

## **Lancashire Combined Fire Authority Planning Committee**

**Monday, 13 July 2026 in Main Conference Room, Service Headquarters,  
Fulwood commencing at 10.00 am.**

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

## **Agenda**

### **Part 1 (open to press and public)**

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

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

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

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

3. **Minutes of Previous Meeting (Pages 1 - 10)**

#### **For decision:**

4. **Draft Community Risk Management Plan 2027-32, Service Review and Consultation (Pages 11 - 102)**
- 4.1 **Draft Community Risk Management Plan 2027-32 (Pages 103 - 154)**

#### **For noting:**

5. **His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) update (Pages 155 - 162)**
6. **Annual Service Report (Pages 163 - 186)**
7. **Consultation relating to pilot duty system change at Fleetwood Station (Pages 187 - 196)**

8. **Urgent Business**

An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the 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.

9. **Date of Next Meeting**

The next scheduled meeting of the Committee has been agreed for 10:00 hours on **Monday 16 November 2026** in the Main Conference Room, at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meetings are:   scheduled for Monday 8 March 2027  
                                  proposed for Wednesday 14 July 2027



# **Lancashire Combined Fire Authority Planning Committee**

**Monday, 2 February 2026, at 10.00 am in the Main Conference Room,  
Service Headquarters, Fulwood.**

## **Minutes**

|                       |  |
|-----------------------|--|
| <b>Present:</b>       |  |
|                       |  |
| <b>Councillors</b>    |  |
| N Alderson            |  |
| U Arif                |  |
| S Asghar (Vice-Chair) |  |
| J Ash                 |  |
| G Baker               |  |
| I Duxbury (Chair)     |  |
| J Hugo                |  |
| F Jackson             |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Officers</b>                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                 |
| S Healey, Deputy Chief Fire Officer (LFRS)<br>S Pink, Assistant Chief Fire Officer (LFRS)<br>S Collinson, Assistant Director of Communications and Engagement (LFRS)<br>T Powell, Area Manager, Head of Service Improvement (LFRS)<br>D Howell, Legal Services and Standards Manager and Deputy Monitoring Officer (LFRS)<br>S Hunter, Member Services Manager (LFRS)<br>L Barr, Member Services Officer (LFRS) |
|                                                                                                                                                                                                                                                                                                                                                                                                                 |

|          |                                                                                                                                                                                                                                                               |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 20-25/26 | <b>Apologies for Absence</b>                                                                                                                                                                                                                                  |
|          | Apologies were received from County Councillors L Hutchinson and E Worthington.                                                                                                                                                                               |
| 21-25/26 | <b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>                                                                                                                                                                                                    |
|          | None received.                                                                                                                                                                                                                                                |
| 22-25/26 | <b>Minutes of Previous Meeting</b>                                                                                                                                                                                                                            |
|          | The minutes of the previous meeting were moved by County Councillor J Ash and seconded by Councillor G Baker.<br><br><b>Resolved:</b> That the Minutes of the last meeting held on 17 November 2025 be confirmed as a correct record and signed by the Chair. |
| 23-25/26 | <b>Consultation Strategy - Annual Review</b>                                                                                                                                                                                                                  |

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <p>The Assistant Director of Communications and Engagement (ADoCaE) presented the Consultation Strategy report. The Authority had a consultation strategy which provided a framework through which it could seek public opinion on matters such as its services, council tax precept, and proposals for changes that impact on communities.</p> <p>The strategy had been reviewed to ensure that it continued to meet statutory requirements; incorporated good practice; and provided the public and stakeholders with timely opportunity to influence development of their fire and rescue service.</p> <p>The review concluded that the strategy continued to be legally compliant and in line with good practice.</p> <p>The following amendments had been made:</p> <ul style="list-style-type: none"> <li>• Section 4 had been added to explicitly state the legal principles which governed consultation.</li> <li>• In section 5, a paragraph had been added to provide further clarity about the approach to determining whether consultation would take place.</li> <li>• In section 7, service users / those most at risk of fires and other emergencies had been added as a distinct stakeholder in the list of potential stakeholders.</li> <li>• In section 8, reference had been made to the information provided in consultations being available, accessible, and interpretable for consultees.</li> </ul> <p>The planning committee had previously reviewed the strategy every year to assure continued compliance with guidance or legislation and to incorporate learning from any public consultation exercises undertaken. It was proposed that next year, the strategy would be aligned with the new community risk management plan which would cover the period 2027-2032 and would only be brought back for review within that five-year period if a material change was required.</p> <p>The report was moved by Councillor J Hugo and seconded by Councillor G Baker.</p> <p><b>Resolved:</b> That the Planning Committee noted and endorsed the consultation strategy and approved the proposal to create a five-year strategy next year, aligned with the next community risk management plan.</p> |
| 24-25/26 | <p><b>Blue Light Collaboration Board Update</b></p> <p>The Deputy Chief Fire Officer (DCFO) advised that the report updated on progress of the ongoing workstreams that were being progressed under the Blue Light Collaboration Board (BLCB). He explained that it was proposed that this be the final update brought to Planning Committee as the same content was being reported to Performance Committee. The workstreams were being managed effectively through both the Strategic and Tactical Boards and were contributing towards improving outcomes, providing better value for money, reducing demand, and reducing inequalities within communities.</p> <p><b>Leadership Development</b></p> <p>Lancashire Fire and Rescue Service (LFRS), Lancashire Police (LanCon), and</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

North West Ambulance Service (NWAS) continued to seek efficiencies and foster professional relationships across Blue Light Services.

Following the success and positive feedback from the three leadership events held in 2025, one hosted by each blue light service, planning was underway for another series of events in 2026. It was proposed that they would follow a similar format, with each blue light service hosting one of the events.

The group was also continuing to progress a cross-service coaching and mentoring network where people with similar roles at a comparable level were identified to link with each other in the role of either a coach or a mentor. The events that ran in 2025 provided an opportunity for the attendees to be briefed on the benefits of this and indicate whether they would be willing to enter into a coaching or mentoring arrangement. This received a positive response.

### **Health and Wellbeing**

A new collaborative group was formed earlier this year, bringing together Health and Wellbeing leads from all three Services. The group's goal was to understand and align the health and wellbeing offerings across Blue Light organisations and explore joint opportunities to support staff. It was led by LFRS. It was recognised that there were a number of similarities in the challenges faced by personnel across the three services, such as dealing with distressing incidents and shift work. By collaborating and sharing mechanisms to support staff, interventions could be optimised.

The group's initial step was to share policies and procedures for best practice and learning. Work planned for the group included continuing to develop the idea of a Tri-service wellbeing event for any member of blue light staff and continuing to explore the possibility of a joint blue light fitness and nutrition support offer. LFRS and LanCon were developing an online module for mental health awareness, to be available to all staff and shared more widely once completed.

### **Estates, Co-location & Fleet**

The estates and co-location initiative between LFRS, NWAS, and LanCon aimed to identify opportunities for shared sites, enhancing collaboration and value for money. Successful co-location at Lancaster, St Annes, Darwen, Preston, and other Fire Stations had improved operational efficiency and fostered stronger inter-service relationships, ultimately benefiting Lancashire communities.

The updated Blue Light Collaboration Project Initiation Document continued to provide direction for the Estates and Co-location sub-group, which was exploring further collaboration. Quarterly meetings between Heads of Estates from LFRS, NWAS, and LanCon had shown that benefits extended beyond site sharing. The project's objectives, principles, and expected benefits had been updated. The group continued to consider system knowledge exchange, shared procurement specifications, and joint supplier frameworks.

Fleet had now been added as part of the group and had started work to explore the opportunities around joint servicing of vehicles across the blue light services. The group were also assessing the viability of sharing the use of vehicle maintenance unit (VMU) facilities in cases of high demand or business continuity. Work had

already been carried out to reduce the number of notices of intended prosecution (NIPs) sent to blue light partner agencies, where appropriate. Further workstreams would be identified as the group matured such as electric vehicles and supporting infrastructure, collisions and driver management.

### **Community First Responder (CFR)**

A cost-benefit analysis by the New Economy showed that Emergency Medical Response (EMR) yielded a return of £4.41 for every £1 invested. In areas with EMR co-responding, firefighters were dispatched alongside ambulance services for suspected cardiac arrests, with the first to arrive providing life-saving care. This parallel response increased the likelihood of timely intervention. While this model had been successful in parts of the UK, the steer was now to phase out EMR in favour of supporting the CFR volunteer framework.

In Lancashire, the CFR workstream enabled LFRS staff volunteers to respond to life-threatening emergencies from their workplace. Since April 2025, nearly 300 incidents had been attended by LFRS personnel acting within phases 1 and 2.

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

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

Phase 3: On Call staff respond within their communities.

LFRS were currently at the point of developing phase 3. Stations had been identified to align with NWAS data indicating greatest demand for CFR and where implementation of the scheme would maximise the positive impact.

### **Recruitment**

Recruitment was the most recent subgroup to be set up and was still in its infancy. This group was looking at opportunities for joint recruitment initiatives, exploring ways to improve the vetting and references protocol, reviewing best practice for supporting applicants with neurodiverse conditions and considering cost saving collaboration through shared recruitment events and material.

### **Evaluation**

Through evaluation, LFRS had considered the value and benefits of several workstreams and had considered how the BLCB contributed to LFRS's aim of "Making Lancashire Safer". The evaluation of the three leadership events held over the last 12 months found that all events were positive, with future events being planning to build on this success. CFR continued to be evaluated as part of the delivery framework.

In response to a question from County Councillor J Ash in relation to the rank of coaching and mentoring, the DCFO explained that he understood coaching and mentoring would take place from supervisory level upwards with reverse mentoring also taking place, this was being led by HR.

The report was moved by County Councillor J Ash and seconded by Councillor J Hugo.

**Resolved:** That the Planning Committee noted the report and agreed for this to be the last update into Planning Committee due to the same content being reported

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | into Performance Committee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 25-25/26 | <p><b>His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Update</b></p> <p>Area Manager (AM) T Powell presented the report to Members regarding His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) activity.</p> <p><b>HMICFRS 2025-27 Inspection:</b><br/> The 2025-27 HMICFRS inspection process was well underway; there was a greater focus on governance arrangements and their effects on services. HMICFRS would not evaluate the governing authority itself; instead, they would assess how CFA governance directly influences Lancashire Fire and Rescue Service (LFRS). The people assessment would consider whether governance and oversight frameworks promoted a positive organisational culture, as well as whether established code of conduct standards effectively supported workforce health and well-being. Leadership at all levels, values and culture, and a more detailed review of major incident preparedness would also be examined by HMICFRS. HMICFRS planned to share key insights from the fire and rescue services (FRS) inspected so far during their next External Reference Group (ERG) meeting, scheduled for 24 February 2026. The inspection timetable for Phase 1 and Phase 2 had now been published: Phase 1 would include inspections of 14 FRSs, and Phase 2 would cover another 15, making 29 in total. LFRS would be included in Phase 3, with dates yet to be confirmed.</p> <p><b>Changes at the Inspectorate:</b><br/> His Majesty's Chief Inspector (HMCI) Sir Andy Cooke would leave office in March 2026, HMICFRS had assured the sector that the inspection programme would continue without disruption during the process to appoint his successor.</p> <p><b>Digital and Cyber Thematic Inspection:</b><br/> His Majesty's Inspector (HMI) Michelle Skeer wrote to all Chief Constables and Chief Fire Officers to announce that the HMICFRS would be conducting a joint thematic inspection examining police forces' and FRSs' response to increasing areas of cybersecurity risk. Three FRSs had already been chosen for this process. Although Lancashire Fire and Rescue Service (LFRS) volunteered to participate in the inspection to help refine its procedures and identify both strengths and areas needing improvement, HMICFRS clarified that the selection of the three FRSs was already complete. Nevertheless, they expressed interest in holding engagement sessions with LFRS and reviewing documentation related to its cyber security practices. As this was a thematic inspection, the evidence would be used to inform the HMICFRS's understanding of the management of cybersecurity in FRS's generally. The HMICFRS would not be publishing reports on individual services or making graded judgments but would highlight positive practice when identified.</p> <p><b>National HMICFRS Report Themes:</b><br/> The Organisational Assurance Team would continue to monitor national patterns and insights from all HMICFRS reports, adding essential findings to the theme tracker. The tracker would provide the Executive Board, Service Management Team (SMT), and Department Heads with a "real-time" overview of sector-wide key</p> |

themes that were emerging from the HMICFRS inspections. The Organisational Assurance Team were anticipating the first reports to be published around April 2026 having been delayed from February.

**Characteristics of good:**

The HMICFRS had updated the characteristics of good performance. These characteristics described the levels of performance a Fire and Rescue Service needed to achieve to be graded 'good'. They helped the HMICFRS to make consistent assessments across all services and show services what they were being graded against.

**Round 3 Area for Improvement (AFI):**

The Service received one AFI in the report concerning Equality Impact Assessments (EIAs). The service should make sure it had robust processes in place to carry out Equality Impact Assessments and review any actions agreed as a result.

**AFI Update:**

1. The EIA Form and Guidance had been updated and published on the intranet.
2. The mechanism for administering EIAs had been built into a SharePoint site, this was currently being tested and should make it easier from a quality assurance and tracking of actions perspective.

**Forward Look:**

HMICFRS required quarterly updates on progress against this AFI through their online portal, and progress would also be reported into the SMT Performance and Assurance meeting for review. While LFRS only received one AFI, the report included several recommendations and observations for ongoing development. The Organisational Assurance Team had identified 13 actions from these suggestions, which they would monitor and track.

The Organisational Assurance Team had conducted engagement sessions with a number of departments to review the areas highlighted within the report and clarify expectations for future actions. After the engagement sessions concluded, the Organisational Assurance Team entered the actions into the Assurance Monitoring System and assigned them to the appropriate stakeholders for updates.

**Service Liaison Lead (SLL) Visit to Lancashire:**

Phil Innis, the services HMICFRS SLL, conducted a session with the Organisational Assurance Team on 26 November 2026, to highlight the changes and expectations regarding the 2025-2027 inspection. A presentation had been prepared to capture some of this essential information. This had been forwarded to the SMT along with a copy of the updated characteristics of good. Phil Innis had also attended the SMT Development Day on 29 January 2026.

In response to a question from Councillor J Hugo in relation to the three areas taking part in the Digital and Cyber Thematic Inspection, AM Powell confirmed that this had not been announced but it was anticipated it would be a range of different geographic areas and governance models, he would provide an update at the next meeting. The DCFO added that the service had engaged with the HMICFRS team

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <p>in relation to a Digital and Cyber Inspection last week and the service appeared to be in a strong position.</p> <p>Councillor J Hugo asked a further question relating to the improvements made to the EIAs, AM Powell confirmed that the detail of the improvements made could be shared.</p> <p><b>Resolved:</b> That the Planning Committee noted the report.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 26-25/26 | <p><b>Council tax precept consultation</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|          | <p>The Assistant Director of Communication and Engagement (ADoCaE) presented the report to Members regarding the services Council tax precept consultation.</p> <p>A consultation plan was being implemented to consult the public on Lancashire Fire and Rescue Service's (LFRS's) council tax precept for the year ahead. The consultation aimed to understand levels of support for a proposed increase in 2026-27 which equated to £5 per year (on a Band D property).</p> <p>An online consultation was launched on 11 December 2025 at <a href="http://www.lancsfirerescue.org.uk/budget">www.lancsfirerescue.org.uk/budget</a>.</p> <p>Stakeholders from organisations including local authorities, town and parish councils, and community groups had been invited to take part in the consultation, along with approximately 100,000 subscribers to the Service's In The Know email newsletter. It was also being publicised in news outlets, on social media platforms and through internal communication channels within the organisation.</p> <p>In a mid-point review on 15 January 2026, there had been 934 responses, on 2 February 2026 there had been 962 responses. Of the 962 responses to date, 76% supported the proposal and 18% did not support the proposal.</p> <p>The consultation closed at 5pm on Wednesday 4 February 2026. A full report would be provided to the Authority as an appendix to the budget report at its budget meeting on Monday 23 February 2026.</p> <p>Approval to undertake the annual budget consultation was delegated to the Chair of the CFA in consultation with the Treasurer and the Chief Fire Officer, due to the limited amount of time between the announcement of the local government financial settlement and the Authority's budget meeting.</p> <p>County Councillor U Arif commented that 962 seemed a low number of responses, the ADoCaE explained that this was a higher response rate than last year, with feedback received that a £5 increase was lower than increases for other services which resulted in fewer respondents. Additionally, service users were more likely to respond to the consultation and the service had a smaller number of service users than other services.</p> <p>In response to a question from Councillor F Jackson in relation to the reasons for respondents not supporting the increase, the ADoCaE explained that this information was not available at present but would be included in the budget report</p> |

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <p>at the authority's budget meeting on Monday 23 February 2026.</p> <p><b>Resolved:</b> That the Planning Committee noted the report.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 27-25/26 | <p><b>Annual Service Plan 2026/2027</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|          | <p>The Deputy Chief Fire Officer (DCFO) presented a report on the Service's Annual Service Plan (ASP) 2026/27.</p> <p>The ASP continued to provide Lancashire Fire and Rescue Service (LFRS) with the platform to highlight the priority activities and projects the Service intended to deliver over the coming year; leading improvements and innovation in the sector with some of the best firefighting equipment in the country and a highly skilled and motivated workforce.</p> <p>The ASP was built around the Service's 5 corporate priorities as detailed in the Community Risk Management Plan (CRMP). As in previous years, detailed under each corporate priority was a series of priority activities and projects with a brief description of each item to give further clarity and context, these were: -</p> <ol style="list-style-type: none"> <li>1. Valuing our people so they can focus on making Lancashire safer; <ul style="list-style-type: none"> <li>• Service headquarters and leadership and development centre masterplan</li> <li>• Upgrade fire station facilities</li> <li>• Invest in firefighter safety</li> <li>• Create more efficient people processes</li> <li>• Improve how the service assesses the impact of its decisions</li> </ul> </li> <li>2. Preventing fire and other emergencies from happening; <ul style="list-style-type: none"> <li>• Review how prevention services were delivered</li> </ul> </li> <li>3. Protecting people and property when fires happen; <ul style="list-style-type: none"> <li>• Adapt services to support new safety measures and increase efficiency</li> </ul> </li> <li>4. Responding to fire and other emergencies quickly and competently; <ul style="list-style-type: none"> <li>• Focus on availability, preparedness, and operational competence</li> <li>• Strengthen on-call fire engine availability</li> <li>• Review specialist appliances</li> <li>• Invest in fleet and equipment</li> </ul> </li> </ol> <p>Members noted a proposed amendment under the review specialist appliance section on page 46 of the agenda pack, to broaden the review from aerial appliances and water rescue resources to all specialist assets.</p> <ul style="list-style-type: none"> <li>• Lead drone modernisation in fire and rescue</li> </ul> <p>The DCFO explained that the services Drone Manager was also the Drone Lead for the National Fire Chiefs Council (NFCC). As the national fire and rescue service lead for drones, the Service had received a grant and was a partner in a project to ensure emergency services were included in future changes to UK airspace. Modernisation included using drones to take aerial imagery from the incident</p> |



|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <p>ground prior to arrival of fire engines, the ‘drone in a box’ concept which negated the need for a human operator, and heavy lifting drones. The services participation would keep it at the forefront of innovation, development, and operations.</p> <p>5. Delivering value for money in how we use our resources;</p> <ul style="list-style-type: none"> <li>• Increase operational competence to strengthen resilience</li> <li>• Drive efficiencies through digital innovation</li> <li>• Maximise productivity and efficiency</li> </ul> <p>In response to a question from Councillor J Hugo in relation to collaboration with other services in relation to specialist assets, the DCFO explained that national arrangements were in place under the NFCC but each service must assess its risk and have sufficient provisions to meet this risk. He explained that services supported each other, with Lancashire a lead for things like fire dogs, providing support to other services with recharge arrangements in place. Additionally, services reviewed training arrangements and collaborated to ensure all training resources were available to all services, citing an example of high rise training with Greater Manchester Fire and Rescue Service. The service also worked with the Environment Agency to provide resources to stop pollution at incidents. The Assistant Chief Fire Officer (ACFO) added that various services would be visiting Lancashire following the services outstanding HMICFRS report, where the service would share best practice. She explained that the service was always looking to improve and researched best practice across the country before making decisions, recently this had included for the procurement of 4x4 type fire engines. Lancashire’s Chief Fire Officer was the national lead for wildfires and was developing the introduction of wildfire assets across the country. AM Powell added that there were a number of internal groups in relation to equipment and regional procurement that contributed to collaboration and efficiency within the region.</p> <p>County Councillor U Arif remarked that the drone technology was very impressive and the service was getting ahead of the curve. The ACFO added that the use of drones and the services’ robot reduced the risk to firefighters and fire dogs by allowing access to areas whilst crews maintained a safe distance from the incident.</p> <p>The report was moved by Councillor J Hugo and seconded by County Councillor U Arif.</p> <p><b>Resolved:</b> That the Planning Committee noted and endorsed the Annual Service Plan for publication.</p> |
| 28-25/26 | <b>Date of Next Meeting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|          | <p>The next meeting of the Committee would be held on <b>Monday 13 July 2026</b> at 10:00 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.</p> <p>Further meeting dates were noted for 16 November 2026 and 8 March 2027.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**LFRS HQ  
Fulwood**

**M Nolan  
Clerk to CFA**

**Lancashire Combined Fire Authority**  
**Planning Committee**

Meeting to be held on 13th July 2026

**Draft Community Risk Management Plan 2027-32, Service Review and Consultation**

(Appendices 1 and 2 refers)

Contact for further information – Deputy Chief Fire Officer Steve Healey

Telephone: 01772 866801

## **Executive Summary**

The draft Community Risk Management Plan (CRMP) 2027-2032 (Appendix 1) provides details of what Lancashire Fire and Rescue Service (LFRS) intends to do over the forthcoming five-year period to identify, assess and mitigate the full range of fire and rescue related risks within Lancashire. Our risk management planning processes provide the opportunity to demonstrate how we intend to fulfil our responsibilities in a clear, cohesive way, to our teams, communities, and other interested parties. In writing a CRMP each Fire Authority must pay due regard to the National Framework guidance issued by central government.

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

This paper explains the approach taken in producing the CRMP including timelines. It also outlines our approach to the service review which will entail reviewing all our services to ensure we are well prepared to deliver the activities and interventions in our new CRMP.

The CRMP 2027-2032:-

- Highlights Lancashire's risks;
- Explains how LFRS will manage and reduce fire and rescue related risk in Lancashire;
- Sets out our priorities and values;
- Identifies our core strategies
- Sets out our ambitions against each priority and states how we aim to deliver these;
- Illustrates how we will measure and assure performance.

## **Recommendation(s)**

1.The Planning Committee are asked to approve the draft CRMP 2027-2032 and consent to proceed to public consultation on 14 July 2026.

2.The Planning Committee are asked to note and endorse the revised timelines for the Service Review.

CRMP Consultation outcomes will be collated and fed into the final document where necessary. The final version of the Community Risk Management Plan will be presented to Planning Committee on 16 November 2026, then to the Combined Fire Authority on 14 December 2026 for approval and publication thereafter.

## **Information**

The Community Risk Management Plan (CRMP) 2027-2032 will be Authority's replacement for the current CRMP 2022-2027.

The paper to Planning Committee on 17 November 2025 outlined our approach to the development of the CRMP. Initially it was intended that development work and

consultation was to include a wider Service Review, delivered at the same time. Whilst elements of the Service Review are underway, it is proposed that the Response (Emergency Cover Review) element of the Service Review which will include public consultation, will now commence in July 2027.

Engagement and consultation are central to the development of the CRMP, ensuring that the views of the public, staff and stakeholders shape the Service's priorities and approach.

A pre-consultation document was submitted in December 2025 to the full CFA meeting for approval to engage with communities and staff. Our two-phased approach to consultation allowed us to gather early insight to inform the development of the draft CRMP.

### **Phase I Consultation**

Carried out from 13 January 2026 to 15 March for nine weeks. We explained the challenges and drivers for change and invited views on our proposed direction of travel. Phase I allowed us to listen and learn about our communities' and workforce priorities.

We shared evidence and asked for views on:

- how we plan to keep people safe
- the issues and risks we could face in the next 20 years, such as the impact of extreme weather, new technology, and how the area we serve grows and changes
- what people think we should prioritise for investment – such as training, equipment and community safety work
- how we use and organise our resources, including our people, according to when and where we know demand is highest
- how we use, modernise and share our buildings, so our sites serve our communities in the best possible way.

There were 2,223 responses to the consultation including:

- 1,911 residents representing every district in Lancashire.
- 119 partner agencies, parish and town councils, voluntary and community groups.
- 73 businesses.
- 110 employees.

There were high levels of agreement with overall views on LFRS including the degree to which people trust our safety advice, believe we serve the community well and deliver value for money. Awareness levels varied in terms of different services provided by LFRS and house fires were perceived as the greatest risk in communities.

High levels of agreement were received with future direction statements in the consultation which related to using resources more effectively, modernising, and delivering a high-performance efficient service.

The Phase One Consultation Report is attached at Appendix 2.

## **Phase II Consultation**

Following feedback from the pre-consultation, a draft CRMP and supporting strategies have been developed. A full consultation will now take place during summer 2026 where we will present and seek feedback on the CRMP 2027-2032. In Phase Two we will undertake structured engagement with a wide range of groups, including residents, businesses, partners and employees, to help us to understand what matters most to Lancashire's communities and how proposed changes may affect them.

Feedback from both stages will help ensure the final plan reflects community needs and expectations and that our resources are prioritised effectively to manage risk, demand and vulnerability across Lancashire.

The new CRMP will go live from April 2027.

## **Timeline**

- 13 July 2026 Planning Committee: Draft CRMP approval to consult
- July – October 2026: CRMP full stakeholder consultation
- 16 November 2026 Planning Committee: Final draft CRMP recommending to full CFA
- 14 December 2026 Combined Fire Authority (CFA): Final CRMP for approval
- 1 April 2027: CRMP 2027-32 published

## **The Community Risk Management Plan 2027-2032:**

- Aligns to the National Fire Chiefs Council (NFCC) best practice guidance and methodology.
- Is underpinned by the Strategic Assessment of Risk data which has helped us identify our highest risk activities/incidents.
- Includes areas of focus from our six core service strategies: People, Prevention, Protection, Response, Digital, and Financial which have been refreshed to align to national change and guidance. Key deliverables are included within the CRMP consultation.

Approval of the draft Community Risk Management Plan 2027-2032 will allow us to proceed to public consultation on 14 July for a period of 12 weeks. This approach will meet the guidance in the National Framework.

### **The Service Review:**

A review of all our services and consulting internal and external stakeholders depending on the proposed change, including, as required, the public and our staff. The reviews will focus on options for how services could be delivered in future to align with the new CRMP, to address our challenges, and capitalise on opportunities to make Lancashire safer.

- **Prevention review** – A review is already underway to ensure the Service’s approach to prevention services continues to meet community needs into 2030 and beyond. The aim is to refresh our approach to targeted, person-centred and place-based activities, aligning resources to homes and communities where the likelihood and consequences of incidents are greatest. Some of the work is already progressing such as the procurement of a new prevention and protection digital system and the creation of an online training portal for partners. Over the coming months, we will be sharing more details and working with prevention staff to shape future plans.
- **Protection review** – A recent review of our Protection function evaluated work initiated in June 2020 through our Protection Transformation workstreams and informed by the work of the Built Environment Assessment Team (BEAT) in 2021. The review concluded that the original intent of these workstreams was successfully realised, with key capabilities now embedded within business-as-usual delivery. As a result, the Service is now able to transition to a more sustainable operating model, representing a natural progression from transformation to steady-state delivery, ensuring the Protection function remains efficient, effective and resilient.
- **Response (Emergency Cover) review** – We will undertake a review of response arrangements to ensure that our emergency response remains effective and efficient, and that we are well equipped and trained to respond to future challenges. This will look at risk and demand, including the types and location of incidents, to inform the number of people, buildings, and vehicles, as well as how we respond. Data will be analysed from Autumn 2026, options will then be developed and presented to CFA Planning Committee in July 2027 ahead of full public consultation before any CFA sign off in late 2027 for implementation in 2028 and beyond.
- **Corporate Services review** – This is designed to ensure that all other aspects of the Service are reviewed to consider options for any one-off and/or ongoing efficiencies or investment for how services may be delivered in the future. A template aims to provide Heads of Service with a clear and consistent framework to support the review and inform decision making.

