

Public Document Pack

Lancashire Combined Fire Authority

Monday, 15 June 2026 in Washington Hall, Leadership and Development Centre, Euxton commencing at 10.30 am

Car parking is available on the Main Drill ground.

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

Rooms have been made available for Political Group meetings from **0900 hours** onwards, and tea/coffee will be available in the Canteen from **0845 hours**.

Reform UK – Pendle Room
Labour Group – Lancaster House 4
Conservative Group – Lancaster House 5
Progressive Lancashire – Lancaster House 6

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.

Monitoring Officer's Announcements

- Roll call

1. **Apologies for Absence**
2. **Appointment of Chair (for decision)**
3. **Appointment of Vice-Chair (for decision)**
4. **Chair's Welcome and Introduction**

Standing item.

5. **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.

6. **Composition of the Combined Fire Authority (Pages 1 - 2) (for noting)**

7. **Appointment of Chairs and Vice-Chairs of Committees (Pages 3 - 4) (for decision)**
8. **Representation on Outside Bodies (Pages 5 - 6) (for decision)**
9. **Membership of Committees (Pages 7 - 8) (for noting)**
10. **Programme of meetings (Pages 9 - 12) (for decision)**
11. **Minutes of Previous Meeting (Pages 13 - 24)**
12. **Minutes of the meeting Thursday 23 April 2026 of Member Training and Development Working Group (Pages 25 - 34)**

For decision:

13. **Pilot flexible day crewing at Fleetwood Fire Station (Pages 35 - 52)**
14. **Appointment of Co-opted Independent Person (Audit, Risk and Governance Committee) (Pages 53 - 58)**

For noting:

15. **Safety, Health and Environment annual review (Pages 59 - 84)**
16. **Member Champion Activity Report and Feedback (Pages 85 - 90)**
17. **Fire Protection Reports (Pages 91 - 94)**
18. **Operational Incidents of Interest (Pages 95 - 108)**
19. **Date of Next Meeting**

The next meeting of the Authority will be held on **Monday 21 September 2026** at 1030 hours at Washington Hall, Leadership and Development Centre, Euxton.

20. **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 Monitoring Officer should be given advance warning of any Member's intention to raise a matter under this heading.

Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Composition of the Combined Fire Authority

Contact for further information – Dominic Howell, Monitoring Officer
Tel: 01772 866960

Executive Summary

The composition of the Combined Fire Authority for 2026-27.

Recommendation(s)

The Authority is asked to note the report.

Information

The composition approved by the Constituent Authorities for the Combined Fire Authority for 2026-27 is as follows:-

25 members: (19 x County Councillors) (12 x Reform UK, 3 x Progressive Lancashire, 2 x Conservative, 1 x Labour and 1 x Liberal Democrat)
(3 x Blackburn with Darwen Borough Council Members) (1 x Labour, 1 x 4BwD and 1 x Reform UK)
(3 x Blackpool Council Members) (2 x Labour and 1 x Conservative)

Lancashire County Council Members

- 1) N Alderson (Reform UK)
- 2) A Ali (Progressive Lancashire - Independent)
- 3) U Arif (Progressive Lancashire - Independent)
- 4) S Asghar (Progressive Lancashire - Green)
- 5) J Ash (Reform UK)
- 6) A Blake (Reform UK)
- 7) P Buckley (Conservative)
- 8) M Clifford (Labour)
- 9) I Duxbury (Reform UK)
- 10) D Howarth (Liberal Democrat)
- 11) L Hutchinson (Reform UK)
- 12) J Fox (Reform UK)
- 13) G Mirfin (Reform UK)
- 14) L Parker (Reform UK)
- 15) A Riggott (Conservative)
- 16) M Ritson (Reform UK)
- 17) J Tetlow (Reform UK)
- 18) R Walsh (Reform UK)
- 19) E Worthington (Reform UK)

Blackburn with Darwen Council Members

- 1) S Sidat (Progressive Lancashire – 4BwD)
- 2) Z Khan (Labour)
- 3) B Langford (Reform UK)

Blackpool Council Members

- 1) G Baker (Conservative)
- 2) J Hugo (Labour)
- 3) F Jackson (Labour)

Business Risk

None.

Environmental Impact

None.

Equality and Diversity Implications

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: N/A

Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Appointment of Chairs and Vice-Chairs of Committees

Contact for further information – Dominic Howell, Monitoring Officer

Tel: 01772 866960

Executive Summary

The appointment of Chairs and Vice-Chairs of Committees and Working Groups of the Combined Fire Authority and the appointment of Member Champions for the year 2026-27.

Recommendation

The Authority is asked to: -

1. Confirm appointments of Chairs and Vice-Chairs to the Authority's Committees and Working Groups for 2026-27; and
2. Confirm the appointment of the four Member Champions for 2026-27.

Information

Standing Order 5.1 (b) of the Authority requires the Authority at its annual meeting to appoint a Chair and Vice-Chair for each Committee created under Standing Order 4.1(a).

The Authority is asked to consider the proposed Chair and Vice-Chair appointments for its Committees and Working Groups for 2026-27 as set out below:

Committee/Working Group	Proposed Chair	Proposed Vice-Chair
Appeals Committee	CC Mackenzie Ritson	CC Joanne Ash
Audit Committee	CC Mark Clifford	CC Usman Arif
Performance Committee	CC Ella Worthington	CC Joel Tetlow
Planning Committee	CC Ian Duxbury	CC Russell Walsh
Resources Committee	CC Azhar Ali	CC Nigel Alderson
Strategy Group	CFA Chair	CFA Vice-Chair
Member Training and Development Working Group	Councillor Zamir Khan	CC Ged Mirfin

The Authority is also asked to consider the proposed appointments to Member Champion roles as set out below:

Champion Role	Proposed CFA Member
Community Safety	CC Andy Blake
Equality, Diversity and Inclusion	Councillor Salim Sidat
Health and Wellbeing	CC Sohail Asghar
Road Safety	CC Joanne Ash

Business Risk

The Authority's Standing Orders require the appointment of Chairs and Vice-Chairs for each of its committees.

Environmental Impact

None.

Equality and Diversity Implications

None.

HR Implications

None.

Financial Implications

Payment of Allowances is in accordance with the Combined Fire Authority's Members' Allowance Scheme.

Legal Implications

None.

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

Paper: CFA Constitutional Standing Orders
Date: 22 February 2021
Contact: Sam Hunter, Member Services Manager

Paper: Members' Allowance Scheme
Date: 1 April 2026
Contact: Sam Hunter, Member Services Manager

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

Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Representation on Outside Bodies 2026-27

Contact for further information – Dominic Howell, Monitoring Officer

Tel: 01772 866960

Executive Summary

The Authority is requested to determine its representation on outside bodies for the 2026-27 municipal year.

Recommendation

The Authority is asked to consider and approve the representatives as set out in the report for 2026-27.

Information

The Authority approves representation on outside bodies at its AGM each year. In addition, the Authority has delegated authority to the Chair of the Authority (resolution 9/17 refers) to authorise as an 'approved duty' any additional representation(s) to either the LGA Fire Commission or the Fire Services Management Committee.

Detailed below is the membership approved by the Authority for the 2026-27 municipal year: -

Appointment	Membership
LGA Annual General Assembly	Fire Commission representative (Chair is authorised to cast the Authority's vote)
LGA Fire Commission	Chair of the Authority Vice-Chair of the Authority
North West Fire Control Board of Directors	Chair of the Authority Vice-Chair of the Authority

The Chair has previously approved Cllr Hugo to attend the LGA Fire Commission and Fire Services Management Committee meetings (as required). The Chair is requested to continue this approval.

Proposed representation for 2026-27

The Authority is now requested to determine its representation on outside bodies for the 2026-27 municipal year:

LGA Annual General Assembly 2026-27

The Authority is requested to appoint the Chair as its representative to cast the Authority's vote.

LGA Fire Commission representatives 2026-27

The Authority is requested to appoint the Chair and Vice-Chair to be its representatives on the Local Government Association (LGA) Fire Commission.

Directors of North West Fire Control Company

Political balance rules do not apply in relation to the appointment of Directors.

The Authority is requested to appoint as Directors for 2026-27: -

- Chair of the Authority;
- Vice-Chair of the Authority.

Business Risk

None.

Environmental Impact

None.

Equality and Diversity Implications

None.

HR Implications

None.

Financial Implications

Payment of relevant Allowances are in accordance with the Combined Fire Authority's Members' Allowance Scheme.

Legal Implications

None.

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

Paper: CFA Minutes
Date: 23 June 2025
Contact: Sam Hunter, Member Services Manager

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

Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Membership of Committees 2026-27

Contact for further information – Dominic Howell, Monitoring Officer

Tel: 01772 866960

Executive Summary

The membership of committees and related appointments of the Combined Fire Authority for the year 2026-27.

Recommendation

The Authority is asked to note and endorse the membership of the committees of the Combined Fire Authority for 2026-27 as set out below.

Information

The Combined Fire Authority is required to confirm the membership of committees in accordance with the political balance rules set out in the Local Government and Housing Act 1989.

This means that the makeup of each committee must reflect the proportions of seats held on the Combined Fire Authority by each political group. The composition of each committee and working group is set out below.

Committee	Total	Reform UK	Labour	Progressive Lancashire	Conservative	Liberal Democrat
Full CFA	25	13	4	4	3	1
Performance	10	6 B Langford G Mirfin M Ritson J Tetlow R Walsh E Worthington	1 M Clifford	2 S Asghar S Sidat	1 A Riggott	0
Planning	10	5 N Alderson J Ash I Duxbury L Parker R Walsh	2 J Hugo F Jackson	1 S Asghar	2 G Baker P Buckley	0
Resources	10	5 N Alderson I Duxbury G Mirfin M Ritson J Tetlow	2 J Hugo Z Khan	2 A Ali S Sidat	1 G Baker	0
Audit	7	4 J Ash A Blake TBC – Reform UK	1 M Clifford	1 U Arif	1 P Buckley	0

		TBC – Reform UK				
Appeals	7	4 J Ash I Duxbury M Ritson TBC – Reform UK	1 M Clifford	1 U Arif	1 A Riggott	0
Member Training and Development Working Group	6	3 N Alderson G Mirfin L Parker	1 Z Khan	1 S Sidat	1 A Riggott	0
Capital Projects Working Group	10	5 N Alderson I Duxbury G Mirfin M Ritson J Tetlow	2 J Hugo F Jackson	2 A Ali S Sidat	1 G Baker	0

Business Risk

None.

Environmental Impact

None.

Equality and Diversity Implications

None.

HR Implications

None.

Financial Implications

None.

Legal Implications

None.

Local Government (Access to Information) Act 1985

List of background papers

Paper:
Date:
Contact:

Paper:
Date:
Contact:

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

Lancashire Combined Fire Authority

Meeting to be held on 23 June 2025

Programme of Meetings for 2026-27

Contact for further information – Dominic Howell, Monitoring Officer

Tel: 01772 866960

Executive Summary

A programme of meetings for the Combined Fire Authority (CFA) for 2026-27.

Recommendation

The Authority is asked to agree the programme of meetings for 2026-27 as set out in the report now presented.

Information

In considering suitable dates, the following points have been taken into consideration: -

- i. A preference previously expressed that meetings of the CFA be held on Mondays commencing at 1030 hours at the Leadership and Development Centre, Euxton.
- ii. Standing Order No 2.2 of the CFA which states that the Authority must hold an Annual Meeting between 1 April and the 30 June each year.
- iii. Standing Order 2.3a of the CFA, which states that a programme of meetings for the Authority should be determined annually by the Authority and additional meetings of the Authority held as determined by the Authority or at the discretion of the Chair.
- iv. Approval to undertake consultation on the budget was delegated to the Chair in consultation with the Treasurer and Chief Fire Officer (resolution 10/18 refers) enabling one budget meeting to be held in February, at which Members will consider and agree a final budget and the resultant council tax implications.

Proposed dates for 2026-27 for the full CFA meetings are: -

21 September 2026

14 December 2026

22 February 2027 (Budget Meeting)

14 June 2027

Proposed dates for 2026-27 for the Audit Committee meetings are: -

30 June 2026

1 October 2026

15 December 2026

25 March 2027

Proposed dates for 2026-27 for the Performance Committee meetings are: -

8 July 2026
15 September 2026
9 December 2026

3 March 2027

Proposed dates for 2026-27 for the Planning Committee meetings are: -

13 July 2026
16 November 2026

8 March 2027

Proposed dates for 2026-27 for the Resources Committee meetings are: -

29 June 2026
30 September 2026
25 November 2026

16 March 2027

Proposed dates for 2026-27 for the Capital Building Projects Working Group meetings are: -

13 July 2026
16 November 2026

26 April 2027

Proposed dates for 2026-27 for the Member Training and Development Working Group meetings are: -

22 October 2026

22 April 2027

Proposed dates for 2026-27 for the Strategy Group meetings are: -

2 November 2026

14 June 2027

Business Risk

None.

Environmental Impact

None.

Equality and Diversity Implications

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: N/A

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Lancashire Combined Fire Authority

Monday, 27 April 2026 at 10.30 am in Washington Hall, Leadership and Development Centre, Euxton

Minutes

Present:

Councillors

G Mirfin (Chair)
 A Blake
 N Alderson
 A Ali OBE
 U Arif
 S Asghar
 J Ash
 P Buckley
 M Clifford
 I Duxbury
 D Howarth
 J Hugo

J Hugo
 L Hutchinson
 F Jackson
 Z Khan MBE
 G Mirfin
 L Parker
 A Riggott
 S Sidat MBE
 D Smith
 J Tetlow
 R Walsh
 E Worthington

78-25/26	Chair's Welcome and Introduction
	<p>The Chair announced that it was Member Service Officer Lynsey Barr’s last meeting today before she moved on to a new role. On behalf of the authority he thanked Lynsey and wished her well for her new role.</p> <p>Monitoring Officer announcements The Deputy Monitoring Officer (DMO) advised members that the agenda had been reformatted to make it clear which items were for noting and which items required a decision. All items needed to be moved and seconded, items for decision required a vote and other items were just for noting. The previous minutes of the full authority were to be confirmed as accurate and the previous minutes of other meetings were for information and required noting.</p> <p>It was proposed that the part two item within the agenda be dealt with under part one, this would be resolved at item 13, Exclusion of press and public.</p> <p>The authority was within the pre-election period with local elections due to take place on Thursday 7 May 2026. The Local Government Act 1986 placed restrictions on the authority in terms of publicity, the authority could not publish anything which appeared to be designed to affect public support for a political party. In relation to decision-making, business as usual may continue unless there were very good reasons why this should not be the case.</p>

	<p>Chair's welcome and introduction</p> <p>The Chair remarked that it was an important time within the political cycle with elections coming up.</p> <p>He referenced the financial pressures relating to rising inflation levels and requested that the Director of Corporate Services (DoCS) review the possible impact of inflationary pressures on the authority and report his findings to the party leaders within the authority.</p> <p>The chair commented that there were a number of good reports within the agenda pack and highlighted the Performance Committee meeting minutes which included information relating to battery fires, houses of multiple occupancy (HMO's), flooding and dynamic resource management. He remarked that the service continued to perform well and had attended various serious incidents. He commended officers and staff for their hard work.</p>
79-25/26	<p>Apologies for Absence</p> <p>Apologies were received from Councillor G Baker and County Councillors J Fox and M Ritson.</p>
80-25/26	<p>Disclosure of Pecuniary and non-Pecuniary Interests</p> <p>County Councillor J Tetlow declared a non-pecuniary interest as the chair of the Pension Fund Committee at Lancashire County Council.</p>
81-25/26	<p>Minutes of Previous Meeting</p> <p>Resolved: That the Minutes of the CFA held on 23 February 2026 be confirmed and signed by the Chair.</p>
82-25/26	<p>Minutes of meeting Wednesday 11 March 2026 of Performance Committee</p> <p>County Councillor E Worthington thanks officers for the detailed reports and requested that members be involved in a wellbeing event with the wellbeing dogs. The Assistant Chief Fire Officer (ACFO) advised members that there was an event taking place in two weeks' time which members were welcome to attend, the event details would be circulated to members.</p> <p>In response to a question from County Councillor E Worthington in relation to the selection of Star award winners, the Assistant Director of Communication and Engagement (ADCE) advised that there were approximately 10 categories which individuals could be nominated under, nominations were received from peers and the judging panel for winners was made up of the previous year's winners.</p> <p>County Councillor M Clifford acknowledged the challenges of scheduling meetings around members commitments but asked that meetings could be avoided at the same time as the Local Government Association Fire Conference.</p> <p>In response to a question from the chair in relation to what support was available</p>

	<p>for staff members struggling with stress and PTSD, the ACFO confirmed that the service had a number of support options in place including critical and long-term psychological support, the firefighter Hope programme and wellbeing dogs. The service was very proactive and had robust psychological support in place.</p> <p>In response to a question from the chair in relation to the services' work with local authorities in relation to fire safety within HMO's, the chief fire officer (CFO) explained that the service worked closely with housing teams across all districts and summarised the different levels of regulatory powers of different partners to ensure effective targeting of risk. The service also engaged with partners through prevention activities such as involvement in health and wellbeing boards.</p> <p>The chair requested that the Blue Light Collaboration Board (BLCB) minutes be shared with members, the CFO confirmed that this would need to be agreed by the BLCB chair, once that person had considered the security sensitivity of any content shared within the meetings and having sought agreement from the partners.</p> <p>The chair thanked officers for their reports and requested that the flooding report be recirculated with geographic areas included.</p> <p>The report was proposed by County Councillor J Ash and seconded by County Councillor R Walsh.</p> <p>Resolved: That the proceedings of the Performance Committee held on 11 March 2026 be noted.</p>
83-25/26	<p>Minutes of meeting Wednesday 25 March 2026 of Resources Committee</p>
	<p>County Councillor A Ali provided a summary of the meeting including the social value report relating to Blackpool fire station. County Councillor J Tetlow provided a summary to members in relation to firefighter pensions.</p> <p>County Councillor P Buckley requested that consideration be given to rescheduling the authorities budget meeting on 15 February 2027 as this was within half term. The DoCS explained that this could be reviewed but the authority was restricted on when this meeting could be held as it needed to be before the Lancashire County Council (LCC) meeting and allow enough time for the CFA to receive the council tax and business rates from collection authorities. Seven members indicated they may be unable to attend the meeting if it remained in half term.</p> <p>The report was proposed by County Councillor I Duxbury and seconded by County Councillor J Tetlow.</p> <p>Resolved: That the proceedings of the Resources Committee held on 25 March 2026 be noted.</p>
84-25/26	<p>Minutes of meeting Thursday 26 March 2026 of Audit Committee</p>

	<p>County Councillor M Clifford provided a summary of the meeting to members.</p> <p>In response to a question from the chair in relation to the Digital, Data and Technology Team (DDaT), the Deputy Chief Fire Officer (DCFO) explained that DDaT was previously two separate teams; ICT hardware and digital, including development and consideration of future technology. The team had been recognised nationally for its work and would be invited to the next Audit Committee to give an update in relation to pagers and the technology used.</p> <p>In response to a question from the chair in relation to the potential for mast failures to affect pagers, the DCFO explained that service was moving away from analogue pagers which relied on masts and app-based mobilisation was being developed. He added that a secondary system would be utilised should the first system fail.</p> <p>The report was proposed by County Councillor E Worthington and seconded by County Councillor J Ash.</p> <p>Resolved: That the proceedings of the Audit Committee held on 26 March 2026 be noted.</p>
85-25/26	<p>Member Champion Activity Report and Member Feedback</p>
	<p>The current Member Champions and their areas of responsibility were:</p> <ul style="list-style-type: none"> • Community Safety – County Councillor Andy Blake • Equality, Diversity and Inclusion – Councillor Salim Sidat • Health and Wellbeing – County Councillor Sohail Asghar • Road Safety – County Councillor Jordan Fox. <p>Reports relating to the activity of the Member Champions were provided on a regular basis to the Authority. This report related to activity for the period up to 26 April 2026.</p> <p>Member Champions and the ACFO highlighted details within the reports and expressed thanks to the officers who supported them in their roles.</p> <p>In response to a question from the chair in relation to the Lancashire Faith Forum and the involvement of methodists, the ACFO explained that the Lancashire Faith Forum involved partner agencies and built trust with faith groups, she would ensure that methodist groups were included. County Councillor L Parker asked for further information relating to the term ‘building trust’, the ACFO explained that this ensured that faith groups had equality of access to services and understanding risks and barriers would allow trust to be built. County Councillor D Howarth asked if trust was also built with non-religious groups, the ACFO confirmed that prevention reviews and the services strategic assessment of risk allowed for vulnerabilities to be identified and the risks associated with those to be understood and used to build trust. Councillor J Hugo remarked that the service was fortunate in that there was generally a large amount of public trust surrounding the fire service which was underpinned by this report and various</p>

community events held including car washes and fundraisers.

In response to a question from the chair in relation to exit interviews, the Director of People and Development (DoPD) explained that the service was digitalising the exit interview process and adapting the questions to be more in depth and capture more information, specifically relating to on-call firefighters who had a higher turnover rate. The chair requested that a report on this be taken to Performance Committee.

County Councillor M Clifford declared a non-pecuniary interest as he was a Director at Cuerden Valley Park. He updated members on the Firelight Project which had been developed by Cuerden Valley Park Trust in collaboration with Lancashire Fire and Rescue Service (LFRS), Lancashire Police and the North West Ambulance Service (NWAS). The project aimed to establish a mental health and wellbeing hub within Cuerden Valley Park to support those serving in Blue Light and associated services. The programme delivered a range of experience-led conservation activities through regular weekly sessions in the park. County Councillor M Clifford invited members to a fundraiser at Cuerden Valley Park for the Firelight Project on 20 June 2026.

In response to a question from Councillor D Smith in relation to food waste recycling, the DCFO confirmed that implementation of this was ongoing within the service. County Councillor D Smith added that this saved approximately £100 per tonne of recycled food waste.

County Councillor L Parker commented that he would like to see more information in relation to flooding and climate change. The CFO explained that a report relating to flooding had recently been taken to the Performance Committee and this could be brought to the Strategy Group alongside requested information on wildfires, and drone technology.

