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Update (Pages 15 - 22)**
5. **Blue Light Collaboration Update (Pages 23 - 26)**
6. **Annual Service Report (Pages 27 - 58)**
7. **People Strategy (Pages 59 - 70)**
8. **Protection Department Update (Pages 71 - 84)**
9. **Date of Next Meeting**

The next scheduled meeting of the Committee has been agreed for 10:00 hours on **Monday 17 November 2025** in the Main Conference Room, at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for 2 February 2026
 proposed for 13 July 2026

10. **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 Chair of the meeting is of the opinion that the item should be considered as a matter of urgency.

Wherever possible, the Clerk should be given advance warning of any Member's intention to raise a matter under this heading.

**Lancashire Combined Fire Authority
Planning Committee**

**Monday, 3 February 2025, at 10.00 am in the Main Conference Room,
Service Headquarters, Fulwood.**

Minutes

Present:	
Councillors	
G Baker	
N Hennessy (Vice-Chair)	
J Hugo (Chair)	
F Jackson	
D O'Toole	
S Serridge	
J Shedwick	
J Singleton	

Officers
S Healey, Deputy Chief Fire Officer (LFRS) S Brown, Director of Corporate Services (LFRS) E Price, Group Manager - Planning, Performance & Assurance (LFRS) S Hunter, Member Services Manager (LFRS) L Barr, Member Services Officer (LFRS)
In attendance
K Wilkie, Fire Brigades Union S Pilkington, Fire Brigades Union

20/24	Apologies for Absence
	The start of the meeting was delayed until 10:07. Apologies were received from County Councillors S Clarke and H Khan.
21/24	Disclosure of Pecuniary and Non-Pecuniary Interests
	None received.
22/24	Minutes of Previous Meeting
	Resolved: That the Minutes of the last meeting held on 18 November 2024 be confirmed as a correct record and signed by the Chair.

23/24	Consultation Strategy
	<p>The Deputy Chief Fire Officer (DCFO) presented the Consultation Strategy report. The Authority had a consultation strategy which provided a framework through which it could seek public opinion on major change issues.</p> <p>Each year the Planning Committee reviewed the strategy, to assure continued compliance with guidance or legislation and to incorporate learning from any public consultation exercises undertaken.</p> <p>The review concluded that the strategy continued to be legally compliant and in line with good practice.</p> <p>Lancashire Fire and Rescue Service (LFRS) would undertake public consultation on a range of issues on behalf of the Authority to ensure that the views of communities, partners, and stakeholders were used to inform decision-making.</p> <p>Any requests to consult with the public would be made to the Authority's Planning Committee. The committee would be provided with details about the issue and options being considered and permission to consult with the public sought.</p> <p>In response to a question from County Councillor N Hennessy in relation to the terminology used within the strategy, the DCFO confirmed that the report had been reviewed by the Assistant Director of Communications and Engagement and Director of People and Development to ensure it was correct and inclusive.</p> <p>County Councillor J Shedwick remarked that the strategy had been developed over a number of years and was robust.</p> <p>Resolved: That the Planning Committee noted and endorsed the consultation strategy.</p>
24/24	Annual Service Plan 2025/26
	<p>The Deputy Chief Fire Officer (DCFO) presented a report on the Service's Annual Service Plan (ASP) 2025/26.</p> <p>The ASP continued to provide Lancashire Fire and Rescue Service (LFRS) with the platform to highlight the priority activities and projects the Service intended to deliver over the coming year; leading improvements and innovation in the sector with some of the best firefighting equipment and training facilities in the country and a highly skilled and motivated workforce.</p> <p>The ASP was built around the Service's 5 corporate priorities as detailed in the Community Risk Management Plan (CRMP). As in previous years, detailed under each corporate priority was a series of priority activities and projects with a brief description of each item to give further clarity and context, these were: -</p> <ol style="list-style-type: none"> 1. Valuing our people so they can focus on making Lancashire safer; <ul style="list-style-type: none"> • Create an organisational culture where diversity is encouraged and valued;

- Develop leaders who build and maintain trust in the Service;
 - Tailor training and development for on-call firefighters;
 - Invest in safety, health and wellbeing initiatives;
 - Encourage and listen to employee voice;
 - Service headquarters and leadership and development centre masterplan; and
 - Upgrade fire station facilities.
2. Preventing fire and other emergencies from happening;
- Deliver targeted fire prevention activity;
 - Evaluate Year 2 education package; and
 - Expand fire safety community engagement.
3. Protecting people and property when fires happen;
- Transform fire protection and business safety;
 - Deliver tailored protection advice in diverse business communities;
 - Implement operational learning in response to national events;
 - Address mid-rise premises risk across the county; and
 - Support national activity to address unsafe cladding on buildings.
4. Responding to fire and other emergencies quickly and competently;
- Review emergency cover in Preston;
 - Optimise emergency cover through dynamic cover software;
 - Strengthen our response to climate change emergencies;
 - Strengthen firefighting and rescue capabilities;
 - Adapt on-call response to increase emergency cover; and
 - Invest in our fleet and equipment.

Kev Wilkie joined the meeting at 10:17.

5. Delivering value for money in how we use our resources;
- Review how we use our resources;
 - Maximise productivity and efficiency;
 - Drive efficiencies through digitisation;
 - Improve performance management culture; and
 - Collaborate with other public services.

In response to a question from County Councillor D O'Toole in relation to tailoring training for on-call fire fighters, the DCFO explained that the service was exploring the possibility of delivering on-call training to fire fighters locally on stations, as opposed to the Leadership and Development Centre (LDC), to improve speciality training for roles and availability as less time would be spent away from stations.

County Councillor D O'Toole asked a question in relation to the smoke detectors that were provided by LFRS, the DCFO confirmed that the service carried out over 20,000 home fire safety checks (HFSCs) each year and provided smoke detectors where appropriate. These were sealed units with a battery life of 10 years and when installed, advice was given on replacement of the alarms with revisits conducted. Councillor G Baker queried the Service's choice for the model of smoke detector to install as he had used this model in the past and the battery had not

lasted 10 years. Additionally, the battery could not be changed manually and the detector had to be returned to the manufacturer. The DCFO confirmed that the smoke detectors were procured nationally but he could suggest this be reviewed.

County Councillor S Serridge joined the meeting at 10:26.

County Councillor D O'Toole asked a further question in relation to LFRS's use of Artificial Intelligence (AI), the DCFO confirmed that the services ICT and Digital Lead was exploring AI use within the service. Some departments within LFRS were using Microsoft Co-pilot to assist in report writing.

Councillor G Baker and Sean Pilkington left the meeting at 10:30.

County Councillor J Shedwick remarked that the ASP set out exactly the Service's position and would be a useful tool for the upcoming HMICFRS inspection. He then asked if the service would be moving on-call training to the Leadership and Development Centre (LDC) once it had been developed. The DCFO confirmed that due to the nature of on-call and the competing demands of primary employment and personal lives, the Service was looking to take training into stations to improve accessibility and provide a work/life balance.

Councillor G Baker and Sean Pilkington rejoined the meeting at 10:32.

County Councillor J Singleton asked how progress on activities within the report would be reported back to members and in particular the mid-rise premises risk as referenced on page 33 of the agenda pack. The DCFO confirmed that work had begun on the risk based inspection programme with progress on this and other activities reported through committee meetings, the full CFA, and Strategy Group meetings.

In response to a question from Councillor F Jackson in relation to improvements at Blackpool Fire Station, the DCFO confirmed that work had started to provide individual dormitories within the station. The Director of Corporate Services (DoCS) added that work was due to be completed in July 2025. The Chair remarked that both she and Councillor G Baker had attended Blackpool station recently and viewed the plans.

County Councillor N Hennessy asked a question in relation to expanding fire safety community engagement, the DCFO confirmed that this was a 12 month trial to ensure constant engagement and allow more work to be completed with mosques and different faiths. Upon completion of the trial period the role would be reviewed. County Councillor N Hennessy remarked that County Councillor H Khan was keen to engage women within her community and had done some great work in partnership with LFRS around cooking safety during Ramadan.

County Councillor Hennessy asked a further question in relation to the National Fire Chiefs Council (NFCC) exploring the use of AI, the DCFO confirmed that the Chief Fire Officer (CFO) of Bedfordshire was leading in this area. The DCFO confirmed that more information on the use of AI would be brought to a future Strategy meeting for members.

	<p>County Councillor D O'Toole remarked that it had been 7 years since the Grenfell Fire tragedy and asked if fire chiefs had a voice on ensuring changes needed were prioritised by government. The DCFO confirmed that the NFCC were ensuring that the fire sectors voice was heard. The Chair added that Grenfell was on the agenda of the Local Government Association (LGA) Fire Safety Management Committee and had been on the agenda of the LGA Safer Stronger Communities Committee.</p> <p>County Councillor N Hennessy remarked that the Service had received a letter for thanks from the Minister of State for Policing, Fire and Crime Prevention for its response to the Grenfell Tower Inquiry's phase 1 recommendations.</p> <p>In response to a question from Councillor G Baker in relation to the service receiving feedback following identifying risks regarding unsafe cladding, the DCFO confirmed that the service would take appropriate action to make buildings safe when risks were identified, implement fire safety measures, and would send additional resources to buildings deemed as high risk as set out in the Pre-Determined Attendance (PDA). The DCFO confirmed that more information on prevention would be brought to a future Planning Committee or Strategy meeting for members.</p> <p>The Chair expressed her thanks for the detailed report.</p> <p>Resolved: That the Planning Committee noted and endorsed the Annual Service Plan for publication.</p>
25/24	<p>Blue Light Collaboration Board update</p>
	<p>The Deputy Chief Fire Officer (DCFO) advised that the report updated on progress of the ongoing workstreams that were being progressed under the Blue Light Collaboration Board (BLCB). The workstreams were being managed effectively through both the Strategic and Tactical Boards and were contributing towards improving outcomes, providing better value for money, reducing demand, and reducing inequalities within communities.</p> <p>Leadership Development Collaboration between Lancashire Fire and Rescue Service (LFRS), Lancashire Police (LanCon) and North West Ambulance Service (NWAS) had continued to explore efficiencies and build professional working relationships across the Blue Light Services. The potential for a collaborative coaching and mentoring network had also been identified, leading to shared learning on a more regular basis and improved on-the-ground relationships when working together.</p> <p>It was agreed for each Service to host a Leadership Event, and through intelligence from each organisation, three common themes were identified. The first session, 'Nourish to Flourish', focused on well-being and self-care and was hosted by LFRS. This aimed to improve the physical and mental wellbeing of staff, which would have positive effects for each organisation. Several efficiencies were enabled for the session, by using LFRS's Leadership and Development Centre and the cost for the guest speaker was shared between all three services.</p> <p>The Services were planning the next session which would be hosted by NWAS in</p>

February 2025, where the focus for this event would be on 'Media'.

The final session would be hosted by LanCon in Spring 2025. The group were considering an interesting area around 'Generational Differences'.

Missing From Home

This collaboration between LFRS and LanCon focussed on supporting high-risk missing person searches. The partnership led to the development of a Standard Operating Procedure and training for front-line personnel. LFRS assets, such as drones and search dogs, had proved effective in locating missing persons and improving public perception whilst maximising effectiveness and the potential for successful outcomes to the people of Lancashire.

Empowering trained resources from LFRS to respond to such incidents with partner agencies ensured that missing persons were located earlier, using the best available technology such as LFRS drones. Furthermore, the use of LFRS trained dogs enhanced the canine capabilities for other fire specific deployments both within the UK (through Urban Search and Rescue (USAR) and other requests) and overseas (International Search and Rescue (ISAR) deployments). Real life incident exposure for the dogs was invaluable and without which, their ability to develop would become limited. Where required, LFRS recovered costs under the nationally agreed National Fire Chiefs Council (NFCC) / National Resilience recharge protocol and locally agreed Memorandum of Understanding (MOU).

LFRS received around 200 drone requests each year from LanCon, with most requests for missing persons searches.

Estates and Co-location

The co-location of estates between LFRS, NWAS, and LanCon aimed to identify opportunities for site sharing to improve collaboration and value for money. Successful site-sharing arrangements at Lancaster, St Annes, Darwen, Preston and Lytham Fire Stations had resulted in efficiencies and shared facilities. The shared working arrangements had also built positive relationships and a greater understanding of the differing roles across the Blue Light community. In an operational context this would no doubt have improved outcomes for the people of Lancashire.

The revised Blue Light Collaboration Project Initiation document had provided the Estates and co-location sub-group leads with a renewed focus for potential areas of collaboration. The quarterly Estates sub-group meetings between Heads of Estates Departments at LFRS, NWAS and LanCon had identified that the potential benefits were greater than just co-location. The project objective, principles and benefits had been redefined and in-scope works updated. Examples of areas of collaborative working, in addition to site sharing, were knowledge sharing in relation to systems, sharing of procurement specification documents, along with supplier framework procurement and opportunities.

The DCFO explained that there may be further opportunities for collaboration as part of the Preston area review.

Community First Responder

UK Fire and Rescue Services (FRSs) had been providing Emergency Medical Response (EMR) services to the public in recent years. According to a cost-benefit analysis conducted by the New Economy, the benefits of EMR far outweighed the initial investment required. The analysis estimated an overall financial return on investment of £4.41 per £1 invested.

The Community First Responder (CFR) workstream involved LFRS staff volunteers responding to life threatening emergencies in their communities from the workplace and administering life-saving interventions in the initial vital minutes before NWAS colleagues arrived, including patients that were unresponsive/ collapsed, not breathing, cardiac arrests, seizures, strokes, and choking. In providing additional CFRs in areas that saw extended response times from NWAS, LFRS had improved outcomes for Lancashire communities. This had been achieved by ensuring a quicker response to those people requiring help with a medical emergency – and LFRS staff had delivered lifesaving interventions whilst awaiting the arrival of ambulance colleagues, with around 200 incidents attended since 2023. The DCFO confirmed that there were 5 non-operational staff and 8 officer CFR's.

Going forward, with the assistance of a heat map from NWAS, which identified areas within Lancashire that were proving difficult to recruit CFRs through the current traditional model, would enable LFRS to target local On-Call Firefighters who were interested in volunteering for the scheme.

Evaluation

Through evaluation LFRS had considered the value and benefits of several workstreams and had considered how the BLCB contributes to LFRS' aim of "Making Lancashire Safer".

Two new Blue Light Collaboration Workstreams were being established – 'Wellbeing (Mental Health and Welfare)', and 'Recruitment Initiatives'.