### **Business risk**

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

## **Sustainability or Environmental Impact**

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

## **Equality and Diversity Implications**

Usual distribution media will be employed to assist persons with access to information. The CRMP will be made available in a variety of languages and/or a format suitable for impaired consultees.

Equality Impact Assessments have been drafted for the draft CRMP 27-32 and the draft supporting Core Strategies.

## **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**

No implications.

## **Financial implications**

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

## **Legal implications**

None identified.

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper: Strategic Assessment of Risk 2025-2026

Date: 17 November 2025

Contact: Deputy Chief Fire Officer Steve Healey



# **Community Risk Management Plan**

## **2027-2032**

## **Contents**

- Foreword
- About us
- Our CRMP 2027-2032
- Identifying and assessing risk
- Our strategic priorities
- Delivering our plan
- Progress and achievements during the current CRMP
- Appendix 1: How we developed this plan
- Appendix 2: How we will measure progress
- Glossary

## Foreword

Welcome to our consultation.

I am pleased to present our draft Community Risk Management Plan for 2027- 2032, which sets out how Lancashire Fire and Rescue Service will continue to make the county safer.

This plan explains foreseeable safety risks in Lancashire and how we will deliver services that aim to protect our communities from those risks.

Lancashire is a diverse and changing county. It is home to more than 1.6 million people and a wide range of risks - from fire and road traffic collisions to flooding and wildfires. These risks are not evenly distributed, which means our approach must be evidence-led, targeted, and adaptable.

Over recent years, we have seen a shift in demand. Fires now make up a smaller proportion of our work, while other types of emergencies such as rescues, severe weather incidents, and humanitarian activities are increasing in both scale and complexity. At the same time, we are operating in a challenging financial environment, with rising costs, global instability and uncertainty in future funding.

Despite these challenges, we have strong foundations. Our last inspection results recognised that we are one of the highest performing services in the country, reflecting our commitment to providing the best possible services.

This plan builds on those foundations. Our focus remains clear: preventing emergencies wherever possible with targeted outreach to our most vulnerable residents; protecting people and property in the built environment and supporting local businesses to comply with fire safety legislation; and providing a swift and competent response when incidents do occur. Alongside this, we will continue to invest in our people, use digital, data and technological advancements to drive continuous improvement, and strive to deliver improving value for money for the communities we serve.

Importantly, this plan has been shaped through engagement and consultation with our communities, staff, and partners. Thank you to everyone who took part in the first phase of our consultation earlier this year; your views helped us to understand what matters most and ensure that our priorities reflect the needs of Lancashire.

Now we want to know what you think about the plan, and I encourage those living and working in Lancashire to take part in this second phase of consultation. Your views at this stage will help us to refine it further, before the plan is published early next year.

Looking ahead, we know that risk will continue to evolve. Environmental changes, population shifts, and wider global and societal pressures will influence the demands placed on our Service. This plan aims to ensure that we are sustainable, forward-looking, responsive and ready to adapt where needed, so that we can continue to make Lancashire safer.

**Jon Charters Chief Fire Officer**

## **About us**

### **Our purpose**

Our purpose is to make Lancashire safer. It is what we are here for. We are committed to ensuring that everything we do contributes to improving the safety of Lancashire's diverse communities.

### **Our vision**

An innovative and efficient fire and rescue service delivering outstanding services in Lancashire's communities.

Our vision is what we aspire to achieve over the life of this plan. We aim to be sustainable, adaptable, and ready to respond to future risks in Lancashire. Digital, data and evidence drive our approach to making communities safer.

### **Our priorities**

Our priorities define the areas upon which we concentrate our activities and resources. They represent those matters we deem most significant in supporting the achievement of our purpose to make Lancashire safer and, each year, are translated into specific actions as set out in our Annual Service Plan. Continuous digital improvement supports efficiency and innovation across all our priorities.

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

### **Our values**

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

#### **Service**

Making Lancashire safer is the most important thing we do.

#### **Trust**

We trust the people we work with.

#### **Respect**

We respect each other.

#### **Integrity**

We do what we say we will do.

## **Valued**

We actively listen to others.

## **Empowered**

We contribute to decisions and improvements.

## **About Lancashire Fire and Rescue Service**

Lancashire Fire and Rescue Service exists to make Lancashire safer. We serve a large and diverse county with densely populated urban areas, coastal communities, historic market towns and extensive rural locations. Our role is broader than responding to fires. We work every day to prevent harm, protect people, property, and the environment, respond to emergencies, support national resilience and work with partners to keep communities safe.

Our team is made up of firefighters, specialist teams and support services, alongside our shared emergency control room at North West Fire Control, who all operate cohesively to keep Lancashire safe. Together, we provide prevention activity in homes and communities, fire protection and business safety work and emergency response. Our operational capability is undertaken by our firefighters, either wholetime where this is their primary job or on-call where they respond to incidents from home or work as needed. Our flexible duty officers provide 24/7 cover across the county to deal with larger incidents offering tactical and strategic support. They are trained in a range of specialist skills that strengthen our frontline capability.

In addition to our fire engines, we have a range of specialist vehicles positioned across the county that include aerial ladder platforms, command units, boats and swift water responders, specialist wildfire vehicles, drones and urban search and rescue. We use dynamic resourcing to ensure our fire engines are in the best place to respond to local risk and demand as it is needed.

Our operational capability is supported by a dedicated Leadership and Development Centre and vital support departments whose knowledge and expertise ensure effective and efficient delivery of our services.

We are governed by Lancashire Combined Fire Authority, which provides strategic leadership, scrutiny and oversight, and ensures that the Service meets its statutory responsibilities and uses public money effectively.

## **Where we are today**

Lancashire is one of the most populated and urbanised shire counties within Great Britain, with a legacy of historical and industrial heritage. It includes significant urban growth, areas of high deprivation, expansive coastlines, major transport routes, industrial sites, ports, waterways, and locations of national importance. These features create varied types of risk and different demands on our Service.

Lancashire borders Cumbria to the north, North Yorkshire and West Yorkshire to the east, Greater Manchester and Merseyside moving to the south and the Irish sea to the

## Appendix 1

west. It comprises 14 districts: the major conurbations are Lancaster, Preston, Burnley, Blackburn, Accrington, Chorley, and the seaside town of Blackpool which receives over 20 million visitors per year.

The county's population is growing and changing. Over the last 15 years the population of Lancashire has grown by approximately 10%, rising to an estimated 1,601,645 by mid-2024. The number of domestic houses has grown by 15% over the same 15 year period.

The county contains significant deprivation with five districts ranking in England's top 20 most deprived. Blackpool is the most deprived district in the country, whilst the Ribble Valley is in the least deprived 10%.

More people are living longer, some communities experience poorer health outcomes, and climate-related risks such as flooding, heat and wildfire are becoming more significant. Risk is not evenly distributed across Lancashire, so our approach must be targeted, evidence-led, and flexible.

### District profile data from map

| District              | Population (2024) | Area sq. km | Homes (2025) | Household projections (2032) | IMD rank (296) |
|-----------------------|-------------------|-------------|--------------|------------------------------|----------------|
| Blackburn with Darwen | 162,540           | 137         | 59,950       | 62,204                       | 11             |
| Blackpool             | 144,191           | 35          | 65,014       | 66,558                       | 1              |
| Burnley               | 99,233            | 111         | 41,145       | 43,427                       | 4              |
| Chorley               | 120,839           | 203         | 52,318       | 56,335                       | 190            |
| Fylde                 | 85,447            | 166         | 40,311       | 44,447                       | 188            |
| Hyndburn              | 86,058            | 73          | 35,643       | 37,154                       | 16             |
| Lancaster             | 145,006           | 576         | 62,625       | 65,804                       | 135            |
| Pendle                | 99,777            | 169         | 49,097       | 41,015                       | 13             |
| Preston               | 162,864           | 142         | 64,608       | 70,570                       | 57             |
| Ribble Valley         | 65,794            | 583         | 28,832       | 31,935                       | 273            |
| Rossendale            | 73,045            | 138         | 31,159       | 32,548                       | 60             |
| South Ribble          | 116,113           | 113         | 50,246       | 53,028                       | 227            |
| West Lancs            | 121,995           | 347         | 50,523       | 53,068                       | 176            |
| Wyre                  | 118,743           | 283         | 54,671       | 60,207                       | 147            |

Sources in the original map: Office for National Statistics; Office for National Statistics via LG Inform; Index of Multiple Deprivation (IMD).

### Drivers influencing our plan

- Changing community risk: Climate change, emerging technologies, demographic change, deprivation, the built environment, major transport networks and evolving patterns of vulnerability are reshaping risk across Lancashire.
- Demand and complexity: Demand is not only about volume. Incidents are increasingly varied and some are more complex, protracted and resource intensive than ever before.

- Digital and data opportunity: Better use of data, digital tools, AI and automation can improve targeting, mobilising, productivity, learning and decision-making across the organisation.
- Partnership working: No single organisation can manage every risk alone. Strong collaboration with local authorities, health partners, police, other fire and rescue services, resilience forums, voluntary organisations and communities is essential.

### **Strategic challenges**

The drivers influencing our plan create strategic challenges for our service. To meet these demands we must adapt to the changing risk whilst maintaining affordability and supporting our workforce.

### **Financial challenges**

The Service faces sustained financial pressures that will impact how we plan and deliver resources over the life of the CRMP. While overall demand may appear stable, the complexity of incidents is increasing, requiring broader investment in capability and response.

At the same time, there is uncertainty around future government funding and pay awards, making long-term financial planning more difficult. Inflationary pressures across pay, energy, construction and supplies continue to drive up costs, reducing flexibility in budgets.

The Service also faces rising capital and infrastructure costs, with ageing buildings requiring greater maintenance and investment, and significant increases in the cost of key assets such as fire engines and other specialist assets.

Overall, these combined factors create a challenging financial environment, requiring careful prioritisation and ongoing efficiency to maintain service delivery.

### **Workforce sustainability**

As society changes, public sector workforce retention and availability are becoming more challenging across the Service. Sustainability is being affected by a mix of financial, social, wellbeing and labour market pressures, all of which influence the Service's ability to attract, retain and effectively use its people. On-call availability is a national challenge and whilst in Lancashire we have above average availability, we still face significant challenges. We need a skilled, healthy, inclusive and adaptable workforce with the leadership, competence and confidence, to meet current and future risk. Over the life of this plan, we will focus on improving retention, strengthening on-call and wholetime availability and making best use of our people, aligned to risk, demand and community needs.

### **Productivity and efficiency**

In response to these pressures facing the Service, a sustained focus on productivity and efficiency is helping to mitigate costs while maintaining operational standards. Efficiencies have been achieved through better use of existing resources, including

reducing overtime expenditure and aligning crewing models with sector norms, delivering significant savings without adversely affecting emergency response.

Data and digital tools are helping the Service be more efficient in how resources are deployed and further value is being realised by extending the life of fleet assets to maximise return on investment, helping to offset rising capital costs. Our latest fleet of fire engines will have a 20 year lifespan, as opposed to 12 years in recent times. In addition, our Modern Ways of Working Forum is driving ongoing efficiencies and workforce capacity through digital innovation and improved use of technology across the organisation.

Collectively, these measures demonstrate how the Service is actively managing challenges by improving efficiency, prioritising resources, and maintaining service delivery within a constrained funding environment. Our productivity and efficiency plans can be seen on our website.

## **Our CRMP 2027-2032**

**Our Community Risk Management Plan (CRMP) is our overarching strategy.**

Providing an overview of the foreseeable fire and rescue related risks covering a five-year period from 2027 to 2032, supported by a strategic assessment of risk and suite of core strategies. It sets out our high-level plans for tackling those risks through our people, prevention, protection, response, digital, and financial strategies, explaining the outcomes we want to achieve, the areas we will focus on and how we will measure success.

We use the National Fire Chief's Council (NFCC) strategic framework as best practice, following the five essential components.

Over the life of this plan, we must continue to identify new risks, reduce preventable harm, protect people, property, and the environment, and provide a resilient emergency response. To do this well, we need a CRMP that is clear about what matters most, explains how our strategies connect, and outlines how we will measure progress.

### **Demand**

Demand changes over time. Fires make up a smaller proportion of our incidents than they once did, while special service incidents, including road traffic collisions, flooding, water rescues and assisting other agencies, now account for a greater share of our activity. At the same time, some incidents are less frequent now but more complex, protracted and resource intensive.

Whilst the number of incidents we respond to has fluctuated over the last 15 years, we have seen more overall demand in recent years than 10 or even 15 years ago. The type of incidents we respond to has also changed.

Fires have dropped from representing 42% to only 30% of all incidents. Primary fires are generally serious fires involving property or any fires involving casualties, rescues, or a fire attended by five or more fire engines. Lancashire has higher levels of primary fires compared to the national average. This can be linked to the areas of higher deprivation



with increased risk factors. Secondary fires are generally small outdoor fires, not involving people or property. Through our prevention work, we continue to reduce the likelihood of fires occurring.

False alarms are broadly the same, representing 43% now compared to 46% in 2011-12. False alarms are where we attend a location believing there to be an emergency but, on arrival, discover that it was a false alarm. This could be due to calls from the public who believe there is an emergency, malicious calls, or an automatic fire alarm (AFA) operating in error.

Through our protection work, we have reduced the number of incidents we attend triggered by AFAs in commercial buildings. Only 0.4% of AFA incidents actually turn into a primary fire. We will continue to review how we can reduce false alarms further and adapt where and how we respond to fire alarm activations.

Special service incidents have increased from 12% of all incidents to 27%. Special service incidents are made up of many different activities such as road traffic collisions, flooding, and assisting other agencies, for example gaining entry to properties on behalf of the police and ambulance service during medical emergencies. We have a legal duty to collaborate with police and ambulance services under the Police and Crime Act 2017 and will continue to work in partnership to ensure the best outcomes for communities across Lancashire.

## **Resourcing and availability**

To meet these demands LFRS currently provides 58 fire engines across 39 fire stations. We strive to have the first fire engine at each of the 39 fire stations available 90% of the time.

Fire engine availability (wholetime and on-call) fluctuates throughout every 24-hour period. First fire engine availability is 89.55% on average.

Availability peaks between 22:00 and 05:00 with an average 54 fire engines (93%) available. During this period there are an average of two incidents per hour, which is our lowest period of demand.

Availability is lowest between 08:00 and 17:00 with an average 42 fire engines available (72%). During this period there are an average of five incidents per hour, one of which is a critical fire, and one a critical emergency special service call.

Peak demand is between 17:00 and 20:00, with an average of six incidents per hour, one of which is a critical fire, and one is a critical special service call. Availability of fire engines during this period is between 46 - 52 (79% - 90%).

Peak availability and peak demand, and conversely, lowest availability and lowest demand currently do not align. Even when availability is the lowest or when demand peaks, we have sufficient resources to deal with incidents and have strong response time performance.

Lancashire is the 10th largest service nationally for annual budget, per population served, fire stations provided and number of primary fires. However, LFRS is eighth in terms of total number of fire engines and joint fourth for wholetime crewed fire engines.

During the lifecycle of this CRMP, we are committed to adapting our resourcing availability to align with our risk and demand, including how we measure this.

## Identifying and assessing risk

### Equality of access

We are committed to valuing and understanding the needs of all our communities. We know the importance of giving support to our residents at greater risk of fire. There are clear links between deprivation and risk of fire. Health outcomes in some areas of Lancashire lag behind England averages, with particularly low life expectancy in Blackpool and Blackburn with Darwen.

Lancashire's population is also changing, demographically the county is predominantly White, at 86.6%, with 13.4% of residents from Black and minority ethnic groups. The population aged 65 and over is growing faster than younger age groups, and a notable share of households consist of people aged 65 and over living alone, particularly in Fylde and Wyre.

Economic pressures also affect risk and access to support. Fuel poverty affects 13% of households in Lancashire, compared with 11% nationally.

Climate change can further increase inequality in risk. It can disproportionately affect specific groups, including older people during heatwaves, people living in poor-quality housing, communities in flood-prone or highly deprived areas, and rural or isolated communities.

We recognise that barriers such as health, ethnicity, language, beliefs, poverty and other societal factors may prevent some people from accessing our services. This means we must understand where risk is greatest, remove barriers wherever we can, and tailor our prevention, protection and response activity to meet different community needs.

We seek to meet the different needs of our residents by:

- Tailoring fire safety advice to meet the needs of individuals by adopting a person-centred approach.
- Undertaking proactive education with integrated personalised safety measures, and advanced people protection.
- Identifying potential fire hazards to particular groups, promoting safety.
- Tailoring safety measures to meet individual needs.
- Delivering a collaborative approach to safeguarding
- Assessing the impact of our policies, plans and decisions on different communities, mitigating negative impact on groups and continually improving.

### Collaboration and partnerships

We live in an increasingly volatile world and as our risk landscape continues to evolve, we too must continue to adapt to better prepare for, respond to and recover from the various threats that impact our Service and communities.

In order to adapt, we have a robust risk management process which identifies and assesses risk from across international, national, regional, and local hazards. To identify and assess international and national risks that we may have to prepare for and respond to, we utilise the National Security Risk Assessment (NSRA) and National Risk Register which is the government's assessment of the most serious risks facing the United Kingdom. On a regional and local level, we utilise the Lancashire Resilience Forum Community Risk Register (LRF) which provides an assessment of emergencies that are likely to occur locally and the impacts if they do.

Through close working with LRF partners, we share information, data and intelligence, to strengthen our understanding of the risks and vulnerabilities facing our diverse communities. This also supports our ability to identify current and emerging organisational risks and to prepare our firefighters for potential emergencies. We draw on information from a wide range of sources, including other emergency services, the NHS, and a broad range of public and private sector partners. This joined-up approach provides a more complete and informed understanding of risk, enabling us to design and deliver public services that are more relevant, efficient and effective.

### **Community resilience**

As a fire and rescue service we play a crucial role in community resilience by shifting beyond traditional emergency response to focus on proactive risk reduction, public education, and emergency preparedness alongside LRF partners. To supplement our response arrangements, we work collaboratively with partners and draw on support from specialist organisations. Where appropriate and practicable, we will continue to pursue collaborative opportunities with partners, including the police, local authorities and other emergency services to deliver activities where this demonstrably adds value for our communities.

### **How we identify risk**

Risk identification within our service is also informed by PESTELO analysis and supported by our Strategic Assessment of Risk which is updated annually. The risk management framework provides the ongoing assessment of emerging and changing risks and for the prioritisation of an appropriate response.

Our risk management process enables us to identify existing and emerging risks that occur in the day-to-day management of our fire and rescue service. We also analyse the types of incidents we attend including their likelihood and impact, alongside understanding community needs, and assessing current and future threats. This creates a clear picture of where and who are most at risk, allowing us to plan, resource and take targeted action through our prevention, protection, and response activities.

Read the Strategic Assessment of Risk on our website for a full analysis.

The Service's blend of data driven identification and assessment of risk through extensive engagement with fire service professionals, community leaders and stakeholders across various sectors highlights the incident types that present the greatest risks to the communities and people of Lancashire.

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

When an event does occur, we commit to being fully prepared to respond and to minimising the impact caused. Given the varied incident types we continue to respond to, this will include responding collaboratively with partner agencies, cross border with other fire and rescue services, and nationally as part of national resilience assistance. Through this assessment of risk, we have identified all the incident types that we are likely to encounter. Our highest risk activities have been identified and are outlined on the next pages.

### **Fires**

These include domestic fires, tall building fires, commercial and industrial property fires, deliberate fires, road vehicle fires, buildings under construction fires, and waste disposal site fires.

Sadly, every year, we witness devastating fires in people's homes that result in injuries and fatalities. Fires in tall buildings present an increased fire risk due to factors like their height, occupancy density, and potential for complex structure with limited access or egress. These incidents have the potential for severe injury and large scale loss of life, and pose significant hazards to responding agencies.

We also experience fires in commercial properties, such as the retail sector, industrial, manufacturing, hospital and educational facilities. These incidents can have a lasting impact on people, communities, economy and local infrastructure.

Road vehicle fires are primary fires occurring in vehicles used for transportation on public roads, including cars, vans, buses, motorcycles, lorries, and heavy goods vehicles. With emerging technologies and alternative fuelled vehicles, the way we fight and deal with road vehicle fires is changing.

With an increasing population more properties are being developed, when buildings are under construction, they are more susceptible to fires and are likely to spread easily.

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

Each year we also experience deliberate fires in buildings that are completely unavoidable, these can cause severe injury and even death as well as significant damage.

### **Environment**

These include wildfires, flooding and hazardous materials. The impacts of climate change, increasing the frequency and intensity of wildfires and wide area flooding, have required us to adapt our strategies and resources to deal with these evolving threats. Both wildfires and floods can lead to significant economic and environmental damage, necessitating the need for increased preparedness, effective techniques and post-incident recovery efforts to minimise these impacts.

## **Flooding**

Due to the diverse nature of the Lancashire landscape, our communities can be at risk from coastal and tidal flooding, river flooding (fluvial), surface water (pluvial) and reservoir flooding, albeit the likelihood of these events occurring varies from 1 in 5 years to 1 in 1000 years.

It has been identified through the Lancashire Resilience Forum Community Risk Register that there are approximately 65,000 properties at high or very high risk from flooding within Lancashire. Widespread flooding can devastate communities with the impact lasting for months and even years.

## **Wildfires**

The wildfire season, severity and size of wildfires is increasing in duration. This could be attributed to climate change and other factors that have sustained or increased the fuel layer on moorland such as changes in land management, reduced animal grazing and competing priorities for moorland management.

Wildfires have historically occurred in spring and summer months and have the potential to spread rapidly over large geographic areas, leading to significant disruptions for life, property, and infrastructure. Hot, dry and windy weather are ideal conditions for wildfires to start and spread, and we are seeing more periods of these conditions. These types of incidents require vast quantities of water far in excess of what conventional firefighting appliances can deliver.

## **Rescues**

This includes road traffic collisions (RTCs), rescues from collapsed structures or confined spaces, rescues from water and other rescues.

Each year, residents of Lancashire, as well as people from other areas, experience deaths and serious injuries on our county's roads because of road traffic collisions.

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

There are several water-related risks across Lancashire including numerous rivers and reservoirs. Tragically, we observe drownings in these waterways each year. As a service, we routinely prepare for water rescue incidents, familiarisation of risk sites, and provide a significant rescue capability.

## **Humanitarian**

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

Sadly, we are also responding to more suicides and suicide attempts. These have lasting effects on individuals, their social networks, communities and the emergency responders attending.

## Malicious attacks and terrorists incidents

The threat of terrorism profoundly impacts fire and rescue services alongside other emergency services, necessitating preparedness and response capabilities to effectively mitigate risks and manage emergencies.

Terrorist incidents may involve complex and coordinated attacks that pose significant challenges. Operational readiness ensures we can respond swiftly and decisively to save lives and reduce harm.

## Assessing the risk of fire

Lancashire is split into small geographic areas that are known as Lower-layer Super Output Areas (LSOA). These each contain between 1,000 and 3,000 people and there are currently 945 LSOAs within the county. We have an indicator which measures the fire risk in each LSOA. Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation. The fire risk score for each LSOA is calculated using the formula shown below. Each LSOA is categorised by risk grade from low, medium, high, to very high, which in turn underpins our resource allocation, proactive prevention activities and currently, our response performance criteria within our key performance indicators.

The table below highlights the breakdown of each LSOA based on our fire risk map formula. Through our proactive prevention and protection work, the overall fire risk map gradings have been reducing year on year. In 2026, over half the population of Lancashire is now in a low LSOA (59.9%), whilst just 1.1% of Lancashire's population is in a very high LSOA (1.1%).

| Risk category | Population | % of population | No of LSOAs |
|---------------|------------|-----------------|-------------|
| Very high     | 17,402     | 1.1%            | 11          |
| High          | 82,441     | 5.1%            | 47          |
| Medium        | 542,540    | 33.9%           | 325         |
| Low           | 959,262    | 59.9%           | 562         |
| Total         | 1,601,645  | 100%            | 945         |

## Response standards

Each fire and rescue service sets their own response standards, and in Lancashire we set some of the most robust standards in the country. Our standards measure from the 'time of call' to the 'time in attendance' of the first fire engine arriving at the incident.

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Currently, we utilise our fire risk map to categorise each LSOA and set a response standard of:

- Very high – 6 minutes
- High - 8 minutes
- Medium – 10 minutes

## Appendix 1

- Low – 12 minutes

Our latest four year overall average response time to critical fire incidents is **7 minutes 32 seconds**

| Critical Fire Response | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|------------------------|---------|---------|---------|---------|
| Very high              | 05:35   | 05:51   | 05:52   | 05:26   |
| High                   | 06:15   | 06:03   | 06:18   | 06:05   |
| Medium                 | 06:27   | 06:47   | 07:08   | 07:11   |
| Low                    | 08:33   | 09:02   | 08:48   | 09:12   |
| Overall                | 07:12   | 07:30   | 07:38   | 07:50   |

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard of 13 minutes.

Our latest four year overall average response time to critical special service incidents is **8 minutes 35 seconds**.

| Critical special service response | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
|-----------------------------------|---------|---------|---------|---------|
| (13 minutes)                      | 08:17   | 08:31   | 08:46   | 08:49   |

As part of this CRMP consultation, we want to gauge views on whether our current response standard model is appropriate, or whether we should move to simpler single response standards whilst retaining the fire risk formula for prevention and resource allocation.

## Our strategic priorities

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

#### Our intent

We will develop and sustain a professional, skilled, diverse and resilient workforce, ensuring we have the right people, with the right skills, in the right place at the right time to deliver our CRMP and make Lancashire safer. We seek to recruit people with a wide range of backgrounds, skills knowledge and experience.

Our approach links people to capability to performance to outcomes.

Ensuring we remain adaptable, inclusive and able to respond to change, financial pressures and emerging risks.

## **Delivering our people strategy**

Our people strategy enables:

- A skilled and competent workforce aligned to risk
- A diverse and inclusive organisation reflecting our communities
- A resilient workforce able to adapt to change
- A high performing culture driven by values and leadership

These ensure our workforce directly supports the delivery of the CRMP and Service priorities.

## **Our people priorities**

### **Culture, values, standards and behaviours**

#### **Area of focus**

Create a workplace where STRIVE values, inclusion and the Code of Ethics are embedded, and everyone feels valued, respected and able to contribute.

#### **What we will do:**

- Embed Service values through training, leadership and everyday behaviours
- Strengthen professional standards and organisational learning
- Ensure open and transparent decision-making processes where staff are consulted and engaged
- Improve confidence in speaking up and raising concerns
- Use employee voice and feedback to shape policy and practice
- Consult with community members and blue light partners to identify barriers to recruitment and work to remove those barriers
- Be open and transparent in relation to our recruitment processes

#### **How we will measure progress**

- Staff survey results (values, inclusion, trust)
- Organisational learning submissions and debriefs
- Number and timeliness of professional standards cases
- Confidence in reporting concerns

### **Employer of choice and workforce planning**

#### **Area of focus**

Be recognised as an employer of choice, attracting and retaining a diverse, skilled workforce aligned to service risk and demand.

#### **What we will do:**

- Strengthen employer brand and recruitment campaigns
- Deliver inclusive recruitment for wholetime and on-call roles
- Develop alternative entry routes and career pathways
- Improve on-call recruitment and availability
- Use data to inform workforce planning and future demand



### **How we will measure progress**

- Workforce diversity and representation
- On-call availability levels aligned to risk and demand
- The diversity of applicants to roles within LFRS

### **Leadership and management capability**

#### **Area of focus**

Develop leaders who model the Service values, lead change, manage performance and inspire high performance.