The chair remarked that he was pleased to see that the service had been working with young farmers.

Member feedback

County Councillor M Clifford expressed his thanks to Station Manager Mark Evans who had given a talk on the service at his recent annual parish council meeting.

Councillor J Hugo provided feedback relating to a recent Mayor's Parlour event within Blackpool which a number of firefighters who had been given a commendation for their work at an incident attended. She expressed her gratitude to the officers involved.

Councillor J Hugo had also recently attended a retired members association event at Samesbury Hall in which a drone demonstration had taken place for which she expressed her thanks to all involved.

The report was proposed by Councillor J Hugo.

Resolved: - That the Authority noted the report and acknowledged the work of the

	respective Champions.
86-25/26	<p>Fire Protection Reports</p> <p>The DCFO presented the report which summarised LFRS prosecutions pertaining to fire safety offences under the Regulatory Reform (Fire Safety Order) 2005.</p> <p>LFRS currently had four cases within the court system. The responsible person and company for two houses in multiple occupation, in Bacup and Darwen pleaded guilty to breaches of the Fire Safety Order on 13 August 2025 at Preston Magistrates Court, sentencing was set for 16 April 2026 at Preston Crown Court.</p> <p>An NHS Trust and maintenance company appeared at Blackburn Magistrates Court on 1 October 2025, this case related to a fatal fire and breaches of the Fire Safety Order in late 2023. A further plea and case management hearing would be heard at Preston Crown Court on 22 April 2026.</p> <p>The responsible persons and a company were to appear at Blackburn Magistrates Court on 18 February 2026 for breaches of the Fire Safety Order for a Nightclub. One responsible person pleaded guilty to all charges. The other responsible person and company pleaded not guilty. The case had been sent to Preston Crown Court with a hearing date of 23 April 2026.</p> <p>Two companies and a charity were to appear at Blackburn Magistrates Court on 28 January 2026. This related to breaches of the Fire Safety Order for a mixed commercial and residential use student accommodation in Preston. A further hearing would be held on 3 July 2026 at Preston Crown Court.</p> <p>Protection teams continued to investigate and build case files in relation to fourteen premises where offences were believed to have been committed under the Regulatory Reform (Fire Safety Order) 2005.</p> <p>Members noted that there had been three arson convictions during the quarter with two custodial sentences which totalled over 13 years.</p> <p>There were another 10 arson cases ongoing within the Criminal Justice System.</p> <p>In response to a question from Councillor D Smith in relation to an update on the sentencing date within the report which had passed, the DMO confirmed that the case had been further adjourned.</p> <p>In response to a question from County Councillor J Tetlow in relation to the length of sentencing, the DCFO explained that the service worked with police colleagues but ultimately the decision was made by the Crown Prosecution Service (CPS).</p> <p>The report was proposed by County Councillor J Ash and seconded by County Councillor J Tetlow.</p> <p>Resolved: That the report be noted.</p>

Operational Incidents of Interest

The ACFO presented the report which provided Members with information relating to operational incidents of note up to 30 March 2026. As the operational period had been very busy, the report detailed only the larger deployments or more complex incidents. As a result, some incidents that Members had been made aware of locally, may not have formed part of the report. Full details of the following incidents were provided in the report:

- Building fire in Burscough (5/2/26)
- Mud rescue in Skelmersdale (6/2/26)
- Commercial building fire in Blackpool (6/2/26)
- Road traffic collision in Tarleton (11/2/26)
- Hazardous materials incident in Middleton (18/2/26)
- Commercial building fire in Hapton (22/2/26)
- Domestic building fire in Preston (3/3/26)
- Rescue of person in Preston (9/3/26)
- Barn fire in Preston (13/3/26)
- Explosion at domestic house in Hambleton (27/3/26)
- Commercial building fire in Morecambe (28/3/26)

County Councillor N Alderson expressed his thanks for the bravery shown by firefighters at the incident in Hambleton. He asked how the service would have attended should there have been road closures preventing access. The CFO explained that contingency mobilising arrangements were in place should any road closures be known, should road closures not be known the situation would be risk assessed and reported to the control room who would consider sending alternative resources via differing routes.

In response to a question from County Councillor E Worthington in relation to the mud rescue in Skelmersdale, the ACFO explained that sand had washed away and left a muddy sea front and it was not uncommon for people to get stuck. She explained that this was a technical rescue involving a boat team.

In response to a question from County Councillor I Duxbury in relation to access being blocked by double parking, particularly on terraced streets, the ACFO explained that this was becoming more of a challenge and the service was looking to introduce a more agile fleet to assist with access issues. The CFO added that the service was proactive on social media and with leafleting vehicles where double parking was identified.

The chair requested that a report relating to drones be brought to the next fire authority meeting, the CFO suggested that this could be brought to the next Strategy Group meeting. The chair asked how many incidents drones had been deployed to, the DCFO explained that the attendance of drones was pre-determined depending on the incident type and scale.

Members received a presentation from Station Manager (SM) Dave Curran and Area Manager (AM) Tom Powell in relation to the commercial building fire in

Blackpool on 6 February 2026.

SM Curran explained that the fire started at Smart Mart, which had significant fire loading due to the nature of products sold. The building was 'land-locked' with several buildings in very close proximity or attached to Smart Mart. Additionally, there were residential buildings in very close proximity and difficulties accessing all sides of the building. SM Curran explained that this was a significant fire with strong winds carrying embers towards residential areas, additionally the fire was only two roads away from the main promenade.

There were 15 fire engines, two aerial ladder platforms, a drone unit, a command support unit, a water tower and a high-volume pump in attendance. Members were shown a series of photographs and videos of the incident and SM Curran explained that the hazards and considerations included a large thick smoke plume, rapid fire spread, structural collapse, establishing water supplies, the impact on businesses and the community and public safety and reassurance including social media messaging. The Blackpool crew knew that they would need a significant amount of water and therefore connected to a hydrant and prepared hoses ready for the arrival of the aerial ladder platform.

The priorities throughout the incident included establishing adequate water supplies, extinguishing the fire to prevent fire spread, evacuation of neighbouring commercial and residential properties, identification of any hazards to maintain firefighter safety, protecting the environment and ensuring an effective fire investigation.

AM Powell explained that LFRS led the incident but was supported by a number of partners including Lancashire Police, Blackpool Council, NWAS, utility companies and the Salvation Army.

Local residents were evacuated and kept updated in relation to the incident. LFRS worked alongside partners for five days with multi-agency meetings continuing throughout to monitor for hotspots, complete the fire investigation, agree post-incident closure responsibilities, reduce the impact on local businesses and the community, return occupants to residential properties and provide community reassurance.

AM Powell summarised that this was a challenging incident with good decision making preventing spread of the fire and limiting damage. Following the incident the building had been demolished.

In response to a question from County Councillor L Parker in relation to additional regulation for 'land-locked buildings' and retrospective planning applications, AM Powell explained that the service was involved in consultation stages of planning applications and the service worked with partners to ensure a robust response to fire safety issues. He added that the service would educate and raise awareness of issues to building owners. The DCFO added that the service was responsible for enforcing fire safety legislation and 'land-locked buildings' were required to have 60 minutes of separation between buildings, owners were also required to work with adjacent building owners to ensure compliance with fire safety

legislation.

In response to a question from County Councillor E Worthington in relation to the cause of the fire, AM Powell explained that the fire investigation had concluded and the cause could not be determined but was likely to be either an electrical fault or deliberate.

In response to a question from County Councillor A Blake in relation to video footage and photographs captured at incidents, AM Powell confirmed that appliances captured CCTV footage, body worn cameras were used by flexi-duty officers and a Media Liaison Officer from the Corporate Communications Team attended to capture video footage. Additionally fire investigations utilised video footage and photographs which then informed organisational learning.

Councillor Fred Jackson expressed his thanks to everyone involved in the incident and commented that this was a good example of partnership working which was appreciated by the residents of Blackpool.

In response to a question from County Councillor L Parker in relation to using social media to interview members of the public to share experiences, the ACFO explained that feedback from the public was used and shared on social media where possible, additionally officers were interviewed for news features. The ADCE added that incidents were often very traumatic for the members of the public involved but the service did use case studies upon conclusion of any investigation.

The CFO explained that this incident was an example of good incident management with resources deployed quickly with risks identified and actions taken. He acknowledged the skills, knowledge and competence of firefighters and the investment in equipment such as drones. He added that the service was an operationally busy service with a diversity of incidents attended.

In response to a question from County Councillor I Duxbury in relation to regulation of businesses with a high level of combustible material, the CFO explained that the law applied equally to all businesses and the building owner should conduct an effective risk assessment relevant to the business and its risks.

In response to a question from County Councillor L Hutchinson in relation to the services capability to manage two large scale incidents simultaneously, the CFO explained that the services mobilising system, dynamic cover tool and Command Support Room ensured that resources were deployed effectively to meet risk. The service had 58 fire engines and historically that arrangements were predicated on managing two ten fire engine incidents simultaneously. Arrangements were in place for mutual aid from neighbouring services such as Manchester and Cheshire and national resilience support through National Coordination Advisory Framework (NCAF) should the service require additional appliances such as in the event of spate conditions or major incidents.

The chair thanked those involved in the incident and the presenting officers.

	<p>The report was proposed by County Councillor R Walsh and seconded by County Councillor E Worthington.</p> <p>Resolved: That the Authority noted the report.</p>
88-25/26	Date of Next Meeting
	<p>The next meeting of the Authority would be held on Monday 15 June 2026 at 10:30am at the Leadership and Development Centre, Euxton.</p>
89-25/26	Exclusion of Press and Public
	<p>The Deputy Monitoring Officer explained that the proposed part two item related to a named person and had been exempt under paragraph one of part 1 of schedule 12A of the Local Government Act 1972. However the details contained within the report were within the public domain and it was therefore considered that the item did not require exemption.</p> <p>County Councillor A Ali proposed that item 14 be heard under part one of the agenda. This was seconded by County Councillor A Riggott and agreed unanimously by members.</p> <p>Resolved: That item 14 relating to the appointment of an Independent Person be considered under part 1 of the agenda, without the exclusion of press and public.</p>
90-25/26	Re-appointment of Independent Person
	<p>The DMO presented the report to members.</p> <p>The Localism Act 2011 required the appointment of at least one independent person (IP) whose views must be taken into account when allegations of a breach of the member's code of conduct were being considered. It was however considered best practice for local authorities to have two such IPs, rather than one and the Authority did have two in line with this best practice. The term of one of them was however due to end in May 2026. The Service wished to extend the contract of Julie Byrom for a term of four years to continue the provision of two IPs.</p> <p>County Councillor L Parker requested that the IP contracts be reviewed in a more timely manner going forward, the DMO explained that although the report was brought to this meeting, work and conversations had been ongoing for some time. The service also had a second IP under a current contract with two years remaining.</p> <p>The DMO explained that the authority was in the process of considering the appointment of an Audit IP with specialist knowledge.</p> <p>The report was proposed by County Councillor A Ali and seconded by County Councillor M Clifford and agreed unanimously by members.</p>

	Resolved: That the Authority approved the extension of appointment of Julie Byrom for four years to May 2030.
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D Howell
Monitoring Officer to CFA

LFRS HQ
Fulwood

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Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Proceedings of Member Training and Development Working Group held 23 April 2026

(Appendix 1 refers)

Contact for further information:

Sam Hunter, Member Services Manager - Tel: 01772 866720

Executive Summary

The proceedings of Member Training and Development Working Group meeting held 23 April 2026.

Recommendation(s)

To note the proceedings of Member Training and Development Working Group as set out at appendix 1 now presented.

Information

Attached at Appendix 1 are the proceedings of the Member Training and Development Working Group meeting held on 23 April 2026.

Business Risk

None.

Environmental Impact

None.

Equality & Diversity Implications

None.

Financial Risk

None.

HR 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: N/A

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Lancashire Combined Fire Authority

Member Training & Development Working Group

Notes of hybrid meeting held on Thursday, 23 April 2026.

Present:	
Councillors	
N Alderson	
A Ali OBE	
I Duxbury	
G Mirfin (Chair)	
A Riggott	
D Smith (Vice-Chair)	
Officers	
E Sandiford, Director of People and Development (LFRS) D Howell, Deputy Monitoring Officer (LFRS) S Hunter, Member Services Manager (LFRS) L Barr, Member Services Officer (LFRS)	
Apologies for Absence	
Apologies were received from Councillor M Ritson with Councillor I Duxbury attending as substitute.	
Notes of Previous Meeting	
The minutes of the previous meeting held on 23 October 2025 were confirmed as a correct record. Councillor D Smith remarked that following a request at the previous meeting for more training for newer members, he was pleased to see that a number of training sessions had been planned and delivered. The chair commended officers on the training sessions provided and asked that where possible training be planned around member commitments at their home authorities.	
Member Training Needs Analysis 2025-26	
The Member Training and Development Working Group was responsible for analysing and agreeing the training needs of members that linked to the objectives, priorities, and vision of the Authority. Members were updated on the action that had been taken in response to training needs identified from the last Training Needs Analysis taken in April 2025 and the Personal	

Development Sessions that had been held with Members throughout 2025/26.

Following consideration, Members agreed that their training needs were being met and agreed the training needs for 2026/27 as follows:

1. To continue to promote Fire Safety, Water Safety, Road Safety and the work of the Member Champions;
2. To continue to attend service area inductions and meetings at stations and information sessions on key issues to support decision-making;
3. To maintain good attendance at all Strategy Group meetings, encouraging all Members to attend;
4. To continue with the informal buddy system;
5. To support the use of electronic systems where needed, preferred and available.
6. To attend a King's Trust presentation or Cadet Passing Out Parade;
7. To continue to promote and attend all available training;
8. To offer new members relevant Local Government Association (LGA) training;
9. To support Member knowledge around the Service, terminology, and operational staff roles.
10. To attend and participate bespoke training based on the LGA Leadership Essentials: Fire and Rescue course.
11. To attend and participate in Service-related Bite Sized Briefings;
12. The relevant Members to attend and participate in Chairs and Vice-Chairs Training provided by the LGA.

The Director of People and Development (DoPD) advised members that further opportunities for training and development may be identified relating to governance and learning from other services which could be incorporated into the plan. She also emphasised the importance of members attending the Strategy Group meetings.

The Deputy Monitoring Officer (DMO) advised members that the LGA training for Chairs and Vice-Chairs took place yesterday, with 5 members in attendance. The bespoke governance training based on the LGA Leadership Essentials: Fire and Rescue course was scheduled for next week.

The chair emphasised the importance of governance and the His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) focus on governance for the next round of inspections. He advised members that the authorities constitution was being reviewed to ensure it was fit for purpose. The DMO added that once the constitution had been agreed further training would be conducted to support members in applying the constitution. The DoPD added that it was important that members understood the distinction between the role of both members and officers and members had the required knowledge to be able to undertake scrutiny. The possibility of introducing a scrutiny committee was discussed but members felt that this was not required at present given the local government review could impact on the authority's model and structure. The DMO confirmed that as part of the constitution review the remit of the Audit Committee was being widened, it would also include governance. Members requested that the new terms of reference be shared with group leaders.

Resolved: That the Committee agreed the training development needs for 2026 - 2027.

Member Training & Development - Update Report

The DoPD presented the report which detailed the various means available for Elected Members of the Combined Fire Authority to access training and development opportunities.

Personal Development Plans

Personal Development Plans were being held face to face, although they could be held over the telephone and electronically to support Members with busy diaries.

Fifteen new Councillors and five returning Councillors had joined the CFA since the April 2025 meeting. 92% of the 25 elected Members of the Authority had met with a Democratic Services Officer to draw up or review their Personal Development Plan.

North West Employers Organisation (NWEO)

Members were encouraged to view North West Employers Organisation (NWEO) website which offered support to authorities in the region and for Members to access training opportunities. The core of NWEO work was to support councillors with their development, including professional networking, events, and advice to benefit their communities and the region as a whole.

Local Government Association (LGA)

The LGA offered a variety of development programmes and virtual masterclasses including Leadership Essentials for Fire and Rescue, Governance, Finance without numbers, Diversity and Inclusion workshops and Oversight of Performance workshops. LGA events were held both 'in person' and virtually. The LGA supported Fire and Rescue Authority Members to develop leadership skills and had resources available to support elected Members, including guides for Induction for Fire and Rescue Authority Members and Oversight of Performance and Governance of Fire and Rescue Authorities. The Member Information Bulletin also provided Members with Information and links to the LGA website. A maximum of 3 places could be allocated to Members of the Authority for each 'in person' programme.

Bespoke training had been arranged for Members based on the LGA Leadership Essentials for Fire and Rescue training. Bespoke Chair and Vice-Chairs training had been delivered as part of the Service's membership with the LGA.

Members' Guide and Handbook

The updated versions of the Members' Guide and Members' Handbook for the municipal year 2025/26 had now been issued to Members via the Member Information Bulletin.

Member Information Bulletin

An updated digital version of the Member Information Bulletin was sent to Members on 01 April 2026. This had been created using Microsoft Sway and would replace the previous digital bulletin. It contained the same information and was accessed via a link on an email.

Co-ordination of Training

Democratic Services arranged visits to outside bodies, including North West Fire Control, and also organised demonstrations of Service equipment and facilities which helped Members to broaden their organisational knowledge and understanding of the work of Lancashire Fire and Rescue Service. Additionally, training such as the code of conduct and culture was provided after Committee meetings which helps Members with their roles.

To reassure Members, Democratic Services made regular contact with home authorities to co-ordinate Member training and development opportunities and avoid duplication which included the sharing of Members personal development plans and records as appropriate.

County Councillor N Alderson felt that he may benefit from additional training as he felt that all training helped. County Councillor I Duxbury and Councillor D Smith felt that they had received a good level of training including the new bite-sized briefings. County Councillor A Riggott commented that it seemed to be the same people who attended training, he suggested that group leaders encourage their members to attend.

Resolved: That members noted and endorsed the content of the report.

Monitoring, Review & Evaluation of Activities

The report provided an update on Member Training and Development activities since the previous meeting. The report showed opportunities and outcomes of activities undertaken by Members to support the achievement of Service objectives or positive outcomes for communities.

Involvement at Area Level

Members were invited to attend local events such as Open Days, Charity Car Washes, and 'Safe Drive and Stay Alive' events. Members were encouraged to contact area personnel to arrange to visit their local fire station to discuss local key issues.

Blackpool Councillors were invited and attended a viewing of the Blackpool Fire Station Refurbishment and a Commendation event.

'Meet and greet' sessions took place with a Councillor at Chorley Fire Station, Nelson Fire Station, and at service headquarters to discuss BESS (Battery Energy Storage Systems).

Through the Member Information Bulletin, Members had been invited to and had attended King's Trust Presentation and events in their local communities. Members attended King's Trust Presentations for Blackpool and Blackburn.

County Councillor U Arif, Vice Chair of the Combined Fire Authority (CFA), made a special guest appearance on Pendle Community Radio. Joining host Faz Patel, he shared insights into the important work of the CFA and its ongoing collaboration with the fire service. He also attended Diwali Celebrations on 22 October 2025 at the BAPS Shri Swaminarayan Mandir. The event highlighted the importance of unity, peace, and learning more about the cultural significance of Diwali – the Festival of Lights.

Events and Visits

- **LGA Annual Fire Conference 10 – 11 March 2026**

Five Members had attended the LGA Annual Fire Conference in March 2026 which had been held in Manchester. Conference activity consisted of presentations and workshops comprised of various topics.

- **LGA Fire and Rescue Leadership Essentials**

Bespoke training had been secured to provide to all Members. As members of a fire and rescue authority, councillors carry a range of important and statutory governance responsibilities, including setting strategic direction, overseeing performance, approving budgets, and holding senior officers to account. It had therefore been recognised that there was an urgent priority to provide structured training and development.

- **LGA Virtual Masterclass - Leading Good Governance and Assurance as a Senior Councillor**

Four Members attended the Virtual Masterclass - Leading Good Governance and Assurance as a Senior Councillor for senior elected members as it provided a grounding in the contribution that good governance and assurance made to the delivery of members' priorities, and the key roles of councillors in keeping the Fire Service safe, legal and decent.

- **LGA Handling Online Abuse**

In February, four Members attended handling online abuse and intimidation training that provide attendees with an awareness of the steps that could be taken to manage trolls and cyber-bullies, including a gentle introduction to the legal framework around social media posts. There was also guidance on how to be safe online generally, as well as tips on how to create a positive online presence.

- **LGA Personal Safety**

In February three Members attended the Personal Safety online training which was specially devised for councillors who were keen to improve their awareness of personal safety. Built around the role of the elected member, the session was full of practical advice and guidance. Included within the webinar was advice on surgeries, canvassing, home visits and managing unexpected doorstep visitors.

- **North West Fire Control Visit**

On 22 October, three Members attended a visit to North West Fire Control.

- **Bite-Sized Briefing Sessions**

A number of bite-sized briefing sessions had been held and were planned to take place. The short virtual sessions were designed to provide Members with information on different topics and areas of work within Lancashire Fire and Rescue Service. Recordings of the sessions were sent to all Members to ensure that those who were unable to attend, didn't miss out on the information.

- **Whistleblowing Training**

Following the February CFA meeting, the Deputy Monitoring Officer, Dominic Howell provided Members with a presentation on Whistleblowing and how to deal with Whistleblowing Complaints.

- **Carol Service**

The annual Carol Service took place on Wednesday 10 December 2025. The Chair, Vice-Chair, Spokespeople for the Opposition Parties, and Clerk were invited to attend the service.

- **Celebration of Our People Awards Event**

The 'Celebration of Our People' Awards Ceremony provided an opportunity to reward our colleagues for their outstanding service. The ceremony celebrated staff receiving long service and good conduct awards, high achievement, colleague recognition and

commendations for challenging operational incidents. The Chair, Vice-Chair, and Spokespeople for the Opposition Parties were invited to attend the service which took place in November 2025.

Members Meeting on Government's Fair Funding Review

The Chair, Vice-Chair, Spokesperson for Labour, and the Spokesperson for Progressive Lancashire along with the Chief Fire Officer and Director of Corporate Services travelled to London to lobby the Fire Minister, Samantha Dixon and Lancashire MPs in relation to the fair funding review and funding for fire authorities and the impact on public services. The Chair acknowledged the cross-party working relationships and expressed his ambition to maintain cross-party working.