County Councillor J Shedwick remarked that he had seen first-hand the collaboration between blue light services with a medical break in and a missing person. He then asked a question about the LFRS drone being utilised to support LanCon and recharging for this. The DCFO confirmed that the number of requests for drone usage had increased, and the MOU had been reviewed to ensure that the LFRS drone was only being utilised when needed and that recharges were sought where appropriate. The DCFO also confirmed that the MOU reflected that should LFRS cause damage in good faith the cost would lie with the appropriate blue light service rather than LFRS.

In response to a question from County Councillor N Hennessy in relation to estates and co-location, the DCFO confirmed that co-location had been successful at Lancaster, St Annes, Darwen, Preston and Lytham Fire Stations. The Director of Corporate Services (DoCS) added that he was unsure when the most recent colocation agreement was implemented but he would confirm this outside of the meeting. The DCFO confirmed that under the Policing and Crime Act 2017 Police, Fire and Rescue Service (FRS), and Ambulance Service were required to collaborate, therefore co-location would be considered in the future and as part of the Preston area review.

	<p>County Councillor N Hennessy asked a further question in relation to LanCon acting as CFRs, the DCFO confirmed that some police officers were trained to act as CFR's and carried defibrillators. He advised that he would confirm how LanCon manage this and provide an update to members. The DCFO further advised that within LFRS 7% of firefighter time was spent responding to primary incidents, it was therefore important to ensure that LFRS continued to collaborate with other services and provide support whenever possible.</p> <p>County Councillor N Hennessy asked a further question in relation to consultation with trade unions in relation to CFR, the DCFO confirmed that all trade unions had been consulted, some unions fully supported CFRs and all unions saw the value. The DCFO emphasised that CFR roles were not mandated and were on a voluntary basis with LFRS working to support anyone who wished to be involved. It was agreed that County Councillor N Hennessy and the DCFO would discuss this further outside of the meeting.</p> <p>Resolved: That the Planning Committee noted the report.</p>
26/24	<p>His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Update</p>
	<p>Group Manager (GM) Emma Price presented the report to Members regarding His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) activity and Lancashire Fire and Rescue Services (LFRS's) planning arrangements.</p> <p>Kev Wilkie left the meeting at 11:05.</p> <p>Round 3 Overview</p> <p>HMICFRS commenced Round 3 inspections in early 2023, the three pillars; effectiveness, efficiency, and people remained the same as Round 2. Likewise, the 11 diagnostics under each pillar which inspectors made graded judgements against.</p> <p>LFRS's inspection would commence on 17 February 2025. The inspection team would work remotely for the first three weeks whilst they reviewed service documentation and data. The inspection team would physically be in service for weeks 4 and 6 (w/c 10 and 24 March) and conduct interviews, reality testing and further reviews, weeks 5, 7, and 8 were all remote, inspection activity would conclude early April. The strategic brief was the opportunity for the Chief Fire Officer and executive board to brief the HMI, service liaison lead and inspection team, setting out an overview of performance and any successes or areas for improvement. The chair of the fire authority would also attend and following the brief they would be interviewed. This would take place on Friday 28 March.</p> <p>On Monday 20 January 2025, HMICFRS issued LFRS with a document request and self-assessment which would be returned by Friday 14 February 2025. HMICFRS had also issued three surveys; staff survey, human resources survey and a trade union survey.</p> <p>Area Manager (AM) Tom Powell and GM Emma Price had continued to hold weekly engagement meetings with Phil Innis, LFRS's Service Liaison Lead (SLL).</p>

Phil was unable to complete LFRS's inspection due to leading Cumbria Fire and Rescue Service (FRS) inspection; a handover process had commenced with the services temporary SLL for this inspection, Vicky Lowry.

Kev Wilkie rejoined the meeting at 11:07.

Vicky was new to HMICFRS, starting on the 6th January, Vicky was currently Head of Admin, Policy, and Strategy – Prevention and Protection at London Fire Brigade. Vicky would be supported by Spencer Rowland who was an SLL and had led Cheshire, West Yorkshire and Cleveland FRS inspections during round 3. Vicky and Spencer had visited LFRS within the last week.

The Organisational Assurance Team within the Service Improvement Department continued to track progress against the service's previous inspection, monitor national themes and prepare LFRS for its Round 3 inspection.

HMICFRS had published 26 Round 3 inspection reports. A summary of the gradings for all 26 FRSs inspected so far in Round 3 were included in the report.

Positive Practice

The National Fire Chiefs Council (NFCC) Positive Practice Portal provided details about interventions, which had been developed by one or more Fire and Rescue Service to address a particular need, concern or organisational change recognised by the NFCC or HMICFRS as an innovative or positive practice. These practices were in different functional areas and may include operational and non-operational responses, business practices and good ideas.

LFRS actively engaged with the positive practice process and had made two further submissions since the previous report, taking the total submissions published on the portal to 11:

- ROV/Underwater Drone
- On Call Stations Work Hubs
- Safety during Hajj Campaign
- Climate Response - Partnership Working
- Climate Response - Innovation
- Composite Fencing
- NFCC BCP E-learning package
- SSRI Info Risk Based Calculator
- Public Space Protection Order
- New – Assurance monitoring system
- New – Risk Based Inspection Programme (RBIP)

A further 3 submissions were in progress:

- Organisational Development – Developing current and new leaders
- Management of PPE
- Responding to trauma and emotions / wellbeing programme

LFRS would continue to monitor positive practice submissions and attend future

events, benchmarking the services progress against areas identified, and exploring potential areas for improvement.

HMICFRS Standards of behaviour: The handling of misconduct in fire and rescue services

HMICFRS published their Standards of behaviour: The handling of misconduct in fire and rescue services report in August 2024. This followed the detailed inspection of 10 FRSs, as well as analysing data provided by all 44 FRSs in England about their grievance and discipline cases. The service was making progress through the reports 15 recommendations which were virtually all completed.

Values and culture in Fire and Rescue Services

Values and culture in Fire and Rescue Services remained a focus for HMICFRS, LFRS continued to work proactively in terms of promoting its values and engendering an organisational culture where all employees could thrive.

The HMICFRS had asked FRS not to provide any written updates at this point, as they were introducing their interactive monitoring portal. LFRS was due to be onboarded on to the portal prior to the services inspection, the Organisational Assurance Team had attended online briefing sessions in preparation for this change in reporting.

The role of the Equality Diversity and Inclusion Steering Group had been expanded to include culture, the Equality, Diversity, Inclusion Culture Board (EDICB) provided the governance and monitoring of the Service in relation to EDI and culture, annual reports were also submitted to the Fire Authority.

HMICFRS Chief and Chairs event

As previously reported, the latest HMICFRS Chief and Chairs event took place on 14 November 2024, with the then CFO, Justin Johnston, ACFO Jon Charters and CC Nikki Hennessy attending.

Presentations and discussions focused on the following topics:

- Fire protection and the Grenfell Tower Inquiry
- The 2025-27 inspection programme
- Staff misconduct
- Leadership and improving performance

HMICFRS Autumn Data Collection

The Autumn Data collection closed on Friday 22 November. LFRS submitted the return on time with no issues or queries received.

County Councillor D O'Toole asked for clarification of how the round 2 and 3 data was presented, GM Emma Price confirmed that the round 3 data was the most recent and the round 2 data was the prior inspection information.

County Councillor D O'Toole remarked that a number of services had seen a drop in gradings since the round 2 inspections with a number of services 'requiring improvement' in relation to ensuring fairness and promoting diversity. The DCFO advised that any areas for improvement (AFI's) identified could move a Service

from 'good' into an 'adequate' grading, and he confirmed that LFRS had 6 AFIs in their last inspection. The DCFO further commented that there had been a number of hard-hitting national reviews in relation to people and culture within FRSs but LFRS had done a vast amount of work in that area along with the areas where AFIs were previously identified.

GM Emma Price confirmed that LFRS's previous AFI's were;

1. Evaluation of prevention activity – LFRS had strengthened the evaluation process including online campaigns.
2. Collaboration evaluation – As covered in the Blue Light Collaboration Board Update report.
3. Resource risk based intervention programme – LFRS had restructured the prevention team, ensuring that the highest risk areas were reviewed by the highest qualified officers.
4. Test continuity plans – LFRS had reviewed its business continuity plan (BCP) policy, strengthened its BCPs, introduced a process for testing and exercise of the BCPs and if a BCP was implemented the effectiveness was reviewed and fed back.
5. North West Fire Control (NWFC) access to risk information – 3 out of the 4 services within the area received an AFI in this area which related to NWFC being able to see high risk detailed plans, a mobile data terminal had been provided to NWFC to allow them to access all risk information if required.
6. Turnaround time on building consultation – LFRS had improved its building consultation process and ensured that the right level of protection officer was dealing with each consultation.

In response to a question from County Councillor N Hennessy in relation to AFIs in other FRSs, the DCFO confirmed that the Organisational Assurance Team reviewed and evaluated AFIs from all FRSs to implement organisational learning as required. The DCFO remarked that LFRS was as prepared as it could be for its round 3 inspection and reminded members that the HMICFRS round 4 inspection would focus on governance.

County Councillor N Hennessy remarked that as chair to the authority she had recently attended a number of employee voice groups and asked if this area of work could be considered for submission to the positive practice portal. The DCFO confirmed that most services had employee voice groups similar to LFRS and the positive practice portal was focusing on exceptional examples of work, although the services work with employee voice groups was something to be proud of. County Councillor N Hennessy agreed that the discussion around issues and life experiences within the employee voice groups was very important.

The DCFO confirmed that LFRS should receive a hot debrief at the end of April which would provide insight into the possible outcome of the inspection with a draft report expected in June 2025.

The Chair thanked GM Emma Price and the DCFO for the report and acknowledged the hard work that had gone into it.

Resolved: That the Planning Committee noted and endorsed the report.

27/24	Council tax precept consultation
	<p>The Director of Corporate Services (DoCS) presented the report to Members regarding the services Council tax precept consultation.</p> <p>A consultation plan was being implemented to consult the public on Lancashire Fire and Rescue Service's (LFRS's) council tax precept for the year ahead. The consultation aimed to understand levels of support for a proposed increase in 2025-26 which equated to £5 per year (on a Band D property).</p> <p>An online consultation was launched on 7 January 2025 at www.lancsfireandrescue.org.uk/budget.</p> <p>320 stakeholders from organisations including local authorities, town and parish councils, and community groups had been invited to take part in the consultation, along with 79,752 subscribers to the Service's In The Know email newsletter. It was also publicised on social media platforms and internal communication channels within the organisation.</p> <p>The consultation closed at 5pm on Monday 3 February 2025. A full report would be provided to the Authority as an appendix to the budget report at its budget meeting on Monday 17 February 2025.</p> <p>Approval to undertake the annual budget consultation was delegated to the Chair of the CFA in consultation with the Treasurer and the Chief Fire Officer, due to the limited amount of time between the announcement of the local government financial settlement and the Authority's budget meeting.</p> <p>The DoCS advised that at 20 January 2025 there had been 548 responses with 77% of responses supporting an increase.</p> <p>County Councillor N Hennessy confirmed that Lancashire County Council had put the consultation onto the C-First Member site on the intranet and reminded members to share the consultation to increase participation.</p> <p>Resolved: That the Planning Committee noted the report.</p>
28/24	Date of Next Meeting
	<p>The next meeting of the Committee would be held on Monday 14 July 2025 at 10:00 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.</p> <p>Further meeting dates were noted for 17 November 2025 and 2 February 2026.</p>

**LFRS HQ
Fulwood**

**M Nolan
Clerk to CFA**

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Lancashire Combined Fire Authority

Planning Committee

Meeting to be held on Monday 14 July 2025

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Update

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

Executive Summary

This report provides an update on His Majesty's Inspectorate of Constabulary Fire and Rescue Services (HMICFRS) activity.

Additionally, it provides information regarding Lancashire Fire and Rescue Service's (LFRS) HMICFRS Round 3 inspection, the inspection process, and wider HMICFRS activity including misconduct, and values and culture within Fire and Rescue Services.

Recommendation

Planning Committee are requested to note and endorse the update.

Round 3 Overview:

LFRS HMICFRS Round 3 inspection commenced on 20th January 2025, initiated by a request for a collection of documents, a self-assessment proforma and three surveys (staff survey, human resources survey and a trade union survey) to assist with preparation for the fieldwork phase of the inspection. This was succeeded by a three-week period of staff engagement, during which two weeks were conducted on-site throughout the organisation. The final week was conducted remotely with the department heads.

On Friday, 28 March 2025, the strategic brief was presented by Chief Fire Officer (CFO) Jon Charters, Deputy Chief Fire Officer (DCFO) Steve Healey, and Director of People and Development Liz Sandiford. It was an opportunity for our Service to brief the HMI and service liaison lead, providing a summary of performance, achievements, and work completed on previous areas of improvement. Following the brief, the Chair of the Fire Authority was interviewed.

The feedback from the HMICFRS inspection acknowledged that every staff member they interacted with was highly engaging, and they felt genuinely welcomed throughout the organisation.

The Service has recently received the draft inspection report, which affords us the opportunity to conduct factual accuracy checks. The release of the official final report is anticipated in early August, following this we will focus on addressing any areas for improvement that may have been identified and continuing our journey towards outstanding.

HMICFRS have now published 38 Round 3 inspection reports.

A summary of the gradings for all 38 Fire and Rescue Services (FRSs) inspected so far in Round 3 including a comparison against Round 2, can be found below. The remaining 6 reports are undergoing due process before being published.