#### **What we will do:**

- Deliver leadership and management development programmes
- Promote coaching, mentoring and continuous development
- Give leaders the confidence to manage performance and challenge poor standards of behaviour
- Promote access to leadership qualifications and development opportunities

### **How we will measure progress**

- Completion of management development programmes
- Performance management outcomes
- Staff feedback on leadership effectiveness

### **Talent management and succession planning**

#### **Area of focus**

Identify and develop talent to ensure future leadership, critical skills and workforce sustainability.

#### **What we will do:**

- Develop a shared understanding of talent
- Align workforce planning with retirement, risk and future roles
- Strengthen succession planning and career pathways
- Use workforce data to inform strategic decisions

### **How we will measure progress**

- Internal promotion rates
- Succession plans in place for key roles
- Workforce risk gaps mitigated and quality
- Appraisal completion and quality

### **Wellbeing, skills and workforce capability**

#### **Area of focus**

Support a healthy, resilient and highly trained workforce capable of delivering operational excellence.

#### **What we will do:**

- Promote mental health, wellbeing and resilience initiatives

## Appendix 1

- Maintain fitness, health and safety standards
- Reduce the risk of contaminants exposure
- Deliver risk-based training aligned to operational needs
- Address skills gaps and emerging risks (e.g. contaminants, digital)
- Support neurodiversity and inclusive working environments

### **How we will measure progress**

- Sickness absence indicators
- Competence and training completion rates
- Injury and safety trends
- Feedback from training and operational assurance

## **Engagement, communication and change**

### **Area of focus**

Create a culture where staff are engaged, informed and actively involved in shaping the Service.

### **What we will do:**

- Strengthen engagement with staff, unions and representative bodies
- Improve leadership communications at all levels of the Service
- Provide opportunities for people to share their ideas, solutions and improvements
- Involve staff in planning, decision-making, and change programmes
- Consult with employee voice groups to identify impacts on people

### **How we will measure progress**

- Staff engagement and survey results
- Participation in consultations and feedback mechanisms
- Delivery of change programmes
- Efficiency and productivity improvements

## **Preventing fires and other emergencies from happening**

### **Our intent**

We will prevent fires and other emergencies and reduce harm, focusing our resources where they will have the greatest impact. Our approach is risk-based, person-centered and evidence-led, targeting those most at risk while supporting safer, stronger and more resilient communities across Lancashire. We will make the most efficient use of our resources through a flexible delivery model utilising community fire safety teams, operational firefighters and digital and self service solutions.

### **Delivering prevention excellence**

Our prevention approach ensures:

- A targeted approach, focusing on those most at risk
- A consistent and evidence led service across Lancashire
- An effective use of resources and digital offerings aligned to risk and demand

- A learning driven culture that continuously improves outcome

Performance will be managed through a balanced framework of activity, quality and impact, ensuring prevention delivers measurable reductions in risk and harm.

## **Our prevention priorities**

### **Home Fire Safety**

#### **Area of focus**

Reduce the likelihood and impact of accidental dwelling fires by targeting high- risk people, homes and communities.

#### **What we will do:**

- Deliver risk-based Home Fire Safety Checks (HFSC) using a tiered approach
- Prioritise vulnerable individuals and high-risk households
- Use data and intelligence to target deprivation, vulnerability and housing risk
- Deliver face-to-face interventions where risk is highest
- Maintain accessible advice for all through digital and self-service options

#### **How we will measure progress**

- Number and proportion of HFSCs delivered to high-risk households
- Reduction in accidental dwelling fires and related harm
- Evidence of effective risk-based targeting
- Outcomes from HFSC interventions and safeguarding activity

### **Prevent Fires**

#### **Area of focus**

Reduce deliberate fires, wildfires and secondary fires through targeted prevention, early intervention and partnership working.

#### **What we will do:**

- Deliver multi-agency arson reduction initiatives
- Target high-risk locations, including vacant properties and custodial settings
- Provide education through youth engagement and early intervention programmes
- Deliver seasonal and place-based wildfire campaigns
- Work with landowners, local authorities and communities to reduce risk

#### **How we will measure progress**

- Reduction in deliberate fires, secondary fires and wildfires
- Number and effectiveness of targeted interventions and campaigns
- Engagement with young people and at-risk groups
- Outcomes from partner-led interventions and joint working

## **Resilience to Severe Weather**

### **Area of focus**

Reduce harm from flooding and water-related incidents by building community resilience and awareness.

### **What we will do:**

- Deliver targeted water safety education and prevention activity
- Support and enable partnership approaches to flooding and water risk
- Focus activity where it adds value and avoids duplication
- Promote community awareness and preparedness

### **How we will measure progress**

- Reduction in water-related fatalities and incidents
- Reach and impact of water safety campaigns
- Evidence of effective partnership delivery
- Community awareness and engagement outcomes

## **Safer Roads**

### **Area of focus**

Reduce harm from road traffic collisions by influencing behaviour and targeting those most at risk.

### **What we will do:**

- Deliver evidence-based road safety interventions
- Work with partners to target high-risk groups and locations
- Focus on behaviour change and prevention campaigns
- Support multi-agency approaches to reducing serious injuries and fatalities

### **How we will measure progress**

- Reduction in RTC fatalities and serious injuries
- Delivery and impact of targeted road safety campaigns
- Evidence of behaviour change in priority groups
- Partner feedback and joint outcomes

## **Stronger Resilient Communities**

### **Area of focus**

Improve outcomes by reducing vulnerability, safeguarding those at risk and supporting community resilience.

### **What we will do:**

- Identify, signpost, and safeguard vulnerable individuals
- Work with community safety partnerships to improve outcomes beyond emergency response
- Deliver early interventions to reduce risk and harm
- Use data, learning and intelligence to continuously improve services
- Support community programmes and engagement activity

## **How we will measure progress**

- Number and outcomes of safeguarding referrals and interventions
- Evidence of reduced vulnerability and improved outcomes
- Impact of community engagement and prevention programmes
- Continuous improvement driven by data, learning and evaluation

## **Protecting people and property when fires happen**

### **Our intent**

We will reduce fire risk in buildings by ensuring those responsible for premises understand and meet their legal duties, and that buildings are safe, compliant and protect people if a fire occurs. This will be delivered through intelligence-led regulation, partnership working and proportionate enforcement, aligned to risk and harm.

### **Delivering protection excellence**

Our protection approach ensures:

- A risk-based, intelligence led approach that targets the highest risk premises and greatest threats to life
- A consistent and proportionate regulatory service, balancing advice, engagement and enforcement
- Effective use of resources and a competent workforce to manage risk, demand and complex buildings
- A partnership driven approach that improves compliance, strengthens systems and delivers safer buildings

Performance will be managed through a balanced framework of activity, quality and impact, ensuring protection activity delivers measurable improvements in compliance, building safety and risk reduction.

## **Our protection priorities**

### **Target Risk**

#### **Area of focus**

Identify high-risk and regulated premises, prioritise activity, reducing the likelihood and impact of fire where it would present the greatest risk to life.

#### **What we will do:**

- Target inspection, audit and engagement activity at the highest risk premises
- Support responsible persons to improve compliance through advice, engagement and education
- Deliver a risk-based intervention programme across all risk levels
- Use enforcement confidently and proportionately where serious non-compliance exists
- Increase business safety engagement and campaigns to drive self-compliance

### **How we will measure progress**

- Delivery against the risk-based intervention programme (activity vs plan)
- Number and outcome of audits, inspections and enforcement actions
- Levels of compliance in high-risk premises
- Impact of business safety campaigns and engagement activity
- Reduction in serious fire safety breaches identified

## **Safer Buildings**

### **Area of focus**

Improving safety in complex and higher-risk buildings, ensuring robust fire safety management and compliance with evolving legislation.

### **What we will do:**

- Deliver responsibilities arising from the Grenfell Tower Inquiry and fire safety legislation
- Work with accountable persons, residents and regulators to provide assurance
- Focus on ongoing safety management and system performance in higher-risk buildings
- Strengthen engagement to improve compliance and safety outcomes
- Maintain a competent workforce with the technical skills to manage complex buildings

### **How we will measure progress**

- Compliance levels in higher-risk and high-rise residential buildings
- Number and quality of interactions with accountable persons and regulators
- Workforce competence levels in protection and complex risk
- Reduction in fire safety deficiencies
- Outcomes from building safety case reviews and audits in complex buildings
- Number of building regulation consultations within timeframe

## **Stronger Systems**

### **Area of focus**

Enabling system-wide risk reduction through intelligence, workforce capability and integrated working across prevention, protection and response.

### **What we will do:**

- Use intelligence, incident learning and assurance to continuously improve risk profiling
- Strengthen links between protection, prevention and operational response
- Develop workforce capability through training, assessment and succession planning
- Work with partners to drive compliance across organisations and building portfolios
- Deliver Business Fire Safety Checks (BFSCs) to improve compliance in lower-risk premises
- Enhance fire safety awareness across staff and partner functions

### **How we will measure progress**

- Quality and use of risk and intelligence data

- Completion of BFSC activity and outcomes
- Workforce competent and in-date for protection roles
- Evidence of learning from incidents influencing activity
- Effectiveness of cross service working (prevention protection response)

## **Supporting delivery and performance**

### **Area of focus**

Deliver a high-performing, risk-led protection service, focused on outcomes and continuous improvement.

### **What we will do:**

- Deliver targeted risk-based inspections and campaigns
- Maintain compliance in high-rise and regulated premises
- Reduce unwanted fire signals in commercial properties
- Deliver through annual service planning and protection delivery plans

### **How we will measure progress**

- Volume and type of protection activity delivered
- Outcomes from intervention activity and enforcement
- Progress against risk-based intervention programme
- Evaluation of campaigns and assurance activity

## **Responding to fires and other emergencies quickly and competently**

### **Our intent**

We will provide a safe, effective and timely emergency response, aligned to risk and demand. Our approach ensures we have the right people, skills and resources in the right place at the right time, supported by strong leadership, risk intelligence and continuous improvement.

This strategy creates a clear link between:

Risk to activity to performance

Ensuring our response is resilient, intelligence-led and high performing, underpinned by a strong health and safety culture and operational excellence.

## **Our response priorities**

### **Availability Area of focus**

Deliver a sustainable, efficient and effective response model, with people and resources aligned to risk and demand.

### **What we will do:**

- Ensure response arrangements deliver effective attendance and performance across incident types

## Appendix 1

- Use all operational staff in a flexible way to improve response and availability
- Maintain wholetime and on-call availability, strengthening recruitment, retention and availability
- Use real-time visibility and forecasting to manage staffing and appliance availability
- Align workforce planning to retirement profiles, succession and emerging risks
- Maintain national resilience capabilities and assure against national standards
- Adopt a flexible, risk-based deployment model aligned to risk and demand through use of pilots and evidence

### **How we will measure progress**

- Appliance and staff availability levels
- Attendance times and response performance
- On-call recruitment and retention
- Accuracy of availability and forecasting systems

### **Competence Area of focus**

Ensure our workforce is competent, confident and adaptable, able to respond safely to current and emerging risks.

#### **What we will do:**

- Deliver risk-based, realistic training aligned to operational requirements
- Increase training at high-risk sites and multi-agency exercises
- Embed organisational learning from incidents and training
- Align training to local and national learning and risk intelligence
- Build capability to respond to emerging risks, including climate impacts
- Maintain fitness, wellbeing and specialist capability
- Deliver training in a flexible way, using digital and innovation opportunities to ensure efficiency and effectiveness

### **How we will measure progress**

- Staff competence for risk-critical skills
- Completion of training plans and exercises
- Delivery of learning actions from debriefs
- Fitness levels and health indicators

### **Preparedness Area of focus**

Be a risk-informed, well-prepared organisation, ready to respond to complex, large-scale and emerging incidents.

#### **What we will do:**

- Maintain accurate, accessible and consistent risk information
- Strengthen multi-agency planning through Lancashire Resilience Forum partners
- Align response activity with prevention and protection strategies
- Enhance preparedness for major incidents, severe weather, terrorism and disruption
- Strengthen business continuity and organisational resilience
- Ensure staff are prepared for emerging and climate-driven risks



### **How we will measure progress**

- Accurate risk information which is current and accessible
- Delivery of multi-agency plans and exercises
- Outcomes from business continuity testing
- Preparedness for major and emerging risks

### **Operational excellence and continuous improvement**

#### **Area of focus**

Deliver high-performing, learning-driven emergency response, achieving the best outcomes for communities.

#### **What we will do:**

- Embed continuous improvement through assurance and learning
- Strengthen incident command, leadership and decision-making
- Use performance data and key performance indicators to drive improvement
- Maintain a strong focus on firefighter and public safety

### **How we will measure progress**

- Incident outcomes and effectiveness
- Firefighter safety indicators and learning
- Completion of assurance and improvement actions
- Evidence of continuous improvement

### **Delivering operational excellence**

Our response model integrates availability, competence and preparedness to deliver:

**A safe response** - protecting firefighters and the public

**An effective response** - resolving incidents and reducing harm

**An efficient response** - using resources proportionately

**A learning-driven response** - continually improving through experience

We will provide a resilient, risk-based and intelligence-led response service with the people, skills, vehicles, equipment and command arrangements needed to deal with both routine and complex incidents quickly, safely and effectively.

### **Use digital, data and technology as a key enabler of safer, more efficient services**

#### **Our intent**

We will use digital, data and technology to deliver a more effective, efficient and resilient fire and rescue service, ensuring our workforce has the tools, skills and information needed to serve our communities safely.

Our approach links

Data to insight to decision-making to improvement

supporting prevention, protection and response activity, while maintaining secure, reliable and modern systems.

## **Our digital, data and technology priorities**

### **Digitally enabled workforce**

#### **Area of focus**

Ensure all staff have access to the right technology, data and skills, enabling them to work efficiently, collaborate effectively and deliver high-quality services.

#### **What we will do:**

- Expand access to digital tools, mobile technology and modern workplace platforms
- Build digital skills and confidence, supporting a culture of digital-first working
- Digitise key operational processes (mobilising, incident ground, reporting and learning)
- Strengthen collaboration through shared platforms and communities of practice
- Deliver digital change aligned to people, inclusion and wellbeing priorities

#### **How we will measure progress**

- Staff with access to mobile and digital tools
- Workforce digital skills and confidence levels
- Uptake of automation, digital forms and collaboration tools
- Reduction in manual processes / administrative time

### **Data maturity and insight**

#### **Area of focus**

Develop trusted, accessible and connected data, enabling evidence-based decision making across all service areas.

#### **What we will do:**

- Improve data quality, ownership and governance across key datasets
- Increase data literacy for staff based on role requirements
- Provide consistent, accessible data and reporting tools
- Integrate systems to ensure data flows across prevention, protection and response
- Develop a modern, cloud-based data architecture and shared datasets

#### **How we will measure progress**

- Data quality scores against defined standards
- Datasets with clear ownership and governance
- Usage levels of data dashboards and insight tools
- Evidence of data-driven decision making in key areas

### **Strong technical foundations**

#### **Area of focus**

Provide a modern, resilient and integrated technology estate that supports operational delivery and future innovation.

**What we will do:**

- Replace legacy systems with secure, cloud-based and integrated solutions
- Implement modern mobilising and operational systems
- Strengthen digital capabilities on appliances and the fireground
- Maximise value from platforms such as Microsoft 365 and automation tools
- Modernise infrastructure to ensure resilience, scalability and performance

**How we will measure progress**

- Reduction in legacy systems and technical risk
- System availability and reliability performance
- User satisfaction with digital services and tools
- Efficiency gains through automation and integration

**Cyber security and resilience**

**Area of focus**

Protect our systems, data and services through strong, proportionate cyber security and resilience arrangements.

**What we will do:**

- Identify, protect, detect and respond to cyber risks and threats
- Strengthen monitoring, testing and assurance of security controls
- Maintain robust incident response and recovery arrangements
- Improve workforce awareness of cyber risks and responsibilities
- Align with national cyber and information governance standards

**How we will measure progress**

- Number and severity of cyber incidents
- Compliance with national standards and frameworks
- Workforce completion of cyber training and awareness
- Results from audits, testing and assurance activity

**Value for money and continuous improvement**

**Area of focus**

Ensure investment in digital, data and technology delivers efficiency, value for money and continuous improvement.

**What we will do:**

- Apply reuse, buy, build principles to maximise efficiency
- Embed automation and digital redesign of services
- Collaborate with partners to achieve economies of scale
- Use a structured plan-do-check-review approach
- Continuously identify opportunities for innovation and improvement

**How we will measure progress**

- Financial savings and return on investment
- Services digitised or redesigned
- Evidence of efficiency improvements

- Delivery of planned change and improvement programmes

## **Emerging technology**

### **Area of focus**

Use emerging technologies, including AI and automation, to improve productivity, decision making and service delivery.

### **What we will do:**

- Explore and adopt automation and AI solutions where they add value
- Focus on measurable productivity and efficiency gains
- Ensure appropriate governance and human oversight
- Work with partners and stakeholders to develop innovative solutions
- Align use of AI with ethical and national frameworks

### **How we will measure progress**

- Number of AI/ automation use cases implemented
- Measurable productivity and efficiency gains
- Compliance with AI governance and ethics standards
- User adoption of new technologies

## **National alignment and collaboration**

### **Area of focus**

Align with national standards and work with partners to deliver consistent, collaborative and future-ready digital services.

### **What we will do:**

- Align with NFCC, government and sector standards
- Participate in national and regional collaboration programmes
- Share and adopt best practice across fire and rescue services
- Explore opportunities for joint solutions and procurement

### **How we will measure progress**

- Level of alignment with national frameworks and standards
- Participation in collaborative initiatives
- Evidence of shared solutions and efficiencies
- External feedback and sector benchmarking

## **Delivering digital transformation**

Our strategy underpins all areas of service delivery by ensuring:

- Better risk identification and targeting
- Improved decision making and operational effectiveness
- More efficient and modern ways of working
- A secure and resilient service

## **Delivering value for money in how we use our resources**

### **Our intent**

Value for money is achieved by balancing economy, efficiency and effectiveness, ensuring that resources are used proportionately to reduce risk and improve outcomes. We will ensure that public money is used responsibly, transparently and sustainably, aligning resources to risk and demand while maintaining financial resilience.

Our approach links

Resource to risk to performance to outcomes

Ensuring that investment decisions deliver the greatest impact for our communities and support the long-term sustainability of the Service.

The delivery of this plan is aligned to the Medium-Term Financial Strategy, ensuring that proposals are affordable, sustainable and consistent with the Combined Fire Authority's financial planning assumptions. We will drive continuous improvement by redesigning services, embracing innovation and making best use of digital, data and technology to maximise value from our resources.

## **Our value for money priorities**

### **Financial sustainability and resilience**

#### **Area of focus**

Maintaining a stable and sustainable financial position, ensuring the Service can deliver its priorities both now and in the future.

#### **What we will do:**

- Maintain a robust Medium Term Financial Strategy aligned to the CRMP
- Monitor and manage financial risks including funding uncertainty, inflation and pay pressures
- Use reserves and financial planning to manage uncertainty and maintain resilience
- Ensure budgets are realistic, balanced and regularly reviewed

#### **How we will measure progress**

- Delivery of balanced budgets across the planning period
- Accuracy of financial forecasting and variance against budget
- Effective management of financial risks and issues
- Evidence of improved outcomes from investment decisions
- Level of reserves in line with agreed strategy
- Demonstration that resources are delivering measurable reductions in risk and demand over time

### **Prioritisation and resource allocation**

#### **Area of focus**

Directing resources to activity that has the greatest impact on risk reduction, statutory compliance and service delivery.

**What we will do:**

- Align workforce, estate, fleet and investment decisions to risk and demand
- Use data and intelligence to inform resource allocation and prioritisation
- Ensure all major investment decisions are supported by a clear business case
- Regularly review resource deployment to ensure it remains aligned to risk
- Where appropriate deliver efficiencies through collaboration, shared services and joint procurement
- Prioritise resources toward activities that deliver the greatest impact on risk, recognising that lower-value activity may be reduced or ceased where necessary
- Work collaborating with partners to deliver services efficiently, helping keep Lancashire safe.

**How we will measure progress**

- Evidence of resource allocation aligned to risk profiles
- Delivery of investment programmes against agreed priorities
- Outcomes delivered from key investment decisions
- Ongoing review and adjustment of resource deployment

**Productivity and efficiency**

**Area of focus**

Improving productivity and efficiency to maximise the value delivered from available resources.

**What we will do:**

- Deliver productivity and efficiency programmes across all service areas
- Improve utilisation of workforce, fleet and estate assets
- Reduce unnecessary demand and non-value-adding activity
- Use digital, data and technology to streamline processes and improve delivery
- Continuously improve services through redesign, automation and innovation to increase productivity and reduce unnecessary activity
- Benchmark our costs, performance and where available productivity against other fire and rescue services and sector standards
- Consider appropriate opportunities for income generation and cost recovery, where this supports service delivery and represents value for money
- Improve workforce productivity through effective utilisation, skills mix and flexible deployment aligned to risk and demand
- Ensure investment in digital, data and technology delivers measurable improvements in productivity, efficiency and decision-making

**How we will measure progress**

- Delivery of agreed efficiency and productivity improvements
- Reduction in avoidable costs and inefficiencies
- Improved utilisation rates of key assets
- Measurable time or cost savings from digital and process improvements

- Evidence of measurable efficiency gains and productivity improvements from service redesign, innovation and digital use
- Performance against national and sector benchmarks where available
- Income generated and reinvested to support service delivery
- Where available utilise workforce utilisation and productivity indicators to measure progress
- Demonstrated efficiency gains and performance improvements resulting from digital investment

### **Asset sustainability and investment**

#### **Area of focus**

Ensuring that estate, fleet and equipment are safe, effective and sustainable, supporting current and future service needs.

#### **What we will do:**

- Deliver a long-term capital programme aligned to risk and operational requirements
- Maintain and invest in buildings, fleet and equipment to ensure fitness for purpose
- Extend asset life where appropriate to maximise value for money
- Transition to more sustainable and efficient assets over time
- Ensure all capital investment decisions are assessed for affordability, sustainability and prudence in line with the Prudential Code
- Seek opportunities to innovate to keep firefighters and communities safe

#### **How we will measure progress**

- Delivery of capital programme within budget and timescales
- Condition and performance of estate and fleet assets
- Whole-life cost management of key assets
- Progress in improving sustainability and efficiency of assets
- Capital investment delivered within approved affordability limits

### **Assurance, transparency and accountability**

#### **Area of focus**

Ensuring strong governance, transparency and accountability for how resources are used.

#### **What we will do:**

- Maintain clear financial governance and oversight through the Combined Fire Authority
- Monitor performance, benefits and risks through established governance arrangements
- Publish clear and transparent financial and performance information
- Ensure compliance with statutory financial responsibilities
- Evidence that improvement activity delivers sustained benefits and value for money
- Track and evaluate the benefits of investment and improvement programmes through structured benefits realisation and post-implementation review

- Ensure that financial decisions deliver improved outcomes for communities and reflect public expectations of value

### **How we will measure progress**

- Timely and accurate financial and performance reporting
- Evidence of effective governance and scrutiny
- Audit outcomes and external assurance findings
- Stakeholder and public confidence in the use of resources
- Evidence that planned benefits from investment and efficiency programmes are delivered and sustained
- User, stakeholder and public satisfaction with service delivery and outcomes

### **Delivering value for money**

#### **Our approach ensures:**

- Resources are aligned to risk and demand
- Investment decisions are evidence-based and outcome-focused
- The Service remains financially sustainable and resilient
- Value for money is demonstrated through measurable outcomes and performance

## **Delivering our plan**

### **Implementation, governance and assurance**

This CRMP is the Service's medium-term strategic plan. It is supported by the Strategic Assessment of Risk, core strategies for prevention, protection, response, people, digital and finance and the annual service planning process.

Each year, the Service produces an Annual Service Plan which sets out the key projects, milestones and measures for the coming year. This will align to available resources, emerging risk, corporate governance and the outcomes in this plan.

Our planning framework is presented on the previous page which shows the inter-dependencies between the various elements of the planning strategy.

Delivery will be overseen through the Service's governance framework, with progress monitored through performance reporting, strategic reviews, risk management arrangements and the scrutiny of the Combined Fire Authority.

The plan will be reviewed annually, and we will refresh it when there is a significant change in risk, legislation, policy, funding or organisational design. We will keep the public, staff and stakeholders informed through transparent reporting.

### **Consultation and engagement**

Engagement and consultation are central to the development of our CRMP, ensuring that the views of the public, staff and stakeholders shape our Service's priorities and approach. We undertake structured engagement with a wide range of groups, including residents, businesses, partners and employees. This helps us to understand what matters most to our communities and how proposed changes may affect them.



Our two-phased approach to consultation allows us to gather early insight to inform the development of options for how we deliver our services in the future, while the second phase provides a full consultation on the draft CRMP. Feedback from both stages helps ensure the final plan reflects community needs and expectations and helps us to ensure that our resources are prioritised effectively to manage risk, demand and vulnerability across Lancashire.

## **How we will measure progress**

### **Key performance indicators**

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

KPIs are quantifiable measures used to evaluate success in meeting our objectives. They help to monitor and measure our performance and are scrutinised quarterly by the Combined Fire Authority, and subsequently published in our Measuring Progress Reports, which are available on our website at [www.lancsfirerescue.org.uk/performance](http://www.lancsfirerescue.org.uk/performance).

We also use local internal indicators to monitor trends and changes in activity and risk, which help us to plan local activities and resource allocation accordingly.

Our current KPIs are outlined on the next page, however through this consultation, we are seeking views on whether they are still relevant, need refreshing or indeed, new measures need introducing.

### **KPI 1: Valuing our people so they can focus on making Lancashire safer**

#### 1.1 Overall staff engagement

##### 1.2.1 Staff absence - wholetime

##### 1.2.2 Staff absence - on-call

##### 1.2.3 Staff absence - green book

##### 1.3.1 Workforce diversity

##### 1.3.2 Workforce diversity recruited

#### 1.4 Staff accidents

### **KPI 2: Preventing fires and other emergencies from happening / Protecting people and property when fires happen**

#### 2.1 Critical fire risk map score

#### 2.2 Overall activity

#### 2.3 Accidental dwelling fires (ADF)

##### 2.3.1 ADF - harm to people - casualties

##### 2.3.2 ADF - harm to property - extent of damage (fire severity)

## Appendix 1

### 2.4 Accidental building fires (ABF) (commercial premises)

#### 2.4.1 ABF (commercial premises) - harm to property - extent of damage (fire severity)

### 2.5 ABF (non-commercial premises)

#### 2.5.1 ABF (non-commercial premises: private garages and sheds) - harm to property - extent of damage (fire severity)

### 2.6 Deliberate fires total

#### 2.6.1 Deliberate fires - dwellings

#### 2.6.2 Deliberate fires - commercial premises

#### 2.6.3 Deliberate fires - other (rubbish, grassland, vehicles etc)

### 2.7 Home Fire Safety Checks

### 2.8 Numbers of other prevention activities delivered such as Childsafe / Wasted Lives

### 2.9 Business fire safety checks

#### 2.9.1 Fire safety activity

#### 2.10 Building regulation consultations (number and completed on time)

## **KPI 3: Responding to fires and other emergencies quickly and competently**

### 3.1 Critical fire response - 1st fire engine attendance

### 3.2 Critical special service response - 1st fire engine attendance

### 3.3 Fire engine availability

## **KPI 4: Delivering value for money in how we use our resources**

### 4.1 Progress against allocated budget

### 4.2 Partnership collaboration

### 4.3 Overall user satisfaction

## **Progress and achievements during the current CRMP**

### **Progress since the 2022-27 CRMP**

#### **What have we achieved?**

#### **For our communities**

- Continued delivery of targeted prevention activity for those most at risk of fire and other emergencies.
- Strong protection performance, including risk-based inspection activity and continued work to reduce unwanted fire signals.
- Sustained response standards and strong performance in HMICFRS inspections

### **For our workforce**

- Investment in training, leadership and workforce development.
- Continued focus on staff wellbeing and a supportive culture where everyone feels respected.
- Development of specialist skills and innovation in operational capability to meet changing risk.