Member Information Bulletin

The Member Information Bulletin contains a lot of important and useful information and invitations to events; however, engagement seems to be quite low.

Members' views were requested to comment on what they felt worked well with the Member Information Bulletin and how engagement could be improved.

Councillor D Smith commented that although engagement appeared low, he was able to view the content without clicking into it which may affect viewing figures.

IT and Mileage Claim Sessions

Ongoing support on a 1-2-1 basis was provided by Democratic Services Officers to access the internet, assist Members to submit mileage claims, and access the Mod.Gov app to view private papers. A paper-based mileage claim system was also established and implemented last year which Members had been using.

Social Media

The Service used a number of social media platforms which Members were encouraged to join to share protection and prevention information and promote the work of the Service. The Service had social media accounts on Facebook, X, Instagram, YouTube, TikTok, Nextdoor, and LinkedIn, as well as a Podcast (Out of the Ashes).

Member Drop-In Sessions

Democratic Services introduced a series of drop-in sessions, both in person and electronically. These sessions were an opportunity for members to ask any questions or get any support they may need, such as submitting mileage expenses, accessing payslips or electronic meeting agendas, or identifying any training needs.

Suggested Training

- **LGA Fire and Rescue Leadership Essentials**

A bespoke governance training session had been arranged for Members on 28 April 2026 at the Leadership and Development Centre.

- **Chair and Vice-Chair's Training**

A bespoke training session for the Committee Chairs and Vice-Chairs of the Authority had been held with the LGA on 22 April 2026 at Service Headquarters.

County Councillor N Alderson expressed his thanks to firefighters who attended a recent

incident in Hambleton.

County Councillor I Duxbury requested that he be informed of any events in his local area.

County Councillor A Ali encouraged members to visit their local stations.

Resolved: That the Group noted and endorsed the content of the report as presented.

Future Meeting Dates

The next meeting of the Working Group will be held on Thursday **22 October 2026**. A further meeting was agreed for Thursday **22 April 2027**.

LFRS HQ
Fulwood

Liz Sandiford
Director of People and Development

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Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Pilot flexible day crewing at Fleetwood Fire Station

Contact for further information – Steve Healey, Deputy Chief Fire Officer

Tel: 01772 866261

Executive Summary

This report provides the Combined Fire Authority (CFA) with an overview of a proposed pilot to change the crewing model at Fleetwood Fire Station from the current wholetime 2/2/4 duty system to a Flexible Day Crewing (FDC) system.

The proposal is informed by a detailed assessment of risk, incident demand, workforce availability and operational performance in the Fleetwood area. Analysis of incident data (2023–2025) demonstrates that Fleetwood has the lowest demand of all wholetime stations, with approximately 636 incidents annually and relatively low levels of critical fire incidents and casualties.

Risk modelling confirms that the station currently meets required response standards and that an FDC model would continue to achieve those standards, including during on-call hours when crews respond from nearby locations.

Workforce analysis indicates a viable staffing model, with a cohort of wholetime and on-call personnel living within a five-minute response radius. Travel time analysis shows that a potential FDC crew could achieve an average response-to-station time of approximately 3 minutes, comparable to or better than existing on-call performance.

The proposal also supports broader organisational objectives, including improving workforce sustainability, reducing reliance on compulsory transfers, and releasing wholetime resources to support wider service pressures.

Subject to approval, the pilot would operate for 18 months, with formal reviews at 6 and 12 months to ensure service effectiveness is maintained.

The Service has consulted the Fire Brigades Union (FBU) and local staff on the potential pilot proposal and there is broad support to progress. In addition, the Service is currently undertaking a wider public consultation on the proposals from 1 June to 30 June 2026.

Recommendation(s)

The CFA is requested to:

1. Note the contents of the report and the evidence supporting the proposed pilot.
2. Approve the Chair of the Authority and the Chief Fire Officer to take a final decision on the implementation of the Fleetwood Flexible Day Crewing pilot, taking account of consultation outcomes and further analysis.

Information

1.1 Background and Context

Lancashire Fire and Rescue Service (LFRS) allocates resources based on risk through its Community Risk Management Plan, risk modelling, and service reviews. Fleetwood Fire Station is currently crewed on a wholetime 2/2/4 system, providing immediate response at all times. However, its activity levels and risk profile differ significantly from other wholetime stations.

Flexible Day Crewing (FDC) is already used successfully across the Service. Under FDC, a wholetime crew provides immediate response during daytime hours (08:00–18:00), with an on-call response overnight from staff living within five minutes of the station.

The pilot is to change a crewing system, not to reduce the number of fire engines covering the area.

1.2 Risk and Demand Analysis (Appendix A)

Analysis of Fleetwood's risk profile demonstrates:

- No Very High Risk areas within the station footprint; one High Risk area located close to the station.
- Current response standards (8 minutes for high risk) are consistently achieved.
- Modelling indicates that an FDC model would continue to meet response standards across the various risk categories.
- Incident demand is comparatively low: Approximately 636 incidents per year, the lowest of all wholetime stations.
- Around 44 critical fire incidents annually, broadly comparable with existing FDC locations.
- Fleetwood is the least utilised wholetime pump in the Service when considering mobilisations.
- Casualty data also indicates relatively low levels of serious fire outcomes compared to other wholetime stations.

1.3 Workforce and Operational Feasibility (Appendix B)

A detailed workforce assessment demonstrates that:

- 27 employees currently live within five minutes of the station, including both wholetime and on-call staff.
- 13 wholetime staff are potentially eligible to support the pilot.

Reaction time modelling shows an average on-call response-to-station time of approximately 3 minutes. Potential FDC wholetime responders achieve an average of 2 minutes 56 seconds, demonstrating comparable performance.

These findings indicate that a sustainable and effective crewing model could be delivered under FDC arrangements.

1.4 Pilot Proposal

The pilot is designed to:

- Confirm that FDC can meet operational risk and demand in Fleetwood.
- Improve workforce sustainability and reduce reliance on compulsory transfers and significant detachments into the station under the current crewing model.
- Support wider service resilience by releasing wholetime resources.

Key features:

Duration: 18 months (July 2026 – 31 December 2027).

Staffing: 12 wholetime equivalent posts, aligned to FDC arrangements.

Recruitment: Primarily from existing Wholetime staff within a 5-minute radius, supplemented if required, from existing on-call firefighters.

Review points: 6 and 12 months to assess operational performance.

Whilst the initial preference is for Wholetime staff to be offered the opportunity to pilot the FDC system, and the Service has currently written to all 13 eligible, should insufficient numbers come forward there is an opportunity to offer some existing on-call staff an 18 month fixed term contract, subject to a suitable process.

1.5 Consultation

The Service has consulted the FBU who are in broad support for the pilot subject to “.....assurances that the posts removed from W32 Fleetwood will be ring-fenced within the establishment, as we cannot support any reduction in overall firefighter posts”. There is no intent during the pilot to remove any posts from the establishment; those that do not wish to work the FDC system will be relocated to other stations to support staffing challenges elsewhere.

Engagement with staff currently based at Fleetwood and also some of those potentially eligible for the pilot but currently based at other stations, has also been conducted and feedback has been positive. The Service has formally written to eligible staff to gauge appetite should the pilot progress.

The Service is also undertaking a public and stakeholder consultation from 1 June to 30 June 2026.

Collectively, this will ensure that community views, staff feedback, and representative body input are fully considered prior to final decision-making.

Business risk

Potential risk to emergency response performance will be mitigated through modelling, monitoring, and staged review points. In addition, focused community safety and wider prevention activity will take place across the Fleetwood station area to support a ‘prevention first’ approach to community safety.

Workforce risks (availability, recruitment, retention) are a key driver of the proposal and are expected to improve under FDC.

Reputational risks will be managed through transparent consultation and evidence-led decision making. Should the pilot be successful, any final proposed change to crewing at Fleetwood station would be subject to wider public and stakeholder consultation as part of a future Service-wide Emergency Cover Review.

Sustainability or Environmental Impact

No direct environmental impact identified.
Potential indirect benefits through more efficient use of resources and workforce deployment.

Equality and Diversity Implications

An Equality Impact Assessment has been completed this indicates that there is no negative impact on any equality group. However, the assessment will be updated and finalised further to the consultation.

The pilot provides an opportunity to support more flexible working arrangements and potentially broaden access to roles.

Data Protection (GDPR)

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

HR implications

Temporary contractual variations will be required for staff participating in the pilot. Pay and conditions will align with existing FDC agreements, subject to final agreement. The proposal supports workforce planning and future recruitment strategies.

Financial implications

The proposal will release wholetime capacity to support broader service pressures. There is no intention to reduce the Service staffing levels on the basis of the pilot. Within the term of the pilot the additional allowances paid to staff equate to circa £100,000 per annum however these costs are offset by vacancy management across the Service.

Legal implications

The Authority is required to consider consultation outcomes before implementation, which is requested to be delegated to the Chair and Chief Fire Officer.

Changes to duty systems will require appropriate contractual and employment law compliance.

Local Government (Access to Information) Act 1985

List of background papers

None

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

Appendix A – Risk and demand analysis

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Data Analysis for Service Review 2026

Dataset taken from 01/01/23 – 31/12/25

This dataset was agreed as it gives a large enough sample for a relevant average. All figures given are an average per year based on this dataset.

Supporting Information

Lancashire Fire and Rescue Service (LFRS) carry out multiple processes to ensure that resources are allocated according to risk, this includes updating the Strategic Assessment of Risk, the Fire Risk Map, Community Risk Management Plan (CRMP), carrying out Emergency Cover and wider Service Reviews. All our resources are available to respond county wide, over the border and nationally, although on a day-to-day basis are strategically located based on risk across Lancashire.

Critical (life risk) incidents are split between Critical Fire, and Critical Special Service Calls. LFRS prioritises Critical Fire incidents and sets some of the most ambitious response standards across the UK for these incidents.

Crewing Systems

LFRS currently operates four crewing systems-

Wholetime 2/2/4

Permanently crewed by four watches of six firefighters on one pump stations and twelve firefighters on two pump stations, providing an immediate response to emergency calls at any time of day.

Day Crewing Plus (DCP)

Another wholetime duty system providing an immediate response at all times of day, with a slight delay at night due to responding from purpose-built accommodation on the site of the fire station. DCP operates a single watch of 12 firefighters who cover multiple days at a time, providing positive hours 08:00-20:00 and emergency cover from 20:00-08:00.

Flexible Day Crewing (FDC)

A hybrid system where a single watch of 12 wholetime firefighters provide an immediate response from 08:00-18:00, and a guaranteed On-Call response between 18:00-08:00 from their nearby home address (within 5 minutes of the fire station).

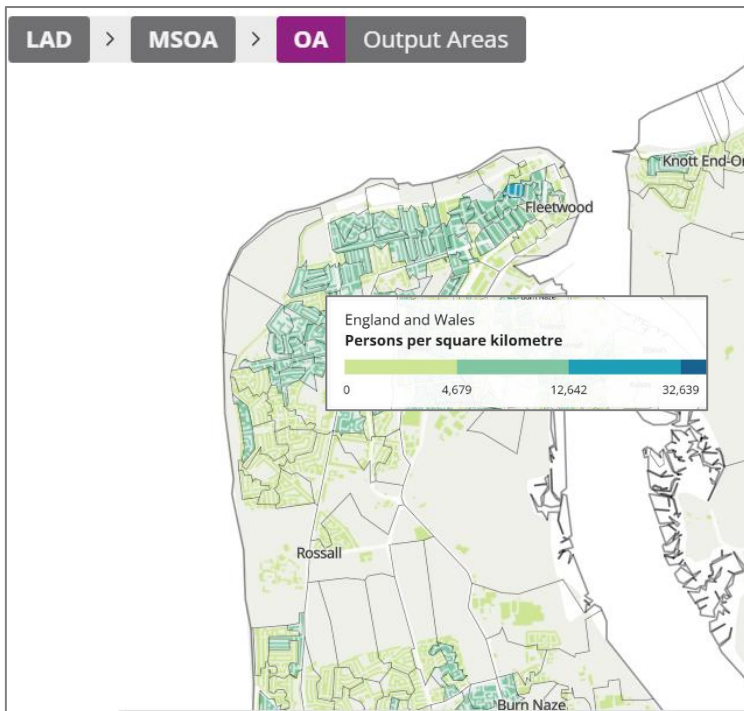
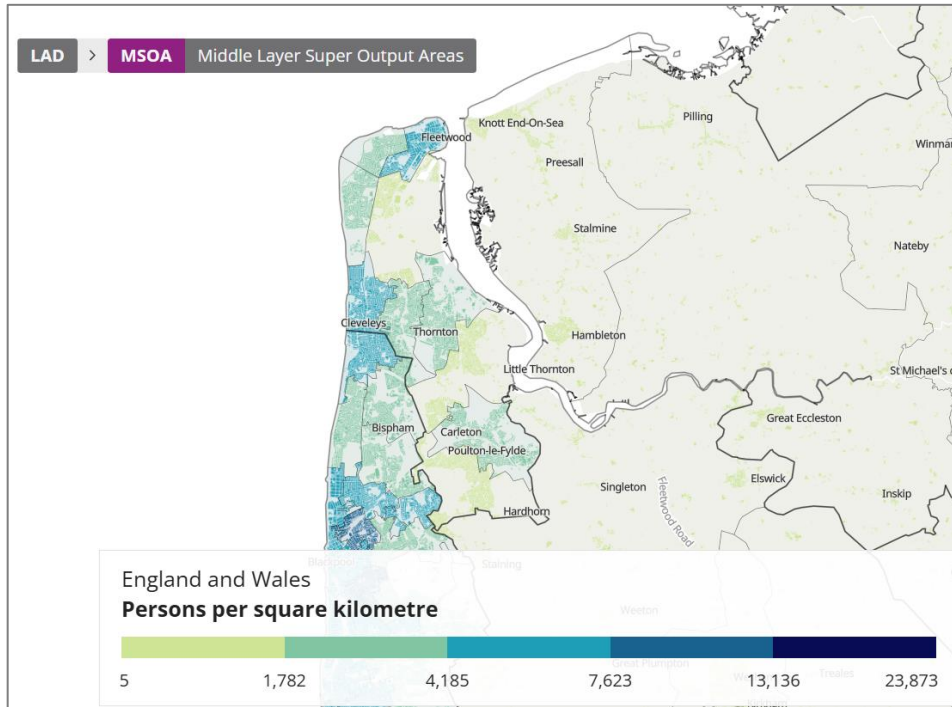
On-Call (OC)

On Call firefighters provide cover around their primary employment, responding to the fire station where there is an emergency call. The firefighters live or work, generally within 5 minutes of the fire station.

Fleetwood

Population and Risk

Across Lancashire there is a population density of 522 people per km². England's average is 450 people per km². Wyre district is 397 people per km². For comparison, Blackpool District is 4,041 people per km² and Rossendale District is 513 people per km² (ONS, Census 2021 Data).

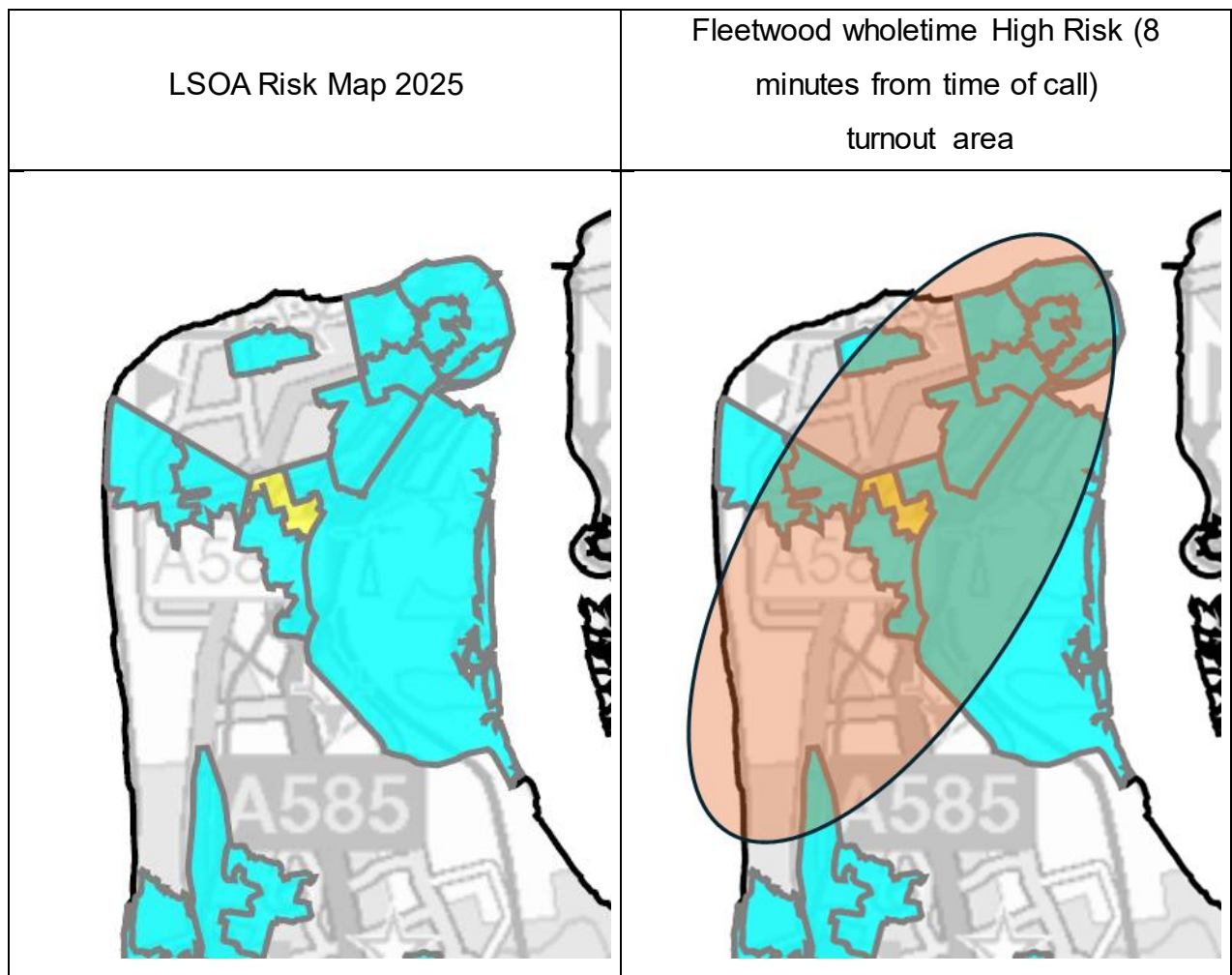


These two Census maps clearly show the concentration of population density within Fleetwood town. Note that the density figures above refer to the whole district rather than the individual Lower Super Output Areas (LSOA's).

The following maps show the overlay of our LSOA fire risk map and turnout area from home stations; this is dependent on duty systems and time of day.

Travel times shown in the following isochrones include call handling time at North West Fire Control (NWFC) (average of 70 seconds), and reaction time of firefighters on station to book mobile to incident (generally around 60 seconds).

Our current response standards to a critical fire incident in a Very High Risk LSOA is six minutes, or 360 seconds.



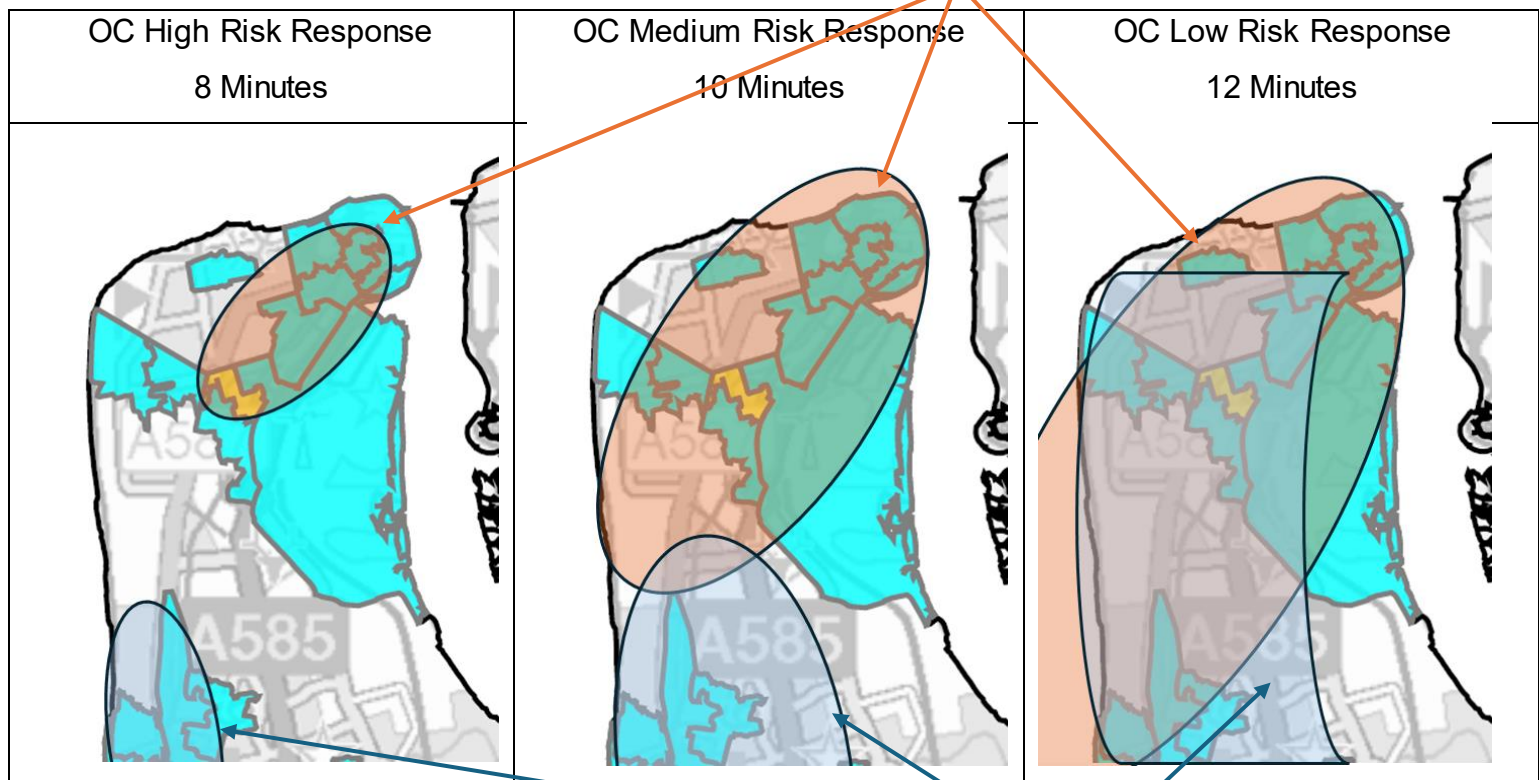
Shading	Risk	Response Time
Red (NA)	Very High	6 minutes
Yellow	High	8 minutes
Blue	Medium	10 minutes
Unshaded	Low	12 minutes

The map above shows the turnout area achievable by Wholetime crews from Fleetwood in eight minutes, which is our response standard for high risk areas (there are no very high risk areas in Fleetwood).