	Effectiveness	Understanding the risk of fire and other emergencies	Preventing fires and other risks	Protecting the public through fire regulation	Responding to fires and other emergencies	Responding to major and multi-agency incidents	Efficiency	Making best use of resources	Making the fire and rescue service affordable now and in the future	People	Promoting the right values and culture	Getting the right people with the right skills	Ensuring fairness and promoting diversity	Managing performance and developing leaders
Beds. Round 3:		G	RI	RI	RI	A		RI	G		RI	A	A	A
Beds. Round 2:		G	RI	RI	G	G		RI	G		G	G	G	G
Cambs. Round 3:		G	G	G	A	A		O	G		G	A	G	RI
Cambs. Round 2:		G	G	G	G	G		G	RI		G	G	G	G
Cheshire Round 3:		A	A	G	A	A		A	G		G	G	G	G
Cheshire Round 2:		G	G	G	G	G		G	G		G	G	G	RI
Warwicks. Round 3:		A	RI	RI	A	A		RI	RI		A	RI	RI	RI
Warwicks. Round 2:		RI	I	RI	RI	G		RI	RI		RI	RI	RI	RI
Cornwall Round 3:		A	RI	A	A	RI		RI	RI		A	RI	I	RI
Cornwall Round 2:		RI	RI	RI	RI	G		RI	RI		G	RI	RI	RI
Surrey Round 3:		A	RI	RI	RI	RI		RI	A		G	A	RI	RI
Surrey Round 2:		RI	G	G	RI	RI		RI	G		G	G	RI	RI
Bucks. Round 3:		RI	RI	I	RI	A		RI	RI		RI	RI	RI	RI
Bucks. Round 2:		RI	RI	RI	G	G		RI	RI		RI	RI	RI	RI
Merseyside Round 3:		G	O	G	G	O		O	G		A	A	A	G
Merseyside Round 2:		G	O	G	G	O		O	G		G	G	RI	G

Key	Outstanding	Good	Adequate	Requires Improvement	Inadequate
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		Effectiveness						Efficiency			People			
		Understanding the risk of fire and other emergencies	Preventing fires and other risks	Protecting the public through fire regulation	Responding to fires and other emergencies	Responding to major and multi-agency incidents		Making best use of resources	Making the fire and rescue service affordable now and in the future		Promoting the right values and culture	Getting the right people with the right skills	Ensuring fairness and promoting diversity	Managing performance and developing leaders
Lincs. Round 3		A	A	RI	G	G		A	A		RI	G	RI	RI
Lincs. Round 2		RI	RI	RI	G	G		RI	G		G	RI	RI	RI
Manchester. Round 3:		G	G	G	G	A		G	G		G	G	G	G
Manchester. Round 2:		G	RI	RI	G	RI		RI	G		G	G	G	RI
Norfolk. Round 3:		G	RI	A	A	G		A	G		A	RI	A	RI
Norfolk. Round 2:		G	I	G	G	G		RI	RI		RI	RI	RI	RI
Essex. Round 3:		G	G	RI	RI	A		RI	G		RI	RI	RI	A
Essex. Round 2:		G	RI	RI	RI	RI		RI	RI		RI	RI	RI	RI
Glos. Round 3:		RI	A	I	A	RI		RI	RI		I	RI	I	RI
Glos. Round 2:		RI	RI	RI	RI	RI		RI	RI		I	RI	I	RI
West Yorks. Round 3:		G	RI	A	G	G		A	G		A	G	G	G
West Yorks. Round 2:		G	RI	RI	G	G		G	G		G	G	G	G
Oxford. Round 3:		A	A	A	A	A		RI	A		RI	A	RI	RI
Oxford. Round 2:		G	G	G	RI	G		G	G		G	RI	G	RI
Northampts. Round 3:		A	RI	G	A	G		A	G		RI	A	RI	A
Northampts. Round 2:		G	G	G	G	G		G	G		RI	G	RI	RI
Notts. Round 3:		G	G	A	G	G		G	G		G	G	G	G
Notts. Round 2:		G	G	G	G	G		G	G		G	G	G	G
Staffs. Round 3:		G	A	A	G	O		G	G		G	G	A	A
Staffs. Round 2:		G	G	G	G	G		G	G		O	G	G	G

Key	Outstanding	Good	Adequate	Requires Improvement	Inadequate
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	Effectiveness	Understanding the risk of fire and other emergencies	Preventing fires and other risks	Protecting the public through fire regulation	Responding to fires and other emergencies	Responding to major and multi-agency incidents	Efficiency	Making best use of resources	Making the fire and rescue service affordable now and in the future	People	Promoting the right values and culture	Getting the right people with the right skills	Ensuring fairness and promoting diversity	Managing performance and developing leaders
W. Sussex. Round 3:		G	G	G	A	A		G	A		A	G	A	A
W. Sussex. Round 2:		G	RI	RI	G	RI		G	G		RI	G	RI	RI
Avon Round 3		I	I	A	I	A		RI	RI		I	RI	RI	RI
Avon Round 2		RI	RI	RI	G	G		RI	G		G	RI	RI	RI
Her. & Worc. Round 3		A	A	G	A	A		A	A		A	G	G	G
Her. & Worc. Round 2		RI	RI	G	RI	G		RI	RI		RI	RI	RI	RI
Northumb. Round 3		A	G	A	A	A		A	G		G	G	A	A
Northumb. Round 2		RI	RI	G	RI	G		RI	RI		RI	RI	RI	RI
Dorset & Wilts. Round 3:		G	RI	A	G	A		G	G		A	G	RI	RI
Dorset & Wilts. Round 2:		G	G	G	G	G		O	G		G	O	G	G
Tyne & Wear. Round 3:		A	A	G	A	G		A	A		A	A	RI	A
Tyne & Wear. Round 2:		G	G	G	G	G		G	G		G	G	RI	RI
London. Round 3:		G	G	A	G	O		G	G		A	A	A	RI
London. Round 2:		RI	RI	RI	RI	RI		RI	RI		RI	RI	RI	RI
Shropshire. Round 3:		G	A	RI	A	A		I	RI		RI	RI	RI	RI
Shropshire. Round 2:		G	G	G	G	G		G	G		G	G	G	G

Key	Outstanding	Good	Adequate	Requires Improvement	Inadequate
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	Effectiveness	Understanding the risk of fire and other emergencies	Preventing fires and other risks	Protecting the public through fire regulation	Responding to fires and other emergencies	Responding to major and multi-agency incidents
Humberside Round 3:		O	O	G	G	G
Humberside Round 2:		G	G	G	G	G

Hertfordshire Round 3		A	I	RI	RI	G
Hertfordshire Round 2		RI	RI	G	G	G
Suffolk Round 3		RI	G	G	RI	A
Suffolk Round 2		G	RI	G	G	G
Isles of Scilly Round 3		A	A	G	G	N/A
Isles of Scilly Round 2		G	G	G	G	N/A

Cleveland. Round 3:		G	RI	RI	A	G
Cleveland. Round 2:		G	G	G	G	G

Leicestershire. Round 3:		G	G	G	G	G
Leicestershire. Round 2:		G	G	G	G	G

Royal Berkshire Round 3:		G	G	G	G	G
Royal Berkshire. Round 2:		G	G	G	G	G

Devon & Somerset Round 3:		G	RI	A	G	G
Devon & Somerset. Round 2:		G	G	G	G	G

Efficiency	Making best use of resources	Making the fire and rescue service affordable now and in the future
	G	G
	G	G

	RI	G
	RI	RI
	RI	RI
	RI	G
	G	G
	RI	G

	G	G
	G	G

	RI	RI
	RI	G

	A	A
	G	G

	A	A
	G	RI

People	Promoting the right values and culture	Getting the right people with the right skills	Ensuring fairness and promoting diversity	Managing performance and developing leaders
	A	G	G	G
	G	G	RI	G

	A	RI	A	G
	G	G	RI	G
	A	RI	RI	A
	G	G	RI	RI
	G	G	RI	G
	G	G	RI	RI

	RI	A	A	A
	G	G	G	G

	RI	A	RI	G
	G	G	G	G

	G	G	G	A
	G	G	G	G

	RI	RI	RI	RI
	RI	G	RI	RI

	Effectiveness	Understanding the risk of fire and other emergencies	Preventing fires and other risks	Protecting the public through fire regulation	Responding to fires and other emergencies	Responding to major and multi-agency incidents	Efficiency	Making best use of resources	Making the fire and rescue service affordable now and in the future	People	Promoting the right values and culture	Getting the right people with the right skills	Ensuring fairness and promoting diversity	Managing performance and developing leaders
West Mids Round 3:		G	A	G	G	G		A	RI		A	RI	A	RI
West Mids Round 2:		O	G	G	O	G		G	G		G	G	G	G
Derbyshire Round 3		G	G	G	G	G		G	G		G	A	G	RI
Derbyshire Round 2		G	G	G	G	G		G	G		G	RI	RI	RI
EastSussex Round 3		G	RI	G	A	A		G	G		A	G	A	G
EastSussex Round 2		G	G	G	G	G		G	G		RI	G	RI	G
North Yorkshire Round 3		G	G	A	G	A		G	A		A	G	A	A
North Yorkshire Round 2		G	G	G	G	G		I	RI		RI	I	RI	RI
Lancashire Round 3		Awaiting Report						Awaiting Report			Awaiting Report			
Lancashire Round 2		G	G	G	G	G		G	G		O	G	G	G

HMICFRS Inspection 2025-27 Update:

The FRS 2025-27 inspection programme will involve a number of changes from the previous round. These include the following:

a) Reduction in diagnostic questions:

In previous rounds of inspections, HMICFRS assessed and gave graded judgments for 11 diagnostic questions, which came under 3 principle questions. For the 2025-27 inspection programme, the 3 principle questions have remained the same, HMICFRS have reduced the overall number of diagnostic questions to 10 by combining the efficiency questions. This is to reduce duplication and concentrate more on outcomes for communities and the workforce.

b) Characteristics of good:

In the FRS 2025-27 inspections, the HMICFRS will measure fire and rescue services against the characteristics of good performance. These characteristics describe the levels of performance a FRS needs to achieve to be graded 'good'. The characteristics of good have been updated for the forthcoming inspections to reflect all of the changes.

c) Impact of Governance on FRSs:

In the FRS 2025-27 inspections, the HMICFRS will look more closely at the governance arrangements and how services are impacted by their governance. They will not inspect the governing authority, only the impact of governance on the FRS.

When assessing effectiveness, they will now assess how governance impacts the effectiveness of the FRS and examine how FRS work with local communities to make them more resilient. In their assessment of efficiency, they will assess how each FRS is affected by its FRA's governance, oversight and scrutiny arrangements. In their assessment of how well the FRS looks after their people, they will assess whether the governance and scrutiny arrangements create a positive culture, and whether standards of conduct exist to support the health and well-being of the workforce.

d) Leadership:

The assessment of how each FRS looks after its people will focus on leadership at all levels of the organisation. They have enhanced the leadership questions, and as part of the overall summary, the HMI will set out the most important findings relating to the service's leadership.

The FRS Inspection Schedule for 2025-27 has been published, and the dates for the inspection program will be released in three phases. The initial phase of the schedule will commence with the inspection of Bedfordshire FRS in July 2025. Currently, LFRS are listed as the last service to undergo inspection, although this is subject to potential amendments.

HMICFRS Standards of behaviour: The handling of misconduct in fire and rescue services

HMICFRS published their 'Standards of behaviour: The handling of misconduct in fire and rescue services' report in August 2024. This followed the detailed inspection of 10 FRSs, as well as analysing data provided by all 44 FRSs in England about their grievance and discipline cases.

LFRS have now been onboarded on to the HMICFRS Monitoring Portal and the service have completed the 15 recommendations and uploaded all evidence to the new Monitoring Portal.

Values and culture in Fire and Rescue Services

Values and culture in Fire and Rescue Services remains a focus for HMICFRS, LFRS continues to work proactively in terms of promoting its values and engendering an organisational culture where all employees can thrive.

LFRS have now been onboarded on to the HMICFRS Monitoring Portal and have submitted evidence to close all recommendations applicable to the Service.

HMICFRS Service Liaison Officer (SLO) event

An online Service Liaison Officer event was held on 12 June 2025. This event allowed SLOs to receive an update on the changes to the 2025-27 FRS inspection methodology, and to clarify any issues and answer any questions that they may have about the new inspection programme. This was attended by Area Manager Tom Powell and Group Manager Emma Price.

Joint Fire and Rescue Service and Policing positive practise event

The first joint Fire and Rescue Service and Policing positive practise event was held on 19 June 2025 at the College of Policing, Ryton-on-Dunsmore. The agenda focused on

Culture, Leadership and Misconduct and provided opportunities for the different sectors to learn from one another to improve this mutually challenging area. The event was attended by CFO Jon Charters, who presented alongside former CFO Justin Johnston on the LFRS journey.

HMICFRS Autumn Data Collection

The Spring Data Return closed on Friday 30 May 2025. LFRS submitted the return on time with no issues or queries received.

Business risk

The inspection will monitor LFRS's direction of travel since 2022, it could cause reputational damage if it is perceived that we have not made reasonable progress.

Sustainability or Environmental Impact

None.

Equality and Diversity Implications

None.

Data Protection (GDPR)

None.

HR implications

None.

Financial implications

None.

Legal 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 Planning Committee

Meeting to be held on 14 July 2025

Blue Light Collaboration Board Update

Contact for further information: DCFO Steve Healey Tel: 01772 866802

Executive Summary

This paper provides an update regarding Blue Light Collaboration.

Recommendation

Planning Committee to note the report.

Information

The Police, Fire and Rescue Service, and Ambulance Service are required to collaborate under the Policing and Crime Act 2017. The goals are to enhance efficiency, effectiveness, and deliver better outcomes.

This paper provides an update on the progress of key workstreams being advanced under the Blue Light Collaboration Board (BLCB). These workstreams are effectively managed through Strategic and Tactical level meetings and contribute to improving outcomes, providing better value for money, reducing demand, and addressing inequalities within communities.

Leadership Development

Collaboration between Lancashire Fire and Rescue Service (LFRS), Lancashire Police (LanCon) and North West Ambulance Service (NWAS) has continued to explore efficiencies and build professional working relationships across the Blue Light Services.

It was agreed for each Service to host a Leadership Event, and through intelligence from each organisation, three common themes were identified. The first session was organised and hosted by LFRS in October 2024 and 60 people attended across all three Services. LFRS staff consisted of Area Managers, Group Managers, and Heads of Service – similar audiences attended from NWAS and LanCon and this also included aspiring leaders. This session was on “Nourish to Flourish” and focussed on looking after yourself to be an effective leader.

Session 2 was held in March, focussing on handling media as leaders in a Blue Light Service. The two completed events were successful according to the

evaluations. The final leadership event is to take place at Lancon in July and is around generational differences.

The group are also exploring an 'Outside-In' Leadership programme and looking to implement a cross-coaching network to develop shared learning, which may include a coaching exchange programme.

Health and Wellbeing

This is a new collaboration group involving the Health and Wellbeing leads from all three Services. The aim is to understand the health and wellbeing offer across the different blue light services and to explore opportunities to work together to look after our people in a collaborative way.

The starting point for the group is to share policies and procedures for good practice and learning. NWAS have delivered several sessions about menopause and LFRS have developed a workshop to raise awareness of suicide from a responder's point of view – elements of which can be shared across all services.

Estates and Co-location

The co-location initiative between LFRS, NWAS, and LanCon focuses on identifying opportunities for shared site use to enhance collaboration and deliver better value for money. Successful co-location arrangements at Lancaster, St Annes, Darwen, Preston, and other fire stations have led to operational efficiencies and shared facilities. These joint working environments have also fostered stronger relationships and a deeper understanding of each service's role within the Blue Light community - ultimately contributing to improved outcomes for the people of Lancashire.