### **For our organisation and partners**

- Improved use of data, technology, and performance management to support decision making.
- Ongoing collaboration through the Lancashire Resilience Forum and wider partnerships.
- Continued focus on productivity, efficiency and value for money

These achievements provide a strong foundation, but the environment in which we operate continues to change and new risks are emerging.

### **His Majesty's Inspectorate of Constabulary and Fire and Rescue Services**

HMICFRS plays a crucial role in fire and rescue services in England by providing independent assessments and reports on their effectiveness and efficiency.

In 2025, LFRS set the national benchmark for excellence, achieving the best ever inspection outcome by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services. The Service was awarded six 'outstanding' and five 'good' ratings across the 11 inspection areas. Five areas of promising practice were also recognised in the report.

#### **"Outstanding"**

- At understanding the risk of fire and other emergencies.
- At protecting the public through fire regulation.
- At responding to major and multi-agency incidents.
- At making best use of resources.
- At promoting the right values and culture.
- At getting the right people with the right skills

#### **"Good"**

- At preventing fires and other risks.
- At responding to fires and other emergencies.
- At making the Fire and Rescue Service affordable now and in the future.
- At ensuring fairness and promoting diversity.
- At managing performance and developing leaders.

Some of the highlights from the report include:

- Our excellent performance at keeping people safe and secure from fire and other risks.

## Appendix 1

- Our outstanding understanding of risk and how we use data and technology to keep our communities safe.
- Our sector-leading protection work, including our risk-based intervention programme and our commitment to reducing unwanted fire signals.
- Our strong values and inclusive culture, with staff feeling supported, listened to, and proud to work here.
- Our innovative use of resources, from mobile data terminals and drones to our investment in training and development

The inspectorate praised the Service for its excellent performance and recognised our collaborative approach with partners, and our ability to adapt to new challenges and legislation. The Service's commitment to inclusivity, staff wellbeing, and community engagement were also highlighted as sector leading. Our commitment to continuous improvement was also recognised. As a service we recognise the importance of developing areas for improvement and learning from other services best practice. The full report can be read on the HMICFRS website.

Lancashire Fire and Rescue Service has continued to make Lancashire safer by preventing emergencies, protecting people and buildings, responding effectively, and investing in staff, equipment, technology, and partnerships.

### **People**

Continued to embed STRIVE values and the national Core Code of Ethics, supported by engagement, training, and clearer expectations of behaviour

Strengthened culture and accountability through equality impact assessments, confidential reporting, criminal records checks, and professional standards arrangements

Expanded development opportunities through leadership programmes, ILM qualifications, mentoring, coaching, project management training, and improved development handbooks

Improved wellbeing and safety through peer support ambassadors, trauma and emotions training, body worn camera trials, additional PPE, and improved fitness equipment

Invested in better facilities at fire stations and progressed long-term plans for modern training, office, and headquarters facilities

### **Prevention**

Delivered more than **22,000** Home Fire Safety Checks each year, increasing to over 23,000 annually, targeted at people most at risk

Reduction in the number of accidental dwelling fires

Improved access to home fire safety support through better partner referrals, online forms, training, and use of risk data.

Reached children, young people, and road users through school fire safety, Fire Cadets, King's Trust\* courses, and road safety education

## Appendix 1

Strengthened water safety and wildfire prevention through partnerships, moorland protection orders, public campaigns, and targeted advice

\* Formally known as Prince's Trust

### **Protection**

Introduced and expanded Business Fire Safety Checks, helping lower-risk premises while specialist staff focus on complex and higher-risk buildings

Delivered **3,348** checks in 2023-24 in **3,637** in 2024-25 helping more businesses understand and meet their fire safety duties

Improved how higher-risk premises are identified, inspected, and supported in line with changing fire safety legislation

Responded to Grenfell Tower Inquiry learning through tall building inspections, regulator engagement, and strengthened building safety work

Improved protection services through digital tools, mobile working, built environment training, and enforcement where serious failings were found

### **Response**

Kept all 39 fire stations and 58 fire appliances while implementing emergency cover review changes to strengthen resilience and efficiency

Used dynamic cover software to place crews and fire engines where they are needed most using real-time risk and demand information

Invested in 13 new fire engines, incident command units, technical rescue units, water towers, and a 45-metre aerial ladder platform

Strengthened high-rise, commercial building, water rescue, wildfire, flooding, and rural response capability through new equipment and specialist training

Introduced UK-leading innovation including an underwater drone, advanced sonar scanner, drone testing for wildfire prevention, and a UK-first on-call planning tool

Applied national learning from Grenfell Tower and Manchester Arena through improved evacuation, trauma care, joint working, and incident command arrangements

### **Digital, data, productivity, and value for money**

Made greater use of digital technology and data through a new data warehouse, Power BI dashboards, mobile device management, and digital tools for services

Fitted fire engines with rear demountable mobile data terminals so crews can access information more easily at incidents and in communities

Installed CCTV on frontline appliances and service vehicles to improve safety and help reduce collision-related costs

Delivered productivity and efficiency plans, improved rota management, and worked with other fire and rescue services to achieve better value for money

## Appendix 1

Progressed environmental sustainability through electric and hybrid vehicles, charging points, building surveys, and future carbon reduction planning

For more information on our performance, visit [www.lancsfirerescue.org.uk/performance](http://www.lancsfirerescue.org.uk/performance)

### **Appendix 1: How we developed this plan**

We have shaped our CRMP by thoroughly analysing local incident data, demographic shifts, and environmental hazards. This evidence is combined with extensive public consultation and financial forecasting to strategically deploy firefighters, equipment, and prevention programs to optimise public safety.

Engagement and consultation are central to the development of the CRMP, ensuring that the views of the public, staff and stakeholders shape the Service's priorities and approach. We are undertaking a two-phased approach to consultation, widespread consultation was undertaken in phase one (from 13 January to 15 March 2026) which allowed us to gather early insight to inform the development of this CRMP document.

In phase two we will undertake structured engagement with a wide range of groups, including residents, businesses, partners and employees, to help us to understand what matters most to Lancashire's communities and how proposed changes may affect them.

Feedback from both stages will help ensure the final plan reflects community needs and expectations and that our resources are prioritised effectively to manage risk, demand and vulnerability across Lancashire.

### **Appendix 2: How we will measure progress**

We will measure and explain the difference our actions are making so that we can remain accountable, improve how we work, and make best use of our resources. We will do this by using a mix of data, evaluation, feedback, and learning to understand both what is changing and why.

Ensuring the successful delivery of our CRMP and our priorities and objectives will be accomplished by monitoring the Service's plans. This includes our Annual Service Plan and our district and departmental plans. Our plans will have a diverse range of activities within them that link into the outcomes of the strategies.

Governance arrangements for these activities will vary. The Combined Fire Authority will oversee key areas, with other actions monitored and challenged throughout the year depending on their corporate significance through the Senior Management Team, departmental and other management meetings. Our governance structure reviews and measures all workstreams across the organisation and ensures they align to the strategic objectives set out in the strategies. Our business planning assesses workstreams with a finer level of detail and shares best practice across departments to ensure a collaborative approach. This work is reflected in individual appraisals, so every member of staff understands and appreciates the impact their role has for our communities.

## Appendix 1

Our service level key performance indicators (KPIs), are aligned to our core strategies and include staff engagement, staff accidents and workforce absence, prevention and protection activities, attendance times, the number and type of incidents and fire-related injuries or fatalities. We also measure value for money, progress against allocated budget and partnership collaboration.

Advanced data analytics and reporting tools such as PowerBI help us assess our effectiveness in real time. Qualitative measures like community feedback also play a role in illustrating the Service's broader social impact.

## Glossary

### Acronym Description

AFA - Automatic Fire Alarm

BME - Black or Minority Ethnic groups

CFA - Combined Fire Authority

CRMP - Community Risk Management Plan

Cross border working - Different fire services have different geographical areas of responsibilities. When we work with other services, we work across our borders

CRR - Community Risk Register

False Alarms - Where the fire and rescue service attends a location believing there to be a fire but, on arrival, discover that it was a false alarm. This could be due to a fire alarm operating in error, calls from the public who believe there is a fire, or malicious calls

FRS's - Fire and Rescue Services

Hazmat - Hazardous Materials

Indices of Multiple Deprivation - the official measure of relative deprivation for small areas in England.

IMD The IMD combines the individual seven domains to produce an overall relative measure of deprivation

LFRS - Lancashire Fire and Rescue Service

LRF - Lancashire Resilience Forum

LSOA's - Lower-layer Super Output Areas - a standardized geographic hierarchy used in the UK for compiling and reporting small-area statistics

MHCLG - Ministry of Housing, Communities and Local Government

MOU - Memorandum of Understanding

MTA - Marauding Terrorist Attack

## Appendix 1

NFCC - National Fire Chiefs Council - represents fire and rescue services at a national level

NOG - National Operational Guidance

NRR - National Risk Register

NWAS - North West Ambulance Service

On-call firefighters - Firefighters who often have another job outside LFRS and respond to emergencies in their communities from home or work when needed

PESTELO - Political, Economic, Socio-cultural, Technological and Infrastructure, Environmental, Legislative, and Organisational risk analysis

Prevention - Making safety interventions in the homes of those most at risk of fire and supporting people to adopt safe practices

Primary fires - Generally serious fires involving property or any fires involving casualties, rescues, or any fire attended by five or more fire engines

Protection - Supporting businesses and landlords to keep their buildings safe and taking action if they do not

Response - Responding to fires and a wide range of other types of emergencies quickly and competently

RTC - Road Traffic Collision

SAoR - Strategic Assessment of Risk

Secondary fires - Generally small outdoor fires, not involving people or property

Special service incidents - Made up of many different activities such as such road traffic collisions, flooding, and assisting other agencies (for example gaining entry to properties on behalf of the police and ambulance service during medical emergencies)

Service support - Specialist functions that support frontline services and ensuring that the service operates effectively

Service support staff Specialist employees who provide technical expertise in a range of functions

Wholetime firefighters - Firefighters who work full-time with LFRS





# Shaping our services for the future: Consultation (Phase One).

Public Consultation Report.

March 2026.

「ps」

# Contents.

| Section              | Page |
|----------------------|------|
| Summary              | 3    |
| Introduction         | 8    |
| Resident feedback    | 12   |
| Stakeholder feedback | 33   |
| Future engagement    | 43   |

# Summary.

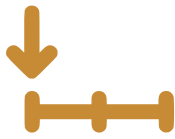
**Highlights from the Shaping our services for the future consultation  
(Phase One)**

# Introducing the consultation.



## **The aim of the consultation was to gather feedback to inform the service's Community Risk Management Plan**

The Community Risk Management Plan (CRMP) is a five-year plan for how LFRS will make Lancashire safer. LFRS have started work on the next plan for 2027-2032, looking at the greatest risks to the people of Lancashire. The plan needs to adapt to changing risks so that LFRS can prevent, protect and respond effectively.



## **Phase one of the consultation**

This consultation is phase one, which aims to understand the needs and expectations of the people who live and work in Lancashire. Feedback from this phase will be used to develop the draft plan and options for how LFRS services may be delivered in future, before a further consultation phase during summer/autumn 2026.



## **Consulted with staff, stakeholders and the public between 13 January and 15 March 2026**

The consultation was communicated and shared in various ways, such as through social media, including targeted adverts, direct invites to email subscribers and key stakeholders, and by contacting service users.



## **2,223 responses received across the public survey, staff survey and direct letters or emails**

The majority of responses are from local residents (1,911 responses). Responses were also received from current employees and stakeholders including town/parish councils, local authorities and neighbouring fire and rescue services. A number of letters were received and these have been considered as part of the consultation analysis.

# Feedback from residents.



## Overall views on LFRS are overwhelmingly positive

And residents describe LFRS as reliable, professional and vital; although awareness of the range of LFRS services varies.



## They would prioritise 'response' over other aspects of the service

On average, residents would invest close to half of the LFRS budget on Response, with Prevention, Support and Protection evenly split; 'responding to fires and other emergencies quickly and competently' also ranked as the most important service.



## House fires are seen as the biggest risk in the community

Closely followed by road traffic collisions, which is the LFRS service they were least likely to be aware of.



## They generally agree with how LFRS intends to shape the plan

In terms of using resources effectively, modernising and delivering a high performing, efficient service. Agreement was lower, relatively, for moving resources around the county. Some feel the plan should also consider community engagement and education.



## Funding pressures and cuts to frontline services are the main concerns

Other concerns include the impact of any changes on response times and whether there is enough focus on prevention.

# Different views of resident groups.



## There are some differences in opinion around the biggest risks in the community depending on where residents live

For example: wildfires are more likely to be considered a big risk amongst residents in Chorley than those in several other local authority districts.



## And there are differences in some views by different groups of residents, including:

### Female residents

Females residents have more positive overall views of LFRS and are more likely to have higher awareness of several LFRS services than male residents.

### Residents with a disability

Residents with a disability or long-term condition have more positive overall views and are more likely to agree that the plan should ensure LFRS can continue to protect and support the most vulnerable people in our communities.

### Older residents

Older residents (aged 70+) have higher awareness of some LFRS services and are more likely to prioritise 'Response' than 'Prevention' and 'Protection'.

### Ethnicity of residents

Based on strength of agreement, White British residents are more likely to be confident that LFRS serves its communities well, will respond effectively in an emergency and delivers value-for-money than residents from all other ethnicities (although few disagree with these statements).

# Feedback from stakeholders.



**Generally, all stakeholders have similar views to residents in terms of how they view LFRS overall, what they consider important and how they would prioritise spending**

Local businesses in particular hold very similar views to residents with no significant differences in other considerations or concerns about the plan either.

**There are some points of difference when it comes to specific considerations or concerns though...**



**Employees are more focused on the impact it could have on them**  
Particularly prioritising frontline response and the importance of staff recruitment and retention



**Community and partner organisations feel strongly about prevention, community engagement and education**  
They were significantly more likely to suggest these areas as additional considerations for the plan

# Introduction.

Page 64

**Consultation background, methodology and response**



# Introducing the Community Risk Management Plan.



## What is the Community Risk Management Plan?

Lancashire Fire and Rescue Service's (LFRS) Community Risk Management Plan (CRMP) is a five-year plan for how LFRS will make Lancashire safer. LFRS have started work on their next CRMP, which will set out the direction of the Service from 2027 to 2032, based on the greatest risks to the people and communities of Lancashire. The CRMP 2022-27 can be viewed on the LFRS website.

The environment LFRS operate in is constantly changing and new risks to communities frequently emerge. It is the service's job to make sure they are equipped to deal with these changing risks by adapting their services and skills to prevent, protect and respond effectively. This is the purpose of the CRMP. It will be supported by six core strategies: Response, Prevention, Protection, People, Digital and Finance.



## Consultation

To help shape the CRMP and options for how LFRS may deliver services in the future, LFRS intend to engage and consult with residents, businesses, partner agencies, community groups, and employees in two phases.

This is **phase one**: LFRS want to understand the needs and expectations of the people who live and work in Lancashire. This consultation will explain the challenges and drivers for change and invite views on the proposed direction of travel.

LFRS will use this feedback to develop the draft plan and develop options for how services may be delivered in the future before consulting with the public and stakeholders again in more detail in phase two during summer / autumn 2026.



Visit [lancsfirerescue.org.uk/future](https://lancsfirerescue.org.uk/future) for more about the consultation and plan

# Consultation approach.

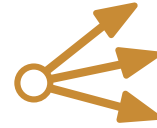


## Consultation methodology

Lancashire Fire and Rescue Service commissioned PS Research to develop and host a public consultation survey to help LFRS understand the needs and expectations of the people who live and work in Lancashire. The survey was aimed at residents, businesses, partner agencies, community groups and employees.

Supporting the consultation survey was an information document and videos explaining how LFRS operates, the budget, an overview of community risk and demand and key challenges and drivers for change. These videos were signposted within the online survey and further information was available on the Lancashire Fire and Rescue Service website. In addition to an online survey, a paper-based version was made available via community safety teams for anyone who might not have access to a computer or the internet.

The consultation launched on 13 January and closed on 15 March 2026.



## How the consultation was shared

### Public

- Available on service website and social media channels, and paper copies on request
- Sent to 85,000+ public email subscribers
- Shared in Facebook groups
- Press release sent to the media
- Facebook adverts
- Letters and emails sent to 2,000+ service users
- Postcards signposting to survey shared in communities by community safety teams
- Sent to young people via The Prince's Trust and Fire Cadets teams

### Stakeholders

- Sent directly to 350 key stakeholders including authorities, town and parish councils, MPs and other emergency services
- Featured in several stakeholder newsletters
- Shared with partners via community safety teams

### Staff

- Available on service intranet and staff newsletter
- Shared with representative bodies
- Sent to the service's employee voice groups

# Consultation response.

2,223 responses were received to the public consultation survey. Almost all (96%) respondents are residents of Lancashire.



86%

of respondents are residents of Lancashire with no other stakeholder connection

1,911 respondents are residents who are not also stakeholders, i.e. they do not also work at LFRS, do not own a business in Lancashire and do not represent a stakeholder organisation. 49 had previously worked at LFRS. Feedback from residents throughout the rest of this report is based on this 'resident only' group.



## Understanding the analysis

- All open-text feedback has been coded into themes
- Quotes from open-text feedback used in this report are not intended to be representative of the analysis; they are for illustrative purposes only
- Where different views amongst a particular resident group are highlighted, this is because it is a statistically significant difference
- Percentages in charts may not total 100%, either due to rounding or because respondents were able to select more than one option
- Where 'n = xxx' is used, this indicates the base sample size for a particular question, i.e. the number of respondents who answered that question



Other responses came from staff, local businesses and a range of stakeholder organisations

A breakdown of these responses and feedback from each stakeholder group is included later in this report.

# Resident feedback.

Page 68

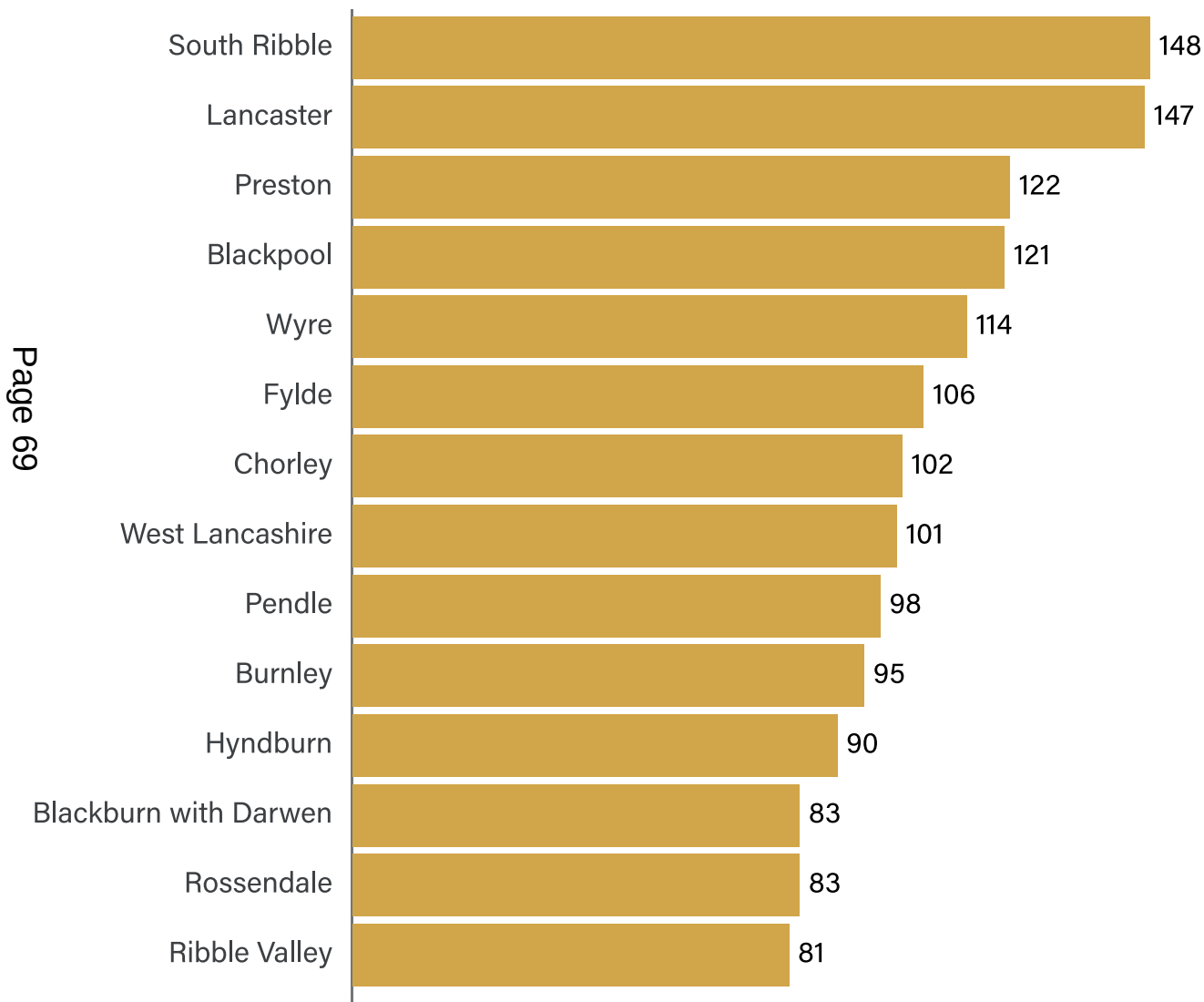
**Results from the 'resident only' respondents**

# Responses were received from residents across the county.

With an average of 104 responses per district

Number of resident-only responses from each district

Page 69

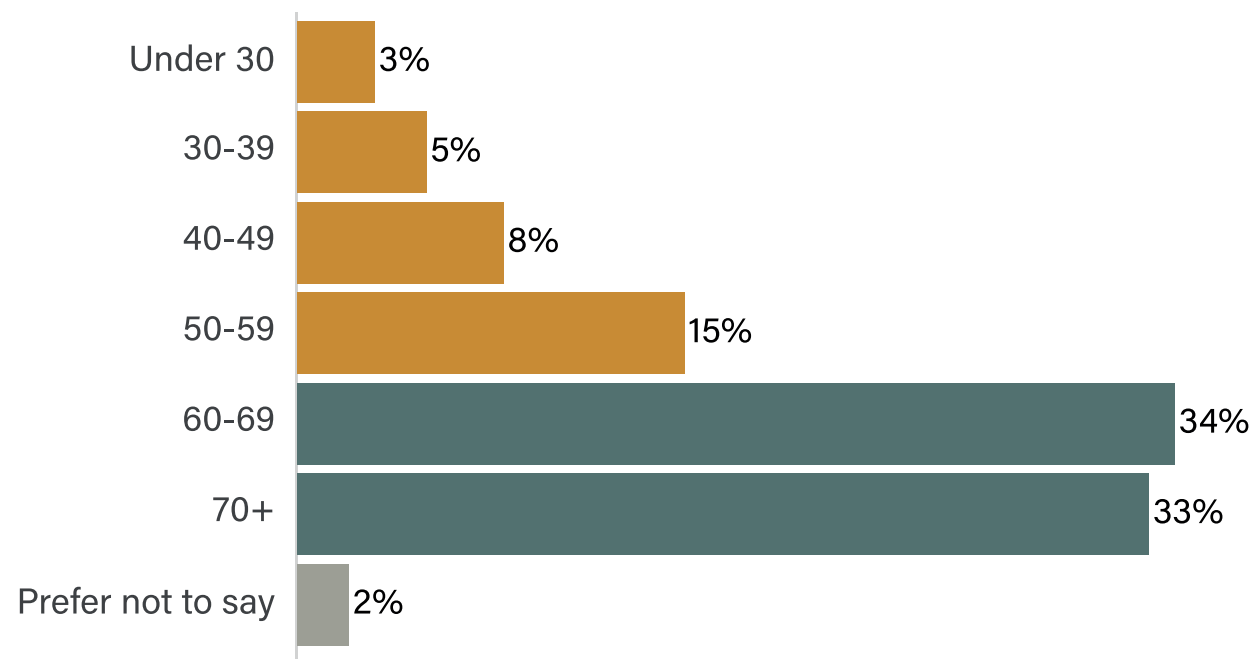


Local Authority district of resident only respondents (where a full postcode was provided); n=1491

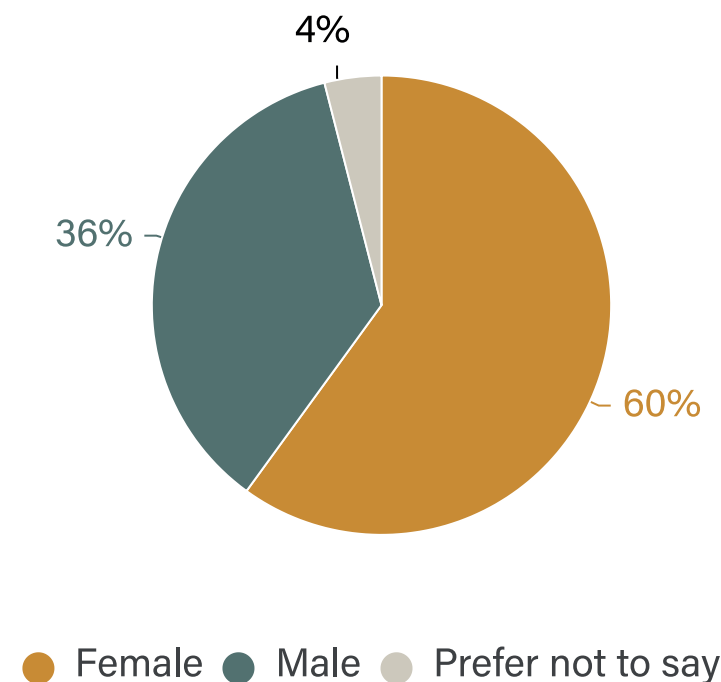
# More about local resident respondents.