Fleetwood comfortably achieves the required attendance time for the one high risk LSOA in their area, which is in close proximity to the fire station.

The following maps confirm that a FDC unit based at Fleetwood would still be able to meet response standards to critical fire incidents at all times of the day, including when responding from their home address when on their 'on-call' element of their contract between 18:00 – 08:00.

Fleetwood response is represented by an orange overlay:

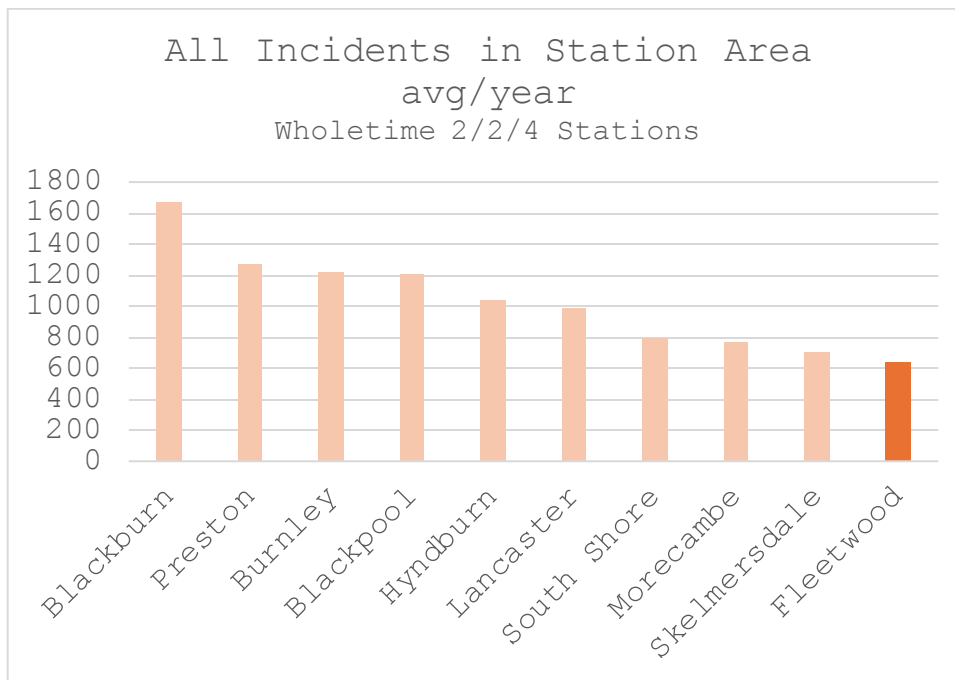


Bispham fire station's response is shown in the light blue overlay:

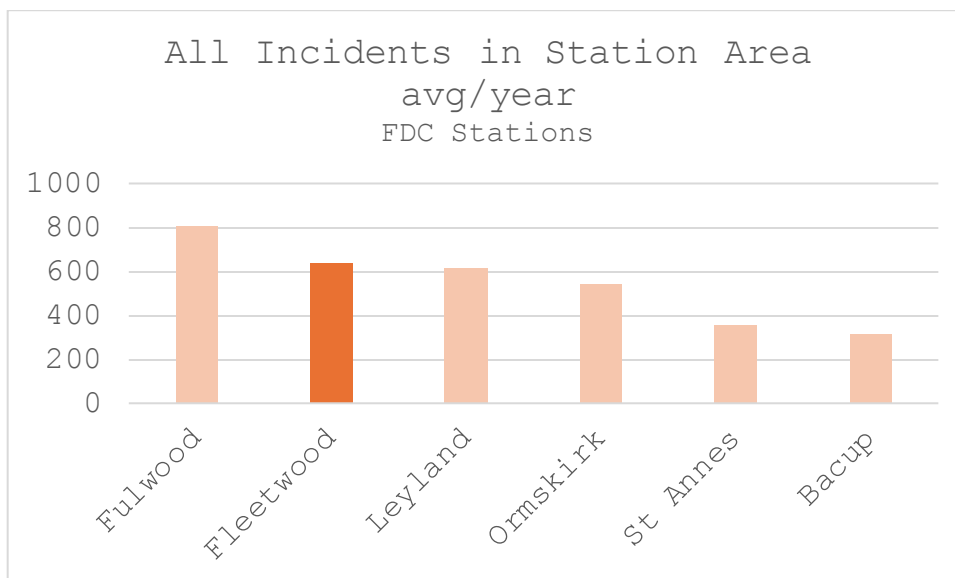
Fleetwood and Bispham's turnout areas start to over-cross at around 10-minute response times, due to the close proximity of the fire stations, thereby providing a very high level of community resilience across the northern area of the Fylde coast. Fleetwood and Bispham are approximately 5 miles apart, with excellent and fast road network connection via the Broadway (A587) and Promenade (A584).

Incident Demand

Fleetwood station area has an average of 636 incidents per year within their designated nominal station area, the lowest of any of Lancashire's wholetime (2/2/4) crewed stations. In comparison, Fulwood, currently a Flexi Day Crewed (FDC) station, receives an average of 806 incidents in its area annually.

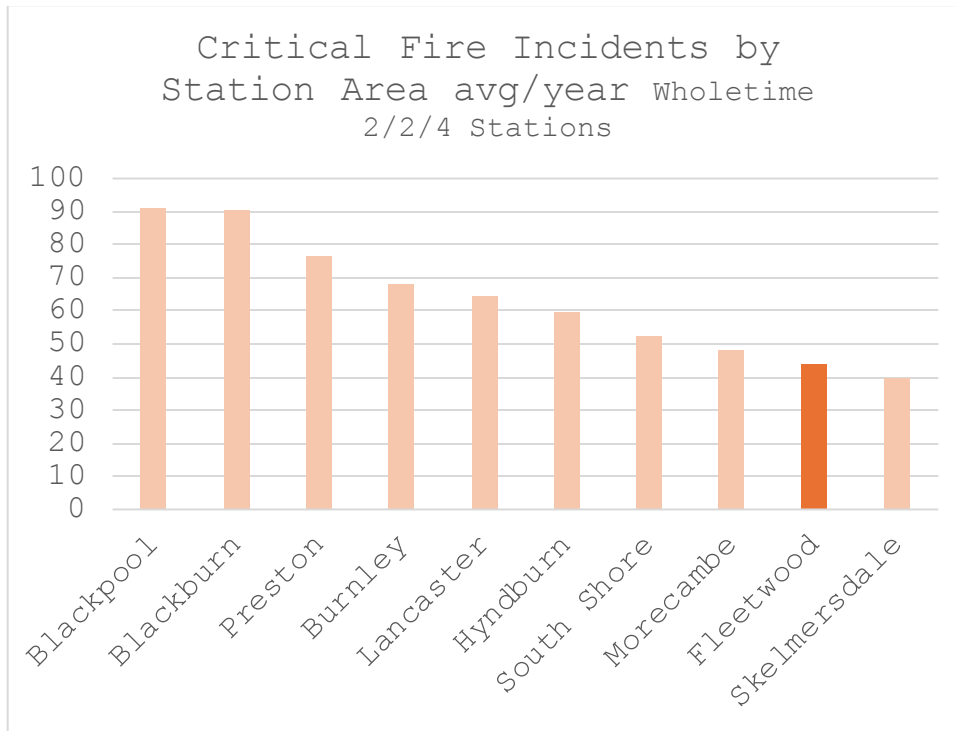


For comparison, Fleetwood has been shown below with the existing FDC stations.

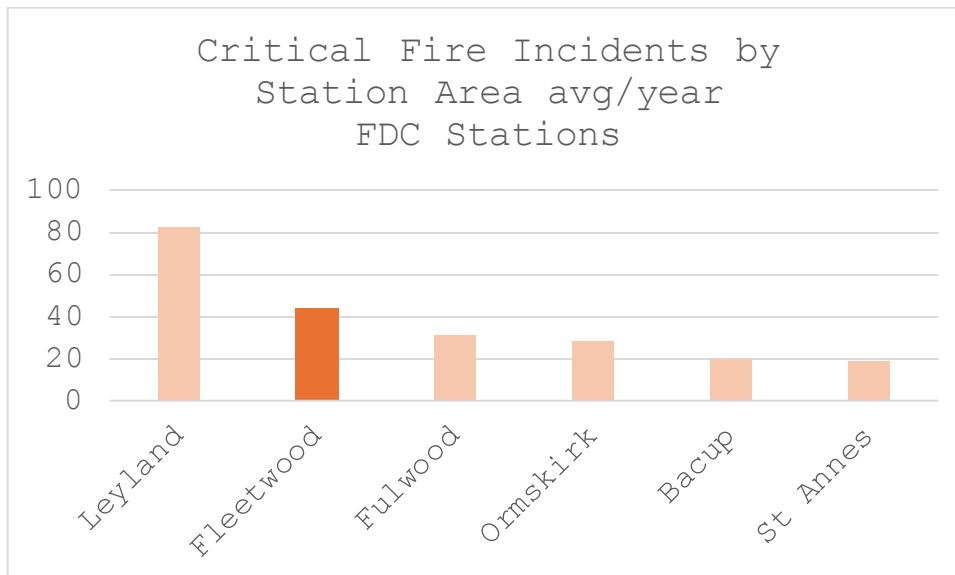


Critical Fire Incidents

In Fleetwood area, there are, on average 44 critical fire incidents per year, a slightly higher number than Skelmersdale, though substantially lower than Leyland (which is flexi-day crewed) at 82. The average number of critical fire incidents across FDC station areas is 36.



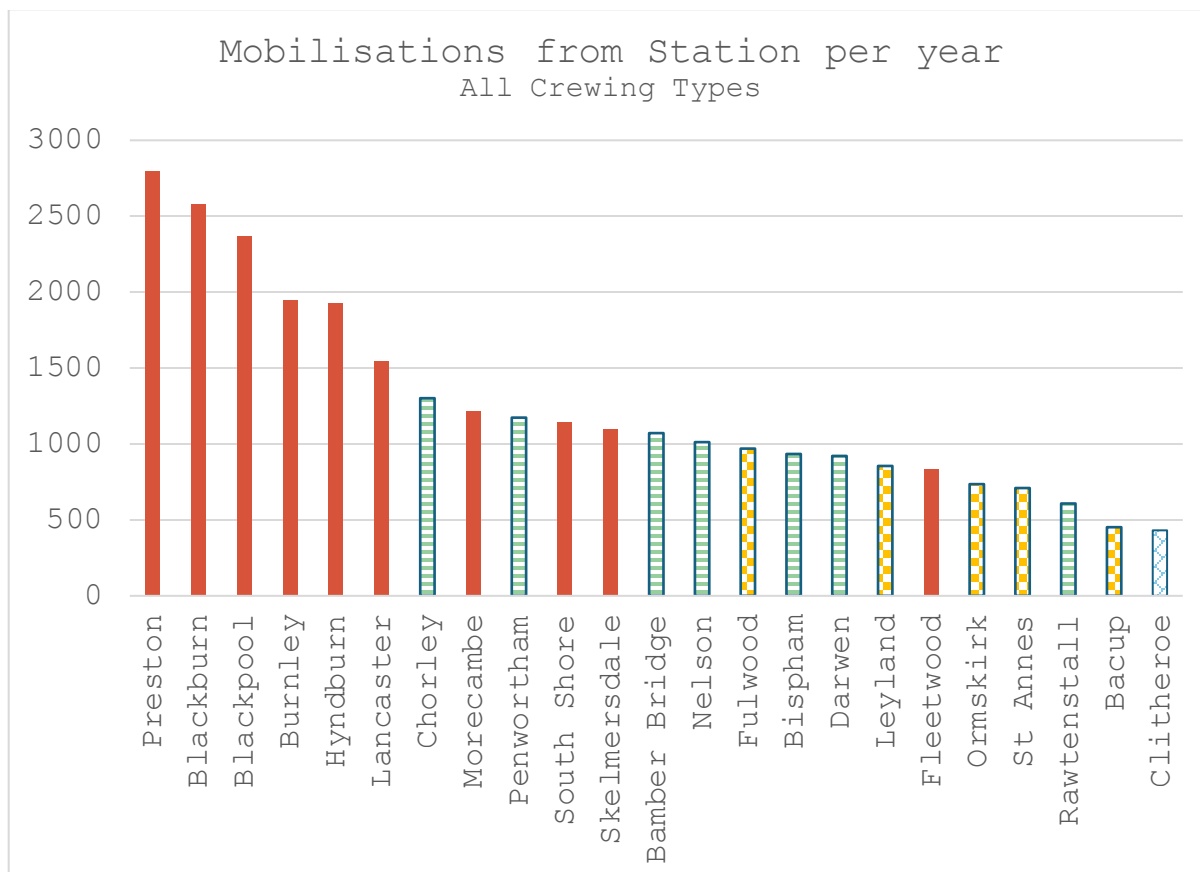
For comparison, Fleetwood has been shown below with the existing FDC stations.



Mobilisations by Station

Fleetwood station (both Wholetime and On Call appliances collectively) are mobilised, on average, 832 times per year. This makes Fleetwood the least utilised wholetime (2/2/4) pump, and its activity levels place it firmly alongside other FDC and DCP stations, as highlighted below.

● 2/2/4 ● DCP ■ FDC ● On Call



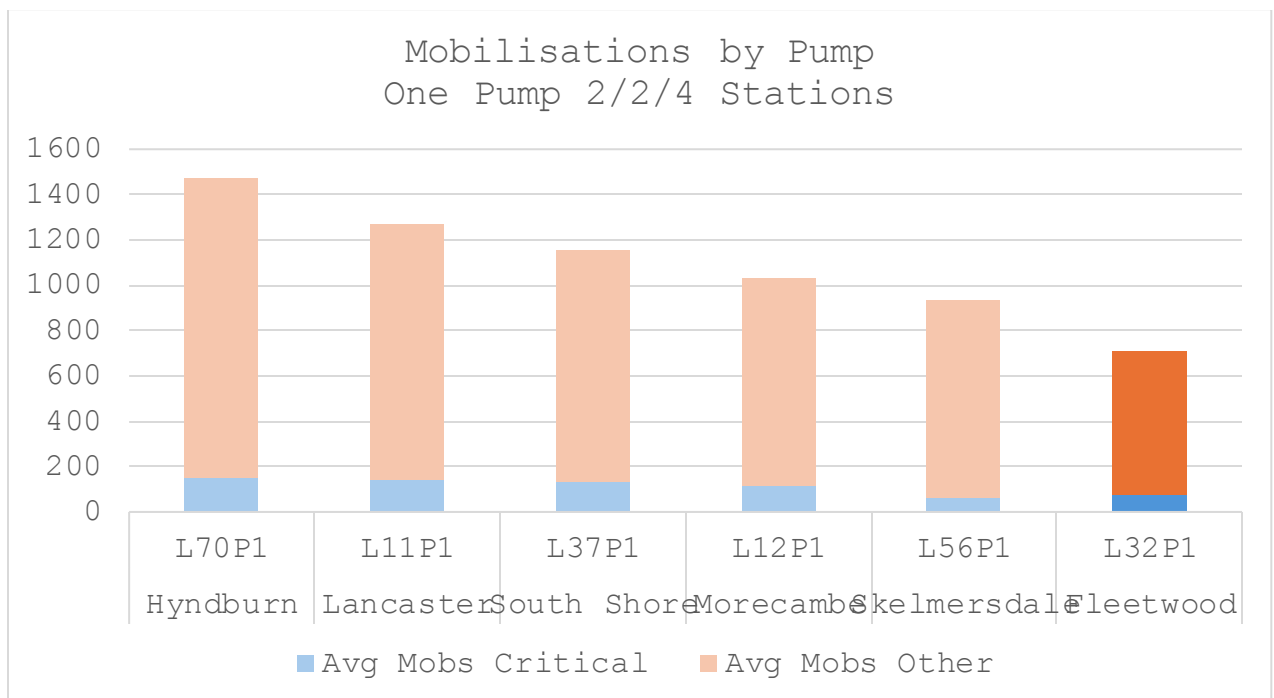
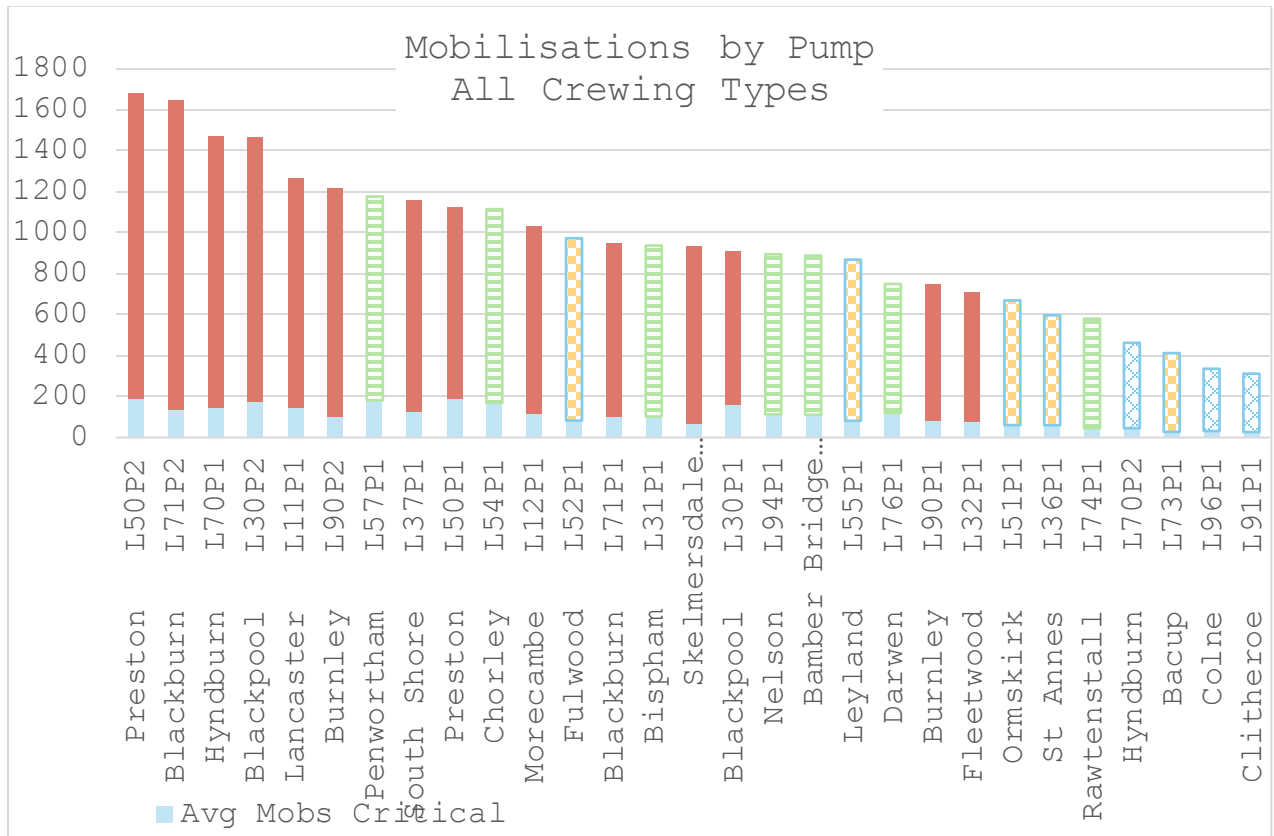
Lancashire currently has five FDC stations and six stations with one wholetime pump, the overall activity levels of the crewed pumps at each of these stations are placed in descending order below. Fleetwood has markedly lower activity levels than other one pump stations and fewer mobilisations than two other FDC stations.