The updated Blue Light Collaboration Project Initiation Document has given the Estates and Co-location sub-group leads renewed direction in exploring further collaboration opportunities. Quarterly meetings between the Heads of Estates from LFRS, NWAS, and LanCon have revealed that the benefits extend beyond co-location alone. The project's objectives, guiding principles, and expected benefits have been redefined, and the scope of work has been updated accordingly. In addition to site sharing, the group is now exploring collaborative efforts such as system knowledge exchange, shared procurement specifications, and joint supplier framework opportunities.

Community First Responder (CFR)

A cost-benefit analysis by the New Economy confirms that Emergency Medical Response (EMR) delivers a strong return on investment - £4.41 for every £1 spent. In areas where EMR co-responding has been practiced, when a person suffers a suspected cardiac arrest, firefighters are deployed in parallel to the

ambulance service under blue-light conditions. Staff from whichever service arrives first immediately begin to provide potentially life-saving treatment before the other arrives. Not only does parallel mobilisation therefore facilitate the probability of a timely response; the additional on-scene activity also supports ambulance crews to undertake advanced clinical work while FRS operate in a support capacity. This scheme has been running successfully for many years in several parts of the UK, however, South Western Ambulance Service Foundation Trust has recently announced it is phasing out fire EMR to develop and strengthen its volunteer CFR scheme. This decision has been met with sadness and disappointment from Fire and Rescue Services (FRS') involved in EMR, due to the improved outcomes for communities.

The CFR workstream within Lancashire enables LFRS staff volunteers to respond to life-threatening emergencies directly from their workplace. Since 2023, over 200 incidents have been attended, with LFRS staff delivering life-saving interventions before ambulance crews arrived.

The operational model is structured in 3 phases:

Phase 1: Green book staff respond voluntarily while on duty.

Phase 2: Flexi Duty Officers (FDOs) provide response while on duty.

Phase 3: On Call staff provide response within their local communities. This phase is in development, with the assistance of a heat map from NNAS. This identifies areas within Lancashire that are proving difficult to recruit CFRs, and will enable LFRS to target local On-Call Firefighters who are interested in volunteering for the scheme.

Evaluation

Through evaluation LFRS has considered the value and benefits of several workstreams and has considered how the BLCB contributes to LFRS' aim of "Making Lancashire Safer".

Financial Implications

All collaboration projects within this update are included within existing agreed revenue and capital budgets.

LFRS have reviewed the policy for recharging other organisations and agencies for use of LFRS personnel and equipment at non-statutory incidents. The policy provides decision-makers with guidance on how and when charging is appropriate and is aligned to the NFCC published guidance on recharge costs.

Sustainability or Environmental Impact

N/A

Equality and Diversity Implications

N/A

Data Protection (GDPR)

N/A

HR Implications

N/A

Business Risk

Risk if there is limited evidence regarding the duty to collaborate.

Legal implications

The Policing and Crime Act 2017 introduced a statutory duty to collaborate on the Police, Fire, and emergency Ambulance Services where it is in the interests of efficiency and effectiveness. The duty to collaborate is non-prescriptive and locally enabling.

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

Paper:

Date:

Contact:

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

Lancashire Combined Fire Authority Planning Committee

Meeting to be held on 14 July 2025

Annual Service Report 2024-2025

Appendix 1 refers

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

Executive Summary

The Annual Service Report is produced annually by the Service as part of our accountability to measure progress against the items that we set out to deliver as part of our Annual Service Plan (ASP). These actions are derived from our medium-term strategic goals highlighted in our Community Risk Management Plan.

The Annual Service Report 2024-25 seeks to provide an overview of our progress against the areas of work detailed in the Annual Service Plan 2024-25. The report highlights a number of key deliverables against our priority areas of people, prevention, protection, response, and value for money related work streams.

Recommendation(s)

For the Planning Committee to note and endorse the Annual Service Report 2024-2025.

Information

As part of our corporate planning function, we ensure that each year we inform our staff and members of our communities about what we aim to deliver through the production of an Annual Service Plan (ASP).

We then report on progress against each ASP with an Annual Service Report. The attached report details progress against the priorities set out in the Annual Service Plan 2024-25. It also includes key performance data and details of significant incidents across the county during the year.

The report will be published internally and externally both in print and online to highlight the Service's achievements over the period.

Business risk

If not produced, we are not able to demonstrate what we have delivered against the priorities we set for the Service in our Annual Service Plan and Community Risk Management Plan.

Sustainability or Environmental Impact

None.

Equality and Diversity Implications

The final product will be designed to accessibility principles and made available online in an accessible version. There will also be an accompanying video with subtitles and audio description.

Data Protection (GDPR)

Will the proposal(s) involve the processing of personal data? No

HR implications

None.

Financial implications

The report is produced in-house by the corporate communications team and print costs are funded from the departmental budget.

Legal implications

None.

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

Paper:

Date:

Contact:

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

Welcome to our Annual Service Report for 2024-25

Last year we set out to deliver a series of improvements, innovations, and investments intended to provide the best possible services for the people of Lancashire.

I am pleased to report the ways in which we have achieved our ambitions across the full range of our services.

Preventing fires and other emergencies is one of our key priorities and the most effective way to make Lancashire safer. It is pleasing that we saw a reduction in the number of accidental house fires of more than double the national average, reflecting dedicated prevention services that provide safety interventions in homes, educate people in our fire safety campaigns, and teach children fire safety in schools.

Supporting businesses, employers, and landlords to meet their legal duties and keep people safe in their buildings amid changes to fire safety legislation remained an area of focus. Our business fire safety check service delivered more interventions than ever before and when those responsible for fire safety failed to comply, we took enforcement action.

Last year a supported living care provider was prosecuted for fires safety breaches in a case believed to be the first of its kind, and in which tragically someone lost their life. We will always work with those willing to address fire safety issues however we will not hesitate to act when necessary.

Firefighters responded to 17,000 incidents across Lancashire during the year, including complex, challenging, and protracted emergencies demanding expert operational skills and, in some cases, exceptional dedication and bravery.

Investment in two new water towers strengthened firefighting capabilities in tall buildings. These innovative fire engines can penetrate buildings at height to inject water, simultaneously minimising damage to homes and businesses and improving firefighter safety. We now have four water towers providing greater cover across Lancashire.

As part of our work to improve the sustainability of our on-call fire engines, we invested in research into recruitment and retention challenges and opportunities. In a first for the fire and rescue service nationally, this led to the development of an innovative online tool which provides local leaders with data and insight to support their stations and maximise fire engine availability.

Our people are central to everything we achieve and investment in their training, equipment, wellbeing, and safety is a long-held priority. Last year this focussed on supporting mental health alongside investment in body worn cameras to improve firefighter safety and operational learning.

We also created a wider range of opportunities for people in our Service to develop their careers and take their next step, be that through specialist skills, different roles or promotion. The way we deliver training changed from a fixed model in a central location to flexible provision, using technology or taking training to fire stations.

I am proud of the contribution everyone in the Service makes every day, on the frontline and supporting behind the scenes. There is an unwavering determination to achieve our goals, respond positively to challenges, and make a difference in our communities.

Jon Charters

Chief Fire Officer

Valuing our people so they can focus on making Lancashire safer

Create an organisational culture where diversity is encouraged and valued

Our STRIVE values and the national Core Code of Ethics guide the professional behaviours of all our staff. We are proud of our culture in Lancashire and the high levels of trust the public have in our Service. However, we remain focussed on building a more inclusive service where diversity is nurtured and valued.

Achievements:

- Recruited at all levels of operational rank from firefighter to chief fire officer alongside service support roles, drawing talented people from inside and outside the organisation.
- Delivered incident command workshops on International Women's Day aimed at attracting women in the Service into leadership roles.
- Took positive action in communities to encourage people who may not traditionally have considered joining the fire service to think of firefighting as a career option through 'Have a Go' events.
- Opened up more pathways to becoming an on-call firefighter including: support service employees being able to work on-call alongside their existing role; on-call firefighters being able to undertake their primary employment from a fire station; and wholtime firefighters being able to work on-call on an ad-hoc basis.
- Created a job swap opportunity for firefighters in functional roles such as training and fire safety to spend time working as operational firefighters.
- Implemented learning from values and culture reports related to the fire and rescue service to ensure we maintain the highest standards and levels of public trust. This included conducting criminal records checks for all members of staff and establishing a professional standards function to give additional scrutiny to the investigation of concerns raised within or about the Service. A case management system was also introduced to record all disciplinary and grievance cases.
- Embedded our approach to undertaking equality impact assessments through regular monitoring and quality assurance.

Deliver tailored learning and development opportunities

We are committed to providing learning and development that supports people to reach their full potential and equips them with the skills, knowledge, and resilience to achieve the Service's ambitions and face future challenges.

Achievements:

- Delivered leadership development events for all leaders focused on developing their ability to deliver change successfully.
- Collaborated with North West Ambulance Service and Lancashire Police to deliver leadership development events on health and wellbeing and crisis communications.
- Developed more flexible models of training to meet the needs of on-call firefighters including: increased opportunities for incident command training; reduced the amount of time required between initial breathing apparatus (BA) training and BA team leader training; and delivered training locally on stations instead of at our Learning and Development Centre.
- Introduced flexible models of assessment to demonstrate leadership competency, such as the use of area training hubs for incident command.
- Introduced new digital crew and watch manager development handbooks creating a single, streamlined e-portfolio.
- Streamlined all development handbooks and created more ways for evidence to be captured.
- Delivered project management training to a range of staff providing the skills to effectively lead a project from start to closure.

Encourage and listen to employee voice

We recognise the positive influence on both our employees' wellbeing and organisational success when people at all levels can contribute their views, expertise, and ideas.

Our firefighting tactics staff group is in place and reviewing policies, practices, and equipment to support operational excellence. The group instigated a change to wider hose reels and flow meters on fire engines providing increased water flow and faster fire suppression.

All the new appliances have 22mm hose reels and flow meters. Looking at the ordered vehicles - these will also be on all new deliveries and inlets. All the new appliances will have also 1800l tanks and lighting masts.

The staff focus group, formed by volunteers, was consulted to inform Service activity and our staff engagement programme expanded to create more ways for people to voice their views:

- 95 station visits were carried out by principal officers, directors, and area managers.
- 12 in-person staff events were held with service delivery managers and 10 online events with operational crews.
- 176 wellbeing interactions were completed such as station visits, workshops, and support dog visits.

- 12 On the Menu digital events took place for staff on various topics ranging from the benefits of new water rescue equipment to taking the next step in your career.

Staff feedback leads to Service improvements

The results of our staff survey in 2023, along with feedback from other staff engagement events, has been used to shape improvements and new initiatives across the Service.

Theme: Training, learning and development

Suggested improvement: "Information on how to further improve yourself: courses to better your operational ability, steps and process on promotion, steps to get into fire safety and other departments."

- New guide produced to explain leadership and development pathways supported by promotional events.
- Changes made to the Safe to Command development programme to remove barriers and speed up the process.
- Faster route to breathing apparatus and team leader skills for on-call firefighters.
- New, streamlined digital crew and watch manager development handbooks.
- Incident command workshops delivered locally to on-call crews.
- Virtual classrooms delivered training on area.

Theme: Digital and ICT improvements

Suggested improvement: "A single system rather than using different systems to produce reports."

- Quick and easy data now compiled in Power BI dashboards.
- Faster network speed and better wi-fi connectivity.
- More user-testing of systems and devices.
- Appraisal system reduced to just two stages.
- Only one password to remember across systems and devices.

Theme: Recognition and communication

Suggested improvement: "It would be good if we could have a dedicated on-call bulletin that just has the points relevant to us."

- Dedicated On-Call News introduced in print and digital formats.
- Appreciation events to thank on-call staff, their families and employers for their service and contribution.
- All staff Star Award winners receive an extra day's leave and colleagues can be nominated all year round.

Theme: Facilities and equipment

Suggested improvement: "Better fitness equipment on station."

- New functional fitness kit in all station gyms.
- Programme to replace cardio equipment underway.

Theme: health and wellbeing

Suggested improvement: "Training on mental health especially for managers."

- Training for responding to incidents where a person is in crisis.
- New members of staff attend a programme delivered in conjunction with the Firefighters Charity on responding to trauma and emotions.
- Trauma support task and finish group established to inform post traumatic incident support.
- Employee Assistance Programme app launched offering hints and tips to help build good mental health routines as part of daily life.

Invest in training and technology to improve health and safety

A new procedure and training package was developed to support firefighters dealing with challenging operational incidents which involve people in crisis. Raising awareness of how to approach these incidents safely for both responders and the person in difficulty continues to be a focus of wellbeing activities for operational staff.

A trial of 32 body worn cameras has started, with evaluation to follow in 2025-26, to enhance operational learning, improve firefighter safety, and provide increased transparency during incidents. The cameras were successfully used during the Bonfire Night period in November 2024 and they have also been used in a high-rise building exercise.

The Service invested in additional personal protective equipment (PPE) to provide firefighters with extra protection from injury caused by anti-social behaviour or direct attacks. This PPE also strengthened their safety when responding to hazardous and unpredictable types of incidents, such as those involving public disorder.

Service headquarters and leadership and development centre masterplan

Outline planning permission was submitted for a masterplan to redevelop our Leadership and Development Centre in Chorley, to include the relocation of Service headquarters, new and improved training props, and modernised learning and office space. This was supported by surveys and reports, an independent analysis of space, and stakeholder engagement. An outcome on planning permission is expected in 2025.

Upgrade fire station facilities

Work to improve the rest and welfare facilities at Blackpool Fire Station began and is expected to finish in summer 2025. The investment is part of our commitment to ensuring our people have the best facilities to support their health and wellbeing by providing a safe and positive working environment.

A celebration of our people

In November 2024, Lancashire Fire and Rescue Service marked the exceptional contributions of some of its most dedicated and talented people at a celebration event.

More than 70 people were honoured with a range of awards.

Long Service Good Conduct Awards were given to those who have given exemplary service to Lancashire's communities for 20, 30, and 40 years.

The highest standards of operational response at complex and challenging emergencies were recognised with chief fire officer commendations and bravery awards.

Our Star Awards recognise members of staff nominated by their peers for exemplifying the Service's STRIVE values and the national code of ethics for fire and rescue services. They were presented to the people making a real difference to their communities and their colleagues.

We also celebrated people who had demonstrated outstanding commitment to personal development through academic achievements alongside demanding job roles.

At the event, the Lord Lieutenant of Lancashire presented the retiring chief fire officer, Justin Johnston, with a long service good conduct award for 30 years' service.

The event was a special moment to shine a light on some of our most talented and dedicated people and acknowledge their contribution to keeping the people of Lancashire safe.

Honours and awards

Deputy Chief Fire Officer awarded King's Fire Service Medal

Deputy Chief Fire Officer, Steve Healey, was awarded the King's Fire Service Medal in the New Year's Honours List in recognition of over 28 years' service and leadership.