Two-thirds of residents responding to the survey are aged 60+ (n = 1,873)



More females than males responded to the survey (gender identity, n = 1,873)



Around a quarter (25%) indicated that they have a physical, sensory or mental condition or illness that is expected to last 12 months or more

69% selected 'no' and 7% 'prefer not to say'

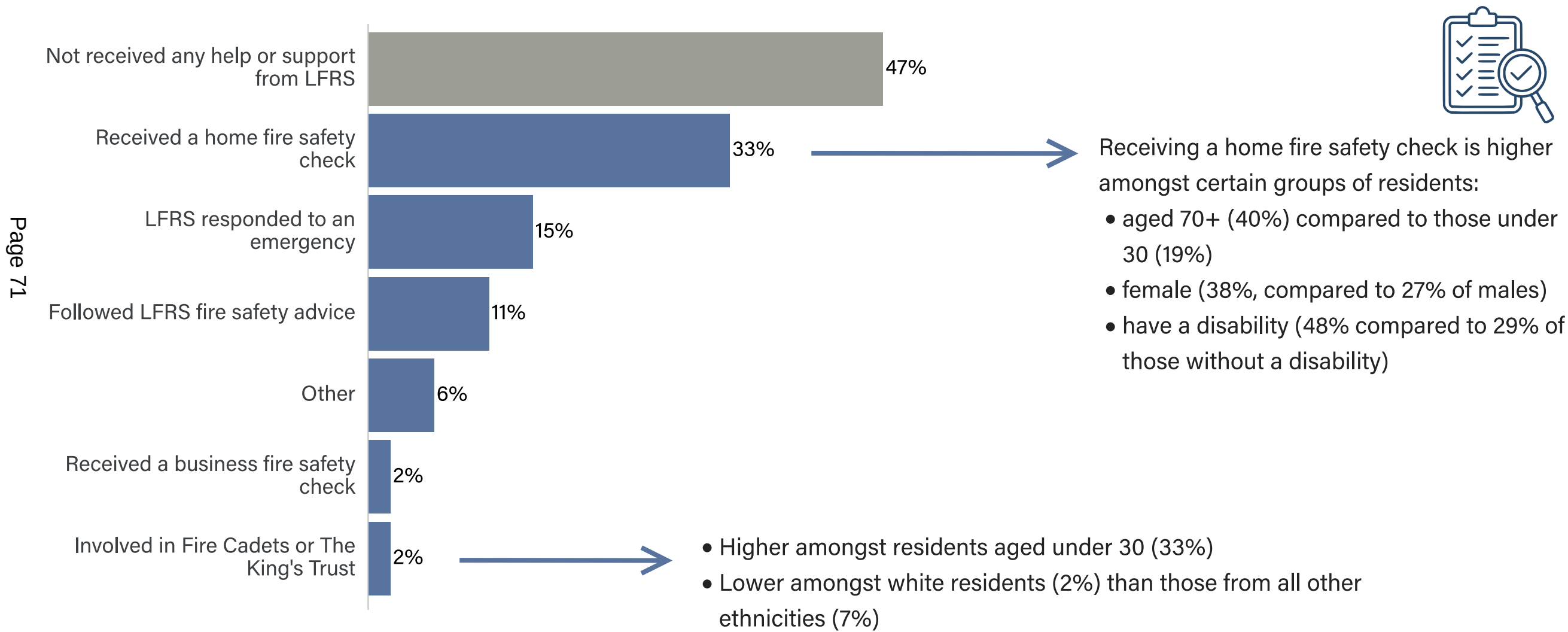


The majority (94%) of respondents are of English, Welsh, Scottish, Northern Irish or British White ethnicity

3% selected 'prefer not to say'

# Just over half of residents have received help or support from LFRS.

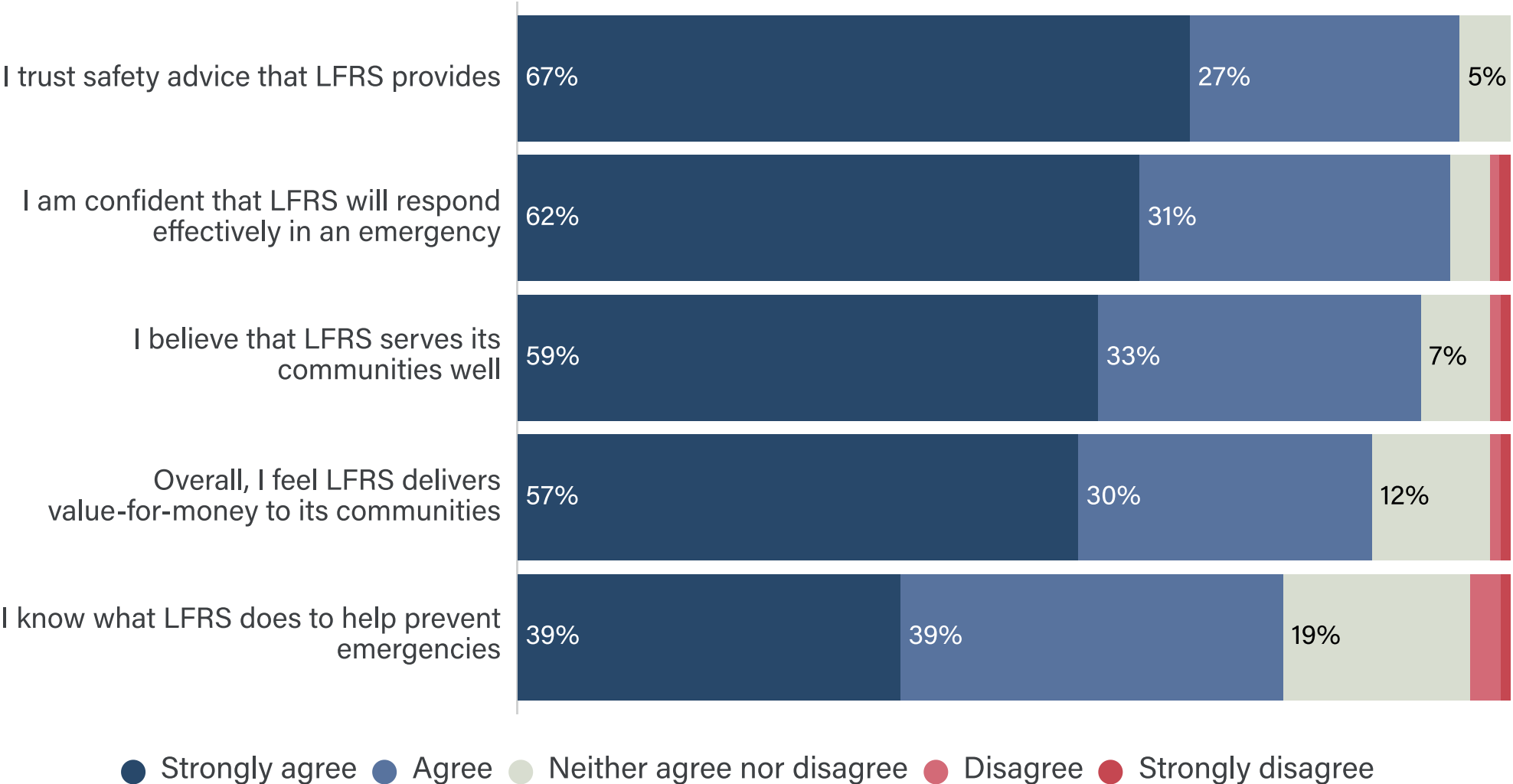
A third of residents responding to the survey have received a home fire safety check and over 1 in 10 (15%) say LFRS have responded to an emergency



Q. Have you ever received help or support from Lancashire Fire and Rescue Service (LFRS) in any of the following ways? Please select all that apply (n=1911)

# Overall views on LFRS are overwhelmingly positive.

Over 9 in 10 residents trust the advice LFRS provides, are confident that they will respond effectively in an emergency and believe that LFRS services its communities well.



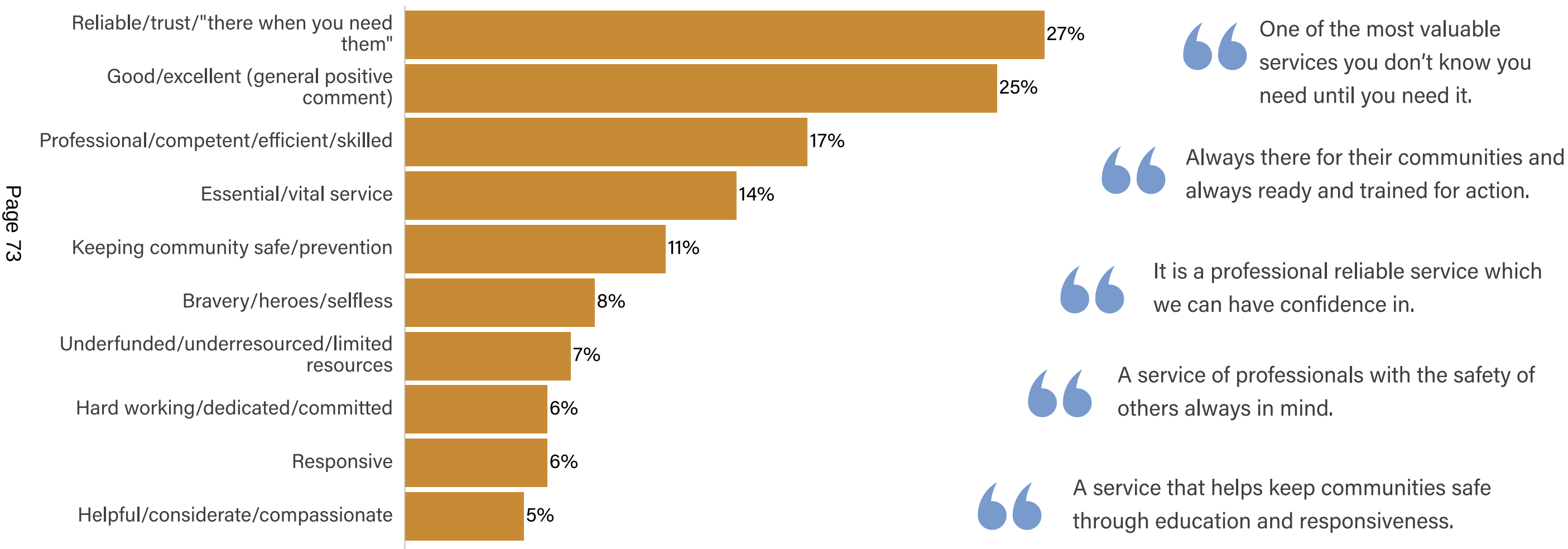
Almost a quarter (23%) of residents do not agree that they know what LFRS does to help prevent emergencies

Q: To what extent do you agree or disagree with the following statements about LFRS? (n=1911)



# Residents describe LFRS as reliable, professional and vital.

When asked to describe LFRS in one sentence, the most common themes amongst responses were 'reliable/there when you need them', 'professional' or 'essential/vital service'

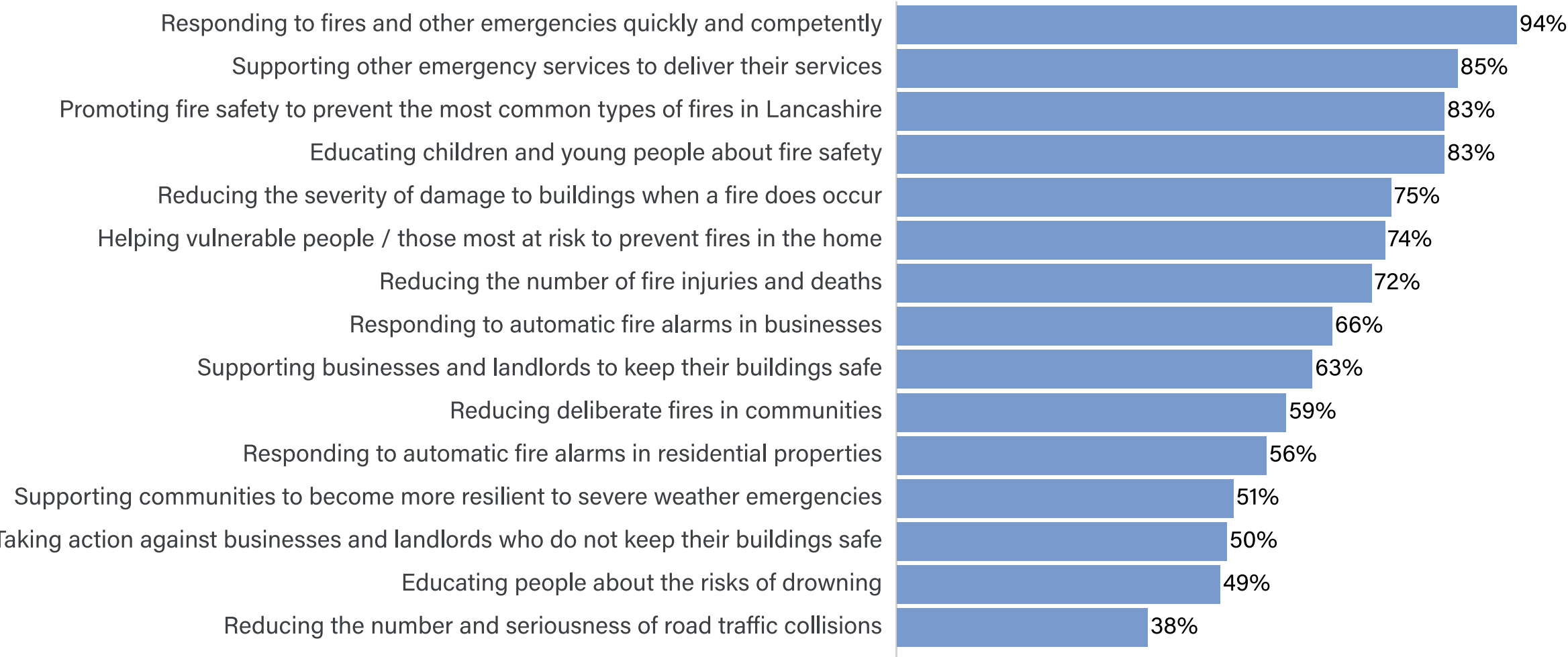


Respondents were asked 'If you were describe Lancashire Fire and Rescue Service in one sentence, what would it be?'. Responses have been coded into themes. One comment may be coded into more than one theme. All themes with 5% or more responses are shown. (n=1,040). Comments shown are examples taken from survey responses.

# Awareness of LFRS services varies.

The vast majority of residents are aware that LFRS responds to fires, supports other emergency services and promotes fire safety. Awareness is much lower for taking action against businesses and landlords, educating about the risks of drowning and reducing road traffic collisions.

"Which of the following were you aware that Lancashire Fire and Rescue Service delivers?"



Please select all that apply (n=1910). 1% chose 'none of the above'

# Prioritisation of services: residents would prioritise 'response'.

Respondents were asked to hypothetically divide the LFRS budget between Prevention, Protection, Response and Support. On average, residents would allocate almost half to Response with the remainder fairly evenly split across other services.



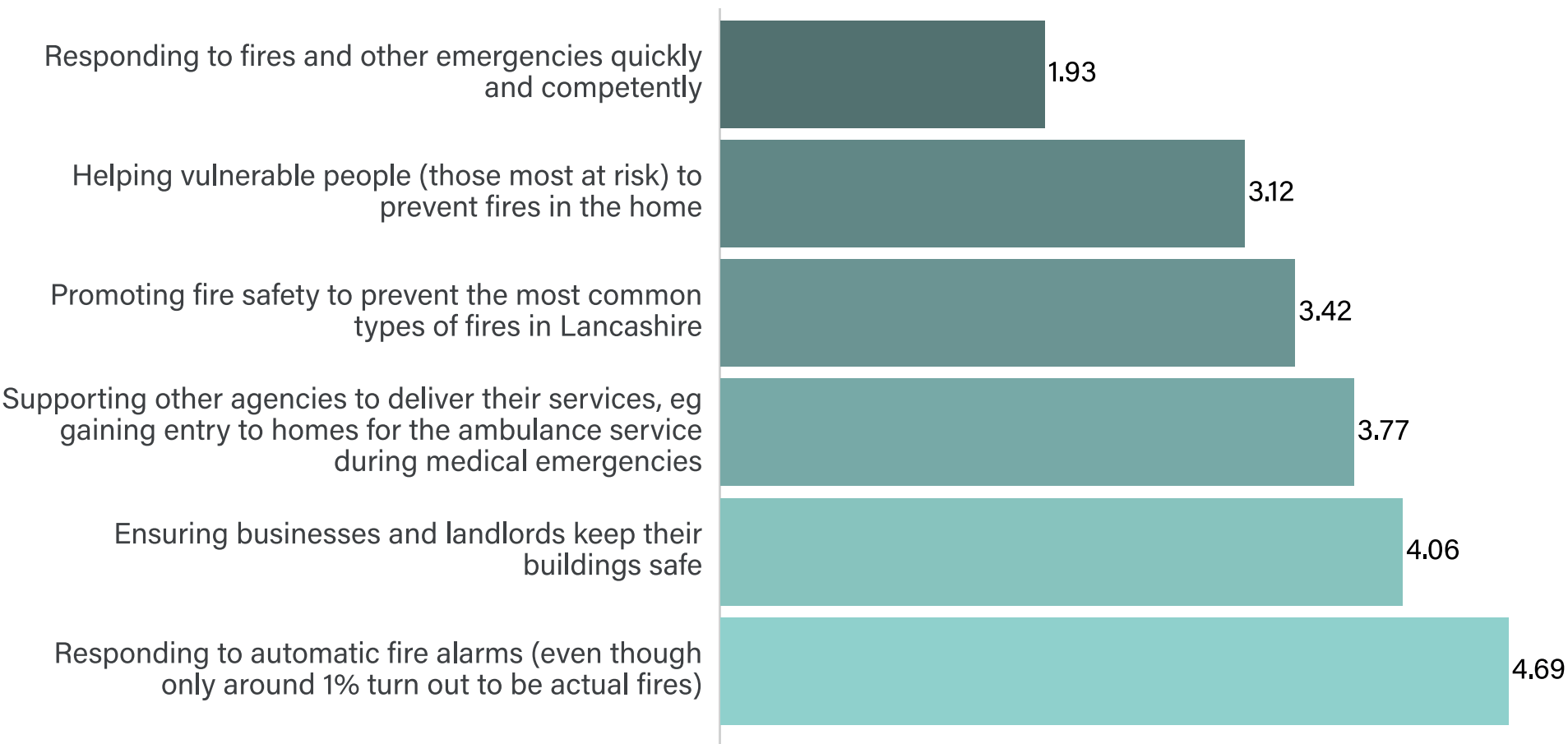
Q. Everything we do is important. But we would like to understand how you would prioritise some of the things we do. Imagine you were in charge of our budget, how would you divide it between Prevention, Protection, Response and Support? Please enter a % value for each, these should total 100%.

**Prevention** (making safety interventions in the homes of those most at risk of fire and supporting people to adopt safe practices) **Protection** (supporting businesses and landlords to keep their buildings safe and taking action if they do not) **Response** (responding to fires and a wide range of other types of emergencies quickly and competently) **Support** (supporting frontline services and ensuring that the service operates effectively)

# Responding to fires and emergencies is considered most important.

On average, residents ranked responding to fires and other emergencies as most important to communities in Lancashire, followed by helping vulnerable people; responding to automatic fire alarms was ranked as least important

Importance of services to communities in Lancashire  
Average ranking (mean) where 1 is most important



More important



Less important

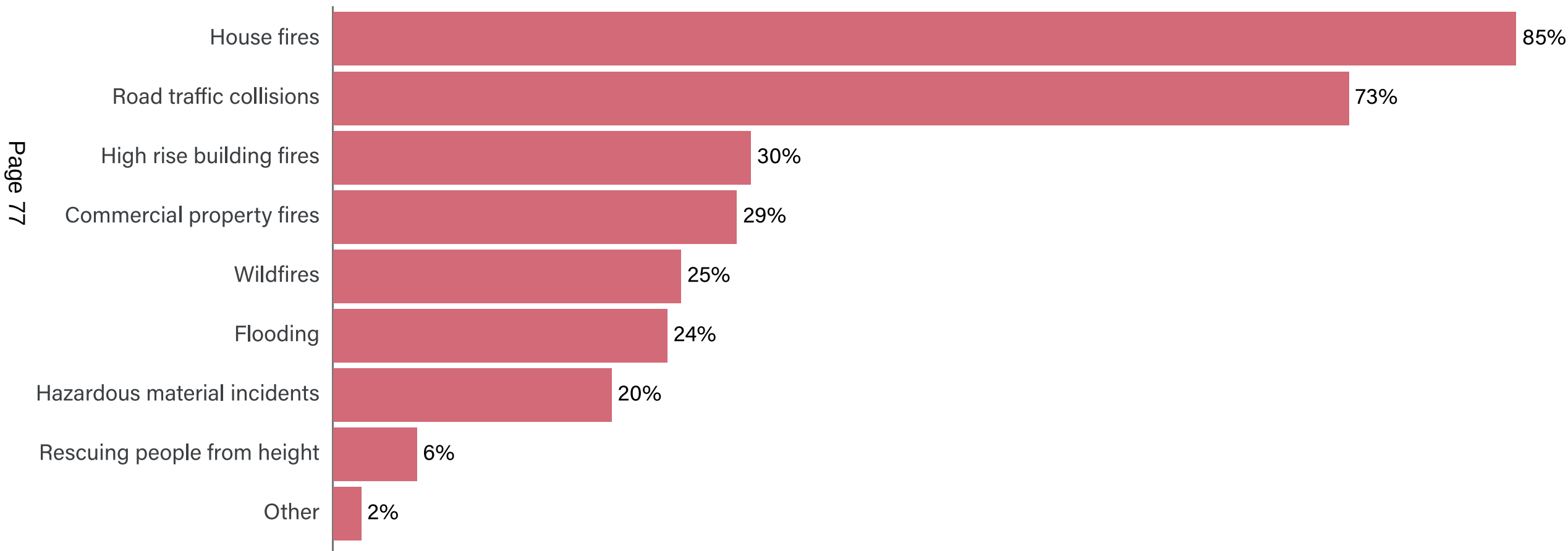


Q. Which of the following services do you feel are most important to communities in Lancashire? Please rank the following from 1 to 6, where 1 = most important. Please only select one number for each service.

# Perception of the biggest risks in the community that residents feel LFRS should respond to.

Residents feel house fires and road traffic collisions are by far the biggest risks that LFRS should be responding to.

"What do you feel are currently the biggest risks in the community that Lancashire Fire and Rescue Service should be responding to?"

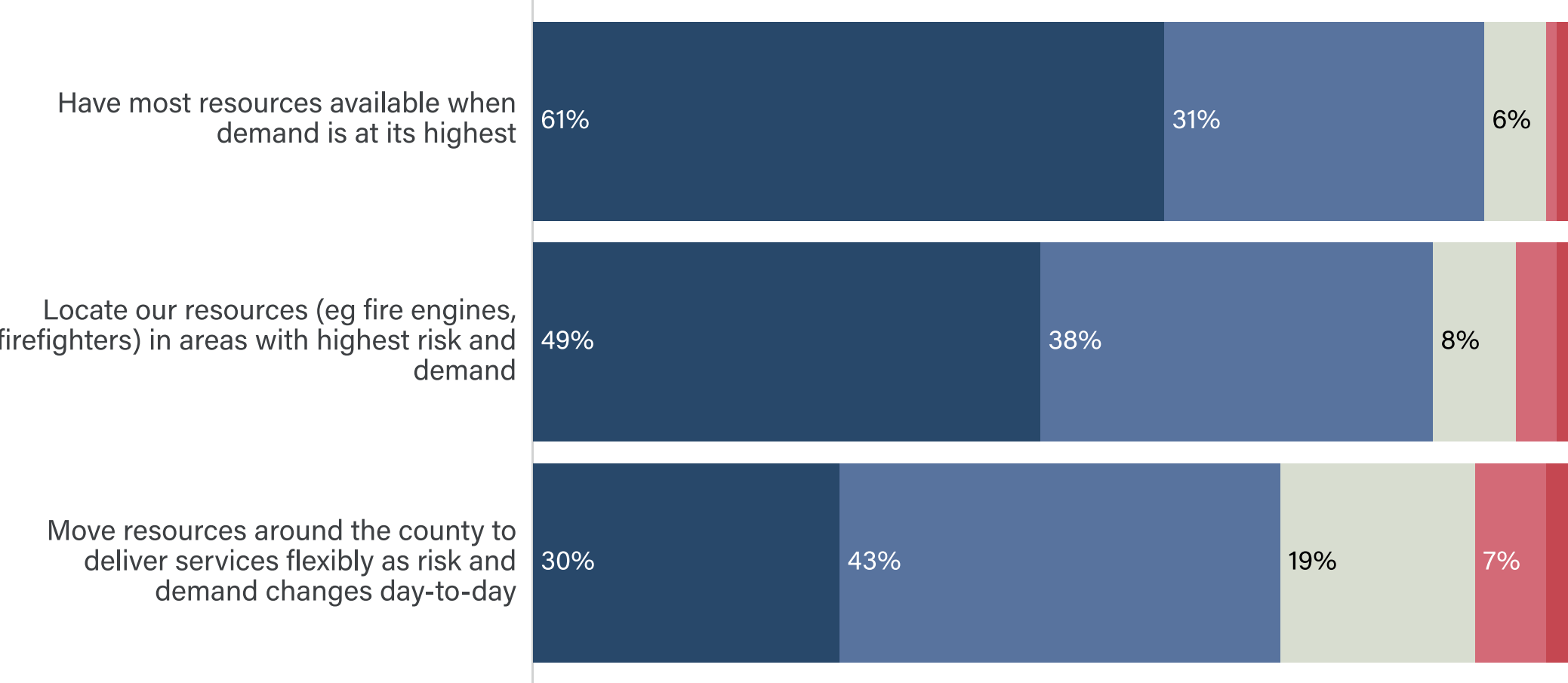


Respondents able to select up to three responses (n=1911)

# Shaping the plan: using resources effectively.

Whilst agreement with all aspects of using resources effectively is high, residents are less likely to agree, relatively, with moving resources around the county to delivery services flexibly as risk and demand changes day-to-day

Agreement that the Plan should ensure LFRS are able to...



Whilst agreement with this is lower than other statements, three in four still agree and one in five are neutral

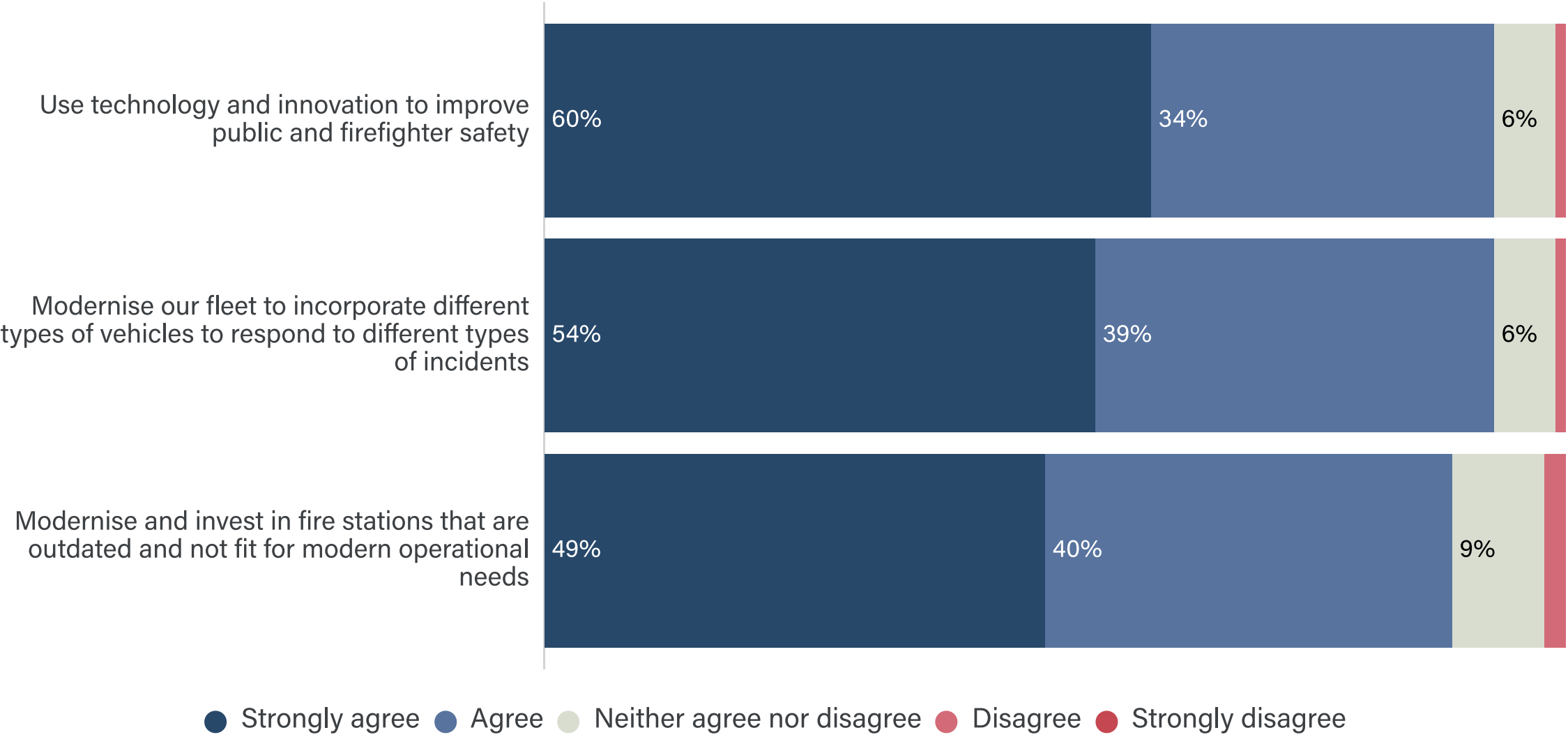
● Strongly agree ● Agree ● Neither agree nor disagree ● Disagree ● Strongly disagree

Q. We want to use our resources effectively. To what extent do you agree or disagree that the Plan should ensure we are able to... (n=1910-1911)

# Shaping the plan: modernising.

Residents agree that the plan should ensure LFRS is able to modernise all aspects of the service (safety, fleet and fire stations)

Agreement that the Plan should ensure LFRS are able to...