Average Mobilisations per Year by Pump					
Crewing	Station	Callsign	Mobilised	Attended	% Att.
WT	Hyndburn	L70P1	1467	1268	86%
WT	Lancaster	L11P1	1259	1109	88%
WT	South Shore	L37P1	1146	1027	90%
WT	Morecambe	L12P1	1022	898	88%
FDC	Fulwood	L52P1	970	805	83%
FDC	Leyland	L55P1	855	719	84%
WT	Skelmersdale	L56P1	843	703	83%
WT	Fleetwood	L32P1	702	651	93%
FDC	Ormskirk	L51P1	651	554	85%
FDC	St. Annes	L36P1	597	536	90%
FDC	Bacup	L73P1	392	350	89%

Mobilisations by Pump

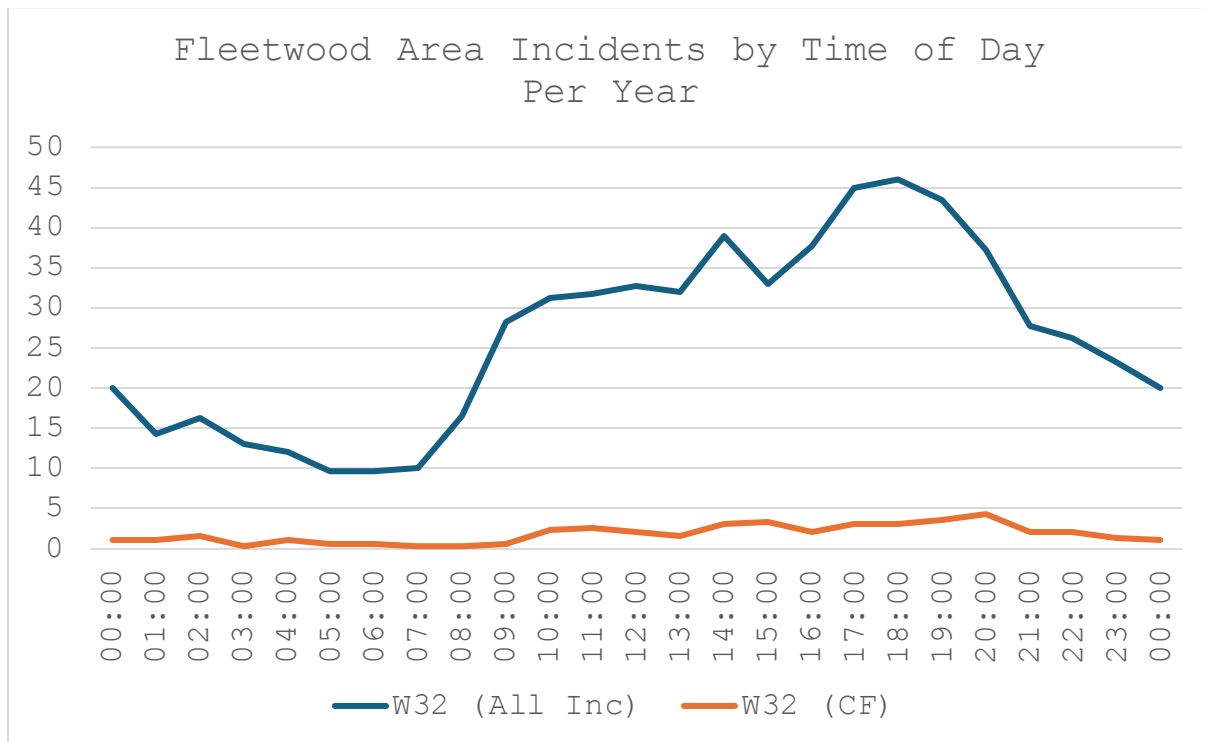
Pump mobilisations from all crewing types are shown below. Fleetwood L32P1 has been highlighted. L32P1 is the least utilised wholetime 2/2/4 pump and has less mobilisations than eight FDC and DCP pumps.

● 2/2/4 ● DCP ■ FDC ● On Call



Comparison Against Existing FDC Stations

Having determined that the overall mobilisations of Fleetwood (W32) place it within the activity levels of other FDC pumps, the impact of FDC crewing is further assessed below.



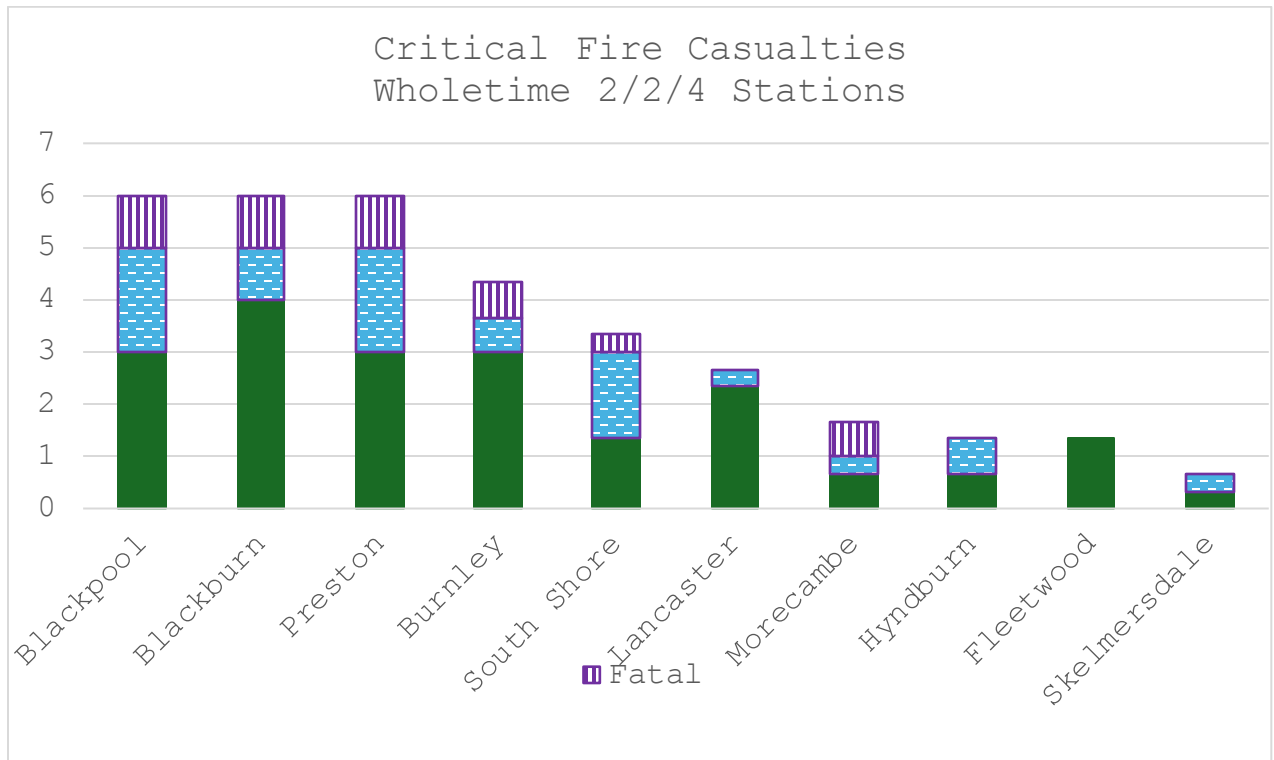
*CF means critical fires

FDC respond from the fire station between 08:00 and 18:00, then as an On Call unit between 18:00 and 08:00. As the graph above shows, incident activity peaks at 18:00 and then quickly drops to a low baseline which it maintains until 08:00. The majority of incidents are therefore during crewed hours. The low numbers of critical fires follow a similar pattern, but peak at 20:00.

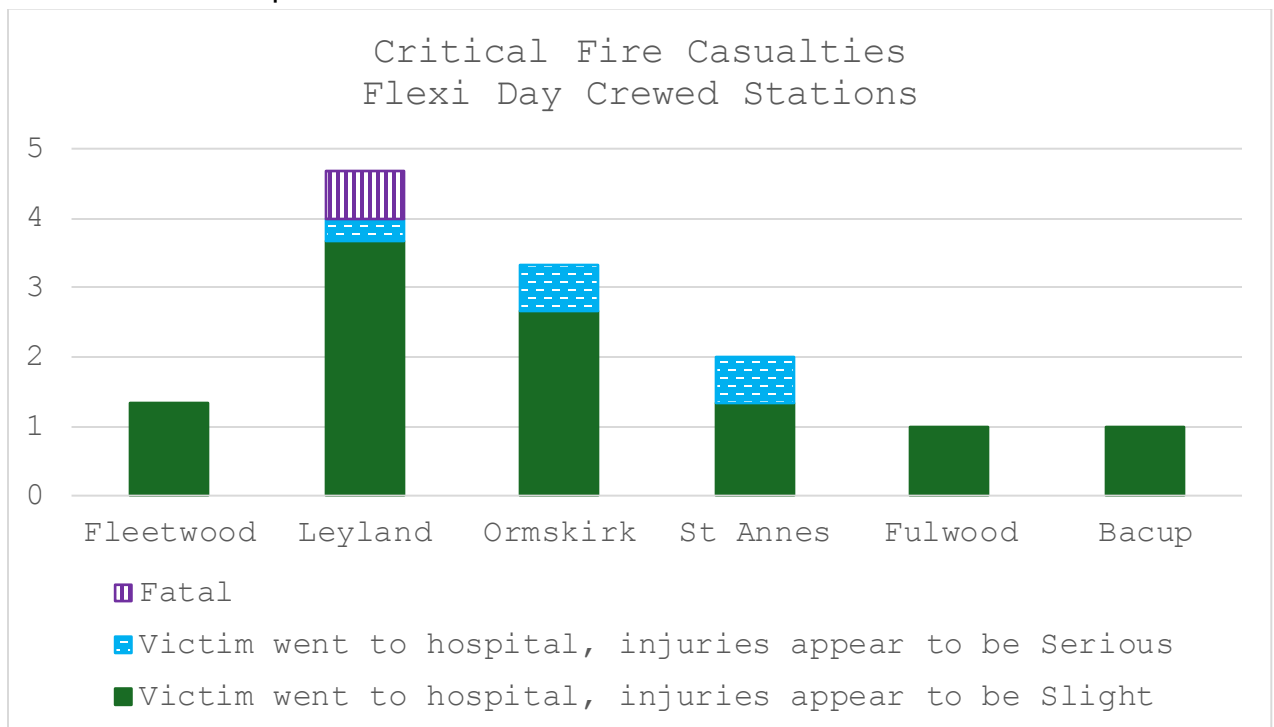
Casualties

As they are subjective and open to interpretation, “precautionary check” and “first aid at scene” have been removed from the following charts to focus on fire related hospitalisations and fatalities.

Fleetwood receives markedly fewer serious fire casualties than other 2/2/4 crewed stations.



Compared against existing FDC stations, Fleetwood has similar casualty numbers to Fulwood and Bacup.



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Fleetwood – 224 to flexible day crewing (FDC) pilot and existing employee ‘turn in to station’ analysis

There are 27 existing Lancashire Fire and Rescue Service (LFRS) grey book employees who live within a five-minute travel time of Fleetwood station. One is precluded due to being a Station Manager, one is about to retire. 12 are employed on an On Call contract only. Ten are at 2/2/4 stations in Western area, two are at day crewing plus (DCP) stations (Bispham and Chorley). There is one Fire Safety inspector.

Should agreement to proceed with a pilot be supported by the Fire Brigades Union (FBU), the Service intends to write to all eligible wholetime (WT) members of staff who live within 5 minutes of the station (13 people). Depending on the number of staff interested in the pilot, the Service may need to ringfence a small number of posts to on-call firefighters from Fleetwood.

Anticipated Reaction Time

Forecasting the reaction, or ‘turn in’ time of an On Call unit is possible, but due to the large number of variables, a margin of error should be expected.

Firefighters may choose multiple modes of transport from running, to cycling or driving, the time of the incident and the activity which the On Call firefighter is undertaking at the time of mobilisation also bears a substantial impact on the reaction time. External factors such as traffic also cannot be adequately accounted for. And perhaps most pertinent, forecasting assumes that a firefighter is mobilised from their home address, whereas in reality, the firefighter may be at any location which they believe to be within five minutes of the station.

Assessing road travel time from their home addresses, the table below shows that, the potential FDC crew could respond to the station in approximately 3 minutes (average travel time by road to the station is 2min 56 seconds), depending on who is available and their location at the time of receiving a fire call.

Travel times are sourced from AA Route Planner and are indicative.

Existing On Call		Potential FDC (existing WT FFs)	
Reaction Time (mm:ss)		Reaction Time (mm:ss)	
Name	Car	Name	Car
FF	02:27	FF	03:02
FF	03:23	FF	02:44
FF	03:46	FF	04:44
FF	02:59	FF	02:17
FF	05:13	FF	02:59

Appendix B – Workforce and Operational Feasibility

FF	02:29	FF	00:37
FF	02:17	FF	03:18
FF	02:48	FF	03:19
FF	03:21	FF	03:29
FF	03:55	FF	01:47
FF	03:34	FF	04:44
FF	02:40	FF	03:13
FF	03:07	FF	01:56
FF	03:52		
FF	01:47		
FF	01:56		
Average	03:08	Average	02:56

Table 1: Travel times from home addresses to Fleetwood fire station for existing On Call and wholetime staff. Table is anonymised.

Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Appointment of Co-opted Independent Person (Audit, Risk and Governance Committee)

Contact for further information – Dominic Howell, Monitoring Officer
Tel: 07810 772851

Executive Summary

Chartered Institute of Public Finance and Accountancy (CIPFA) guidance recommends the appointment of an Independent Person (IP) to Audit Committees to increase its level of expertise. This paper seeks permission to recruit such an IP.

Recommendation(s)

To authority is asked to;

1. Approve the appointment of an IP to the Audit, Risk and Governance Committee.
2. Delegate responsibility for organising the recruitment process including selecting the interviewing panel to the Monitoring Officer.
3. Delegate power of appointment of the most suitable candidate to the interviewing panel.
4. Authorise amendment of the Members' Allowance Scheme to create a new allowance for the Audit IP at an annual rate of £1,500 (subject to increases on the same basis as other similar allowances).

Information

The Audit Committee meets four times per year and has seven politically balanced members drawn from the Combined Fire Authority (CFA). The Audit Committee's purpose is to provide those responsible for governance with independent assurance on the adequacy of the risk management framework, internal and external governance processes and the internal control environment.

The documents that the committee considers are frequently complicated and technical in nature referring to accounting practices. In order to perform their role providing oversight and assurance, it is essential for the Audit Committee members to have sufficient knowledge and understanding of the material so that they can challenge it where necessary. CIPFA stresses that Audit Committees need members who can:

- understand complex financial reporting
- scrutinise risk, control, and assurance frameworks
- challenge internal and external audit effectively
- appreciate accounting judgments and governance implications

Lancashire CFA already has two Independent Persons formally engaged to support it. These are contracted pursuant to section 28 of the Localism Act 2011 which requires the views of an Independent Person to be taken in relation to allegation against

members in relation to their code of conduct. (the role has been expanded to encompass involvement in the disciplinary procedure against statutory officers as agreed at the February 2026 CFA meeting (resolution 68-25/26 refers)).

This paper seeks approval for a further Independent Person, not under the Localism Act, but specifically to sit on the Audit Committee as a specialist advisor (although they would also chair any hearings under the members complaints procedure under draft new terms of reference for that committee). The members' constitution working group has approved new Audit Committee terms of reference that allow for the appointment of this IP as an advisor and as chair of any member complaints hearings. The committee will also be renamed the Audit, Risk and Governance Committee.

What is sought is technical expertise and independence, not political independence. Most Fire Authority members do not have a background in audit, risk, finance, or governance. An IP brings:

- professional-level scrutiny of accounts, governance structures and control frameworks
- continuity of knowledge despite political membership turnover
- confidence for external auditors and the public that scrutiny includes specialist input

CIPFA issued a position statement on Audit Committees in Local Authorities in 2022. This statement set out the purpose, model, core functions and membership of audit committees. In the section on membership, it contains the following sections:-

The audit committees of local authorities should include co-opted independent members in accordance with the appropriate legislation.

Where there is no legislative direction to include co-opted independent members, CIPFA recommends that each authority audit committee should include at least two co-opted independent members to provide appropriate technical expertise.

And

To provide the level of expertise and understanding required of the committee, and to have an appropriate level of influence within the authority, the members of the committee will need to be of high calibre. When selecting elected representatives to be on the committee or when co-opting independent members, aptitude should be considered alongside relevant knowledge, skills and experience.

Characteristics of audit committee membership:

- A membership that is trained to fulfil their role so that members are objective, have an inquiring and independent approach, and are knowledgeable.
- A membership that promotes good governance principles, identifying ways that better governance arrangement can help achieve the organisation's objectives.
- A strong, independently minded chair, displaying a depth of knowledge, skills, and interest. There are many personal skills needed to be an effective chair, but key to these are:
 - promoting apolitical open discussion

- managing meetings to cover all business and encouraging a candid approach from all participants - maintaining the focus of the committee on matters of greatest priority.
- Willingness to operate in an apolitical manner.
- Unbiased attitudes – treating auditors, the executive and management fairly.
- The ability to challenge the executive and senior managers when required.
- Knowledge, expertise and interest in the work of the committee.

While expertise in the areas within the remit of the committee is very helpful, the attitude of committee members and willingness to have appropriate training are of equal importance.

The appointment of co-opted independent members on the committee should consider the overall knowledge and expertise of the existing members.

Other than the Localism Act referred to above, there is no legislative requirement on Fire Authorities to appoint an Independent Person. The CIPFA position statement describes its status as:-

“The statement represents CIPFA’s view on the audit committee practice and principles that local government bodies in the UK should adopt. It has been prepared in consultation with sector representatives. CIPFA expects that all local government bodies should make their best efforts to adopt the principles, aiming for effective audit committee arrangements. This will enable those bodies to meet their statutory responsibilities for governance and internal control arrangements, financial management, financial reporting and internal audit.”

So the statement is not binding but represents best practice. This strengthens the Committee’s ability to meet CIPFA expectations around assurance and challenge.

So far as can be ascertained from public sources, a number of other authorities do have an Audit Committee IP. Lancashire County Council; Cheshire Fire Authority and West Yorkshire Fire Authority all have one IP (rather than the two suggested by CIPFA, although that is not to say that some of the larger authorities may not have two).

In terms of remuneration, the paper proposing the recent LCC recruitment for the position (2024) referred to research they had carried out:-

The allowance paid to independent co-opted members of other local authority audit committees varies. Some authorities do not pay an allowance and only cover travel expenses; others pay an annual allowance of between £1,000 and £2,500. The council's Independent Remuneration Panel will be asked to consider an appropriate allowance for the independent co-opted member, to recognise the time commitment and other incidental costs associated with this role.

The LCC role was advertised at £1,500 per annum

The Cheshire Fire Authority paper contained the following on remuneration:-

It has proved to be difficult to find a ‘rate’ that is being paid to independent audit members that are already active for other public bodies. The sums that were found vary considerably from organisation to organisation. Some organisations were paying a sum per meeting (one as low as £50 per meeting) and some organisations were paying an

annual sum (a few as high as £2,500, for four or five meetings). In view of this, officers felt that there was sense in considering the sums paid within the Members' Allowances Scheme.

The logical comparisons might be the independent (non-elected) member. He attends up to 18 meetings per year and receives an annual allowance of just over £1,250. The independent audit member is only likely to attend four or five meetings per year, but it might be argued that expectations being placed on him/her are higher. For example, the individual will almost certainly need to be from a professional background and will also need to take part in training. With this in mind, an annual figure of £1,250 is suggested.

We pay our current Independent Persons £1,143.24 per annum which is index linked on an annual basis in line with the annual local government pay percentage increase at new spinal column point 43. In terms of workload, the current IPs in reality are not utilised often, whereas the Audit Committee IP would as a minimum prepare for and attend the 4 Audit Committee meetings every year. They would also be required to chair any member complaint procedure hearings (although it is accepted these may be few and far between). So the Audit Committee IP role is likely to require more time and will require more specialist knowledge than the current IP roles.

Recruitment process

A job description is being drafted and it is recommended that shortlisting and interviewing of candidates is delegated to an interview panel. It is also recommended that the actual appointment of the IP is delegated to the interview panel. The make-up of the interview panel is likely to be the Monitoring Officer; the Treasurer and the Chair of the Audit Committee. If this needs to change at short notice due to unavoidable lack of availability, either the vice-chair of the Audit Committee, Chair or vice-Chair of the full Authority or a member of the LFRS Executive Board will be substituted.

It is recommended that the appointment would be for a period of two years with the option to extend for a further two years before a new recruitment exercise is undertaken. Any such proposal for an extension of the original two years would be brought to the full Authority for approval.

Once the interview panel has made an appointment, a report for information would be brought to the next meeting of the full Authority.

Recommendations

In order to facilitate the above, LCFA is asked to:-

1. approve the appointment of an IP to the Audit, Risk and Governance Committee.
2. delegate responsibility for organising the recruitment process including selecting the interviewing panel to the Monitoring Officer.
3. delegate power of appointment of the most suitable candidate to the interviewing panel.
4. authorise amendment of the Members' Allowance Scheme to create a new allowance for the Audit IP at an annual rate of £1,500 (subject to increases on the same basis as other similar allowances).

Business risk

CIPFA guidance recommends the appointment of an IP for Audit Committees. This will strengthen the governance of Lancashire CFA, in particular the Audit function which we know will be a focus of the His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICRFS) inspection.

Sustainability or Environmental Impact

NA

Equality and Diversity Implications

NA – recruitment will be far and open

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

Minor assistance needed from HR in relation to the recruitment process and on-boarding.

Financial implications

£1,500 per annum

Legal implications

NA

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

Paper:

Date:

Contact:

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Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Annual Safety, Health and Environment Report 2025-26

Appendix 1 refers

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

Executive Summary

Attached at Appendix 1 is the Annual Safety, Health and Environment Report for Lancashire Fire and Rescue Service (LFRS) covering the period 1 April 2025 to 31 March 2026.

The report provides an overview of safety, health and environment activity over the past 12 months, including how LFRS control risks and manage performance in line with the 5 year Safety, Health and Environment Plan.

The Authority has overall responsibility for staff safety, health and environmental compliance, with day to day management discharged through the Chief Fire Officer (CFO). In line with those responsibilities, a signed declaration (statement of intent) from the Authority Chair and CFO is displayed across all LFRS workplaces.

Recommendation(s)

The Authority is asked to note the report and associated safety, health, environment and wellbeing performance outcomes.

The Authority is asked to endorse the joint signing of the Safety, Health and Environment Policy 'statement of intent' by the Chair and CFO.

Information

This report includes performance information for safety, health, environment and wellbeing within LFRS.

Business risk

From a legal, economic and moral standpoint, several health and safety and environmental compliance obligations are imposed on the Authority.

The Health and Safety Executive and Environment Agency will take enforcement action where significant or recurring failures are identified.

Sustainability or Environmental Impact

LFRS continues to manage the environmental risks and issues which impact directly on the Service through the externally accredited ISO14001 Environmental Management System which details our environmental aspects and impacts together with the measures taken to control and mitigate risks.

The changing climate continues to impact on the Service response activities, particularly in relation to increasing attendance at flooding and wildfire incidents. Carbon management within the LFRS estate and vehicle fleet is a growing issue, with the impact on utility and energy use which the Service is seeking to mitigate through the LFRS Environmental Sustainability Plan.