Steve joined Lancashire Fire and Rescue Service as the deputy chief fire officer in 2021 having previously served in Cumbria for 24 years. As director of strategy and planning he is responsible for the strategic leadership and management of the Service.

He is the chair of the Lancashire Resilience Forum and a member of the Institute of Fire Engineers and the National Fire Chiefs Council, where he is the national lead for on-call firefighters.

Defence Employer Recognition Scheme Gold Award

Lancashire Fire and Rescue Service was proud to announce it had received the Defence Employer Recognition Scheme Gold Award.

The scheme involves pledging, demonstrating or advocating support to defence and the armed forces community. The Service had already signed the Armed Forces Covenant in 2023 as part of a journey towards receiving bronze, silver, and finally gold awards.

There are veterans from the Army, Royal Navy, and Royal Air Force within the Service, along with family members of veterans and several reservists.

A second remembrance-themed fire engine was also introduced to our fleet to demonstrate support for all members of Lancashire's armed forces community both past and present. The fire engine features the image of four soldiers stood within a poppy field paying their respects.

Lancashire Fire and Rescue Service receives national recognition

Dean Keary, an apprentice firefighter based at Blackpool Fire Station, was shortlisted for Apprentice Firefighter of the Year in the National Fire Chiefs Council (NFCC) Apprenticeship Awards. Dean was nominated for his hard work, dedication, and outstanding performance during a breathing apparatus team leader assessment.

The Service was also recognised in the NFCC Digital Data and Technology Awards, with the digital, data and technology team shortlisted in several categories. Sophie Ryder, Digital Service Delivery Manager, and Jack Johnston, Technology Service Delivery Manager, were both shortlisted in the Inspirational Leader category.

Community Safety Team Leader Kelly McHugh was shortlisted for Equality Role Model of the Year in the Asian Fire Service Association Awards for her prevention work in central Lancashire's communities.

Measuring progress

Our Service performance is reported quarterly to the Lancashire Combined Fire Authority. This year's reports can be accessed at www.lancsfireandrescue.org.uk/cfa.

Overall staff engagement (Staff Survey 2023)

- Staff engagement index score: 74%
- Survey response rate: 49%
- 94% feel that their work contributes to making Lancashire safer

Workforce diversity

- 23% female
- 4% diverse ethnicity
- 5% LGBT
- 3% class themselves as disabled

Workforce diversity recruited

- 32% female
- 4% diverse ethnicity
- 6% LGBT
- 5% class themselves as disabled

Recruitment

- 17 wholetime firefighters recruited
- 43 on-call firefighters recruited

Staff absence

- Wholetime - cumulative total number of shifts lost: 8.284
- On-call - cumulative absence (as % of available hours of cover): 1.27%
- Green book - cumulative total number of shifts lost: 7.221

Preventing fires and other emergencies from happening

Lancashire leads the way in reducing accidental house fires

Lancashire Fire and Rescue Service has reduced the number of accidental house fires across the county, cutting them by more than twice the national average.

Figures revealed that between 2021 and 2024, Lancashire recorded 2,217 accidental house fires, averaging 739 per year, or 62 per month. This reflected a 15% drop compared to the average of the previous two years - more than double the 4.5% reduction seen across the UK.

The fall in fires is due to fire prevention work, which includes delivering our home fire safety check service, fire safety campaigns, teaching young people about fire safety, and holding station open days and community events to share fire safety advice.

Assistant Chief Fire Officer Samantha Pink said: "This drop in house fires shows the hard work of our firefighters, support staff, and community partners. Fire prevention is a key part of our service, and these figures prove that taking action before a fire happens makes a real difference.

"Having a working smoke alarm is one of the best ways to stay safe, as it reduces the risk of fatalities in a fire by eight times. We urge all residents to check their alarms regularly and take simple steps to prevent fires in their homes."

Invest in improvements to our home fire safety check service

Bringing about positive change in behaviours within people's homes is central to improving community safety. Our core offer is the home fire safety check (HFSC) service targeted to those most at risk, as identified in local risk profiles.

Achievements:

- Made improvements to our contact centre to better support partner agencies when referring individuals to our home fire safety check service. This includes an out-of-hours referral trial, a more streamlined referral pathway, and partner training to showcase the referral process and refresh their fire safety awareness.
- Worked to improve our website including development of a new online referral form for self-referrals and referring family and friends.
- Analysed data and intelligence in-Service and regionally to identify trends in fires across Lancashire and beyond, and respond appropriately.
- Evaluated fire prevention activity strategically before commissioning new developments.

Deliver targeted fire prevention activity

Evaluation of prevention activities is ongoing to give the Service greater understanding of which activities and interventions are most successful. Local evaluation took place to ensure alignment with district plans, which are delivered in communities by local teams.

Internal training and communications were delivered to inform and skill our staff in effectively evaluating prevention activity.

Fire engines display prevention messages

Wildfire prevention and e-charging safety were the themes chosen for two fire engines selected to display graphic designs relating to fire safety campaigns.

Darwen's fire engine depicts wildfire prevention imagery and key messages.

Blackburn with Darwen is one of the most affected areas for wildfire incidents and two of the county's risk sites are located within the borough. Darwen Moor was also the site of a large fire in 2020 which burnt across 5km of moorland. It was caused by a spark from a barbeque which members of the public could not extinguish.

The area is now protected by a public space protection order which bans the use of barbecues, campfires, stoves, fireworks, and paper lanterns.

Blackpool has an e-charging themed fire engine as part of our campaign on the risks associated with rechargeable batteries.

There has been a year-on-year rise in battery related fires in Lancashire, with Blackpool experiencing more than other areas, and most incidents involve a charger.

In Lancaster, 43 bin wagons also display the same messages following a collaboration with Lancaster City Council.

Our vehicles provide a good opportunity to share important messages in our communities. We also have remembrance, LGBTQ+, and on-call recruitment themed fire engines.

Measuring progress

Our Service performance is reported quarterly to the Lancashire Combined Fire Authority. This year's reports can be accessed at www.lancsfirecue.org.uk/cfa.

Critical fire risk map score: 30,750

Accidental dwelling fires (ADFs): 686

ADFs - extent of damage: 85% prevented from spreading from room of origin

Casualties from ADFs: 39 including 6 people who tragically lost their lives

Home fire safety checks delivered: 23,533

Other prevention activities delivered:

- 69,466 children and young people received prevention education
- 14 Fire Cadets programmes delivered to young people
- 24 Prince's Trust courses delivered to young people
- 32,549 people took part in road safety education

Core education package delivered in schools

- 93.5% of schools received Child Safe
- 99% teachers thought Child Safe would positively influence children's behaviour
- 100% children knew that smoke alarms must be tested after the sessions

Protecting people and property when fires happen

Supported living care provider prosecuted for fire safety breaches

Lancashire Fire and Rescue Service became the first service to successfully prosecute a supported living care provider for failing to comply with the Regulatory Reform (Fire Safety) Order 2005.

The case related to an incident of arson at a supported living property in Colne in 2019. Sadly, one of the three residents of the property passed away due to the fire. Another resident suffered smoke inhalation and was admitted to hospital for two weeks.

Our inspecting officers identified serious fire safety deficiencies within the premises including deficiencies with protected escape routes, the automatic fire alarm system, management of the premises, and the presence of a suitable and sufficient fire risk assessment.

These breaches posed a serious threat to the life and safety of the residents, staff and anyone else who visited the premises.

The care provider, Potensial Limited, pleaded guilty to two fire safety breaches in September 2024. Sentencing took place in January 2025 and resulted in a fine of £135,000 plus costs and victim surcharge.

Those responsible for fire safety in business or other non-domestic premises have a legal duty to ensure that people who use their premises are provided with a safe environment.

While this prosecution serves as a reminder to anyone with responsibility for fire safety to ensure the standards of their properties are kept within the requirements of the law, our thoughts remain with those affected by this tragic incident.

Transform fire protection and business safety

Investment in and development of our protection services has continued to ensure the Service remains well-placed to support those responsible for fire safety in buildings. This follows significant changes to fire safety and building control standards which have changed the way fire and rescue services and our partners work.

Digital improvements were made to streamline the working practises of our fire safety inspectors and improve the flow of information with partner organisations. A document management store was created and our system for managing business fire safety data was developed. A digital form and system to enable contemporaneous notes to be collated, stored and shared were also created.

We invested in mobile devices for our fire safety teams and implemented digital forms to support remote working and generate more efficient working practices.

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. Fire safety inspectors focus their activity on complex high-risk premises and operational crews check lower risk premises such as schools, shops, and offices.

59 virtual built environment training sessions were delivered to all wholetime and on-call firefighters, flexi duty officers and prevention staff, strengthening the connection between fire protection and frontline service delivery and ensuring that every contact counts.

We also undertook a soft market exercise for the procurement of a new software product which will provide greater flexibility and functionality for staff when delivering out business fire safety check service.

Measuring progress

Our Service performance is reported quarterly to the Lancashire Combined Fire Authority. This year's reports can be accessed at www.lancsfirerecue.org.uk/cfa.

Accidental building fires (ABFs) (commercial premises): 253

ABF (non-commercial premises): 721

Deliberate fires total – 1,928

Deliberate fires – dwellings – 86

Deliberate fires – commercial premises – 140

Deliberate fires – other (rubbish, grassland etc) – 1,702

Fire safety enforcement:

- 3,637 business fire safety checks delivered
- 1,999 fire safety inspections carried out
- 176 fire safety enforcement notices issued
- 17 businesses prohibited from operating following serious breaches of the Fire Safety Order

Building regulation consultations: 97.1% were responded to within the required 15-day period.

The Service was active in 10 arson convictions including one case where there more than one individual was responsible.

Responding to fires and other emergencies quickly and competently

Implement our emergency cover review

Periodically we review the locations, numbers and types of fire stations and appliances against community risks and incident levels across the county. We then propose ways to improve how we respond to emergencies and ensure that we are well equipped to respond to future challenges.

Following an emergency cover review (ECR) in 2022, several improvements are being implemented during the period 2023-2026. The changes strengthened resilience by increasing the number of wholetime firefighters in the Service by eight, and at the same time achieved more effective and efficient use of resources.

1. Introduce more resilient crewing arrangements

A number of changes to crewing arrangements were implemented following the ECR designed to provide greater resilience across the Service.

The impact of the changes and benefits realised following these changes were evaluated. Stations that changed from the day crewing plus duty system to wholetime 2/2/4 saw an increase in capacity for prevention and protection services, with 20% more home and business fire safety checks delivered on average.

Specialist training courses were delivered to support the duty system changes and ensure special appliances and capabilities were maintained. This included training related to the operation of boats, water towers, and aerial ladder platforms plus large animal rescues, incident command, and driving.

2. Review emergency cover in Preston

Preston Fire Station has been identified for long-term redevelopment and we intend to create a new, modern station either in the same place or another location that services both our staff and the local community well.

An extensive survey of potential sites was carried out without a feasible option being identified for relocation, so work continues to explore options to replace the station. In the short-term we are making improvements so it remains fit for purpose with improvements to welfare facilities and structural repairs.

This work forms part of a review of emergency cover across the Preston area to ensure fire engines are situated and staffed in ways that provide the best response to local risks and emergencies. Stakeholder engagement will take place as the review progresses.

3. Optimise emergency cover through dynamic cover software

Dynamic cover software is now established at North West Fire Control, following successful implementation within Lancashire Fire and Rescue Service, to deploy resources more effectively and efficiently. This innovative software provides operators with visual data on community risks and emergency cover in real-time to inform decision-making on how best to deploy resources.

4. Strengthen firefighting and rescue capabilities in high-rise and commercial buildings

In response to the tragic Grenfell Tower fire and the increasing numbers of high-rise buildings in Lancashire, we have been working to strengthen our response to tall building risk.

We have four aerial ladder platforms (ALPs) with hydraulic ladders capable of extending 32 metres in height from which water can be deployed onto a fire.

A new 45 metre ALP has been procured to replace an existing appliance at Preston and provide our highest reach aerial capability to date. The vehicle is being built and is expected to join our fleet in 2025.

Two new water towers join the Service fleet

In addition to the 45 metre ALP, two additional water towers with reach of 20 metres have joined our fleet, based at Lancaster and St Annes fire stations.

Water towers can penetrate slates, tiles, and other building materials at height to inject large volumes of water onto a fire within a building, thanks to a hydraulically-powered piercing tool mounted on the articulated boom of the appliance.

They serve as regular fire engines to transport and equip firefighters to deal with house fires, road traffic collisions and the full range of emergencies we respond to but with this additional capability to spray water at height.

Water towers enhance both firefighter safety and firefighting capability, while at the same time minimising fire damage to businesses and homes.

The appliances join two existing 16 metre water towers in Skelmersdale and Blackburn, providing greater cover across the county.

Smaller in size and weight than ALPs, water towers can more easily access incident grounds and work on gradients. Together, these appliances strengthen firefighting and rescue capabilities in high-rise and commercial buildings.

5. Broaden on-call firefighting capabilities to strengthen operational response

Lancashire has 32 fire appliances crewed by on-call firefighters, who often have another job outside Lancashire Fire and Rescue Service. They are trained to deal with a wide range of incidents and work alongside wholetime firefighters, responding to emergencies in their communities from home or work.

We achieved:

- On-call firefighters were trained to operate special appliances to increase levels of resilience during periods of high demand. Crews at Hyndburn operate an aerial ladder platform, Bolton-le-Sands and Hornby crew a command support unit, and Bamber Bridge and Tarleton crews are trained in operating a water bowser.
- A data-driven recruitment and skills-based strategy is being developed to inform recruitment of on-call firefighters.

Lancashire's new on-call planning tool is a UK first

As part of our programme to improve sustainability of on-call fire engine availability, the Service commissioned a research project to help address the recruitment and retention challenges facing the fire and rescue service nationally.

Using availability, skills, and local population data for each station, the widest possible pool of recruits has been mapped, impacts of increasing turn-in times have been modelled, and optimum skills levels and training priorities were identified.

An online tool was also created using the research which allows the data analysis and modelling to be available to local and strategic leaders, quickly and easily.

This online tool is a first for the fire and rescue service nationally and provides the relevant station information to support local leaders in making evidence-based decisions. It is also used for long-term, strategic workforce planning.

The tool is now in use across the Service to identify optimum skill levels, prioritise training, monitor contractual performance, and inform recruitment needs.

6. Strengthen our response to climate change emergencies

Our climate change operational response plan aims to address the increasing threat of flooding and wildfires, lessen the impacts on communities and public services, and improve firefighter safety when dealing with these emergencies.