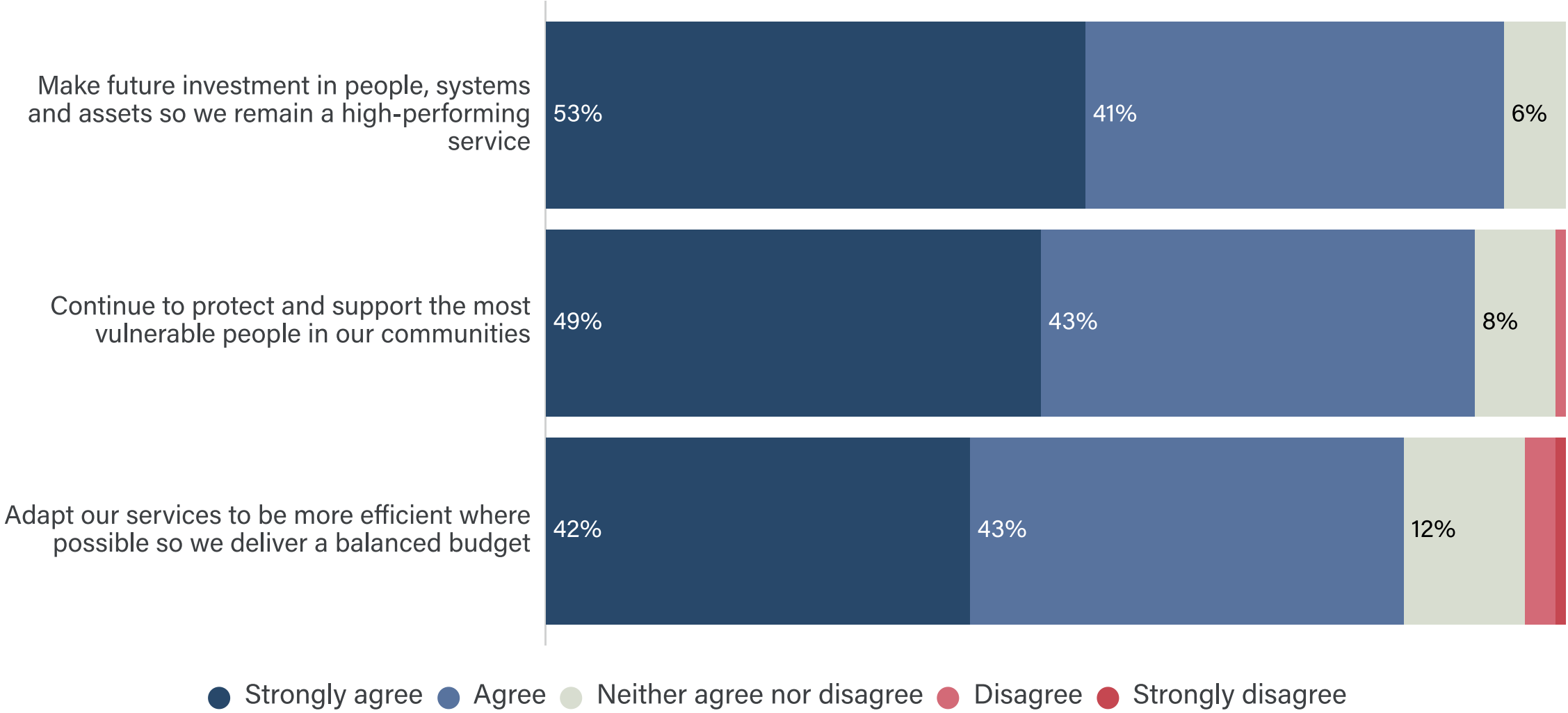


Q. We want to modernise. To what extent do you agree or disagree that the Plan should ensure we are able to... (n=1910)

# Shaping the plan: delivering a high-performing efficient service.

Agreement is high across all aspects related to delivering a high-performing, efficient service, although agreement with 'adapting our services to be more efficient where possible so we deliver a balanced budget' is slightly lower

Agreement that the Plan should ensure LFRS are able to...

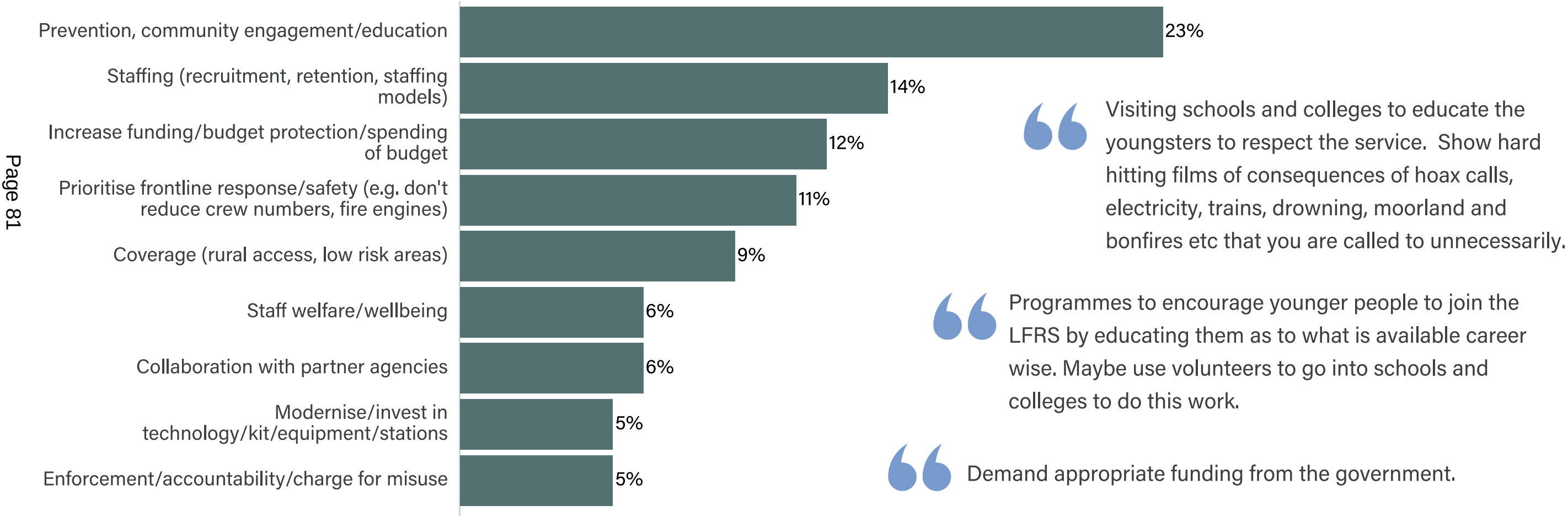


Q. We want to modernise. To what extent do you agree or disagree that the Plan should ensure we are able to... (n=1910)



# Other aspects residents feel LFRS should be considering.

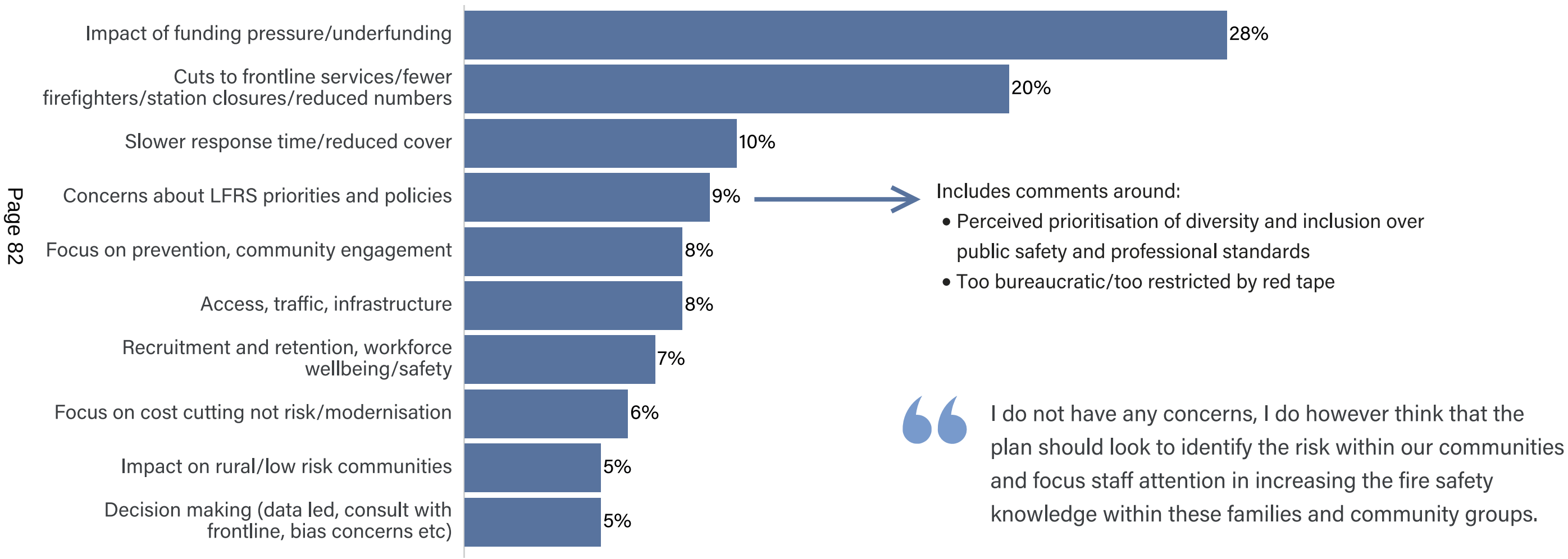
When asked if there was anything else LFRS should be considering, the most common theme was the importance of preventative work and/or community engagement and education. Staffing models and increasing/protecting the budget are also common themes.



Q: Is there anything else you think we should be considering? Responses have been coded into themes. One comment may be coded into more than one theme. All themes with 5% or more responses are shown. (n=555). Comments shown are examples taken from survey responses.

# The potential impact of funding pressures is a key concern.

The impact of underfunding/funding pressures is the most common concern amongst residents, followed by the potential cuts to frontline services



Q: Do you have any concerns as we work on our next Corporate Risk Management Plan? Responses have been coded into themes. One comment may be coded into more than one theme. All themes with 5% or more responses are shown. (n=236)

# Differences in views by gender.

Views for some questions differ between male and female residents:



## Females are more likely to have more positive overall views of LFRS than males

Female residents are more likely than male residents to strongly agree with:

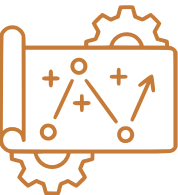
- I believe that LFRS serves its communities well: 64% of females strongly agree vs 53% males
- I am confident that LFRS will respond effectively in an emergency: 67% vs 58%
- I trust safety advice that LFRS provides: 73% vs 61%
- Overall, I feel LFRS delivers value-for-money to its communities: 64% vs 49%



## Females are more likely to have higher awareness of some LFRS services than males

Awareness of the following LFRS services is higher amongst female residents than males:

- Helping vulnerable people / those most at risk to prevent fires in the home: 77% of females are aware of this vs 70% of males
- Educating children and young people about fire safety: 86% vs 80%
- Reducing deliberate fires in communities: 62% vs 55%



## Shaping the plan

Females are more likely to strongly agree that the Plan should ensure LFRS is able to...:

- Use technology and innovation to improve public and firefighter safety: 64% of females strongly agree vs 56% males
- Continue to protect and support the most vulnerable people in our communities: 53% vs 44%
- Adapt our services to be more efficient where possible so we deliver a balanced budget: 46% vs 38%

And females are more likely to feel 'road traffic collisions' are more of a risk to the community than males (76% females chose this compared to 68% males)

# Differences in views by age.

Responses for some questions differ between younger and older residents:



## Differences by age on positive overall views of LFRS

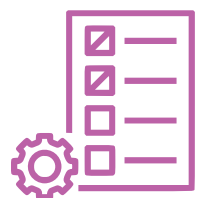
Younger residents are more likely than older residents to strongly agree that they 'know what LFRS does to help prevent emergencies': 62% of those under 30 strongly agree vs 37% of those aged 60-69 and 36% of those aged 70+



## Older residents are more likely to have higher awareness of some LFRS services than younger residents

Awareness of the following LFRS services is higher amongst older residents:

- Supporting businesses and landlords to keep their buildings safe: higher amongst over 60s (66% of those aged 60-69 are aware and 64% of those aged 70+ compared to 43% of those aged under 30)
- Supporting other emergency services to deliver their services: 88% of those aged 70+ are aware vs 72% of those aged under 30



## Prioritisation

- % of budget allocated to Prevention and Protection generally decreases with age of resident, e.g. on average, under 30s allocate 23% to Prevention and 18% to Protection whilst those aged 70+ allocate 18% to Prevention and 14% to Protection
- % of budget allocated to Response generally increases with age, e.g. on average, under 30s allocate 40% to Response whilst those aged 70+ allocate 51%

And those aged 70+ are less likely than those aged 60 or under to feel that 'commercial property fires' is a risk to the community

# Differences in views by disability and ethnicity.



## Differences by whether a resident is disabled/has a long-term condition

**Overall views:** Residents with a disability are more likely to strongly agree with all statements on 'overall views of LFRS' than residents without a disability (i.e. serving communities well, confidence, awareness, trust and value-for-money).

**Awareness:** Residents with a disability are more likely to be aware that LFRS services include 'supporting communities to become more resilient to severe weather emergencies, eg flooding and wildfires' (57% aware) than those without a disability (50% aware).

**Shaping the plan:** residents with a disability/long-term condition are more likely to strongly agree than residents without a disability that the plan should ensure LFRS can:

- Continue to protect and support the most vulnerable people in our communities (61% of residents with a disability strongly agree vs 46%)
- Modernise our fleet to continue to incorporate different types of vehicles to respond to different types of incidents' (63% vs 52%)
- Modernise and invest in fire stations that are outdated and not fit for modern operational needs (58% vs 48%)



## Differences by ethnicity

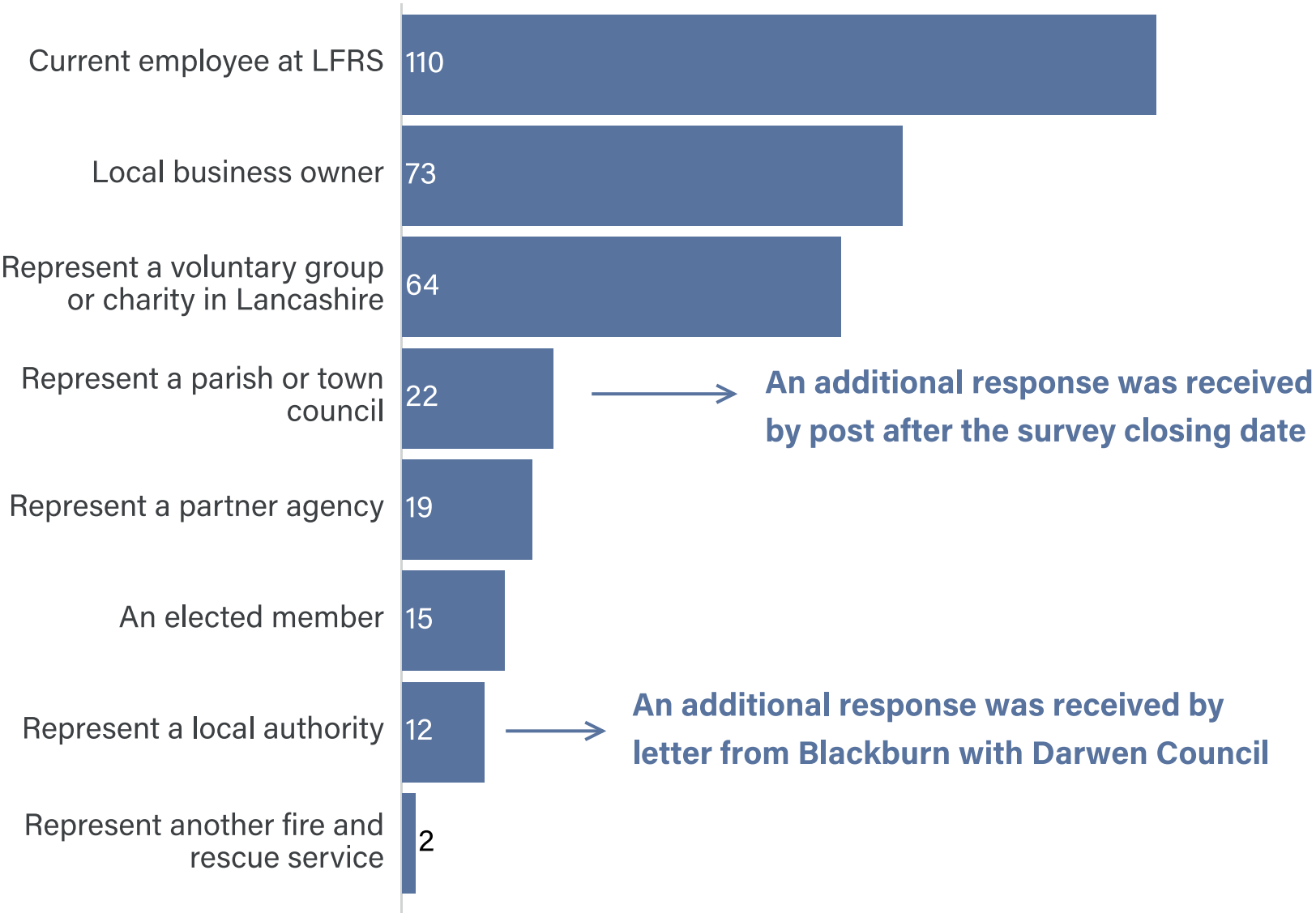
**Overall views** - White British residents are more likely than residents from all other ethnicities to strongly agree with 'I believe that LFRS serves its communities well' (60% of White British residents strongly agree vs 48% of residents from all other ethnicities), 'I am confident that LFRS will respond effectively in an emergency (64% vs 54%) and 'Overall, I feel LFRS delivers value-for-money to its communities' (58% vs 42%).

**Awareness:** White British residents are more likely to be aware that LFRS services include 'reducing the severity of damage to buildings when a fire does occur' (76% of White British residents are aware vs 67% of residents from all other ethnicities).

# Stakeholder feedback.

# A range of other individuals and organisations with a connection to Lancashire or LFRS also responded to the survey.

Number of responses from different stakeholders:



# Current employees: what's important.

88% agree that LFRS serves its communities well and 73% feel LFRS delivers value-for-money to its communities



## How would they split the budget?

● Response



52%

● Prevention



17%

● Support



16%

● Protection



15%



## Ranking the importance of services:

Responding to fires and other emergencies quickly and competently

1.62

Helping vulnerable people to prevent fires in the home

2.84

Promoting fire safety to prevent the most common types of fires in Lancashire

3.50

Supporting other agencies to deliver their services

3.90

Ensuring businesses and landlords keep their buildings safe

4.13

Responding to automatic fire alarms

4.91

More important



Less important



## Top 5 community risks:

- House fires (96%)
- Road traffic collisions (81%)
- Commercial property fires (58%)
- Flooding (21%)
- High rise building fires (16%)



# Current employees at LFRS: shaping the plan.

% who strongly agree or agree that the Plan should ensure that...



**Using  
resources  
effectively**

Our resources (eg fire engines, firefighters)  
are located in areas with highest risk and  
demand

95%

Resources are moved around the county to  
deliver services flexibly as risk and demand  
changes day-to-day

69%

Most resources are available when  
demand is at its highest

80%

We modernise our fleet to incorporate  
different types of vehicles to respond to  
different types of incidents

72%

We modernise and invest in fire stations  
that are outdated and not fit for modern  
operational needs

84%

We use technology and innovation to  
improve public and firefighter safety

85%

We continue to protect and support the  
most vulnerable people in our communities

93%

We make future investment in people,  
systems and assets so we remain a  
high-performing service

86%

We adapt our services to be more efficient  
where possible so we deliver a balanced  
budget

74%



**Modernise**



**High  
performing,  
efficient  
service**

# Current employees at LFRS: considerations and concerns.



## Understandably, feedback from employees on what else the plan should consider often focused on staffing impact

More than a third of comments relate to prioritising frontline response/safety or staffing (including recruitment, retention, promotions and staffing models).

Other considerations highlighted include:

- Re-balancing other parts of the service to prioritise frontline operations, e.g. management, support services
- Increasing funding/budget to protect frontline services
- Staff welfare, wellbeing and morale



## Cuts to frontline services are the main concern of employee respondents

More than a third of concerns related to cuts to frontline services, including the impact of fewer firefighters, station closures and generally reduced numbers.

Other specific concerns include slower response times, the on-call model and future recruitment and retention.

# Community and partner organisations: what's important.

83% agree that LFRS serves its communities well and 89% feel LFRS delivers value-for-money to its communities



## How would they split the budget?

● Response



46%

● Prevention



20%

● Support



18%

● Protection



16%



## Ranking the importance of services:

Responding to fires and other emergencies quickly and competently

1.74

Helping vulnerable people to prevent fires in the home

3.39

Promoting fire safety to prevent the most common types of fires in Lancashire

3.49

Supporting other agencies to deliver their services

3.83

Ensuring businesses and landlords keep their buildings safe

4.00

Responding to automatic fire alarms

4.55

More important



Less important



## Top 5 community risks:

- House fires (84%)
- Road traffic collisions (72%)
- Commercial property fires (35%)
- High rise building fires (33%)
- Flooding (24%)

# Community and partner organisations: shaping the plan.

% who strongly agree or agree that the Plan should ensure that...



Using  
resources  
effectively

Our resources (eg fire engines, firefighters)  
are located in areas with highest risk and  
demand



Resources are moved around the county to  
deliver services flexibly as risk and demand  
changes day-to-day



Most resources are available when  
demand is at its highest



We modernise our fleet to incorporate  
different types of vehicles to respond to  
different types of incidents



We modernise and invest in fire stations  
that are outdated and not fit for modern  
operational needs



We use technology and innovation to  
improve public and firefighter safety



We continue to protect and support the  
most vulnerable people in our communities



We make future investment in people,  
systems and assets so we remain a  
high-performing service



We adapt our services to be more efficient  
where possible so we deliver a balanced  
budget



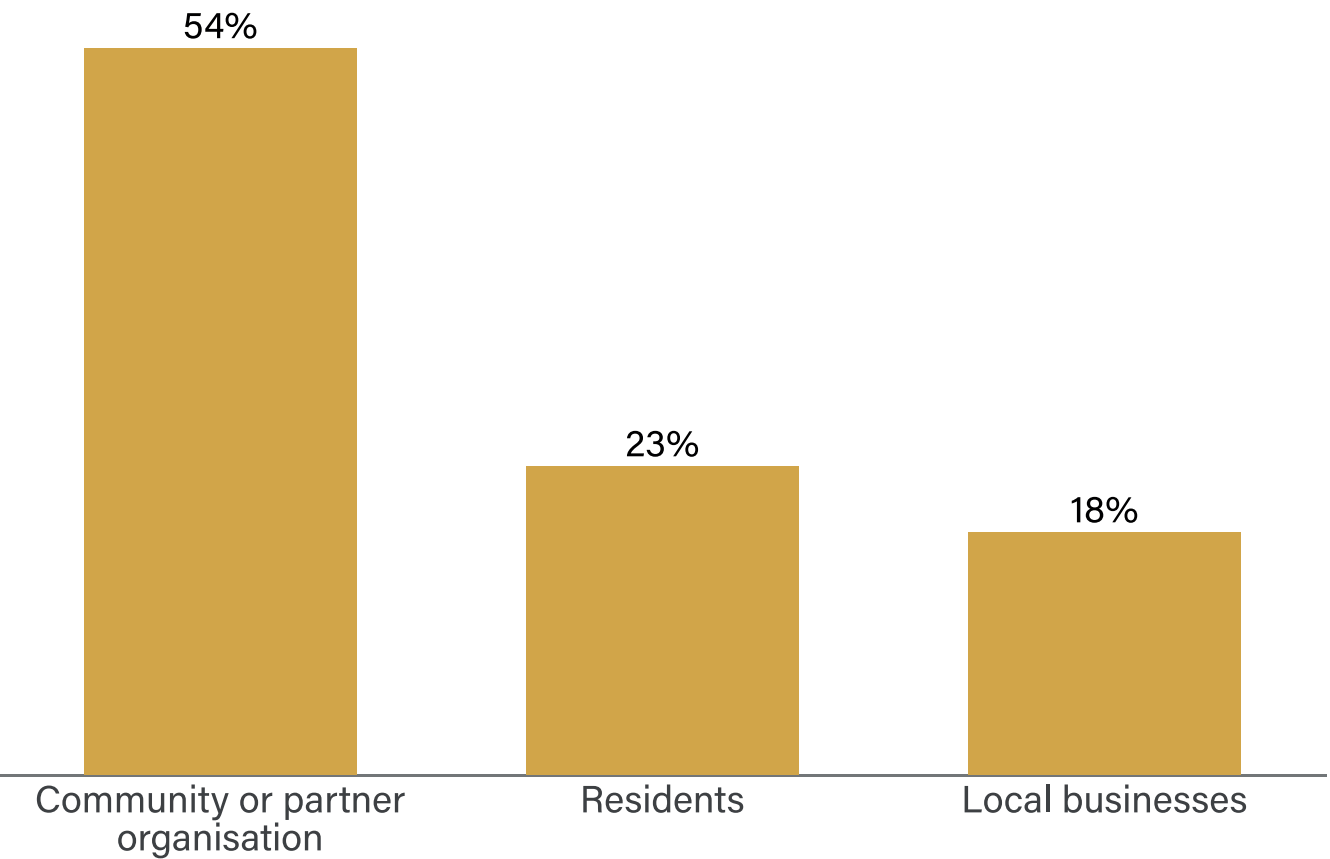
High  
performing,  
efficient  
service

# Community and partner organisations: considerations and concerns.



Community and partner organisations are much more likely than residents and employees to feel that the plan also needs to consider prevention, community engagement and education

% of comments on other considerations relating to prevention, community engagement or education



Few community and partner organisations had specific concerns about the plan at this stage

“ Liaise with local small councils and get their help to reach communities and teach safety and good behaviour. Educate local residents in flood prevention and securing properties. When disasters strike, you will be busy but volunteers might be able to help on a smaller scale.

# Local businesses: what's important.

85% agree that LFRS serves its communities well and 75% feel LFRS delivers value-for-money to its communities



## How would they split the budget?

● Response



52%

● Prevention



16%

● Support

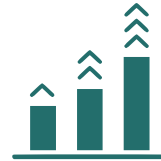


18%

● Protection



14%



## Ranking the importance of services:

Responding to fires and other emergencies quickly and competently

1.61

Promoting fire safety to prevent the most common types of fires in Lancashire

3.35

Helping vulnerable people to prevent fires in the home

3.47

Supporting other agencies to deliver their services

3.78

Ensuring businesses and landlords keep their buildings safe

4.15

Responding to automatic fire alarms

4.55

More important



Less important



## Top 5 community risks:

- House fires (85%)
- Road traffic collisions (74%)
- Commercial property fires (40%)
- High rise building fires (36%)
- Flooding (26%)

# Local businesses: shaping the plan.

% who strongly agree or agree that the Plan should ensure that...