Equality and Diversity Implications

No specific implications from this report.

Data Protection (GDPR)

Will the proposal(s) involve the processing of personal data? Y/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 Authority is committed to providing a safe and healthy workforce which is particularly important in the context of emergency service operations, and which requires ongoing and effective health and safety management arrangements.

Financial implications

None directly.

Legal implications

There is a range of legislative impacts imposed on LFRS relating to safety, health and environmental aspects. These are identified and tracked by the LFRS Safety, Health and Environment Department who maintain legal registers and assessments of compliance which is a key part of the ISO certification held by the Service.

Local Government (Access to Information) Act 1985

List of background papers

Paper: Annual Safety, Health and Environment Report 2019-20

Date: 14 September 2020

Contact: DCFO Steve Healey

Paper: Annual Safety, Health and Environment Report 2020-21

Date: 28 June 2021

Contact: DCFO Steve Healey

Paper: Annual Safety, Health and Environment Report 2021-22

Date: 27 June 2022

Contact: DCFO Steve Healey

Paper: Annual Safety, Health and Environment Report 2022-23

Date: 26 June 2023

Contact: DCFO Steve Healey

Paper: Annual Safety, Health and Environment Report 2023-24
Date: 24 June 2024
Contact: DCFO Steve Healey

Paper: Annual Safety, Health and Environment Report 2024-25
Date: 23 June 2025
Contact: DCFO Steve Healey

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

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Annual Safety, Health and Environment Report 2025-2026

Introduction

This report summarises the arrangements in place to deliver the Service's Safety, Health and Environment Policy and provides a summary of safety, health and environment performance data.

It includes the reporting on occupational safety, health, wellbeing and environmental issues that have arisen during the period 1 April 2025 to 31 March 2026.

Executive Summary

During 2025-26, Lancashire Fire and Rescue Service has maintained a strong and effective approach to managing safety, health, environment and wellbeing, supported by continued certification to ISO 45001:2018 and ISO 14001:2015. External audit confirmed no major non-conformities and identified only minor areas for improvement, demonstrating that the Service's management systems remain robust and well embedded.

Overall accident performance has improved, with 75 reported accidents compared to the previous year (24-25 saw 84 accidents), alongside a sustained high level of near miss reporting (111 events). Lost time accidents this year are 20, reducing from 26 last year. This reflects a positive reporting culture and continued workforce engagement in identifying and managing risk. However, key risk areas remain consistent, particularly slip, trip and fall incidents and musculoskeletal injuries arising from manual handling.

Vehicle-related incidents have increased during the reporting period, highlighting a continuing area of operational risk requiring focused intervention. In response, the Service has progressed the "Out Safe – Back Safe" campaign to reinforce safe operational driving behaviours and improve risk awareness.

Significant progress has also been made in operational safety improvements, including the procurement of new breathing apparatus, continued investment in Personal Protective Equipment (PPE) and contaminant control measures, and enhancements to operational equipment and vehicle design. The Service has continued to strengthen its approach to staff wellbeing, including trauma support, mental health interventions and targeted wellbeing initiatives.

Environmental performance continues to be developed through the implementation of the Environmental Sustainability Plan, with ongoing work to reduce carbon emissions, improve energy efficiency and support the transition to lower-carbon technologies.

Looking ahead, the Service is preparing for a planned HSE inspection programme, focussed around the management of contaminants risks and will continue to focus on key risk areas, including fire contaminants, musculoskeletal injury reduction and vehicle safety, while maintaining strong governance and assurance arrangements.

Lancashire Fire and Rescue Service (LFRS) Safety, Health, Environment and Wellbeing Management Arrangements

Lancashire Combined Fire Authority (CFA) has overall responsibility for the effective governance of safety, health and environment (SHE). The CFA is responsible for agreeing the safety, health and environment policy.

Whilst individual members of staff, supervisors and managers all have responsibility for safety, health and environment, the Safety, Health and Environment (SHE) Department provides competent professional advice and oversees the day-to-day management of health, safety, wellbeing and environmental activities.

The LFRS Safety, Health, Environmental and Wellbeing Management System is based on:

- Health and Safety Executive guidance HSG 65 – Successful Health and Safety Management.
- International Standard for a Health and Safety Management System ISO 45001:2018.
- International Standard for Environment Management Systems ISO 14001:2015.
- International Standard for Psychological health and safety at work ISO 45003:2021.

The CFA approved the SHE Policy in September 2024 following a routine 3-yearly review.

LFRS Health, Safety and Wellbeing Plan

The Service continues to work towards the aims and aspirations detailed within the LFRS Health, Safety and Wellbeing Plan. The plan sets out a 5-year vision for all aspects of Health, Safety and Wellbeing, covering 2022-2027.

This document is part of the suite of delivery plans, which support the LFRS People Strategy and the aims and objectives within the LFRS SHE Policy.

The plan sets out what our drivers and influences are, how we control risks and what are our aspirations for continual improvement, particularly in relation to the key developing areas of risk within the Sector.

The scope of our arrangements now extends beyond traditional workplace health and safety. We also now continue to ensure that the Service considers the best practice requirements which are outlined in the ISO 45003 Psychological health and safety at work – Guidelines for managing psychosocial risks.

The Service's Health, Safety & Environment Advisory Group (HSEAG) is responsible for developing specific objectives and targets relating to LFRS SHE Performance, and outcomes of the annual SHE Management Review striving for continual SHE improvements over the course of each year.

Controlling Risk within LFRS

The varied nature of the Service's work activities and working environments means that there is a broad range of risks to manage, sometimes in challenging high hazard environments. The level of risk to both employees and service users can be identified from several of the Service's performance measures including the:

- Total number of accidents reported by employees and non-LFRS staff.
- Number of safety events reported to the Health and Safety Executive under the RIDDOR regulations.
- Number of near miss events reported.
- Number of absence days lost following an accident at work.
- Type of events that are being reported.
- Carbon emissions from LFRS premises and vehicles.

The SHE Policy and the wider Safety, Health, Environmental and Wellbeing Management System are devised to promote safe systems of work and minimise the risk of injury to employees and visitors and reduce the impact to the environment. The SHE Department develops bespoke and proportionate procedures for LFRS, focusing on controlling the risks in LFRS workplaces. Managers, through devolved safety, health and environment responsibilities, ensure that recognised safe systems of work are being applied 'as far as is reasonably practicable'.

To ensure that the Service continues to meet its legal obligations in respect of safety, health, and environment we ensure that all policies, procedures, instructions and guidance are regularly reviewed and updated. We ensure that we are aware of any developments relating to legislation and guidance which impacts on workplace health and safety. SHE training is refreshed, a minimum every three years together with any specific training required by role.

SHE performance is reviewed on a regular basis, through high level scrutiny via the CFA Performance Committee and at Director Level through the HSEAG meeting chaired by the Deputy Chief Fire Officer.

External Audit of the Health and Safety and Environment Management Systems 2026

LFRS utilises a UKAS accredited external audit process to provide assurance of the effectiveness of safety, health and environment management systems to the internationally recognised ISO standards. Since initial certification in November 2011, surveillance visits have been conducted annually and re-certification every three years to maintain the external certification.

In February 2026, the auditor from British Assessment Bureau (BAB) carried out an audit against the International Standards for health and safety ISO 45001:2018 and environment ISO 14001:2015.

The audit scope for both standards was '**The Provision of Fire, Rescue and Supporting Services across Lancashire**'. This broad scope encompasses all LFRS activities with audit

Appendix 1

visits to the Service Headquarters (SHQ) site, Leadership & Development Centre (LDC), seven fire stations operating different duty systems together with several supporting departments including Safety, Health and Environment, Fleet and Engineering Services, Human Resources, LDC, and Property.

Both ISO standards have a range of clause requirements, which identify how an organisation should manage different aspects of safety, health and environmental issues within the workplace.

LFRS is required to provide a range of evidence to demonstrate that we meet the requirement of the Standards and have robust arrangements in place within the Service.

This audit report recommended continued certification for LFRS under ISO 14001 and ISO 45001 standards, noting no major non-conformities and one minor non-conformity.

The report from BAB highlighted aspects of our arrangements:

- “Top leadership has clearly demonstrated their commitment to the management system.”
- “Communications and commitment to the management system” were confirmed through interviews across senior leaders and staff.
- “Head of Safety, Health and Environment and Deputy Chief Fire Officer take an active part in risk and hazard identification together with attending consultation and participation meetings.”
- “The Management Systems are well structured and reflects the operational processes through documented procedures... with clearly identified inputs and outputs throughout.”
- “The audit has established that the requirements of ISO45001 and ISO14001 are embedded within relevant sections within the management system.”
- “Risk management and assessments have been very well defined within the Occupational Health and Safety.”
- “Risk assessments are developed for each operational activity... Full risk analysis is carried out with a breakdown of hazards documented.”
- “LFRS has established clear and structured processes to manage both internal and external communications.”
- “Information is communicated in a timely, consistent, and appropriate manner across the organisation.”
- “A key mechanism is the quarterly Team Brief... delivered face to face... allowing two-way engagement.”
- “All operational roles are filled by staff who are trained, competent, and medically fit for their duties.”
- “The service continues to have well-understood and effective well-being policies in place.”
- “A good range of well-being support is available to support both physical and mental health.”
- “The organisation has systematically identified and considered the needs and expectations of interested parties.”

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- “The organisation identified the environmental aspects and impacts considering the Life Cycle perspective.”
- “The OH & S performance is monitored through relevant KPI's, management reviews together with minutes of the committee meetings.”

LFRS received one minor non-conformances for this audit related to monitoring of training, a member of staff was found not to have completed their refresher safety, health and environment e-learning module.

As part of the audit, additional areas for improvement were also identified by LFRS staff and these have been taken forward through the Service's HSEAG meeting, for example our arrangements for ensuring consistency across fire stations for record keeping of workplace safety checks. LFRS remains committed to the use of the ISO standards and is one of the few fire services in the UK who undergo this level of external scrutiny.

Working with Representative Bodies

During the year we have continued to have a positive working relationship with the Representative Bodies on health and safety issues. The Service consults formally on a quarterly basis, working together to ensure safety, health and wellbeing concerns are resolved. Safety Representatives play a vital role in improving our health and safety culture whilst reducing our impacts on the environment.

We have continued to ensure that we have arrangements in place to meet all aspects of the Safety Representatives and Safety Committees Regulations 1977. The Health and Safety Consultation Committee is chaired by the Deputy Chief Fire Officer, attended by safety representatives from the following representative bodies:

- Fire Brigades Union (FBU).
- UNISON
- Fire Officers Association (FOA).
- Fire and Rescue Services Association (FRSA).

The consultation committee meeting allows each organisation to raise issues relating to health, safety and wellbeing with senior management in the Service.

Health and Safety Performance

Active Monitoring of our health and safety performance is integrated into day-to-day work within the Service. This includes a Service wide approach to workplace inspections at all of our workplace locations for both health and safety and environmental hazards and risks.

In addition to day-to-day monitoring of health and safety by our managers, active monitoring features extensively during operational incidents and forms an essential part of the Incident Command System at all levels. Operational incidents are monitored, debriefed and outcome reviews are carried out to ensure that continuous learning from incidents is achieved through our Operational Assurance function.

The Service has implemented a system of robust reactive monitoring of safety events through the accident reporting and accident investigation procedures. The SHE department co-ordinates and controls this system, with line managers being responsible for implementation across the Service.

During 2025/2026 there were:

- **75 accidents** (54 to LFRS staff and 21 to non-LFRS staff) each event being investigated and recorded in line with service policy.
- **111 near misses** (89 near misses and 22 near miss attacks on staff) that were investigated, and when appropriate learning was fed back into the service policy, procedure, or risk assessment.
- There were **12 Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)** events that were reported to the Health and Safety Executive; 1 major specified injury; 10 resulting from an over 7 day's absence and 1 breathing apparatus reportable event.

Staff Accidents - Key Insights

Analysis of reported incidents highlights several consistent risk themes across the Service:

- Slip, Trip and Falls remain the most prevalent cause of injury, occurring across operational incidents, training environments and routine workplace activities. Many of these incidents arise in dynamic and unpredictable environments, often involving uneven ground or time-critical movement.
- Manual Handling and Musculoskeletal Injury continues to represent a significant source of harm, particularly in relation to casualty handling, equipment use and general lifting activities. The injury profile is dominated by strains and sprains affecting the back and limbs.
- Routine Activity Risk is a notable contributor to overall incident numbers, with a proportion of injuries occurring during non-emergency activities such as general movement within workplaces and fitness activities.

These themes indicate that while formal control measures are in place, many incidents are influenced by human factors and operational behaviours, requiring continued focus on cultural and behavioural safety interventions.

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A summary of the total accident and accident-related absence statistics for 2025/26 are detailed below in Table 1.

Category	Number
RIDDOR reportable – major specified injuries / diseases	1
RIDDOR > 7-day absence	10
RIDDOR BA reportable	1
Other injuries – Lost Time	9
Minor – no time lost (also includes Non-LFRS staff)	55

Table 1 – Breakdown of LFRS safety event categories.

The figures in Table 2 relate to events when working time has been lost due to work related injury or illness.

Managers in conjunction with Human Resources will support staff inline with our absence policy to return to work, this may involve referral to our Occupational Health Unit team who can advise on health aspects to assist a return to work.

Year	Lost Time Accidents
2018/19	21
2019/20	17
2020/21	17
2021/22	25
2022/23	17
2023/24	27
2024/25	26
2025/26	20

Table 2 – lost time accidents.

Table 3 shows the types of accidents that were reported during 2025/26 comparing with the LFRS previous performance for each category.

Type of Accident	LFRS Staff 2025/26	LFRS Staff 2024/25	LFRS Staff 2023/24	LFRS Staff 2022/23	LFRS Staff 2021/22	LFRS Staff 2020/21	Non-LFRS staff 2025/26	Non-LFRS staff 2024/25	Non-LFRS staff 2023/24	Non-LFRS staff 2022/23	Non-LFRS staff 2021/22	Non-LFRS staff 2020/21
Handling lifting or carrying	11	21	28	14	24	11	5	2	4	2	1	-
Hit by moving, flying or falling object	6	5	11	7	5	4	4	2	3	3	-	-
Slip trip fall	20	6	10	10	12	5	4	2	4	3	1	-
Hit something fixed or stationary	5	7	8	8	9	3	4	4	3	7	2	-
Other	4	7	4	5	15	10	-	3	2	3	2	-
Injured by an animal	-	2	1	1	1	-	-	-	-	-	-	-
Fall from Height	-	1	-	1	2	1	-	-	1	1	-	-
Exposed to fire	2	2	4	2	2	5	-	2	-	-	-	-
Exposed to harmful substance	-	6	5	10	-	11	-	1	-	-	-	1
Exposed to an explosion	-	1	-	-	1	-	-	-	-	-	-	-
Contact with Electricity	-	-	-	-	1	1	-	-	-	-	-	-
Hit by a moving vehicle	2	2	2	2	-	1	-	-	-	-	-	-
Contact with Moving Machinery	3	1	-	1	-	1	1	-	1	-	-	1
Drowned or Asphyxiated	-	-	-	-	-	-	-	-	-	-	-	-
Physically assaulted by a person	1	-	1	-	3	2	3	5	2	-	4	-
Trapped by Something Collapsing	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	54	61	74	61	75	55	21	23	23	19	10	2

Table 3 – Types of accidents in 2025/26 compared to past performance.

Near Miss Reporting

A near miss event is an unplanned and unforeseeable event in which there is no injury, but the potential to cause injury should it occur again.

The near miss reporting category also includes events which have resulted in attacks on LFRS staff, but did not result in any injury to them, for example operational staff being subjected to verbal abuse or a fireworks attack.

Table 4 shows sustained number of near misses being reported each year assisting in the prevention of accidents within the workplace. A wide range of learning opportunities have been captured in relation to stations/building, equipment, appliances/vehicles, operational procedures and breathing apparatus issues. This growth in reporting demonstrates a strong safety culture and staff engagement with health and safety practices.

Year	Number of Near misses
2016/17	68
2017/18	98
2018/19	109
2019/20	113
2020/21	117
2021/22	94
2022/23	96
2023/24	97
2024/25	102
2025/26	111

Table 4 - Near Miss Reporting

Vehicle Accidents

Table 5 shows the number of accidents involving fleet vehicles from 2016/17 to 2025/26.

A total of 86 vehicle-related incidents were recorded during 2025/26, representing an increase compared with the previous year. The majority of incidents occurred during low-speed manoeuvring activities.

The Road Risk Review Panel (RRRP) examines the trends and outcomes from fleet vehicle accidents and current working practices. The RRRP group members have been meeting during the year to identify learning from vehicle accidents, identify wider trends about the cause and what measures we can take to improve performance. A key enhancement in the area is the continued roll-out of vehicle CCTV systems being fitted to fleet vehicles which is

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assisting us to investigate and understand the contributing factors to accidents involving our fleet.

Year	Number of Vehicle Accidents
2016-17	67
2017-18	58
2018-19	74
2019-20	69
2020-21	67
2021-22	90
2022-23	61
2023-24	65
2024-25	72
2025-26	86

Table 5 Number of Vehicle Accidents

The “Out Safe – Back Safe” campaign is a Lancashire Fire and Rescue Service (LFRS) initiative developed in response to an increase in vehicle-related incidents involving fire appliances and fleet vehicles. It is built around a simple but critical principle: ensuring that every member of staff returns safely from every journey. The campaign recognises that operational driving, manoeuvring, and appliance movement are among the highest-risk activities undertaken by the Service, and therefore require a consistent, disciplined, and safety-first approach always.

The campaign’s primary focus is on reducing vehicle accidents by reinforcing safe and consistent behaviours throughout all stages of appliance use. This includes leaving the station (including travelling under emergency response conditions), manoeuvring at incidents or in confined environments, and returning to station. It provides a structured framework that promotes best practice in areas such as crew cab safety, use of seatbelts, speed management, situational awareness, and decision-making under pressure. The emphasis is on applying core safety principles consistently, rather than introducing entirely new rules, recognising that failures often occur when established standards are not followed.

A key element of the campaign is cultural change rather than enforcement alone. It is explicitly positioned as a non-blame initiative, aimed at building shared responsibility and making safe behaviours routine and instinctive. Using watch-based toolbox talks, facilitated by Watch Managers and Crew Managers, the campaign encourages open discussion of real risks, learning from previous incidents, and reflection on safe practice. This approach is intended to strengthen collective ownership of vehicle safety and ensure that lessons from accidents and near misses are translated into practical improvements in behaviour.

To support delivery, the campaign is backed by a comprehensive resource pack and training materials, including briefing sheets and videos. These resources are structured around key safety themes such as leaving the station, emergency response driving, and vehicle manoeuvring, providing clear risk controls and expectations for staff.

Improvement Actions during 2025/26

LFRS ensures continuous improvement is made in safety, health, environmental and wellbeing aspects within the Service.

As part of our annual workplan, the SHE Department team undertake a programme of reviews and internal checks to ensure that we manage risk correctly and are implementing Service policies.

We have reviewed the following aspects of our systems during 2025/26:

- Contaminants on Dirty Fire PPE
- Pressure Systems
- Climate Change
- Management of Stress at Work
- Visitors, Events & Open Days on Fire Service Premises
- Safety Signs and Signals
- Contractors / Suppliers on Fire Service Premises
- Breathing Apparatus & Other Respiratory Protective Equipment
- Third Party Organisations Working on or operating from CFA Premises
- Pregnant Workers and New Mothers
- Electricity
- Supporting an Employee in Crisis
- Eyesight and Aids to Vision Standards and Guidance
- Energy, Fuel and Water Management
- First Aid
- Workplace Transport
- Control of Asbestos on LFRS Premises
- Adverse Weather
- Incident Emergency – Death and Serious Injury Response Protocol
- Health and Safety Register of Legal and Other Requirements
- Occupational Health & Safety Risks & Opportunities Register
- Register of Environmental Legislation and Other Requirements
- Environmental Aspects & Impacts Register
- Construction (Design and Management) Regulations
- Accident / Injury / Near Miss Procedure
- Control of Substances Hazardous to Health (COSHH)
- Travel Management
- Waste Management
- Interceptors

During 2025/26 we have continued our audit programme to ensure that we are managing risks which arise on our own sites. Led by the SHE Advisor we have a rolling programme of joint visits, which bring together staff from support departments, including Property, Protection (Fire Safety) and the Fitness Function working with the local Service Delivery Manager to review safety, health and environmental compliance on our stations and other sites. This allows us to discuss issues identified and produce a summary report from each visit to highlight areas we can improve on.

Involving local staff in health and safety inspections offers a range of practical and cultural benefits, both from an organisational and operational standpoint, one of the core aims of inspections is to 'reinforce health, safety and environment awareness amongst all staff' and to 'support a positive safety, health and environmental culture within the Service'. Involving local staff directly in inspections helps embed this culture by making safety a shared responsibility rather than a top-down directive.

Local staff are familiar with the day-to-day operations and physical layout of their workplaces. This makes them well-placed to identify subtle or emerging hazards that others might overlook. This sense of responsibility can lead to more proactive behaviour, such as reporting near misses or correcting unsafe practices without prompting. The LFRS inspection forms also show that local managers are expected to manage corrective actions in the first instance, reinforcing this principle of local accountability.

Operational Safety Improvements

During 2025/26 alongside improvement projects being led by the Safety, Health and Environment Team, we continue to deliver wider improvements to Service which also contribute to safety, health and wellbeing of staff. Some of the key projects which have progressed are:

- Breathing Apparatus (BA) capability is being reviewed for the replacement of our BA sets and ancillary equipment through North West collaboration. Following a regional evaluation the Service has awarded a contract with a new supplier for replacement BA sets and the supporting ancillary equipment. The new BA sets have several features which enhance safety of staff with new technology including electronic monitoring systems, in mask visual display of air contents and improved materials which aid cleaning to remove contaminants after the BA has been used in a firefighting situation.
- Future appliance design is being approached from a safety-led perspective. The adoption of Scania chassis for new appliances will allow for improved design features, whilst the incorporation of full "clean cab" principles in appliance design will help to minimise exposure to contaminants and support a safer working environment for staff by relocating all the breathing apparatus sets into the rear body lockers.
- Firefighting capability continues to be improved through the ongoing rollout of flow meters to increase water delivery awareness at incident grounds. The provision of 22mm hose reels and adjustable branches is also helping to improve the weight of attack by maximising water flow rates, making firefighting operations more efficient and effective.
- Enhancements to RTC and technical rescue equipment concluded with the completion of the rollout of battery-powered RTC tools, the Holmatro Pentheon equipment, across pumping appliances with prioritisation based on risk.
- Significant investment continues to be made in fire PPE. The pool PPE system and controlled cleaning arrangements continue to be strengthened to further support contaminant management. Changes introduced has allowed some items of PPE to be dedicated to training use solely at the Leadership and Development Centre.