Achievements:

- Delivered education and training to key partners and volunteers in Lancashire's wildfire arena including Lancashire Police Rural Task Forces, United Utilities, The Woodland Trust and Natural England. A multi-agency exercise was also carried out.
- Led partnership working through the Lancashire Fire Operations Group bringing together the fire and rescue service, local authorities, Natural England, water companies and other landowners to tackle moorland fires.
- Collaborated with partners to manage and evaluate the public space protection order that bans activities on moorland which carry a risk of causing wildfires across parts of Chorley, Darwen and Bolton.
- Continued to scope and procure two smaller fire engines suitable for off-road travel and a specification was produced. These vehicles will give better access to rural areas in the event of flooding and wildfires. The plan is to trial their use in areas of the county at high risk of these types of emergencies.

Lancashire Fire and Rescue Service tests drones for wildfire prevention

In June 2024, the Service tested a swarm of self-coordinating drones for firefighting, as part of an effort to develop cost-effective early mitigation strategies for wildfires.

The idea is that the earlier we respond to fires, the less harm they pose to firefighters, communities, infrastructure and the environment.

The project brought Lancashire Fire and Rescue Service together with Windracers, the British developer of self-flying cargo aircraft, and some of the country's most respected AI and robotics scientists based at the University of Bristol and the University of Sheffield.

Together they developed unique technology for autonomously detecting and suppressing fires before they spread into uncontrollable wildfires.

It is a key milestone in the development of wildfire prevention technology which could be deployed by firefighters in the coming years pending regulatory approval.

The project was funded by The Future Flight challenge at UK Research and Innovation, delivered by Innovate UK.

Lancashire Fire and Rescue Service leads nationally on the use of drones in fire and rescue.

Invest in our Learning and Development Centre

Outline planning permission was submitted for a masterplan for the redevelopment of our Leadership and Development Centre in Chorley to include the relocation of Service headquarters, new and improved training props, and modernised learning and office space. Stakeholder engagement on the training props is ongoing. An outcome on planning permission is expected in 2025.

Work to improve our working at height rope and rescue training prop progressed with procurement completed and designs developed with stakeholders to ensure the facility is fit for purpose.

Drill tower replacement programme

A change to our service-wide programme to replace drill towers at fire stations meant work to replace drills towers at nine stations is underway: Clitheroe, Garstang, Great Harwood, Haslingden, Longridge, Lytham, Ormskirk, Padiham, and Wesham.

Procurement of a main contractor was completed and feasibility works are in progress including design, site investigations and planning applications.

The programme delivers new steel drill towers with total capital investment of approximately £2.6m over the next five years.

Invest in our fleet and operational equipment

The Service conducts extensive research and development to ensure we continue to invest in appliances and equipment with superior technology and systems, that will lead to a more effective response to emergencies and increased firefighter safety.

Achievements:

- Introduced two new technical rescue units to our fleet, based at Preston and Chorley fire stations. These appliances are the same as regular fire engines but carry extra heavy rescue equipment including winches and lighting masts.
- Introduced a second new incident command unit at Blackburn Fire Station joining the first, which is based at Fulwood. These units help firefighters to more effectively manage complex and large-scale emergencies with Starlink satellite, 4G/5G connection, and a FreeSat TV system which provides the ability to broadcast from other devices. They also a camera system that helps maintain situational awareness and gives feedback to the crews on the incident ground about the size and location of a fire. The vehicles replaced existing units and attend protracted incidents across the whole county.
- Trialled and evaluated a firefighting robot resulting in plans to purchase the robot in 2025. It is an innovative multi-functional crawler vehicle which can be deployed in places that are too dangerous for people, therefore reducing the risk to firefighters.
- Supported a comprehensive procurement process for the implementation of a new mobilising system at North West Fire Control working with Cumbria, Cheshire and Greater Manchester fire and rescue services.
- Evaluated our underwater drone which has since been upgraded to use the latest sonar technology. This piece of equipment is a remotely operated vehicle that can search underwater while being operated from land. It has been used successfully in Lancashire and has been deployed nationally,

assisting other fire and rescue services and police forces to search for missing people.

Lancashire firefighter delivers international flood rescue training in Malawi

A representative from Lancashire Fire and Rescue Service joined a group of UK firefighters on a two-week deployment in Malawi, delivering vital flood response training to emergency service partners.

Twelve members from the UK International Search and Rescue (UKISAR) capability team delivered the training on behalf of the UK Foreign, Commonwealth and Development Office as part of an international capacity-building programme.

Watch Manager Wayne Ward from Lancashire was selected to be involved due to his advanced power boat skills, as well as his specialist knowledge and experience in flood rescue operations.

The training took place on Lake Malawi, in the Monkey Bay area, and was delivered to 40 members of Malawi's national search and rescue cluster.

The visit followed UKISAR's first deployment to Malawi in 2023 to help with rescue efforts during Cyclone Freddy, one of the worst weather events the country has faced in recent years.

Measuring progress

Our Service performance is reported quarterly to the Lancashire Combined Fire Authority. This year's reports can be accessed at www.lancsfirecue.org.uk/cfa.

Overall activity

- 16,963 incidents attended
- 4,723 fires attended
- 678 road traffic collisions attended
- 85 missing person searches
- 948 gaining entry to property incidents in support of North West Ambulance Service

Average attendance time

- Overall - 8 minutes 20 seconds
- Critical fire response – first fire engine attendance – 7 mins 38 seconds
- Critical special service response – first fire engine attendance – 8 minutes 46 seconds

Total availability of the first fire engine at each of our 39 fire stations - 87.97%

Delivering value for money in how we use our resources

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

Create a new rota management team

A new, dedicated rota management team was established to manage the range of duty systems in operation across the Service more effectively and drive more efficient use of our resources. The rota system was also upgraded and new technology created efficiencies in the way rotas and time are managed.

Review productivity and efficiency

A productivity and efficiency plan for 2024-25 was produced, setting out our direction of travel towards delivering cashable and non-cashable efficiencies. We achieved national productivity and efficiency targets and delivered these across several areas of the Service including premises, transport, supplies and services. Future productivity and efficiency intentions are set out in a plan for 2025-26, which is available to view on our website.

All our sites were reviewed prior to specialist surveys which will help us understand opportunities for environmental improvements to our buildings including options for carbon reduction. A procurement exercise was carried out and on-site work to physically examine the performance our buildings will begin in 2025.

Drive efficiencies through digitisation

Building on our digital first culture, we continued to empower our people to access information and data easily on a range of systems and devices, and driven efficiencies through digitisation.

We achieved:

- An alternative fleet management software system was procured to digitise on-station daily vehicle and equipment checks. The system will be implemented in 2025.
- A process for scrutinising procurement requests for systems, applications, and data related solutions was implemented and supporting documentation published. The objective is to ensure value for money and identify economies of scale by using fewer solutions to service an increased portfolio of requirements.

- All fire engines are now fitted with new front and rear mobile data terminals to maximise productivity when crews are away from fire stations and working within communities. Incident command and command support units have also been equipped with new front terminals.

Introduce Microsoft Power BI dashboards

Microsoft Power BI offers an opportunity to collate and interrogate performance data via a single platform which can be developed specifically to the user or department's needs through dashboards.

We achieved:

- Work to expand the information in our data warehouse increased our use of Power BI dashboards for performance reporting.
- Training sessions were delivered on station to upskill staff to use the Power BI dashboards to improve performance management.
- We are working with external providers to develop additional local performance dashboards tailored to meet department requirements.

Collaborate with other public services

Through our Blue Light Collaboration Board with Lancashire Constabulary and North West Ambulance Service, and by working jointly with other partners, we aim to collectively improve services to the public.

We achieved:

- Collaboration with other fire and rescue services across the North West on procurement delivered savings and efficiencies to the region. This includes procuring goods and services such as breathing apparatus, which Lancashire Fire and Rescue Service is leading on, hose reels, and body worn cameras.
- Blue light collaboration projects are being developed in the following areas: missing person searches, Community First Responders, leadership and development, wellbeing, mental health and welfare, and recruitment initiatives.
- An estates sub-group also operates to identify opportunities for collaboration in this area.

Community First Responder collaboration saves lives

In a collaboration with North West Ambulance Service (NWAS), members of Lancashire Fire and Rescue Service volunteer as community first responders, providing life-saving first aid in Lancashire's communities.

13 volunteers from both operational and support service roles currently respond to life-threatening emergencies in their communities from the workplace and administer first aid in the initial vital minutes before NWAS staff arrive.

Our volunteers responded to 238 incidents in 2024 and we plan to expand the initiative by involving more people.

Measuring progress

Our Service performance is reported quarterly to the Lancashire Combined Fire Authority. This year's reports can be accessed at www.lancsfirerecue.org.uk/cfa.

Progress against allocated budget: £0.6m over budget

Partnership collaboration:

- Received 132 drone requests from Lancashire Constabulary, mostly missing person searches.
- 13 members of staff in role of community first responders working with North West Ambulance Service.
- Property reviews underway to identify blue light collaboration opportunities over next 5-10 years.
- Two joint leadership events arranged for fire, police, and ambulance middle managers.

Overall public satisfaction – 98.68%

Significant incidents

Commercial property fire in Blackpool

7 June 2024

On the evening of 7 June 2024, a fire broke out at a vast, disused commercial building on Warbreck Hill Road in Blackpool, sending plumes of smoke billowing into the sky and prompting a large-scale emergency response. The structure, spanning an enormous 36,000 square metres, quickly became the focus of intense firefighting efforts.

Ten fire engines and a fleet of specialist appliances, including aerial ladder platforms and water towers, responded to the incident. Firefighters battled the blaze tirelessly over several days, working in challenging conditions to contain the fire and prevent it from spreading further. Thanks to their swift and coordinated efforts, only a portion of the massive building was affected.

The incident triggered a multi-agency response, with Lancashire Fire and Rescue Service working closely alongside Lancashire Police, Blackpool Council, and other key partners to manage the situation and ensure public safety. No injuries were reported.

Commercial building fire in Samlesbury

31 July 2024

A significant fire broke out in the early hours of the morning on 31 July 2024 at a farm on Preston New Road in Samlesbury, drawing a large-scale emergency response from across Lancashire. Ten fire engines, supported by two aerial ladder platforms and a range of specialist units, were swiftly deployed to tackle the blaze.

Firefighters worked determinedly to bring the fire under control, navigating complex conditions to protect nearby properties and infrastructure. The coordinated efforts of Lancashire Fire and Rescue Service and its partner agencies kept disruption to the local community to a minimum. No injuries were reported.

House explosion in Longridge

1 September 2024

An explosion on Wheatley Drive in Longridge resulted in eight fire engines and specialist units, including the urban search and rescue team, being mobilised to the scene of a devastating house blast.

The force of the explosion tore through the property, sending debris flying across the residential street. Crews worked swiftly and tirelessly, navigating through the

wreckage to locate and assist victims. Tragically, one individual sustained serious injuries and later died in hospital.

As a precaution, nearby homes were evacuated, with residents ushered to safety while firefighters assessed the structural integrity of surrounding buildings. Residents were only allowed to return once the area was declared safe.

Commercial building fire in Blackburn

31 March 2025

A huge fire surrounded a warehouse on Sett End Road West in Blackburn, prompting an emergency response involving ten fire engines and a fleet of specialist appliances.

The fire, which broke out in a facility storing plastics, unleashed a plume of smoke over the local area, which was visible for miles.

Firefighters battled the intense flames with cutting-edge equipment, including two aerial ladder platforms, a high-powered water tower, a high-volume pump, and a state-of-the-art firefighting robot. Overhead, the drone team provided real-time aerial surveillance, guiding crews on the ground through the smoke and heat.

The fire posed a significant challenge due to the volatile materials involved, but thanks to the coordinated efforts of firefighters, the fire was eventually brought under control.

Residents and businesses in the vicinity were urged to keep windows and doors closed as the smoke plume drifted across the area. Traffic in the area was affected by hoses running across a major road during rush hour but firefighters worked with the police and local authority to mitigate the effects of the fire.

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Lancashire Combined Fire Authority

Planning Committee

Meeting to be held on 14 July 2025

People Strategy 2025 – 2027

(Appendix A refers)

Contact for further information – Liz Sandiford Director People and Development
Tel: 01772 866987

Executive Summary

The Fire and Rescue National Framework for England outlines the government's priorities and objectives for fire and rescue services. It states that each fire and rescue authority should have a people strategy in place. The People Strategy for Lancashire Fire and Rescue Service 2025 – 2027, detailed in Appendix A, is a comprehensive three-year plan aligned with the Community Risk Management Plan. It aims to ensure that the right people are in the right roles, equipped with the necessary skills to contribute to the success of Lancashire Fire and Rescue Service (LFRS).

Recommendation(s)

The Planning Committee are asked to note and endorse the People Strategy for 2025 – 2027.

Information

The Fire and Rescue National Framework for England sets out the government's priorities and objectives for fire and rescue services. The framework states that each fire and rescue authority should have a people strategy in place. The Home Office collects and publishes a range of workforce data that fire and rescue authorities are required to provide.

The People Strategy for Lancashire Fire and Rescue Service 2025 – 2027, as attached at Appendix A, is a comprehensive three-year plan that outlines how the Service will manage and develop its workforce in alignment with its Community Risk Management Plan. It is a framework that ensure the right people are in the right roles, equipped with the necessary skills to contribute to the success of Lancashire Fire and Rescue Service.

The Strategy involves various aspects of human resources, including recruitment, training, development, engagement, effective utilisation of data, and retention.

The development of the Strategy and its priorities is influenced by HMICFRS recommendations, Fire Standards, legislative changes, the changing nature of our operating environment, as well as policy development and learning from the NFCC.

The current people priorities are to:

- Embed Service values, behaviours, and the Code of Ethics making LFRS a place where everyone feels valued and included.
- Promote LFRS as an employer of choice, recruiting a workforce which is diverse, meets the needs of the people of Lancashire, and addresses any employment needs identified in our workforce plan.
- Continue to develop the capability and resilience of leaders who can energise their teams, who encourage flexibility, innovation and who promote continuous improvement.
- Continue to embed talent management and succession planning, shaping the workforce to meet Service needs and support individuals to achieve their full potential.
- Promote a resilient and healthy workforce.
- Continue to actively engage with our workforce responding to feedback and involving staff in the shaping of our plans and decision-making.

Business risk

There is no business risk arising from the report.

Sustainability or Environmental Impact

There is no sustainability or environmental impact arising from the report.

Equality and Diversity Implications

The strategy details a number of interventions the Service will deliver in terms of recruiting a workforce which is diverse and meeting the needs of the people of Lancashire.

Data Protection (GDPR)

Will the proposal(s) involve the processing of personal data? N

If the answer is yes, please contact a member of the Democratic Services Team to assist with the appropriate exemption clause for confidential consideration under part 2 of the agenda.