Using  
resources  
effectively

Our resources (eg fire engines, firefighters) are located in areas with highest risk and demand

81%

Resources are moved around the county to deliver services flexibly as risk and demand changes day-to-day

73%

Most resources are available when demand is at its highest

90%

We modernise our fleet to incorporate different types of vehicles to respond to different types of incidents

89%

We modernise and invest in fire stations that are outdated and not fit for modern operational needs

82%

We use technology and innovation to improve public and firefighter safety

90%

We continue to protect and support the most vulnerable people in our communities

82%

We make future investment in people, systems and assets so we remain a high-performing service

89%

We adapt our services to be more efficient where possible so we deliver a balanced budget

75%



Modernise



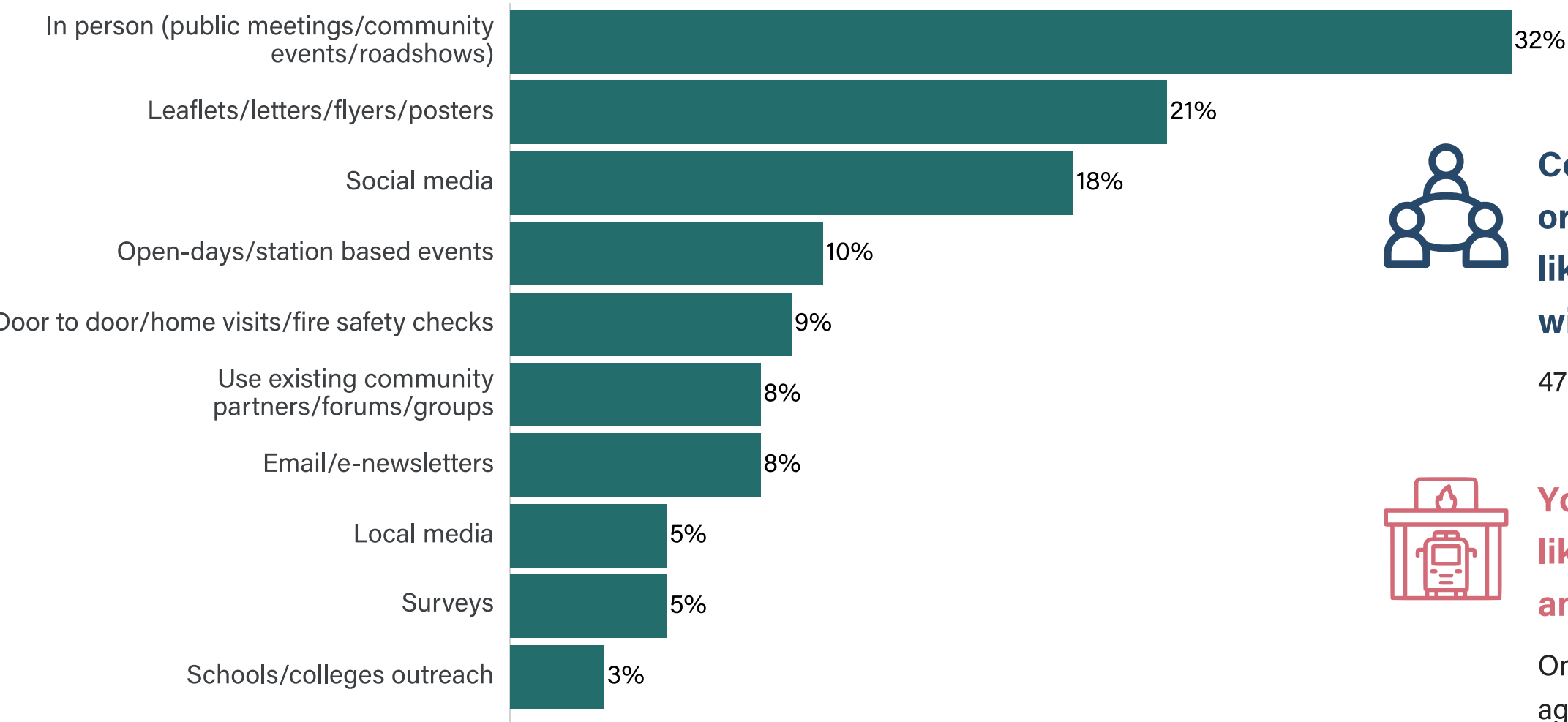
High  
performing,  
efficient  
service

# Future engagement.



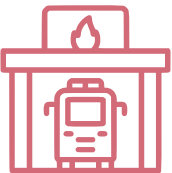
# Suggestions for future engagement with residents.

Engaging in-person with residents is the the most common suggestion for future engagement, followed by printed information such as leaflets and posters and engaging via social media.



**Community and partner organisations were even more likely to suggest engaging with residents in person**

47% suggested this



**Younger residents were more likely to suggest open-days and station events**

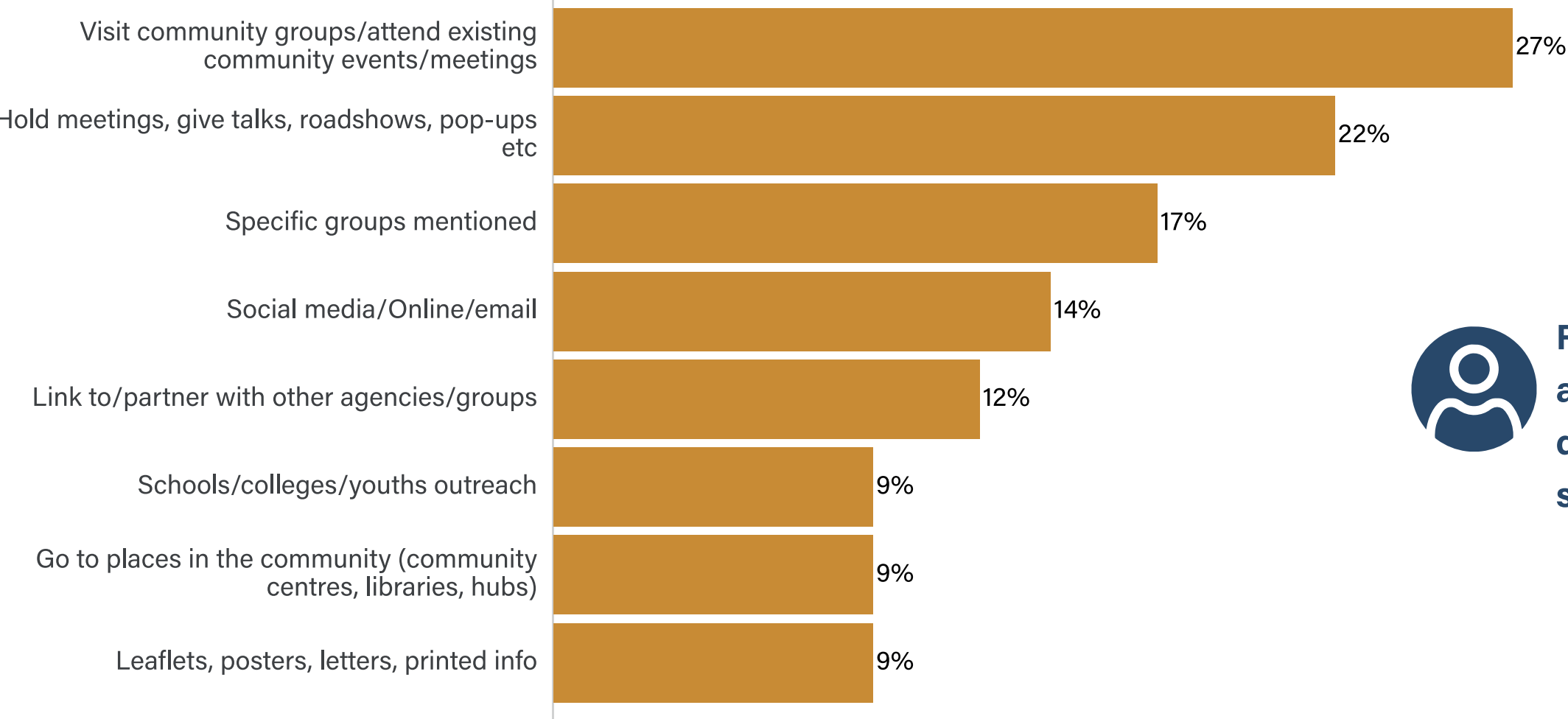
One in four respondents under the age of 40 suggested this

Q: Looking ahead to when we consult in more detail in summer / autumn 2026, do you have any ideas for how we could engage with residents? Responses have been coded into themes. One comment may be coded into more than one theme. All themes with 5% or more responses are shown. (residents only; n=757)

# Suggestions for future engagement with community groups.

Engaging in-person with community groups through holding meetings/roadshows and/or attending existing community events or meetings is the the most common suggestion

Feedback from community and partner organisations:



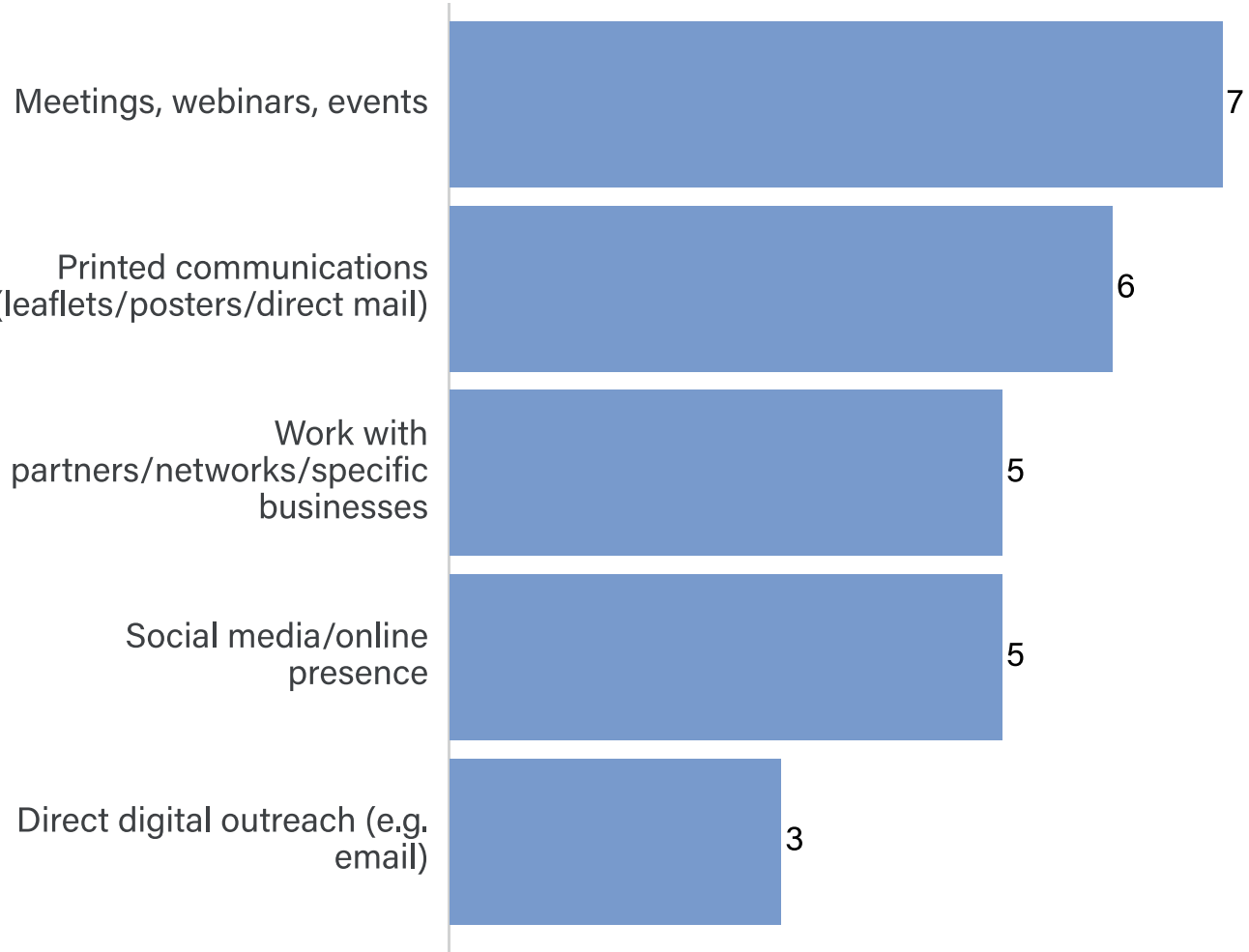
Residents also answered this question and gave similar suggestions

Q: Looking ahead to when we consult in more detail in summer / autumn 2026, do you have any ideas for how we could engage with community groups? Responses have been coded into themes. One comment may be coded into more than one theme. All themes with 5% or more responses are shown. (community or partner organisations; n=59)

# Suggestions for future engagement with businesses.

Of the local businesses that provided suggestions, meetings and events appear to be an option to consider for future engagement with businesses

Feedback from 34 local businesses (chart displays counts):



More than one in ten residents suggested visiting businesses in person to engage about the plan

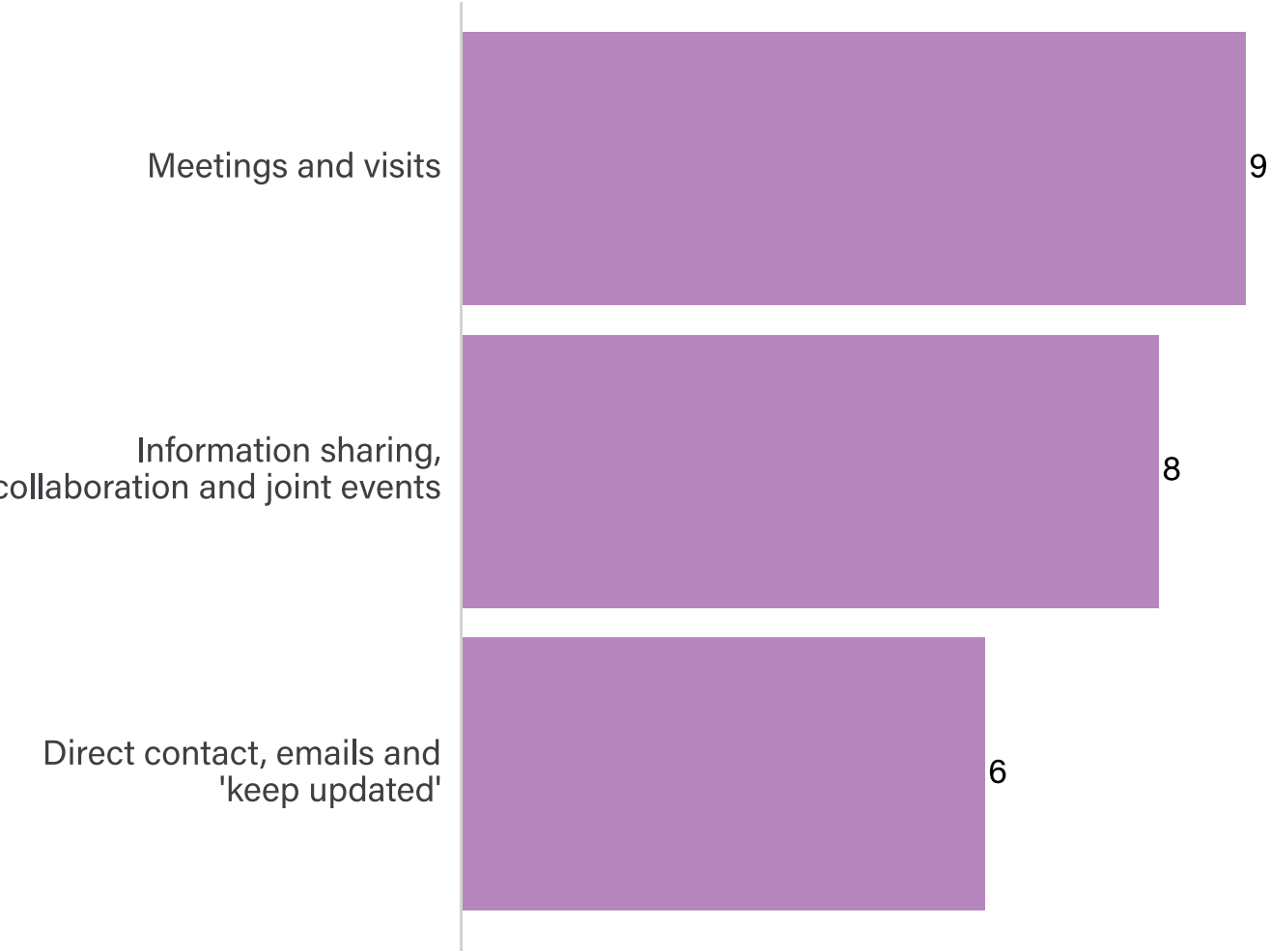
But only 1 of 34 businesses suggested this

Q: Looking ahead to when we consult in more detail in summer / autumn 2026, do you have any ideas for how we could engage with businesses? Responses have been coded into themes. One comment may be coded into more than one theme. All themes with 5% or more responses are shown. (local businesses; n=34)

# Suggestions for future engagement with partners.

Of the community and partner organisations that provided suggestions, the future engagement they would like appears to be a mix of meetings, information sharing and direct updates

Feedback from community and partner organisations (chart displays counts):



Q: Looking ahead to when we consult in more detail in summer / autumn 2026, do you have any ideas for how we could engage with businesses? Responses have been coded into themes. One comment may be coded into more than one theme. All themes with 5% or more responses are shown. (community and partner organisations; n=26)



**psresearch.co.uk | hello@psresearch.co.uk**

Award-winning social research and evaluation for purpose-driven organisations

This page is intentionally left blank



Lancashire Fire  
and Rescue Service

@LancashireFRS

# Community Risk Management Plan

---

2027-2032





## Table of contents

|                                                           | Page number |
|-----------------------------------------------------------|-------------|
| Foreword.....                                             | 3           |
| 01 About us.....                                          | 6           |
| 02 Our CRMP 2027-2032.....                                | 20          |
| 03 Identifying and assessing risk.....                    | 28          |
| 04 Our strategic priorities.....                          | 41          |
| 05 Delivering our plan.....                               | 81          |
| 06 Progress and achievements during the current CRMP..... | 87          |
| Appendix 1.....                                           | 97          |
| Appendix 2.....                                           | 98          |
| Glossary.....                                             | 99          |



# Foreword

## Welcome to our consultation.

I am pleased to present our draft Community Risk Management Plan for 2027–2032, which sets out how Lancashire Fire and Rescue Service will continue to make the county safer.

This plan explains foreseeable safety risks in Lancashire and how we will deliver services that aim to protect our communities from those risks.

Lancashire is a diverse and changing county. It is home to more than 1.6 million people and a wide range of risks – from fire and road traffic collisions to flooding and wildfires. These risks are not evenly distributed, which means our approach must be evidence-led, targeted, and adaptable.

Over recent years, we have seen a shift in demand. Fires now make up a smaller proportion of our work, while other types of emergencies such as rescues, severe weather incidents, and humanitarian activities are increasing in both scale and complexity. At the same time, we are operating in a challenging financial environment, with rising costs, global instability and uncertainty in future funding.

Despite these challenges, we have strong foundations. Our last inspection results recognised that we are one of the highest performing services in the country, reflecting our commitment to providing the best possible services.

This plan builds on those foundations. Our focus remains clear: preventing emergencies wherever possible with targeted outreach to our most vulnerable residents; protecting people and property in the built environment and supporting local businesses to comply with fire safety legislation; and providing a swift and competent response when incidents do occur. Alongside this, we will continue to invest in our people, use digital, data and technological advancements to drive continuous improvement, and strive to deliver improving value for money for the communities we serve.

Importantly, this plan has been shaped through engagement and consultation with our communities, staff, and partners. Thank you to everyone who took part in the first phase of our consultation earlier this year; your views helped us to understand what matters most and ensure that our priorities reflect the needs of Lancashire.

Now we want to know what you think about the plan, and I encourage those living and working in Lancashire to take part in this second phase of consultation. Your views at this stage will help us to refine it further, before the plan is published early next year.



**Looking ahead, we know that risk will continue to evolve. Environmental changes, population shifts, and wider global and societal pressures will influence the demands placed on our Service. This plan aims to ensure that we are sustainable, forward-looking, responsive and ready to adapt where needed, so that we can continue to make Lancashire safer.**

**Jon Charters**  
Chief Fire Officer





# About us

# 01



# Our purpose

**Our purpose is to make Lancashire safer.** It is what we are here for. We are committed to ensuring that everything we do contributes to improving the safety of Lancashire’s diverse communities.

# Our vision

**An innovative and efficient fire and rescue service delivering outstanding services in Lancashire’s communities.**

Our vision is what we aspire to achieve over the life of this plan. We aim to be sustainable, adaptable, and ready to respond to future risks in Lancashire. Digital, data and evidence drive our approach to making communities safer.



# Our priorities

Our priorities define the areas upon which we concentrate our activities and resources. They represent those matters we deem most significant in supporting the achievement of our purpose to make Lancashire safer and, each year, are translated into specific actions as set out in our Annual Service Plan. Continuous digital improvement supports efficiency and innovation across all our priorities.



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



**Preventing fires and**  
other emergencies from  
happening



**Protecting people and**  
**property** when they  
happen



**Responding to fires**  
**and other emergencies**  
quickly and competently



**Using digital, data and**  
**technology** to drive  
continuous improvement



**Delivering value for**  
**money** in how we use  
our resources



# Our values

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

## Service

Making Lancashire safer is the most important thing we do.

## Trust

We trust the people we work with.

## Respect

We respect each other.

## Integrity

We do what we say we will do.

## Valued

We actively listen to others.

## Empowered

We contribute to decisions and improvements.





# About Lancashire Fire and Rescue Service

Lancashire Fire and Rescue Service exists to make Lancashire safer. We serve a large and diverse county with densely populated urban areas, coastal communities, historic market towns and extensive rural locations. Our role is broader than responding to fires. We work every day to prevent harm, protect people, property, and the environment, respond to emergencies, support national resilience and work with partners to keep communities safe.



Our team is made up of firefighters, specialist teams and support services, alongside our shared emergency control room at North West Fire Control, who all operate cohesively to keep Lancashire safe. Together, we provide prevention activity in homes and communities, fire protection and business safety work and emergency response. Our operational capability is undertaken by our firefighters, either wholtime where this is their primary job or on-call where they respond to incidents from home or work as needed. Our flexible duty officers provide 24/7 cover across the county to deal with larger incidents offering tactical and strategic support. They are trained in a range of specialist skills that strengthen our frontline capability.



In addition to our fire engines, we have a range of specialist vehicles positioned across the county that include aerial ladder platforms, command units, boats and swift water responders, specialist wildfire vehicles, drones and urban search and rescue. We use dynamic resourcing to ensure our fire engines are in the best place to respond to local risk and demand as it is needed.



Our operational capability is supported by a dedicated Leadership and Development Centre and vital support departments whose knowledge and expertise ensure effective and efficient delivery of our services.

We are governed by Lancashire Combined Fire Authority, which provides strategic leadership, scrutiny and oversight, and ensures that the Service meets its statutory responsibilities and uses public money effectively.



## Where we are today

Lancashire is one of the most populated and urbanised shire counties within Great Britain, with a legacy of historical and industrial heritage. It includes significant urban growth, areas of high deprivation, expansive coastlines, major transport routes, industrial sites, ports, waterways, and locations of national importance. These features create varied types of risk and different demands on our Service.

Lancashire borders Cumbria to the north, North Yorkshire and West Yorkshire to the east, Greater Manchester and Merseyside moving to the south and the Irish sea to the west. It comprises 14 districts: the major conurbations are Lancaster, Preston, Burnley, Blackburn, Accrington, Chorley, and the seaside town of Blackpool which receives over 20 million visitors per year.

The county's population is growing and changing. Over the last 15 years the population of Lancashire has grown by approximately 10%, rising to an estimated 1,601,645 by mid-2024. The number of domestic houses has grown by 15% over the same 15 year period.

The county contains significant deprivation with five districts ranking in England's top 20 most deprived. Blackpool is the most deprived district in the country, whilst the Ribble Valley is in the least deprived 10%.

More people are living longer, some communities experience poorer health outcomes, and climate-related risks such as flooding, heat and wildfire are becoming more significant. Risk is not evenly distributed across Lancashire, so our approach must be targeted, evidence-led, and flexible.