- Technical Rescue PPE developments include trials of new technical rescue PPE ensembles suitable for multi-risk environments, and the exploration of lighter weight rescue helmets to improve versatility and safety for operational staff.
- Enhanced public order PPE is being implemented to respond to increasing operational threat scenarios involving violence and weapons, with body armour now carried on appliances following escalation in threat levels.
- Contaminant exposure control continues to be developed. On-appliance hygiene provisions have been strengthened, ensuring that appliances are equipped with cleaning materials, wipes, gloves and hygiene controls to support effective decontamination at incidents and maintain staff safety. For vehicles and equipment segregation in appliance stowage, as well as in-cab filtration and decontamination options currently under review after being fitted into the latest two Water Tower appliances.
- A new dedicated Incident Support Unit (ISU) has been designed during the year which brings a significant improvement in firefighter welfare during prolonged or complex incidents. The ISU provides facility that supports crews with essential welfare provisions, including sheltered rest areas, hydration, nutritional support, and crucially, integrated toilet and hygiene washing facilities which enable firefighters to maintain basic hygiene during extended operations. These features are particularly important in managing contamination, comfort, and dignity on the incident ground. The unit facilitates allowing personnel to undergo rest to recover from the physical and psychological demands of firefighting, thereby reducing the risks of fatigue, heat stress, and overexertion that can compromise safety and decision-making.
- Increased use of body-worn video cameras is supporting firefighter and wider staff safety by providing a real-time evidential record of incidents, deterring aggression, and enhancing learning across operational and fire protection activity.
- The introduction of the Rosenbauer RTE firefighting robot within Service represents a significant advancement in operational safety, enabling crews to tackle high-risk incidents without direct exposure to danger. The remotely controlled, tracked robot can be deployed into hazardous environments, such as intense fires, smoke-filled structures, or unstable buildings where it uses camera imaging to locate and suppress fires effectively. By allowing firefighters to operate the unit from a safe distance, the robot substantially reduces the need for personnel to enter life-threatening conditions, lowering the risk of injury and exposure to extreme heat and smoke.

Health and Wellbeing

The focus of mental health awareness training across the Service is personal resilience, building and maintaining. The aim of our programmes is to increase personal resilience of staff and includes elements of positive psychology, relaxation coping strategies and suicide awareness.

We continue to provide mental health awareness training across the Service. The Fire Fighters Charity now offers a half-day course for new starters (both operational and non-operational) following analysis of the feedback received for the Responding to Trauma and Emotions pilot programme LFRS co-developed with the Charity. LFRS intend to facilitate

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one half-day course per Quarter, to ensure all new starters receive mental health awareness training at the start of their career to support their wellbeing during their work journey with LFRS.

The Trauma Support Task & Finish Group has reported into the Health, Safety and Environment Advisory Group (HSEAG) information to explore the provision of additional support to those in high-risk roles. As part of the HSEAG report, Traumatic Impact Prevention Training (TIPT) is being explored for those in high-risk roles to support the building of their personal resilience and ability to process traumatic incidents effectively.

'Wellbeing Wednesdays' continue to be received well by colleagues. Staff from our SHE Department arrange to work from a different station/office on a regular basis to provide the opportunity for staff to ask questions about the wellbeing resources, receive wellbeing toolbox talks, have a visit from a Wellbeing Support Dog, have a general wellbeing chat etc. This delivery model brings the opportunity to staff is providing popular and effective, with an increase of wellbeing interactions seen as result.

Employee Support and Traumatic Incidents

All LFRS staff continue to have access to our Employee Assistance Programme (EAP) delivered by external specialist provider, Health Assured. The EAP is a confidential & independent support service for employees and immediate dependants to help deal with personal problems that might adversely impact on your daily life, health and wellbeing.

Due to the traumatic nature of some operational incidents, we operate a Trauma Risk Management (TRiM) team. TRiM is not a medical intervention, but a peer-led support process designed to help staff deal with traumatic events they may encounter during their everyday work. TRiM is a process during which a structured TRiM Assessment is carried out for staff who have been exposed to a potentially traumatic incident/event. This in-house facility provided by colleagues, for colleagues who have undertaken a specific structured training process and assessment to be a TRiM Practitioner.

Operational incidents involving people who are in crisis and carrying out self-destructive behaviours are increasingly impacting on our staff. SHE Department have been collaborating with Response and Emergency Planning to develop operational guidance for crews dealing with a Person in Crisis (PiC) when attending an incident. To embed this information, an eLearning module is in place for all operational staff.

Menopause Support

LFRS hosted a well-received 'Nutrition for Menopause' session as part of the Women and Families Employee Voice Group programme. Delivered by a specialist in menopause-focused nutrition, the session was opened more widely to members of the Women in the Fire Service UK network, reflecting the Service's commitment to sector collaboration and inclusive wellbeing support. Engagement levels were particularly strong, with approximately 60 requests either to join the session live or access a recording. Feedback has highlighted the value of providing accessible, specialist-led information on menopause-related health matters. Based on this response, the Service is actively considering the delivery of future workshops to further enhance staff support in this area.

Retired Members Association

The SHE Department is working closely with the Retired Members Association to strengthen support for retired members and promote their ongoing health and wellbeing. Through this partnership, the Service is improving connections with those who have left employment, helping to reduce isolation, maintain a sense of belonging and ensure retired members remain linked to the wider LFRS community. The collaboration also provides an opportunity to support employees who are approaching retirement, with a focus on helping them prepare psychologically for this significant life transition and understand the wellbeing support available before and after they leave the Service.

Firelight Outdoors

Firelight Outdoors is a mental health support programme for Blue Light personnel, based on a simple volunteering model that provides participants with time away from day-to-day pressures in a natural outdoor environment.

Over the past 18 months, LFRS has worked in partnership with Cuerden Valley Park, Lancashire Police and NWAS to develop an eight-week programme for staff who are absent from work, or in work but experiencing mental health difficulties such as stress, anxiety or depression. The programme will be evaluated using the Warwick-Edinburgh Mental Wellbeing Scale, a recognised research-based wellbeing measure, with anonymised findings reported to the Service through HSEAG.

Looking ahead

Five bitesize wellbeing videos have been drafted for future promotion campaigns. These will be launched at stages throughout the next 12-months, to link in the relevant wellness event calendar topic. The five topics are:

- Exercise, Nutrition and Hydration
- Personal Resilience
- Suicide Prevention/Awareness
- Wellbeing Conversations
- Trauma

A handbook to raise awareness of mental health issues and resources available to support them will be issued to all staff, alongside the launch of a mandatory mental health and wellbeing eLearning module.

Staff Fitness

LFRS ensures firefighter fitness through employer-led, evidence-based annual and interim testing aligned to national standards, supported by dedicated fitness and occupational

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health functions, with ongoing monitoring, tailored training, and risk-assessed adjustments to maintain safe operational capability.

During 2025-26, a further investment was made to replace cardiovascular fitness equipment nearing the end of its operational life, ensuring firefighters have access to modern equipment that supports the maintenance of operational fitness.

Work has also commenced to digitise fitness assessment forms, helping to streamline the annual recording process, reduce paperwork and maintain the quality and integrity of records.

In Quarter 2, the Service Fitness Advisor (SFA) delivered three Physical Training Instructor (PTI) standardisation sessions, attended by 30 PTIs. These sessions will now take place annually to ensure PTIs remain up to date with the fitness assessment process, associated documentation, and the support available for individuals placed in Fitness Development.

Environmental Performance

Carbon Emissions

The Environmental Sustainability Plan includes a target of 40% carbon emission reduction by March 2030 from a baseline of 4352 tonnes of CO² in 2007/08.

The Service achieved an **overall reduction of 23.2% by March 2026**. This related to our measured carbon emissions for gas, electric and fleet vehicle fuel.

Separately, water is currently seeing a 31% reduction from baseline year.

LFRS was previously unsuccessful with a bid submitted for the Public Sector Low Carbon Skills Fund, so a programme of estate-wide decarbonisation surveys has been undertaken to support delivery of the Environmental Sustainability Plan and the Service's commitment to achieving Net Zero carbon emissions by 2050. These surveys form a core evidence base for the development of our future heat decarbonisation plans and are intended to help inform medium- to long-term capital investment planning.

Scope of Surveys

The surveys comprised detailed building-level audits across a defined portion of the LFRS operational estate. The surveys assessed energy consumption, carbon emissions, and the suitability of each site for a range of potential decarbonisation interventions.

Key Findings

The surveys established a clear and consistent baseline of energy use and carbon emissions across the estate. Total annual energy consumption across the surveyed sites was identified as approximately 4 GWh, with a significant proportion of this demand linked to fossil fuel use, primarily gas-based heating systems.

- Approximately 4.0 GWh total energy consumption
- Around 74% derived from fossil fuels

Despite this reliance on fossil fuels, benchmarking analysis indicates that the estate is performing relatively well when compared with sector standards. The average gas and electricity consumption per square metre are both below industry benchmarks for emergency service buildings, demonstrating that the estate is already relatively efficient from an energy performance perspective.

The surveys therefore highlight a key strategic challenge: while buildings are efficient, further carbon reduction will require a transition in how energy is generated and used, rather than simply reducing demand.

Decarbonisation Opportunities Identified

The surveys identified a structured set of potential interventions across all sites, focusing on three principal areas: improvements to building fabric, replacement or upgrade of heating systems to low-carbon alternatives, and deployment of on-site renewable energy generation, particularly solar photovoltaic systems.

These interventions collectively represent a significant opportunity to reduce both energy demand and carbon emissions across the estate. Modelling indicates that, if all identified interventions were implemented, overall energy consumption across the surveyed estate could reduce by up to 66%, alongside a substantial reduction in carbon emissions.

While these reductions are significant, the surveys also confirm that achieving full Net Zero carbon through on-site measures alone is unlikely. Residual emissions would remain and would need to be addressed through wider measures, such as off-site renewable energy generation or carbon offsetting.

Waste Management

LFRS created **139.8 tonnes** of waste in 2025/26:

- Non Recyclable = 71.7 tonnes
- Recyclable = 68.1 tonnes.

The **overall recycling rate across the service remains very good at 48.7%**. We have seen a significant increase in our recycling rate compared to the 32.45% in 2024/25.

Waste data is reviewed for stations and the 'Waste Less' promotion are delivered by the SHE Department team when increased are identified at specific locations.

The SHE Department continue to work with Station Managers, Environmental Champions, and other staff to better understand the reasons behind these results to assist in improving waste management across LFRS.

Food Waste

Following recent changes in legislation, LFRS has now introduced food waste collections at sites with kitchen facilities. LFRS provides a separate food waste recycling collection service, delivered via its contracted waste provider as part of a compliant multi-stream waste system.

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Provision includes site-based food waste bins supported by daily internal collection arrangements and clear segregation guidance.

Operational Vehicle & Fleet Improvements

Fleet modernisation continues with the ongoing rolling vehicle replacement programme continuing to update operational appliances and support vehicles. In line with our EV transition strategy, we are actively evaluating and expanding electric and hybrid fleet vehicles. This is supported by the development of a comprehensive EV Strategy, which aims to reduce emissions and facilitate the transition away from fossil-fuel vehicles wherever operationally viable.

Fire Fighters Charity Recycling Banks

LFRS continues to support the Fire Fighters Charity with 24 Lancashire fire stations currently having a clothing/textile recycling bank. For each tonne of clothing, a donation is made to the Fire Fighters Charity. Since rolling out these collection bins in 2010, income has been generated for the Fire Fighters Charity. In 2025/2026 68.4 tonnes of clothing collected and re-diverted away from landfill, raising £8,213.52 for the Charity.

Looking Ahead

The Environment and Sustainability Group (formally the Carbon Management Team) have developed a new Environmental Sustainability Plan which was launched during 2024. This plan outlines our current position and our vision for further improvements to our buildings and facilities to improve environmental performance and related aspects such as energy security.

Table 6 shows the carbon emission performance for 2025/26 against the 2007/08 baseline and previous year's performance with the carbon emissions for 2016/17 to 2025/26.

	Baseline 2007/08	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	% change on previous year	% change since baseline 2007/08
Buildings	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)		
Electricity	1600	1581	1592	1495	1478	1484	1457	1379	1356	1551	1401	-9.67%	-12.4%
Gas	1594	934	1025	901	988	1032	939	875	904	826	850	2.91%	-46.6%
Total	3194	2515	2617	2396	2466	2516	2396	2254	2260	2377	2250	-5.34%	-29.5%
Transport	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)		
Fuel	1158	796	858	968	882	816	872	953	986	1091	1093	0.18%	-5.6%
	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)		
Service Total	4352	3311	3475	3364	3347	3332	3268	3207	3246	3468	3343	-3.60%	-23.2%
Shown separately in Environmental Sustainability Plan													
Water	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)	Carbon (tonnes)		
	9.1	5.8	5.4	4.9	6.4	5.7	5.3	5.9	6.3	6.8	6.3	-7.35%	-31.1%

Table 6 Carbon Emissions Reductions 2025/26

A Look Ahead to 2026/27

During early 2026, the Health and Safety Executive (HSE) have announced that they are to undertake a major inspection programme for all Fire and Rescue Services in England, starting in the summer. Initially focussed on our arrangements for managing fire contaminants, the inspection process will also examine other conventional aspects of fire service risk management. Through the HSEAG meeting the Service is preparing for this inspection activity and has begun the initial engagement with the HSE.

Looking to 2026/27, the key safety, health and environment priorities are to:

- Maintain the LFRS certification to ISO 45001:2018 and ISO14001:2015 standards and continually improve the SHE Management System.
- Continue to implement the LFRS Health, Safety and Wellbeing 5-year plan and progress the aspirational development items within the Service.
- Remain focussed on the safety, health and environmental issues on our fire stations and other sites to enhance internal checks.
- Review reduction activities we can implement on accidents and injury related sickness absence related to strain/sprain type musculoskeletal injuries which are predominant within the Service and occur during manual handling tasks.
- Engage and support our Environmental Champions to promote the reduction of wastage in all areas, including the continued reduction of carbon emissions from energy and fuel use. With a focus also on reducing waste collected by following the waste hierarchy.
- Deliver our programme of wellbeing promotional and awareness activities, promoting availability of our key wellbeing resources to staff members to ensure they are able to access the right support so they can retain their personal resilience.
- Ongoing maintenance and refresh of fitness equipment issued to fire station gyms through the replacement of fitness equipment assets which are at the end of their working lifespan.
- We will review our position against any further released guidance and best practice arrangements in relation to fire contaminants and firefighter health. The Service will continue to improve how we deal with the management of PPE Contaminants, raising staff awareness to challenge the behaviours which increase risks from contamination.

Overall Summary

During 2025/26, LFRS has sustained its commitment to continuous improvement across safety, health, environment and wellbeing, maintaining ISO 45001:2018 and ISO 14001:2015 certification. External audits have once again reported no major non-conformances, with only minor opportunities for further enhancement identified.

Staff accident performance has further improved, with a notable reduction in total accidents for the year. This positive trend reflects the ongoing effectiveness of internal checks, targeted risk management, and the implementation of accident and injury reduction initiatives across fire stations and other sites.

The severity of accident events remains consistent when evaluating RIDDOR-reportable incidents. Most reportable injuries remain related to manual handling and musculoskeletal strain or sprain, but the Service continues to review and implement reduction activities to address these risks.

Near miss reporting has increased, enabling the Service to capture valuable learning and proactively address potential accident causes. This growth in reporting demonstrates a strong safety culture and staff engagement with health and safety practices.

Slip, trip, and fall injuries are the most common accident type in the past year. While the causes are varied, the Service is committed to ongoing analysis and targeted interventions to reduce these incidents.

The Service continues to work closely with representative bodies including the FBU, UNISON, FOA, and FRSA, maintaining regular dialogue and consultation to strengthen the culture of safety, health and wellbeing throughout LFRS.

Progress continues on the environmental agenda, with the Service implementing its expanded Environmental Sustainability Plan. This includes ongoing development of environmental technologies across sites, increased use of hybrid and electric vehicles, and engagement with Environmental Champions to promote waste reduction and carbon emission minimisation on fire stations.

As we move into 2026, the Service is starting to refresh our Health, Safety and Wellbeing Plan ready for the revised version to launch in 2027. This important document identifies the key challenges and risk which we need to respond to. The plan will continue to set out the Service's 5-year vision for Health, Safety and Wellbeing, ensuring that LFRS is well-prepared for upcoming HSE inspections and ongoing improvement in all areas.

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Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Member Champion Activity Report

Contact for further information – Assistant Chief Fire Officer, Sam Pink.

Tel: 01772 866802

Executive Summary

This paper provides a report on the work of the Member Champions for the period up to 14 June 2026.

Members are invited to provide any feedback they may have for the period up to 14 June 2026.

Recommendation(s)

The Authority is requested to note and endorse the report of the respective Member Champions and share any feedback received in relation to associated Service activities.

Information

The concept of Member Champions was introduced in December 2007 with a review of the roles in 2017.

The Authority appoints its Member Champions at its Annual Meeting in June, and the current Member Champions are:

- Community Safety – County Councillor Andy Blake
- Equality, Diversity and Inclusion - Councillor Salim Sidat
- Health and Wellbeing & Climate Change – County Councillor Sohail Asghar
- Road Safety - County Councillor Jordan Fox

Reports relating to the activity of the Member Champions are provided on a regular basis to the Authority. During this period, all have undertaken their respective role in accordance with the defined terms of reference. Their activity to date is as follows:

Community Safety - County Councillor Andy Blake

The Community Fire Safety Team has been strengthening partnership working with local housing officers and older people's care services, including Regenerage (formerly Age Concern Central Lancashire). This work focuses on supporting vulnerable residents by raising fire safety awareness and increasing referrals for Home Fire Safety Checks.

We have also engaged with the Sikh community during Vaisakhi to promote fire safety during festivities, particularly around cooking. This outreach has helped build trust with diverse communities and identify opportunities for Home Fire Safety Checks and other safety interventions.

Water and boat safety remains a key focus for us across the county, particularly in locations with higher risk of water-related incidents. Activities have included maintenance checks and drills at local Water Safety Information Boards, as well as visits to marinas, where we engaged with boat owners, delivered Boat Fire Safety advice, and provided smoke detectors. This work is ongoing, and additional visits are planned at further high-risk locations.

Youth engagement remains a key priority. Our Fire Cadets recently participated in an enrichment day with Blackpool Airport Fire and Rescue Service, including station tours, vehicle demonstrations, hands-on fire extinguishing exercises, and an impressive aircraft display.



In partnership with local police, we have supported the Mini Cop programme, a 12-week course for Year 5 and 6 pupils, targeting children who have shown interest in criminal activity. Our interactive sessions highlighted the dangers of deliberate fires and fireworks, the consequences of anti-social behaviour, and practical safety skills such as fire prevention, water safety, and emergency response awareness.

These activities continue to demonstrate our ongoing commitment to keeping Lancashire communities safe, engaging vulnerable and diverse populations, and delivering proactive education and support.

Equality, Diversity and Inclusion – Councillor Salim Sidat

Lancashire Fire and Rescue Service (LFRS) continues to strengthen community engagement and workforce development through targeted initiatives and partnership working.

In Central Area, Community Fire Safety (CFS) teams engaged with the Sikh community in Preston during Vaisakhi celebrations, delivering key fire safety advice on cooking, electrical and general risks. The activity was well received by Gurdwara management and community members, helping to strengthen relationships and build ongoing trust with Lancashire's largest Sikh community.

A new CareSafe Fire Safety Scheme has been launched to improve safety for individuals at greater risk, supporting closer partnership working with care providers and increasing high-risk Home Fire Safety Check referrals. Launched on 18 March 2026 with 18 providers and partners in attendance, the scheme includes training, digital resources and input on hoarding and fatal dwelling fires. Positive feedback has been received, with 20 providers now signed up and plans in place to evaluate the scheme after 12 months before wider rollout.

Internally, a new staff forum has been introduced, enabling employees to engage directly with the Chief Fire Officer and Executive Board. The forum provides updates on Service priorities while giving staff a platform to raise questions, share ideas and contribute to future direction.

Employee Voice Group (EVG) activity continues to support inclusion. The Race and Religion EVG will support the Windrush Festival at Avenham Park on 21 June 2026, while LFRS will also be represented at the Women in the Fire Service National Training and Development event in June, with delegates attending and supporting delivering as instructors.

These activities demonstrate LFRS's continued focus on community engagement, supporting those most at risk and developing an inclusive, forward-looking workforce.

Health and Wellbeing and Climate Change – County Councillor Sohail Asghar Climate Change and Environment

World Environment Day is the United Nations' leading global campaign to raise awareness and drive action on environmental issues, encouraging individuals, organisations and communities to protect the planet and adopt sustainable practices. For LFRS, this is particularly relevant as our responsibilities extend beyond emergency response - our operations and activities have an environmental impact, and we must actively work to minimise this while continuing to protect our communities.

Key priorities for LFRS include reducing the environmental impact of operational activity, safely managing fire contaminants, improving energy efficiency across sites, supporting the transition to low-emission vehicles, and protecting natural environments during incidents and training. Staff can contribute by adopting simple, practical measures such as reducing energy and water use, improving recycling, following decontamination procedures, and sharing good practice. Collectively, these actions support a safer, cleaner and more sustainable future for the organisation.