HR implications

The HR implications of the Strategy are detailed within it.

Financial implications

The financial implications of the Strategy can be addressed within existing resources.

Legal implications

The production of a People Strategy is a requirement of the Fire and Rescue national framework for England.

Local Government (Access to Information) Act 1985

List of background papers

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: Insert Exemption Clause

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People Strategy 2025 – 2027

1. Purpose

The People Strategy sets out the strategic direction for our people over the next three years. It sets out the areas of priority that we are required to deliver to ensure that we achieve our Community Risk Management Plan (CRMP) 2022 -2027, and we develop a Service that is capable of continuous improvement, and which responds positively to change.

The People Strategy seeks to recruit and deliver a workforce which is resilient, highly skilled, flexible, diverse and which can deliver the Service's aim of keeping the people of Lancashire safer and the actions within it support the Service in achieving the Leading the Service and the Leading and Developing People Fire Standards.

2. Where are we now

The Service recognises that it is operating at a time of change, sweeping changes to building fire safety standards, the increasing impacts of climate change emergencies, and opportunities and risks posed by new technology, have altered the ways fire and rescue services keep people safe. The Manchester Arena and Grenfell Phase 2 will drive legislative and operating policy change and the changes to the governance arrangements in Lancashire have the potential to result in the establishment of a mayor.

We have an ambitious capital investment programme, and there is likely to be pressure on public funds, we recognise the need to manage any change in a proactive and transparent way, engaging members of staff, working collaboratively, realising efficiencies, and ensuring we deliver the best value for money whilst maintaining quality service provision to our communities.

Our workforce is becoming more diverse, we recognise that we still have more to do, and we will continue to use positive action to support the delivery of our approach to recruitment to On Call and Wholtime firefighter roles and create flexible recruitment pathways into the On Call and specialist departments to fulfil any projected labour gaps in our Workforce Plan.

We recognise the specific challenges facing Protection as identified in the National Fire Chiefs Council (NFCC) Remediation White Paper in terms of the attraction, development of competence and retention of fire safety inspectors and we will be exploring opportunities for working with the University of Central Lancashire (UCLAN) in terms of their fire engineering and fire and leadership graduates.

We recognise that recruiting and retaining support staff has become more competitive, and we will promote Lancashire Fire and Rescue Service (LFRS) as an employer of choice, in terms of our brand, the availability of hybrid and flexible working arrangements and, where appropriate, apply market supplements. We

continue to identify opportunities to recruit and develop skilled members of staff who can innovate through apprenticeship opportunities and the use of career grades.

We also understand that our leaders need to be able to operate as a broader public sector partner, capable of identifying future talent, engaging, and supporting their members of staff to reach their full potential, whilst also challenging poor behaviour and consistently role modelling the Service values and the Code of Ethics.

To respond positively at a time of change, we have worked hard to embed our Service 'STRIVE' values, and the Code of Ethics, actively engaging with our employees, employee voice groups, undertaking proactive consultation with representative bodies, and engaging with our staff, to ensure that they are fully informed, and that their feedback is incorporated into the development of our plans.

3. Our proudest achievements

As a result of our 2021 – 2024 People Strategy, we have:

- Delivered face to face briefings/eLearning on the Code of Ethics, refreshed our corporate induction and our EDI eLearning.
- Enhanced our approach to coaching and mentoring by launching our internal 'Lift and Climb' mentoring scheme which 32 staff have accessed, in addition to our external coaching options.
- Ensured all those in an operational leadership role have attended training on "How to have a difficult conversation".
- Delivered 360 feedback to all those in a leadership role, with the availability of coaching to support their development.
- Delivered leadership development events on challenging behaviour, managing change and building personal resilience and other development events collaboratively with Blue Light Partners.
- Delivered 'Reflect and Rebuild' sessions utilising learning from Safecall, our new anonymous reporting line.
- Updated our intranet, 'Engine House', promoting development opportunities to grey and green book members of staff and creating awareness about our leadership development pathways.
- Refreshed our leadership development programmes utilising the NFCC CMI licences and the apprenticeship levy.
- Delivered communication to members of staff on a range of equality, diversity and inclusion initiatives, promoting the value of diversity and educating people on positive action as detailed in our refreshed Equality, Diversity and Inclusion Policy.
- Delivered Equality Impact Assessment (EIA) training and improved the quality assurance of our EIA's.
- Utilised our Employee Voice Groups (EVG) to inform policies and decision-making, and increased the breadth of the EVG's, by adding two new groups for Disability and Neurodiversity.

- Utilised On-Call Availability, Recruitment and Skill software (OARS) to prioritise training, increased the number of Incident Command courses, and increased the number of ways to attract people to On-Call, increasing flexibility and improving appliance availability.
- Delivered positive action, harnessing community engagement with minority groups to attract a diversity of talent.
- Developed our online appraisal system enabling us to more effectively identify talent, the potential for leavers, improving workforce planning, succession planning and the planning of training.
- Delivered a new learning management system, improving and increasing the ways in which people can record their development and access reasonable adjustments.
- Developed a case management system to give oversight of issues affecting our workforce.
- Introduced a new approach to monitoring sickness absence which has improved rates of attendance in the workplace.
- Established a professional standards function by expanding the role of the Service Solicitor.
- Completed the HMI recommendations in the Culture and Values Report and the Misconduct Report.
- Completed self-assessments against the Leading the Service Fire Standard and the Leading and Developing People Fire Standard.
- Established a Team Brief, met regularly with representative bodies and members of staff through station visits and engagement sessions.
- Actively promoted health and wellbeing, personal resilience and workplace wellbeing.
- Promoted fitness, health and nutrition to Grey and Green Book members of staff.

4. The Service values and ethics

Our current operating environment requires an organisational culture, mind-set and behaviours that reflect our aims and a workforce capable of responding to the challenges ahead. The way we work to achieve our priorities is as important as what we do, and our Service values reflect the behaviours we expect of our staff.

Our values

- Service: Making Lancashire safer is the most important thing we do.
- Trust: We trust the people we work with.
- Respect: We respect each other.
- Integrity: We do what we say we will do.
- Valued: We actively listen to others.
- Empowered: We contribute to decisions and improvements.

5. Code of Ethics

Our Service values are supported by the new national Core Code of Ethics for Fire and Rescue Services in England. The Core Code sets out five ethical principles,

which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

- Putting our communities first - we put the interest of the public, the community and service users first.
- Integrity - we act with integrity including being open, honest, and consistent in everything we do.
- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.
- Leadership - we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) - we continually recognise and promote the value of EDI both within LFRS and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

We require all our employees and everyone in Lancashire Fire and Rescue Service to behave in accordance with the Service values and to follow the Core Code, including those working with or on behalf of other fire and rescue services.

6. Where do we want to be

- An organisation which is seen as an employer of choice and the Service is recognised as a place where staff are developed and supported to achieve their full potential.
- An organisation which is inclusive, has a shared understanding across the Service in relation to the value of diversity, and the behaviours, skills and attributes required for a modern firefighter.
- A workforce which is diverse, fit and capable of readily identifying risk and proactively meets the needs of the communities of Lancashire.
- A firefighter workforce which delivers its emergency response requirements in terms of being highly skilled, capable of responding to different types of emergencies safely and able to deliver during times of business continuity challenges.
- Members of staff who consistently demonstrate the behaviours in the Code of Ethics, the behaviours which underpin STRIVE and who feel confident to challenge others.
- A high-quality training provider for firefighter apprenticeships.
- Leaders who demonstrate the behaviours within the LFRS values, the Leadership Framework, and the Code of Ethics and who understand coaching, and who use this as a preferred leadership style, who are comfortable in challenging poor performance and who can give feedback in a developmental way.
- Leaders who can recognise talent, who provide stretch and challenge, fostering a growth mindset, who support their teams to fulfil their potential and who facilitate change successfully.

- Leaders who communicate our aim and priorities so that everyone understands their role in achieving them and who listen so that their teams can voice ideas, express views and help make improvements.
- A Service which uses business, workforce and performance information to shape its direction of travel, and which operates collaboratively, and which meets regulatory requirements.
- An organisation which delivers change successfully, engaging and listening to members of staff and key stakeholders.

7. LFRS Strategic People priorities: -

We will continue to use learning from the NFCC, HMI recommendations and the Fire Standards to inform the development of our future priorities:

- We will continue to embed Service values, behaviours, and the Code of Ethics making LFRS a place where everyone feels valued and included.
- We will continue to promote LFRS as an employer of choice and we will recruit a workforce which is diverse, meets the needs of the people of Lancashire and any employment needs identified in our workforce plan.
- We will continue to develop the capability and resilience of leaders who can energise their teams, who encourage flexibility, innovation and who promote continuous improvement.
- We will continue to embed talent management and succession planning, shaping the workforce to meet Service needs and support individuals to achieve their full potential.
- We will continue to promote a resilient and healthy workforce.
- We will continue to actively engage with our workforce responding to feedback and involving staff in the shaping of our plans and decision making.

Delivery of the People Strategy is achieved through the following delivery plans:

- Training and Organisational Development Plan.
- Equality Diversity Inclusion and Culture Action Plan.
- Workforce Plan.
- Health, Safety and Wellbeing Plan.
- Internal Communications Strategy.

7.1 Continue to embed the Service values, behaviours, and the Code of Ethics making LFRS a place where everyone feels valued and included.

- Continue to educate members of staff on the value of diversity, in terms of meeting the needs of the people of Lancashire and the difference between positive action and positive discrimination.
- Ensure all those in an operational leadership role have attended “How to have a difficult conversation”, have attended recent training in performance management, and the ACAS Conducting Investigations course, as part of their development programme.

- Ensure all those involved in recruitment and selection have received training to ensure that there is a shared understanding of the required skills and attributes for those seeking to join the Service.
- Continue to embed and develop expertise in undertaking equality impact assessments, ensuring the feedback from employee voice groups and our communities is used to shape our decision making, policies and decisions.
- Utilise the Legal Services and Standards Manager to scrutinise our approach, ensuring professional standards are met and consistency during investigations and hearings, ensuring robustness in decision making, identifying trends and organisational learning.
- Continue to ensure that our members of staff are aware of the different ways and have confidence to raise concerns.
- Develop a change tool kit, ensuring that change is delivered successfully leaving people feeling valued and included.
- Develop a standards toolkit to ensure behaviour that exemplifies our STRIVE values and the Code of Ethics is recognised and that which falls below is addressed.

7.2 Continue to promote LFRS as an employer of choice recruiting a workforce which is diverse, meets the needs of the people of Lancashire and any employment needs identified in the workforce plan.

- Using our strong brand, create an inspiring and motivating employer brand, harnessing digital platforms to attract diverse new talent to either start or further enhance their careers.
- Where appropriate, use incentives including market supplements to attract the best talent enabling us to effectively recruit in competitive skills sectors.
- Actively profile the diversity of our applicants to ensure we continue to be an inclusive employer and our workforce is reflective of our community.
- Deliver a recruitment plan for Wholetime and On-Call firefighters supported by a programme of positive action, recruiting a workforce which is diverse, and which can deliver our aims.
- Explore opportunities of direct entry, working in partnership with UCLAN to assist in addressing any recruitment challenges.
- Deliver different methods of attracting people to On-Call, increasing availability.
- Utilise our community safety staff to engage with community networks promoting the range of employment opportunities with LFRS and attracting a diversity of candidates.

7.3 Continue to develop the capability and resilience of leaders who can energise their teams, who encourage flexibility, innovation, efficiency and who promote continuous improvement.

- Review our management development programmes ensuring our leadership team works collaboratively, provides, ethical, and inspirational leadership, motivating and inspiring their teams to achieve their potential.

- Deliver leadership development events to middle managers developing their skills and competences.
- Continue to promote accessibility of access to leadership qualifications, to grey and green book staff.
- Explore the different opportunities for direct entry into the Fire Service.
- Scope a mechanism for Crew Managers deploying them as EDI advocates.
- Promote different ways of accessing coaching and mentoring

7.4 Continue to embed talent management and succession planning, shaping the workforce to meet Service needs and which supports individuals to achieve their full potential.

- Promote to our leaders the different promotion and development pathways, ensuring that the most suitable leaders are recruited and appointed, developing an understanding of cultural competence.
- Quality assure the identification of talent through the appraisal process, ensuring a consistent approach, supporting individuals to achieve their full potential.
- Embed the behaviours contained within the Leadership Framework ensuring inclusive leaders who coach, give developmental feedback, and can support the Service to change and improve.
- Embed the Performance Management arrangements ensuring poor performance and behaviour contrary to our values and the Code of Ethics is challenged. In addition, ensuring a focus on completion of compulsory training and fitness.

7.5 Continue to promote a resilient and healthy workforce, actively engaging and responding to feedback.

- Actively promote improving personal resilience and commitment to workplace wellbeing.
- Develop an approach to people in crises, developing suicide awareness and prevention and broader mental health.
- Continue to promote fitness amongst green book staff, promoting health and nutrition.
- Broaden the existing workplace wellbeing toolbox talks which promote a holistic approach to health and wellbeing.
- Continue to deliver education campaigns promoting healthy lifestyles.
- Deliver bitesize learning on various wellbeing subjects.
- Deliver mental health awareness training.
- Review the way PTI support is delivered ensuring that it promotes and encourages fitness in a positive and regular way as efficiently as possible.

7.6 Continue to actively engage with our workforce, responding to feedback and involving staff in the identification of efficiencies, development of our plans and decision making.

- Meet regularly with representative bodies, actively engaging them in the development of plans.

- Regularly consult with our employee voice groups and other staff representative groups via the staff survey and other forms of consultation to obtain feedback, ensuring negative impact is identified and more informed policy and decision-making.
- Ensure a programme of ongoing watch, station and teams visits to actively engage with staff across the service and allow their voice to be heard.
- Seek to increase the use of technology to ensure leaders are accessible and regular communication takes place.
- Through our communications team, deliver a broad range of communications to ensure staff are kept informed and they have opportunities to share their views and give feedback.
- Embed the Team Brief ensuring that consistent messages are shared by leaders across the Service.
- Utilise technology to deliver bitesize chunks of information.
- Actively engage with our workforce in relation to our change and efficiency programmes.

Lancashire Combined Fire Authority

Planning Committee

Meeting to be held on 14 July 2025

Protection Department update

(Appendix 1 refers)

Contact for further information – Matthew Hamer (Area Manager, Head of Prevention and Protection)

Tel: 01772 866801

Executive Summary

This paper supports the presentation to Planning Committee and provides an overview of our actions and investment in our Protection (Fire Safety) department since the Grenfell Tower incident.

Recommendation

The Planning Committee is asked to note the report.