Health and Wellbeing

The pilot of the Firelight Outdoors Programme commenced in April 2026 and is receiving positive feedback from all attendees. There is a second Experience Day scheduled for 17 June, with Fire Service representatives attending. Arrangements for the Family Activity Day are going well. The inaugural Blue Light Festival is scheduled for 20 June, however, this may be dependent on ticket sales to maximise fundraising, as all proceeds made at both events will go directly to funding further Firelight programmes. This is to enable a mental health and wellbeing hub to be available to pan-Lancashire emergency services personnel.



The latest cohort of Wellbeing Support Dogs have completed their Kennel Club Bronze Award training and have all passed. There will be a passing-out parade on 12 June 2026 at the Leadership and Development Centre, from 10am until 12pm and we look forward to seeing those of you who are joining us in celebrating how well the dogs and their owners have done with all elements of their training.



Road Safety – County Councillor Jordan Fox

April saw the first of our six Alive to Drive Road Safety Events. The event took place in Blackburn Town Centre in front of the Town Hall. LFRS was joined by staff from Blackburn with Darwen Road Safety Team, North West Ambulance Service (NWAS), Institute of Advanced Motorists, Highways Agency and Lancashire Police. The pinnacle of the event is the road traffic collision (RTC) demonstration. This is a multi-agency demonstration between LFRS, NWAS and Lancashire Constabulary. It allows members of the public to see what happens inside a road closure during an incident. Throughout the demonstration a live commentary is given via a PA system, explaining each organisations' role at these types of incidents. It also provides the opportunity to interweave key safety messages around Lancashire's Fatal 5 and the factors which contribute most to serious and fatal RTC: inappropriate speed, driving under the influence, mobile phone use, lack of seatbelt compliance and careless or reckless driving.

An adapted version of Wasted Lives was delivered to 200 female students at Jamea Al Kauthar private boarding school in Lancaster. The session covered the usual Fatal 5 messaging but was adapted to focus more on passenger safety including the importance of wearing a seatbelt, especially in the rear of the vehicle where we find lack

of seatbelt compliance is higher. Statistics suggest that road death could reduce by up to 50% if everyone wore their seatbelt. In the session the students also learnt what they can do if a driver is speeding and the importance of speaking up if they are frightened by someone's driving style. The session was very well received by the students who asked many questions about the 'Crashed Car.' The passengers of the vehicle were not wearing their seatbelts and both sustained life changing injuries as a result of the collision.

A Wasted Lives Workshop was delivered at BAE to 80 apprentices at the Samlesbury site. The apprentices were from all different departments across the workforce but were largely under the age of 25, so very much a target group for engagement. As well as a workshop session, the students were split into smaller groups and were shown the 'Crashed Car.' This proved to be very impactful. Apprentice groups are a priority for this delivery given they often have lots of disposable income which enables them to buy newer, faster vehicles than other young people of a similar age.

Biker Down has had a busy couple of months with 3 very full courses (62 attendees) being delivered and filming taking place for TikTok, Facebook and Instagram with a well-known Social Media Influencer from the biking community. The team also attended a Vintage Motorcycle Show alongside colleagues from LCC Road safety Team to promote the course and talk to attendees about Bike Safety. LCC have a 'Batak' board which tests reactions and proved to be a good crowd puller and conversation starter.



Member Feedback and Champion Contributions

Members are encouraged and welcomed to share verbal feedback on the content of this report and to contribute with any updates on event they've attended that they would wish to share.

Member Champions are kindly encouraged to provide updates within their respective areas, outlining progress, emerging issues, and opportunities for further engagement. This approach is intended to support informed discussion, enhance member involvement, and help ensure that Champion roles continue to add value to service delivery and governance.

Business risk

Whilst no formal obligation is placed on the Authority to have Champions, effective utilisation of such roles offers a number of benefits.

Sustainability or Environmental Impact

The Member Champion role provides leadership on environmental issues and assists in engaging Authority members in strategic objectives relating to protecting the environment.

Equality and Diversity Implications

The Member Champion role provides leadership on equality and diversity issues and assists in engaging Authority members in strategic objectives relating to equality and diversity.

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

Some Member and Officer time commitments.

Financial implications

Activities are within budget.

Legal implications

None identified.

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

Paper:

Date:

Contact: ACFO Sam Pink

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

Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Fire Protection Report

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

Executive Summary

This report summarises Lancashire Fire and Rescue Service (LFRS) prosecutions pertaining to fire safety offences, in addition to convictions resulting from arson incidents which have been progressed via the criminal justice process.

Given the rapidly evolving regulatory change in building fire safety, an update on Fire Protection and Business Support is also provided, detailing how the Service is adapting delivery whilst developing our workforce, to ensure that we keep pace with the changes and improve public and firefighter safety within the built environment.

Recommendation

The Authority is asked to note the report.

Fire Safety Convictions

Prosecutions

There have been no sentencings since the previous Combined Fire Authority report dated 27 April 2026.

Prosecutions in the Court system

The following cases currently sit within the court system:

The responsible person and company for two houses in multiple occupation, in Bacup and Darwen pleaded guilty to breaches of the Fire Safety Order on 13 August 2025 at Preston Magistrates Court. Following two adjournments the hearing has now been rescheduled to 28 September 2026.

On 22 June pleas were submitted by an NHS Trust and maintenance company relating to a fatal fire and breaches of the Fire Safety Order in late 2023. A further directions hearing has been listed for 23 June 2026.

A further hearing has been listed for 5 June 2026 at Preston Crown Court for breaches of the Fire Safety Order at a Nightclub in Burnley.

A hearing is listed for 3 July 2026 at Preston Crown Court for two companies and a charity for breaches of the Fire Safety Order for a mixed commercial and residential use student accommodation in Preston.

Prosecution cases currently being developed and reviewed

Protection teams continue to investigate and develop case files in relation to fourteen other premises where offences are believed to have been committed under the Regulatory Reform (Fire Safety) Order 2005. These include the following:

- Care and nursing home x 4
- House in multiple occupation (student accommodation) x 1
- Residential flats x 1
- Commercial premises (shop) x 1
- Commercial but not residential (used for sleeping) x 1
- Large nightclub x 1
- Large theatre and bar x 1
- Hotel x 3
- Supported living x 1

Changes in Legislation

On 6 April 2026 the Fire Safety (Residential Evacuation Plans) (England) Regulations 2025 introduced new statutory duties on Responsible Persons to identify residents who may struggle to self-evacuate, develop person-centred evacuation arrangements, and share relevant information with Fire and Rescue Services where consent is provided. This legislation implements key recommendations from the Grenfell Tower Inquiry and marks a shift toward risk-based, person-centred planning for vulnerable residents. While compliance sits with Responsible Persons, the Regulations have significant implications for LFRS, including receiving and managing evacuation information, ensuring robust data governance, strengthening pre-incident planning and response arrangements, and preparing operational staff to use information safely and proportionately during incidents. Several actions have been undertaken to prepare and inform Responsible Persons of their duties and to raise awareness of the new legislation including information, advice and guidance along with a new Home Fire Safety Check (HFSC) referral portal for Responsible Persons to support the person-centred approach.

Arson Risk Reduction

R v William Craig Brown

Address – 53 Gillett Street, Preston

Date and Time of Call – 02/11/2024, 22:19hrs

This incident involved a gas explosion within a mid-terraced property in Preston, causing significant damage to the rear of the house. One male (William Brown) was in the house when the explosion occurred but was out by the time LFRS arrived. He was taken to hospital with minor injuries.

This was a protracted incident and investigation involving LFRS, Cadent Gas, the Health and Safety Executive (HSE) and Preston Council. There was significant disruption to neighbouring residents. The investigation concluded that the gas leak had been caused by physically pulling the gas cooker away from the wall, which ruptured the gas hose to the cooker.

The defendant was charged with Criminal Damage – Recklessly Endangering Life. He pleaded guilty and was sentenced to 2 years imprisonment suspended for 2 years, with a 30-day rehabilitation activity requirement, and £187 surcharge to be paid to the Courts.

R v Two Youths (under 18)

Address – Carlton House Hotel, Abingdon Street, Blackpool

Date and Time of Call – 27/09/2025, 16:25hrs

This incident involved two 13 year old boys accessing a derelict hotel and setting a fire within. The incident was initially classed as Persons Reported, due to reports of youths being still potentially inside the building. This was later found not to be the case. Five fire appliances and an aerial ladder platform tackled this fire. Extensive damage was caused and there was also damage to two neighbouring hotels.

Two youths admitted the offence. The case was sent to youth offending team for an outcome decision. The case was heard on 9 April 2026. Both youths were sentenced to a 12-month Youth Referral Order, supervised by the Youth Offending Team. A surcharge of £26 was also be paid to the court.

R v Peter Vernal

Address – 1 Summerville Avenue, Staining, FY3 0BD

Date and Time of Call – 21/07/2025, 22:54hrs

This incident involved the deliberate ignition of a car on a driveway where an elderly couple were asleep. Significant ignitable liquid was used to start the fire. Fortunately, the fire had not spread to the house before the arrival of LFRS.

Peter Vernal was found guilty by jury at Preston Crown Court of Arson reckless as to whether life would be endangered. He was sentenced to 14 years, 9 in custody and 5 on licence.

Arson Sentencing Guidelines

The maximum sentence for arson in the UK is life imprisonment, as it is considered an exceptionally dangerous offence under the Criminal Damage Act 1971. While life imprisonment is the potential maximum, actual sentences vary significantly based on intent, harm caused (like endangering life), and specific circumstances, with ranges from discharges or fines for minor incidents to many years in custody for severe cases.

There are currently another 8 arson cases ongoing within the criminal justice system.

Business risk

Moderate – Members are made aware of prosecutions related to fire safety activity and / or arson within Lancashire, to satisfy themselves that the required robust approach is being pursued.

Sustainability or Environmental Impact

None.

Equality and Diversity Implications

None.

Data Protection (GDPR)

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

No

HR implications

None.

Financial implications

None.

Legal implications

Failure of Responsible Persons to meet new legislative requirements placed upon them, may result in LFRS undertaking additional prosecution cases in future.

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

Lancashire Combined Fire Authority

Meeting to be held on Monday 15 June 2026

Operational Incidents of Interest

Contact for further information – Assistant Chief Fire Officer Samantha Pink
Tel: 01772 866802

Executive Summary

This report provides Members with information relating to operational incidents of interest since the last report to the Authority and covering the period up to 28 May 2026.

Recommendation(s)

The Authority is asked to note the report.

Information

This report provides Members with information relating to operational incidents of interest. This has been a busy operational period, therefore the report details only the larger deployments or more complex incidents attended. As a result, some incidents that Members have been made aware of locally, may not form part of the report.

The following summarises the incidents with further detail provided within the body of the paper:

- Residential building fire in Bispham (1/4/26)
- Commercial building fire in Charnock Richard (7/4/26)
- Wildfire in Bacup (26/4/26)
- Commercial building fire in Burnley (4/5/26)
- Domestic building fire in Whalley (5/5/26)
- Rescue of person in Edgeworth (18/5/26)
- Road Traffic Collision in Clitheroe (21/5/26)
- Rescue of entrapped person in Darwen (23/5/26)
- Rescue of person from water in Ribchester (26/5/26)
- Commercial building fire in Burnley (26/5/26)
- Road Traffic Collision in Tarleton (28/5/26)

LFRS station area:	W31 Bispham
Date:	1 April 2026
Time:	20:14

Five fire engines from Lancashire Fire and Rescue Service attended an incident on Queens Promenade. The fire involved the kitchen of a residential home. Firefighters used six breathing apparatus and hose reels to extinguish the fire. There were multiple casualties rescued by fire service personnel. Crews were in attendance approximately four hours.

LFRS station area:	S54 Chorley
Date:	7 April 2026
Time:	21:22

Ten fire engines from Lancashire and Greater Manchester Fire and Rescue Services with two Aerial Ladder Platforms and other special appliances attended Park Hall Road Charnock Richard. The fire involved a building, well alight on arrival. Crews used six breathing apparatus, three jets, Aerial Ladder Platforms, thermal image camera and drone to fight and extinguish the fire. Crews remained in attendance over the coming days, damping down and investigating the cause.

LFRS station area:	P74 Bacup
Date:	26 April 2026
Time:	21:03

Fire appliances attended a moorland fire on Futures Park, Bacup. Crews used blowers and beaters to extinguish the fire. Crews were in attendance for approximately two hours and forty-five minutes.

LFRS station area:	P90 Burnley
Date:	4 May 2026
Time:	14:55

Twelve fire engines and various special appliances attended a commercial building fire on Billington Road, Burnley. Crews used eight breathing apparatus to extinguish the fire, and subsequently remained in attendance for several days supporting the handover of the incident. This incident will be presented to Members during the CFA meeting.

LFRS station area:	E91 Clitheroe
Date:	5 May 2026
Time:	01:59

Five fire engines along with an Aerial Ladder Platform attended a domestic building fire on Pendle Drive, Whalley. Crews used one thermal imaging camera, one firefighting jet, six breathing apparatus, a partner saw and three hose reel jets. Five casualties were assessed by North West Ambulance Service and conveyed to hospital for precautionary checks. Crews remained in attendance for four hours and twenty minutes.

LFRS station area:	E76 Darwen
Date:	18 May 2026
Time:	18:36

Three fire engines from Preston and Darwen, a water rescue unit from Penwortham and rope rescue team from Chorley attended an incident on Horrobin Lane, Edgworth, Bolton. The height rescue involved a casualty who had fallen 40 feet from a steep embankment onto concrete. Firefighters used a rescue sled and rope equipment to one casualty and provided oxygen therapy. Crews were detained two-and-a-half hours.

LFRS station area:	E91 Clitheroe
Date:	21 May 2026
Time:	16:04

Three fire engines from Clitheroe, Barnoldswick and Nelson attended a road traffic collision at the junction of Main Street and Strawberry Fields in Clitheroe. One casualty was extricated from the vehicle by fire service personnel, and four casualties were conveyed to hospital by both land and air ambulances. The fire service remained in attendance for over two hours.

LFRS station area:	E76 Darwen
Date:	23 May 2026
Time:	21:13

Four fire engines from Darwen, Preston and Chorley along with the Urban Search and Rescue team responded to rescue a person in major entrapment on Church Bank Street, Darwen. The incident involved one casualty under a vehicle who was extricated by fire fighters using spreaders and passed to the care of North West Ambulance Service. Fire crews were on scene for one hour thirty minutes.

LFRS station area:	E71 Blackburn
Date:	26 May 2026
Time:	14:11

Fire engines and specialist water rescue capabilities attended an incident on Church Street, Ribchester. Fire crews worked alongside Police and North West Ambulance Service to assist with rescuing a person from water. Fire service crews used a fire service boat and drone to assist with the search. There was one fatal casualty. Fire service crews were in attendance for approximately six hours supporting the multi-agency response.

LFRS station area:	P90 Burnley
Date:	26 May 2026
Time:	20:56

Six fire engines, an Aerial Ladder Platform, Command Unit and drone attended an incident on Colne Road, Burnley. The fire involved a commercial premises which spread to adjacent properties. Firefighters used eight breathing apparatus, three hose reel jets, ceiling hooks, small tools, lighting and one jet to extinguish the fire. Crews were detained for four and a half hours.

LFRS station area:	S58 Tarleton
Date:	28 May 2026
Time:	07:28

Four fire engines from Tarleton, Southport, Chorley and Bamber Bridge along with the Urban Search and Rescue team responded to a person trapped in a large vehicle following a road traffic collision. The collision involved one large vehicle into a building, one casualty was trapped inside the vehicle and confirmed deceased. Fire Service personnel assisted with the multi-agency response for several hours.

Business risk

None.

Sustainability or Environmental Impact

Potential impact on local environment in relation to operational incidents. Significant incidents benefit from the attendance of specialist water towers and the hazardous materials unit both of which have positive impacts on firefighting operations and reduce environmental impacts.

Equality and Diversity Implications

None.

Data Protection (GDPR)

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

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: Insert Exemption Clause



Lancashire Fire
and Rescue Service

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Warburtons,
Billington Road, Burnley.

Warburtons, Billington Road, Burnley.



Lancashire Fire
and Rescue Service

Time of Call 04/05/2026 14.46

Make pumps 8 plus Aerial Ladder Platform - 14.54

Make pumps 12 – 15.10

Signs of collapse – 15.38

Stop Message sent – 06/05/2026 10.53

Warburtons, Billington Road, Burnley



Lancashire Fire
and Rescue Service

Large Commercial Building Fire

Signs of collapse in roof

Complex layout due to machinery and mezzanine floor

Significant heat and smoke

Hazardous materials present

Live utilities present

Risk of fire spread (high fire loading)

Warburtons, Billington Road, Burnley



Lancashire Fire
and Rescue Service

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Warburtons, Billington Road, Burnley



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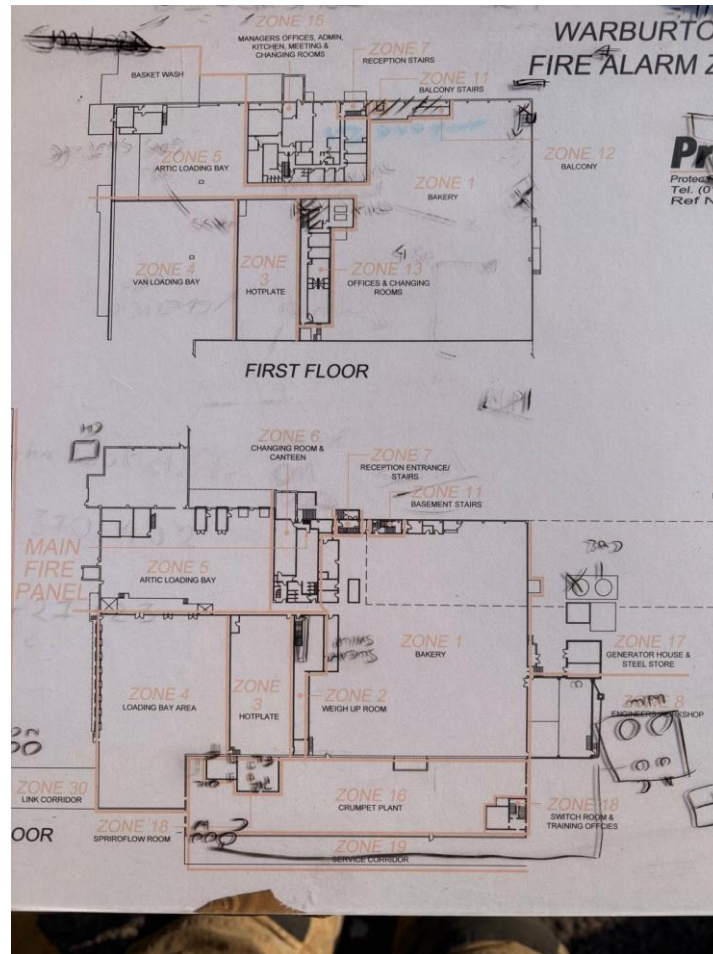


Warburtons, Billington Road, Burnley.



Lancashire Fire
and Rescue Service

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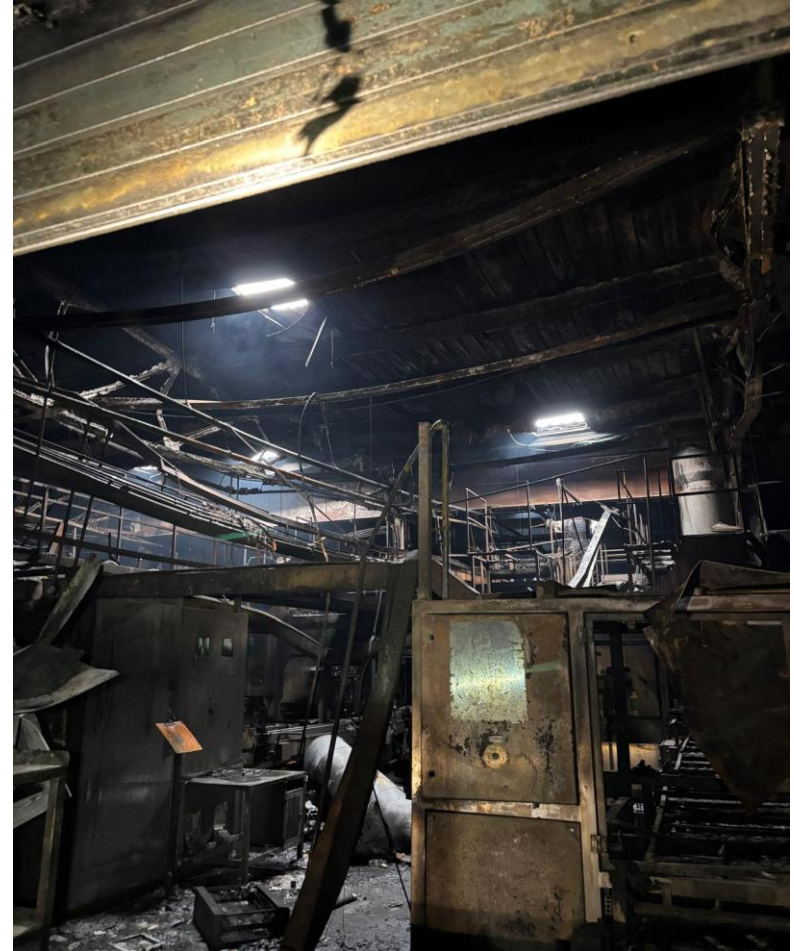


Warburtons, Billington Road, Burnley.



Lancashire Fire
and Rescue Service

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Warburtons, Billington Road, Burnley



Joint Emergency Service Interoperability Programme (JESIP)

12 Pumps, Area Manager Officer in Charge, Aerial Ladder Platform, Command Unit, Command Support Room, Drone, Incident Intelligence Officer, Welfare Unit.

Police – cordons, road closures.

Burnley Borough Council – Building Inspector, Highways Department.

North West Ambulance Service – initial attendance and support.

Electricity North West.

Cadent Gas.

Warburtons, Billington Road, Burnley.



Lancashire Fire
and Rescue Service

Relief Strategy

Command Support Room

49 mobilisations for fire appliances

13 Flexi Duty Officers

Fire Safety Team

Continued Support

Warburtons, Billington Road, Burnley



Lancashire Fire
and Rescue Service

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Questions?