Information

Following the tragic incident at Grenfell Tower on the 14 June 2017 where 72 persons lost their lives, Lancashire Fire and Rescue Service (LFRS) have invested significantly to adapt and innovate in strengthening our Protection department which oversees our duties as the Fire Safety Enforcing Authority for the Regulatory Reform (Fire Safety) Order 2005 and other fire safety legislation.

With the introduction of new primary legislation (Fire Safety Act 2021 and Building Safety Act 2022) new statutory duties fell to LFRS to regulate. In addition, the creation of the Building Safety Regulator (BSR) sees LFRS act on behalf of the Health and Safety Executive in regulating relevant buildings. Alongside new legislation, changes impacting local authorities, the construction industry and competency requirements have required us to adapt and train staff to regulate circa 65,000 commercial premises in the county.

Over the previous 8 years, we have invested significantly in the Protection function, restructuring, creating new roles, new guidance and new performance metrics to ensure that we meet our nationally leading, risk-based intervention programme (RBIP).

Upskilling has also been undertaken with operational staff to allow them to both prevent incidents occurring, through the delivery of our Business Fire Safety Checks service, and respond more effectively if they do, through the provision of dedicated built environment training.

This investment in people is also supported by an investment in digital systems to allow staff to work more effectively and efficiently. New hard and software have been developed and procured to enable staff to better share information and provide a more consistent regulatory programme.

LFRS remains actively engaged locally, regionally and nationally to remain agile for further legislative changes along with significant investment in supporting guidance. Investment in

our Protection function continues, with further awareness training for operational crews and responding officers along with the procurement of a new digital system.

Business Risk

Medium – as the statutory regulator for the Regulatory Reform (Fire Safety) Order 2005 along with the impacts of the Fire Safety Act 2021, The Fire Safety (England) Regulations 2022 and the Building Safety Act 2022, plus other secondary legislation; a failure to adapt and invest in our Protection function may result in the inability to proportionately regulate the commercial premises of Lancashire. This may result in increased response activity, increased risk to the communities and judgement from His Majesties Inspectorate for Constabulary and Fire and Rescue Services.

Environmental Impact

Positive – the regulation of commercial premises and Business Fire Safety Checks includes risk reduction activities such as arson vulnerability assessments and safe closing down procedures. These actions, along with regulating for improved fire safety provision, reduces the likelihood of fires impacting on the environment.

Equality & Diversity Implications

None.

HR Implications

None.

Financial Implications

LFRS have one allocated Fire Safety Inspector assigned to undertake work on behalf of the Building Safety Regulator. This role is self-funding through drawing down on government grant funding or recharging the Health and Safety Executive.

Grant funding for Protection Uplift is allocated to each Fire and Rescue Service. This funding was established following the Grenfell Tower Fire and currently stands at £237,833.80 for 25/26.

Legal Implications

LFRS are the statutory regulator for the Regulatory Reform (Fire Safety) Order 2005. Other primary and secondary legislation introductions and changes also impact on LFRS as both a regulator and responding emergency service, these include the Fire Safety Act 2021, the Fire Safety (England) Regulations 2022 and the Building Safety Act 2022. Further changes to both legislation (primary and secondary), statutory and non-statutory guidance and governance arrangements affecting fire safety are expected over the coming years.

Local Government (Access to Information) Act 1985

List of background papers

Paper:

Date:

Contact:



Protection Department

Our transformation journey

Area Manager Matthew Hamer



Before

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Regulatory Reform (Fire Safety) Order 2005
Licensing Consultations – Licensing Act 2003
Building Regulations Consultations

Grenfell Tower – 14th June 2017



Lancashire Fire
and Rescue Service





After

- Regulatory Reform (Fire Safety) Order 2005
- Fire Safety Act 2021
- Building Safety Act 2022
- Building Safety Regulator
- The Higher-Risk Buildings (Keeping and Provisions of Information (England) Regulation 2021
- Licensing Consultations – Licensing Act 2003
- Building Regulations Consultations
- New statutory guidance
- New supporting guidance



Lancashire Fire
and Rescue Service

Lancashire's risk

Contextualised
Auditors Register Level 4

Level 4

Level 4 Development

Level 3

Level 3 Development

Business Fire Safety Check

High Risk Premises



Medium Risk Premises



Low Risk Premises

5238 premises

- 82 high rise
- 166 mid rise
- 418 care homes
- 100's hospital buildings
- Hotels

60K premises

- Shops
- Factories
- Offices



Our journey and investment

- Created a Protection Transformation Team.
- Invested over £1m of Government uplift grant funding.
- Restructured our department to be more effective and efficient.
- Created new roles and new opportunities for staff.
- Created a Built Environment and Operational Liaison Team:
 - High rise lead
 - Mid-rise lead
 - Hospital lead



- Assigned our BSR inspector
- Invested in our Built Environment Risk Managers.
- Invested in digital solutions to streamline workstreams and share information.
- Invested in training and developing our teams.
- Lead nationally on understanding 'risk'.
- Created a nationally leading Risk Based Intervention Programme.

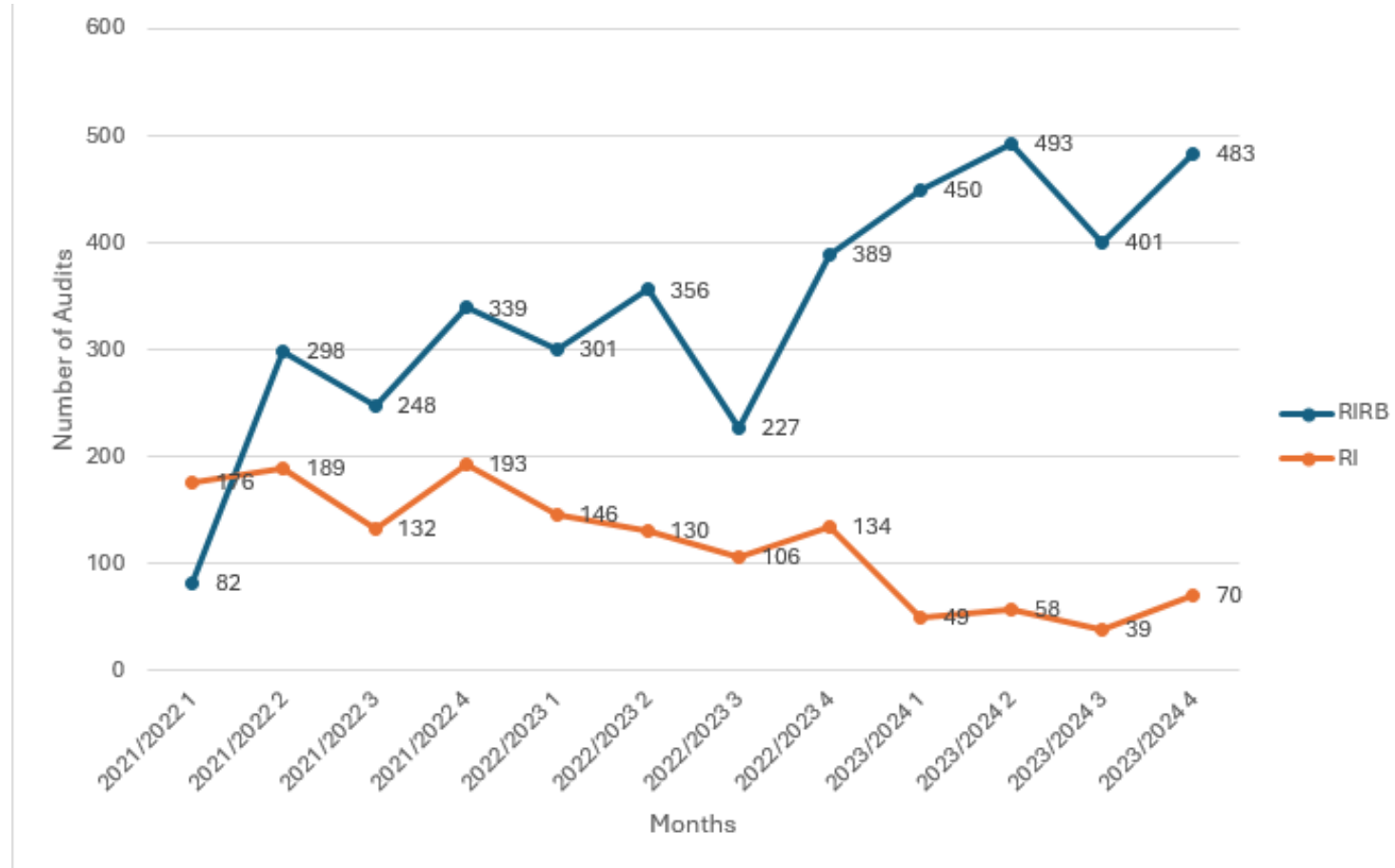


- Strengthened our training and systems to better undertake building regulation consultations.
- Trained and equipped our Operational staff with a greater understanding of the built environment.
- Delivered our Business Fire Safety Checks offering.
- Introduced a new performance framework.



Lancashire Fire
and Rescue Service

Intervention Programme Performance

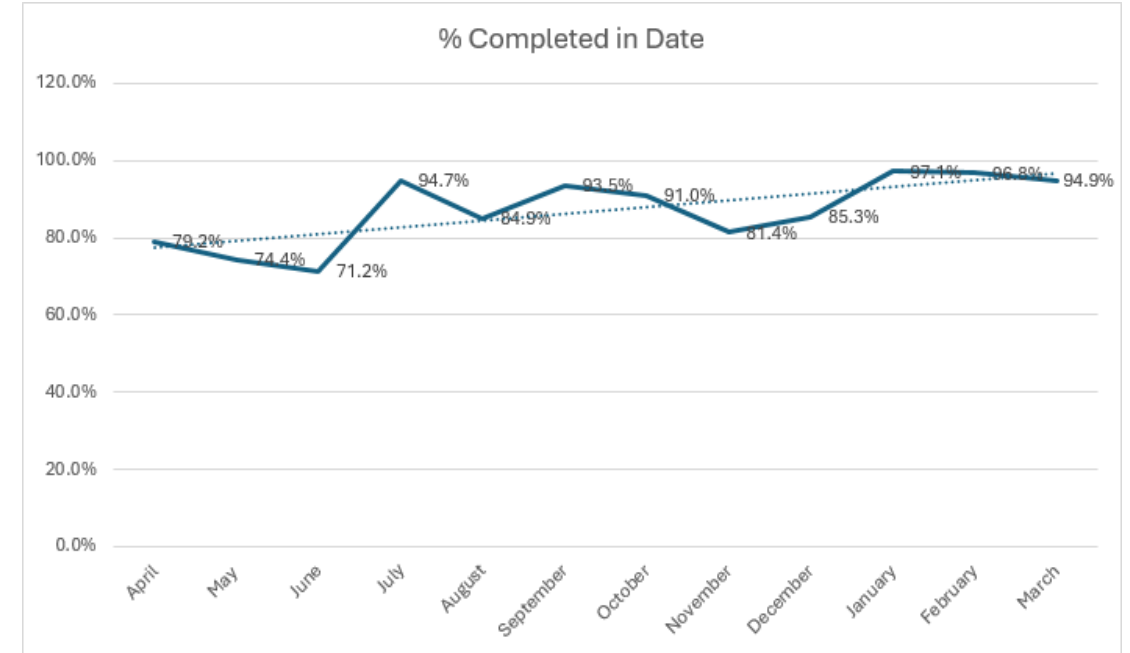
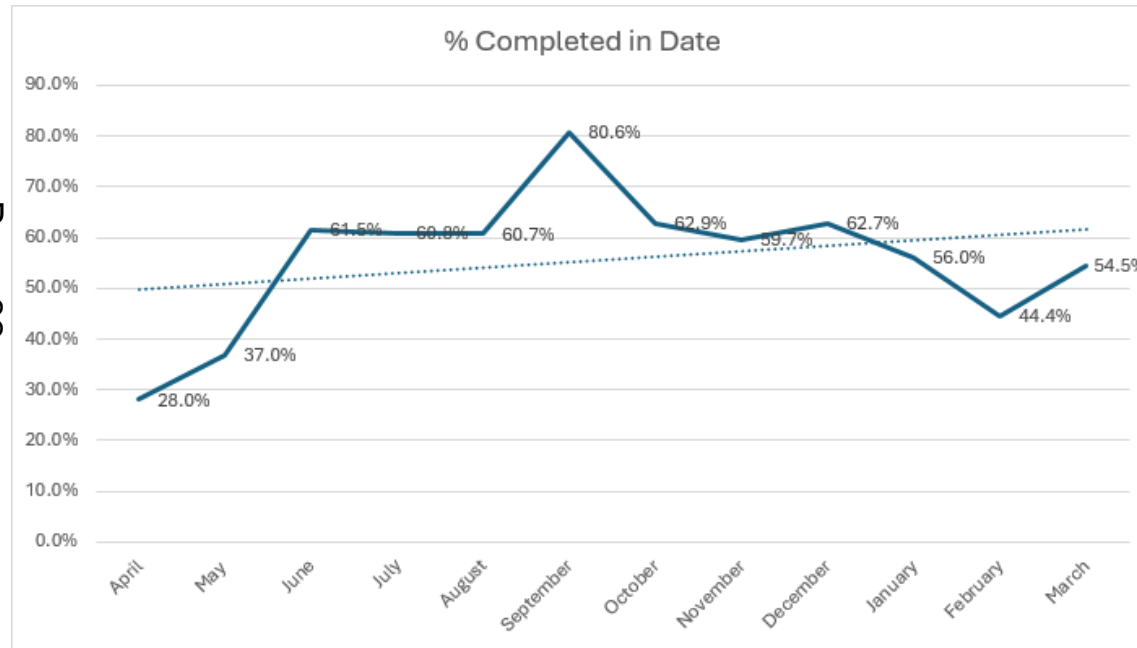




Lancashire Fire
and Rescue Service

Building Regulations 21 vs 24

Page 82





FSO Prosecution outcomes

2023-24

- 2 prosecutions

2024-25

- 3 prosecutions

2025-26

- 1 prosecution
- 4 in the Court system

Page 83
Outcomes

- 11 months custodial sentences
- 6 months suspended sentences
- 200 hours community service
- (0 fines)
- £10,414 costs

Outcomes

- (0 months custodial sentences)
- 14 months suspended sentences
- 420 hours community service
- 20 days rehabilitation
- £142,500 fines
- £44,225 costs

Outcomes

- £30,000 fines
- £18,000 costs
- £2,500 victim surcharge

16 case files in development



Our journey continues:

Built Environment Operational Learning

New Prevention and Protection Digital Systems

Residential Personal Emergency Evacuation Plans (RPEEP)

Further Primary and Secondary Legislation

Further guidance

Risk changes