### WYRE

|                                           |         |
|-------------------------------------------|---------|
| Population (2024) <sup>1</sup>            | 118,743 |
| Area sq. km                               | 283     |
| Homes (2025) <sup>2</sup>                 | 54,671  |
| Household projections (2032) <sup>3</sup> | 60,207  |
| IMD rank (296) <sup>4</sup>               | 147     |

### LANCASTER

|                                           |         |
|-------------------------------------------|---------|
| Population (2024) <sup>1</sup>            | 145,006 |
| Area sq. km                               | 576     |
| Homes (2025) <sup>2</sup>                 | 62,625  |
| Household projections (2032) <sup>3</sup> | 65,804  |
| IMD rank (296) <sup>4</sup>               | 135     |

### FYLDE

|                                           |        |
|-------------------------------------------|--------|
| Population (2024) <sup>1</sup>            | 85,447 |
| Area sq. km                               | 166    |
| Homes (2025) <sup>2</sup>                 | 40,311 |
| Household projections (2032) <sup>3</sup> | 44,447 |
| IMD rank (296) <sup>4</sup>               | 188    |

### BLACKPOOL

|                                           |         |
|-------------------------------------------|---------|
| Population (2024) <sup>1</sup>            | 144,191 |
| Area sq. km                               | 35      |
| Homes (2025) <sup>2</sup>                 | 65,014  |
| Household projections (2032) <sup>3</sup> | 66,558  |
| IMD rank (296) <sup>4</sup>               | 1       |

### PRESTON

|                                           |         |
|-------------------------------------------|---------|
| Population (2024) <sup>1</sup>            | 162,864 |
| Area sq. km                               | 142     |
| Homes (2025) <sup>2</sup>                 | 64,608  |
| Household projections (2032) <sup>3</sup> | 70,570  |
| IMD rank (296) <sup>4</sup>               | 57      |

### BLACKBURN WITH DARWEN

|                                           |         |
|-------------------------------------------|---------|
| Population (2024) <sup>1</sup>            | 162,540 |
| Area sq. km                               | 137     |
| Homes (2025) <sup>2</sup>                 | 59,950  |
| Household projections (2032) <sup>3</sup> | 62,204  |
| IMD rank (296) <sup>4</sup>               | 11      |

### HYNDBURN

|                                           |        |
|-------------------------------------------|--------|
| Population (2024) <sup>1</sup>            | 86,058 |
| Area sq. km                               | 73     |
| Homes (2025) <sup>2</sup>                 | 35,643 |
| Household projections (2032) <sup>3</sup> | 37,154 |
| IMD rank (296) <sup>4</sup>               | 16     |

### RIBBLE VALLEY

|                                           |        |
|-------------------------------------------|--------|
| Population (2024) <sup>1</sup>            | 65,794 |
| Area sq. km                               | 583    |
| Homes (2025) <sup>2</sup>                 | 28,832 |
| Household projections (2032) <sup>3</sup> | 31,935 |
| IMD rank (296) <sup>4</sup>               | 273    |

### PENDLE

|                                           |        |
|-------------------------------------------|--------|
| Population (2024) <sup>1</sup>            | 99,777 |
| Area sq. km                               | 169    |
| Homes (2025) <sup>2</sup>                 | 49,097 |
| Household projections (2032) <sup>3</sup> | 41,015 |
| IMD rank (296) <sup>4</sup>               | 13     |

### BURNLEY

|                                           |        |
|-------------------------------------------|--------|
| Population (2024) <sup>1</sup>            | 99,233 |
| Area sq. km                               | 111    |
| Homes (2025) <sup>2</sup>                 | 41,145 |
| Household projections (2032) <sup>3</sup> | 43,427 |
| IMD rank (296) <sup>4</sup>               | 4      |

### ROSSENDALE

|                                           |        |
|-------------------------------------------|--------|
| Population (2024) <sup>1</sup>            | 73,045 |
| Area sq. km                               | 138    |
| Homes (2025) <sup>2</sup>                 | 31,159 |
| Household projections (2032) <sup>3</sup> | 32,548 |
| IMD rank (296) <sup>4</sup>               | 60     |

### CHORLEY

|                                           |         |
|-------------------------------------------|---------|
| Population (2024) <sup>1</sup>            | 120,839 |
| Area sq. km                               | 203     |
| Homes (2025) <sup>2</sup>                 | 52,318  |
| Household projections (2032) <sup>3</sup> | 56,335  |
| IMD rank (296) <sup>4</sup>               | 190     |

### SOUTH RIBBLE

|                                           |         |
|-------------------------------------------|---------|
| Population (2024) <sup>1</sup>            | 116,113 |
| Area sq. km                               | 113     |
| Homes (2025) <sup>2</sup>                 | 50,246  |
| Household projections (2032) <sup>3</sup> | 53,028  |
| IMD rank (296) <sup>4</sup>               | 227     |

### WEST LANCS

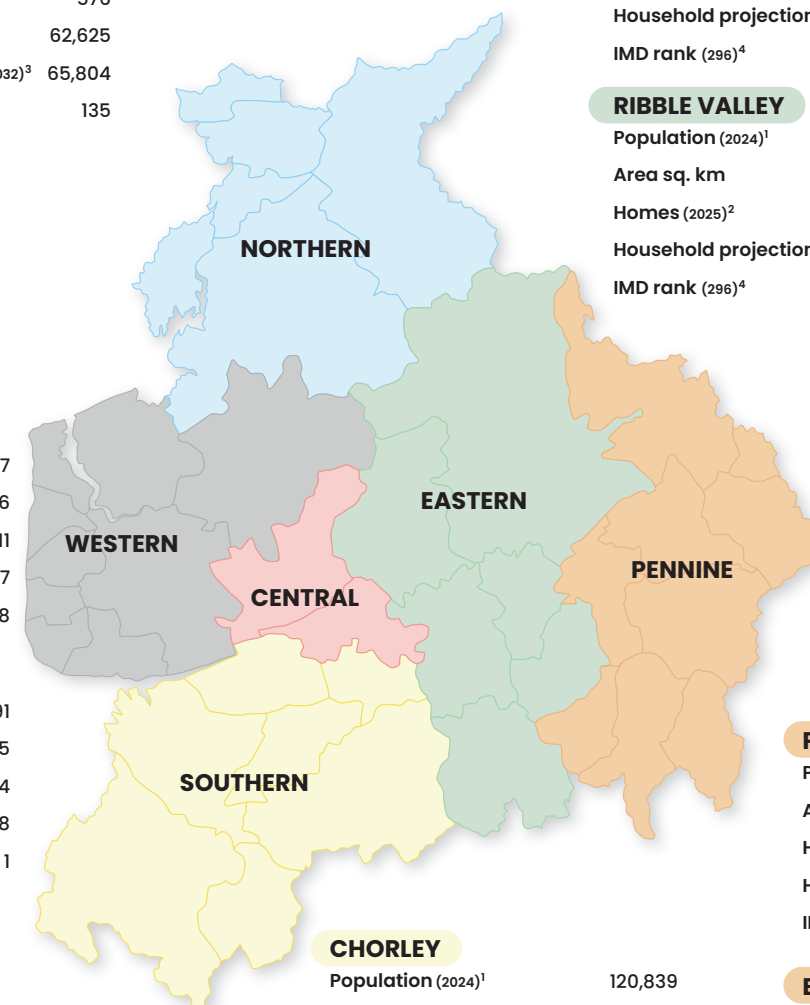
|                                           |         |
|-------------------------------------------|---------|
| Population (2024) <sup>1</sup>            | 121,995 |
| Area sq. km                               | 347     |
| Homes (2025) <sup>2</sup>                 | 50,523  |
| Household projections (2032) <sup>3</sup> | 53,068  |
| IMD rank (296) <sup>4</sup>               | 176     |

<sup>1</sup> Source - Office for National Statistics

<sup>2</sup> Source - Office for National Statistics

<sup>3</sup> Source - Office for National Statistics via LG inform

<sup>4</sup> IMD - The Index of Multiple Deprivation, commonly known as the IMD, is the official measure of relative deprivation for small areas in England





# Drivers influencing our plan



**Changing community risk:** Climate change, emerging technologies, demographic change, deprivation, the built environment, major transport networks and evolving patterns of vulnerability are reshaping risk across Lancashire.



**Demand and complexity:** Demand is not only about volume. Incidents are increasingly varied and some are more complex, protracted and resource intensive than ever before.



**Digital and data opportunity:** Better use of data, digital tools, AI and automation can improve targeting, mobilising, productivity, learning and decision-making across the organisation.



**Partnership working:** No single organisation can manage every risk alone. Strong collaboration with local authorities, health partners, police, other fire and rescue services, resilience partners, and voluntary agencies remains essential.

## Strategic challenges

The drivers influencing our plan create strategic challenges for our service. To meet these demands we must adapt to the changing risk whilst maintaining affordability and supporting our workforce.

## Financial challenges

The Service faces sustained financial pressures that will impact how we plan and deliver resources over the life of the CRMP. While overall demand may appear stable, the complexity of incidents is increasing, requiring broader investment in capability and response.

At the same time, there is uncertainty around future government funding and pay awards, making long-term financial planning more difficult. Inflationary pressures across pay, energy, construction and supplies continue to drive up costs, reducing flexibility in budgets.

The Service also faces rising capital and infrastructure costs, with ageing buildings requiring greater maintenance and investment, and significant increases in the cost of key assets such as fire engines and other specialist assets.

Overall, these combined factors create a challenging financial environment, requiring careful prioritisation and ongoing efficiency to maintain service delivery.



# Productivity and efficiency

In response to these pressures facing the Service, a sustained focus on productivity and efficiency is helping to mitigate costs while maintaining operational standards. Efficiencies have been achieved through better use of existing resources, including reducing overtime expenditure and aligning crewing models with sector norms, delivering significant savings without adversely affecting emergency response.

Data and digital tools are helping the Service be more efficient in how resources are deployed and further value is being realised by extending the life of fleet assets to maximise return on investment, helping to offset rising capital costs. Our latest fleet of fire engines will have a 20 year lifespan, as opposed to 12 years in recent times. In addition, our Modern Ways of Working Forum is driving ongoing efficiencies and workforce capacity through digital innovation and improved use of technology across the organisation.

Collectively, these measures demonstrate how the Service is actively managing challenges by improving efficiency, prioritising resources, and maintaining service delivery within a constrained funding environment. Our productivity and efficiency plans can be seen on our website.



## Workforce sustainability

As society changes, public sector workforce retention and availability are becoming more challenging across the Service. Sustainability is being affected by a mix of financial, social, wellbeing and labour market pressures, all of which influence the Service's ability to attract, retain and effectively use its people. On-call availability is a national challenge and whilst in Lancashire we have above average availability, we still face significant challenges. We need a skilled, healthy, inclusive and adaptable workforce with the leadership, competence and confidence, to meet current and future risk. Over the life of this plan, we will focus on improving retention, strengthening on-call and wholetime availability and making best use of our people, aligned to risk, demand and community needs.





# Our CRMP 2027–2032

# 02



# Our CRMP 2027-2032

Our Community Risk Management Plan (CRMP) is our overarching strategy.



Providing an overview of the foreseeable fire and rescue related risks covering a five-year period from 2027 to 2032, supported by a strategic assessment of risk and suite of core strategies. It sets out our high-level plans for tackling those risks through our people, prevention, protection, response, digital, and financial strategies, explaining the outcomes we want to achieve, the areas we will focus on and how we will measure success.

We use the National Fire Chief's Council (NFCC) strategic framework as best practice, following the five essential components.

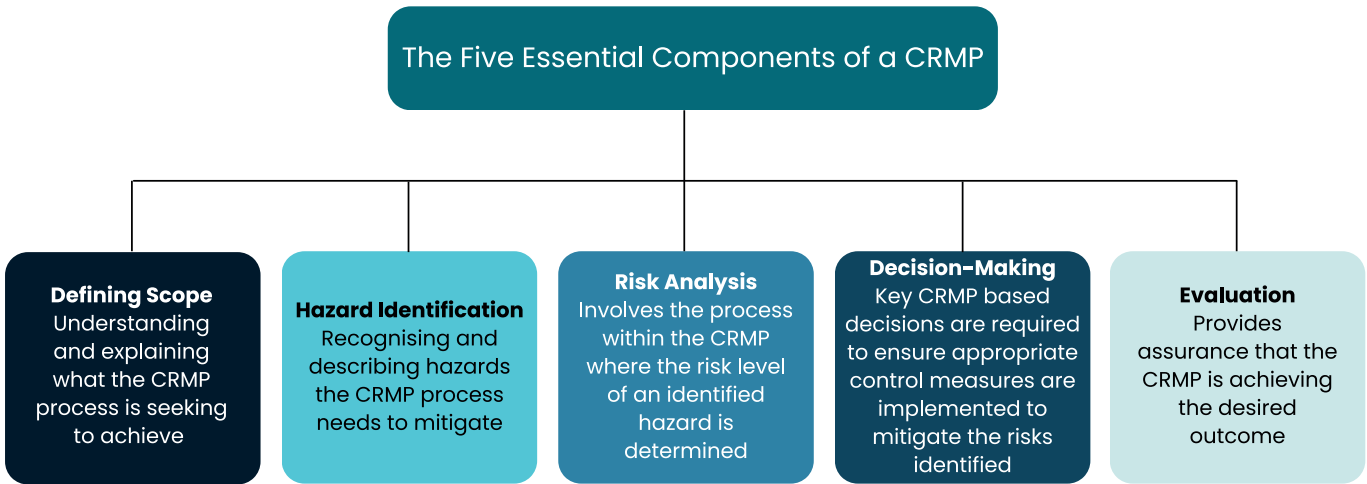


Figure 1: The five essential components of a CRMP (NFCC)

Over the life of this plan, we must continue to identify new risks, reduce preventable harm, protect people, property, and the environment, and provide a resilient emergency response. To do this well, we need a CRMP that is clear about what matters most, explains how our strategies connect, and outlines how we will measure progress.





# Demand

Demand changes over time. Fires make up a smaller proportion of our incidents than they once did, while special service incidents, including road traffic collisions, flooding, water rescues and assisting other agencies, now account for a greater share of our activity. At the same time, some incidents are less frequent now but more complex, protracted and resource intensive.

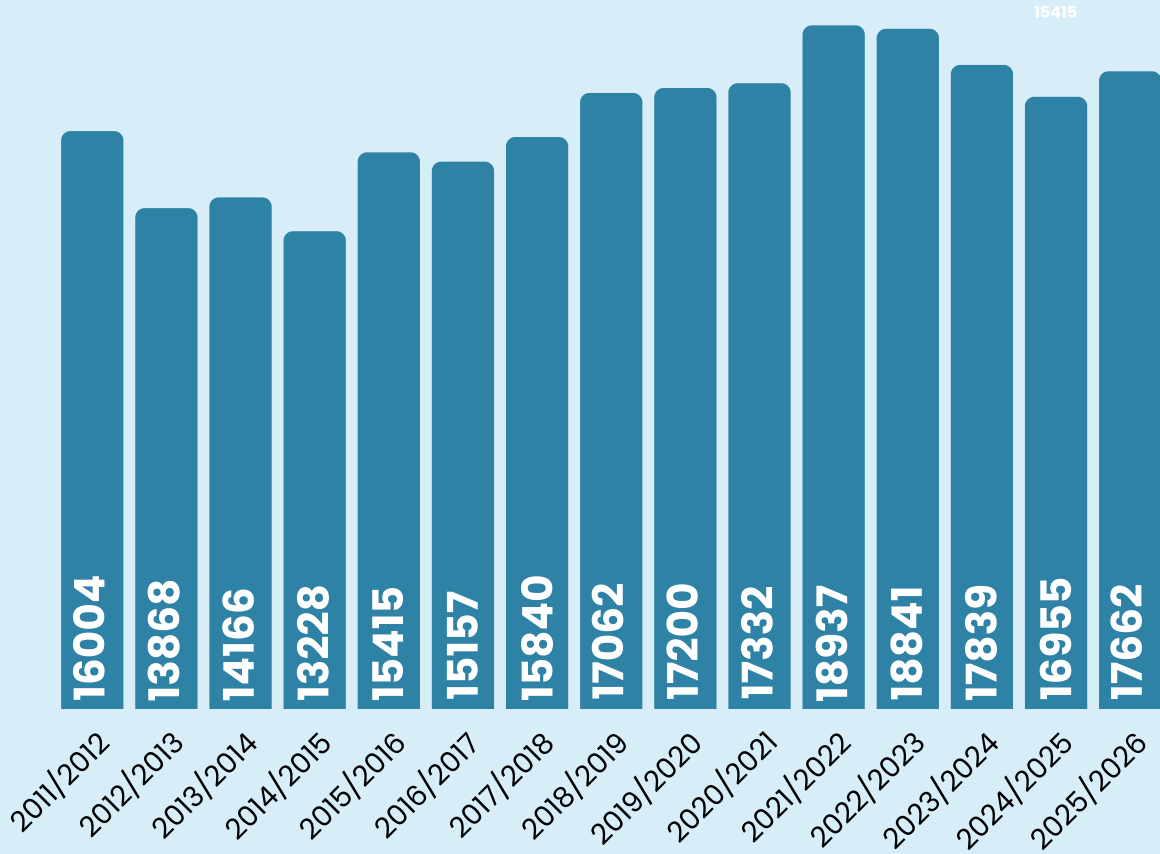


Figure 2: Overall activity by year

Whilst the number of incidents we respond to has fluctuated over the last 15 years, we have seen more overall demand in recent years than 10 or even 15 years ago. The type of incidents we respond to has also changed.

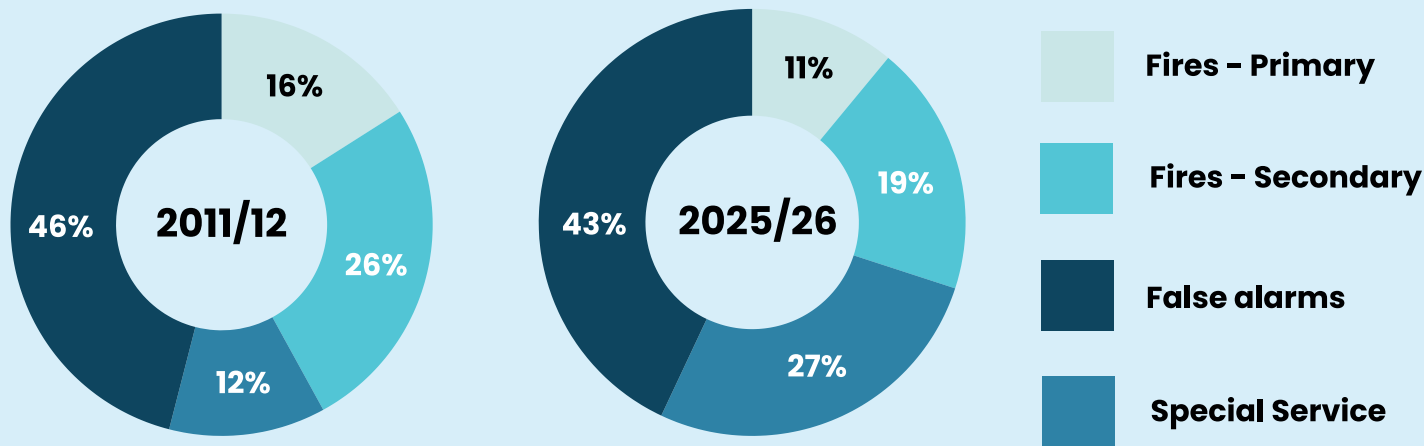
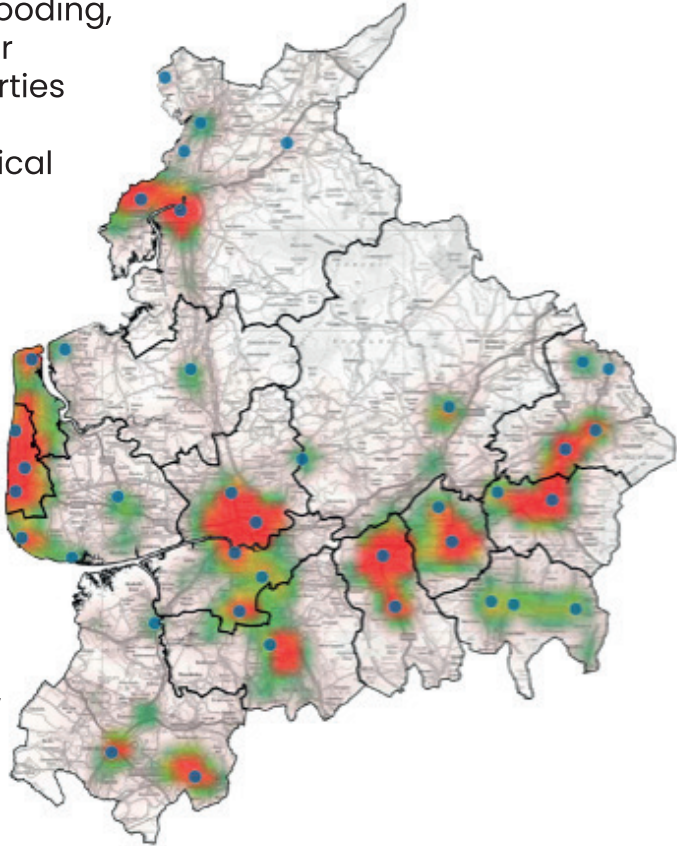


Figure 3: Change in incident types over time

- Fires have dropped from representing 42% to only 30% of all incidents.** Primary fires are generally serious fires involving property or any fires involving casualties, rescues, or a fire attended by five or more fire engines. Lancashire has higher levels of primary fires compared to the national average. This can be linked to the areas of higher deprivation with increased risk factors. Secondary fires are generally small outdoor fires, not involving people or property. Through our prevention work, we continue to reduce the likelihood of fires occurring.
- False alarms are broadly the same, representing 43% now compared to 46% in 2011-12.** False alarms are where we attend a location believing there to be an emergency but, on arrival, discover that it was a false alarm. This could be due to calls from the public who believe there is an emergency, malicious calls, or an automatic fire alarm (AFA) operating in error.
- Through our protection work, we have reduced the number of incidents we attend triggered by AFAs in commercial buildings. **Only 0.4% of AFA incidents actually turn into a primary fire.** We will continue to review how we can reduce false alarms further and adapt where and how we respond to fire alarm activations.
- Special service incidents have increased from 12% of all incidents to 27%.** Special service incidents are made up of many different activities such as road traffic collisions, flooding, and assisting other agencies, for example gaining entry to properties on behalf of the police and ambulance service during medical emergencies. We have a legal duty to collaborate with police and ambulance services under the Police and Crime Act 2017 and will continue to work in partnership to ensure the best outcomes for communities across Lancashire.



The map shows the location of our fire stations mapped against overall incident activity levels

Figure 4: Location of fire stations and areas of activity in heat map

# Resourcing and availability

To meet these demands LFRS currently provides 58 fire engines across 39 fire stations. We strive to have the first fire engine at each of the 39 fire stations available 90% of the time.



**58**  
fire engines



**39**  
fire stations

Fire engine availability (wholetime and on-call) fluctuates throughout every 24-hour period. First fire engine availability is currently first fire engine availability is 89.55% on average.

Availability and Mobilisations  
Average Per Hour / Day

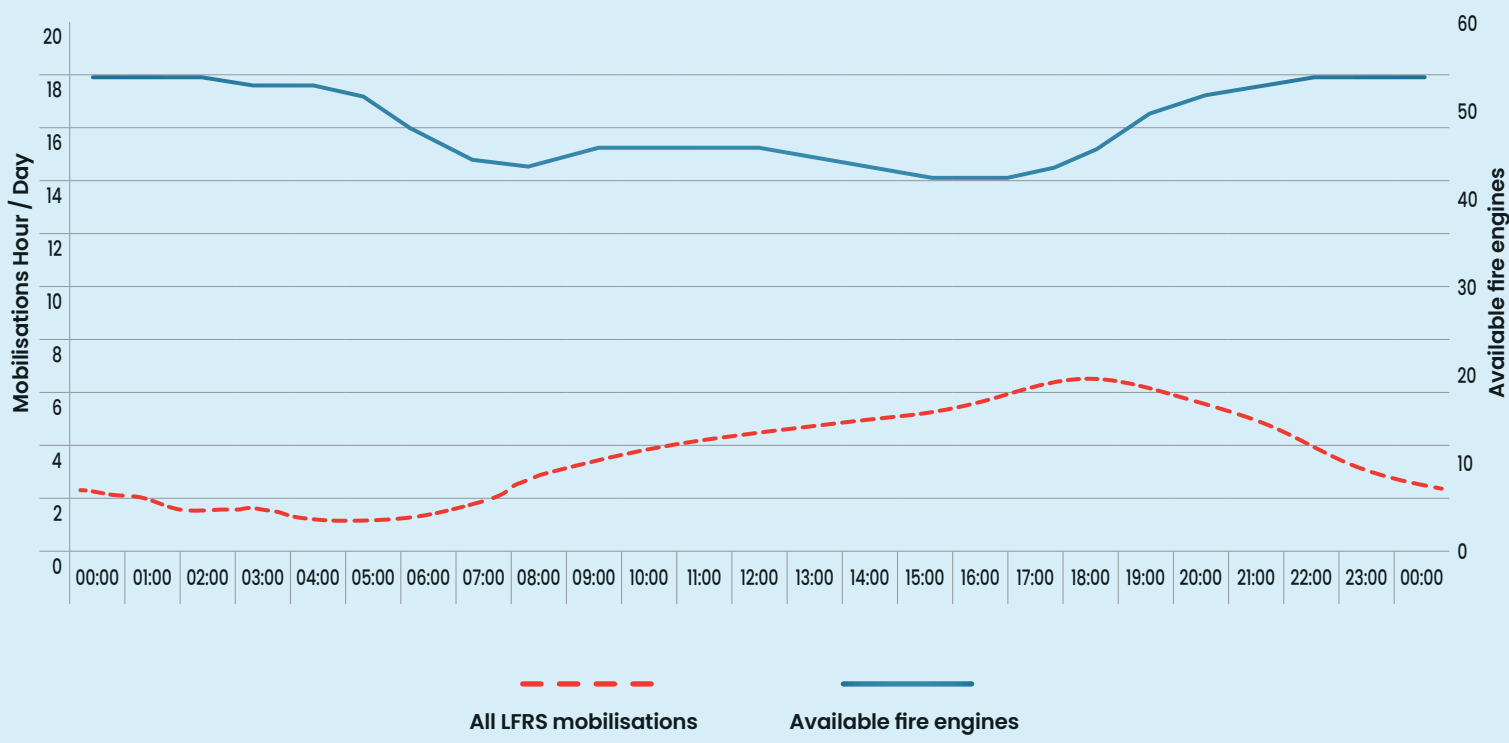


Figure 5: Availability and Mobilisations (average per hour/day)

**Availability peaks between 22:00 and 05:00 with an average 54 fire engines (93%) available.** During this period there are an average of two incidents per hour, which is our lowest period of demand.

**Availability is lowest between 08:00 and 17:00 with an average 42 fire engines available (72%).** During this period there are an average of five incidents per hour, one of which is a critical fire, and one a critical emergency special service call.

**Peak demand is between 17:00 and 20:00, with an average of six incidents per hour,** one of which is a critical fire, and one is a critical special service call. Availability of fire engines during this period is between 46 - 52 (79% - 90%).

Peak availability and peak demand, and conversely, lowest availability and lowest demand currently do not align. Even when availability is the lowest or when demand peaks, we have sufficient resources to deal with incidents and have strong response time performance. Lancashire is the 10th largest service nationally for annual budget, per population served, fire stations provided and number of primary fires. However, LFRS is eighth in terms of total number of fire engines and joint fourth for wholetime crewed fire engines.

During the lifecycle of this CRMP, we are committed to adapting our resourcing availability to align with our risk and demand, including how we measure this.





# Identifying and assessing risk

# 03



# Equality of access

We are committed to valuing and understanding the needs of all our communities. We know the importance of giving support to our residents at greater risk of fire. There are clear links between deprivation and risk of fire. Health outcomes in some areas of Lancashire lag behind England averages, with particularly low life expectancy in Blackpool and Blackburn with Darwen.

Lancashire's population is also changing, demographically the county is predominantly White, at 86.6%, with 13.4% of residents from Black and minority ethnic groups. The population aged 65 and over is growing faster than younger age groups, and a notable share of households consist of people aged 65 and over living alone, particularly in Fylde and Wyre.

Economic pressures also affect risk and access to support. Fuel poverty affects 13% of households in Lancashire, compared with 11% nationally.

Climate change can further increase inequality in risk. It can disproportionately affect specific groups, including older people during heatwaves, people living in poor-quality housing, communities in flood-prone or highly deprived areas, and rural or isolated communities.

We recognise that barriers such as health, ethnicity, language, beliefs, poverty and other societal factors may prevent some people from accessing our services. This means we must understand where risk is greatest, remove barriers wherever we can, and tailor our prevention, protection and response activity to meet different community needs.

## We seek to meet the different needs of our residents by:

- ✓ Tailoring fire safety advice to meet the needs of individuals by adopting a person-centred approach.
- ✓ Undertaking proactive education with integrated personalised safety measures, and advanced people protection.
- ✓ Identifying potential fire hazards to particular groups, promoting safety.
- ✓ Tailoring safety measures to meet individual needs.
- ✓ Delivering a collaborative approach to safeguarding
- ✓ Assessing the impact of our policies, plans and decisions on different communities, mitigating negative impact on groups and continually improving.

# Collaboration and partnerships

We live in an increasingly volatile world and as our risk landscape continues to evolve, we too must continue to adapt to better prepare for, respond to and recover from the various threats that impact our Service and communities.

In order to adapt, we have a robust risk management process which identifies and assesses risk from across international, national, regional, and local hazards. To identify and assess international and national risks that we may have to prepare for and respond to, we utilise the National Security Risk Assessment (NSRA) and National Risk Register which is the government's assessment of the most serious risks facing the United Kingdom. On a regional and local level, we utilise the Lancashire Resilience Forum Community Risk Register (LRF) which provides an assessment of emergencies that are likely to occur locally and the impacts if they do.

Through close working with LRF partners, we share information, data and intelligence, to strengthen our understanding of the risks and vulnerabilities facing our diverse communities. This also supports our ability to identify current and emerging organisational risks and to prepare our firefighters for potential emergencies. We draw on information from a wide range of sources, including other emergency services, the NHS, and a broad range of public and private sector partners. This joined-up approach provides a more complete and informed understanding of risk, enabling us to design and deliver public services that are more relevant, efficient and effective.







# Community resilience

As a fire and rescue service we play a crucial role in community resilience by shifting beyond traditional emergency response to focus on proactive risk reduction, public education, and emergency preparedness alongside LRF partners. To supplement our response arrangements, we work collaboratively with partners and draw on support from specialist organisations. Where appropriate and practicable, we will continue to pursue collaborative opportunities with partners, including the police, local authorities and other emergency services to deliver activities where this demonstrably adds value for our communities.

## How we identify risk

Risk identification within our service is also informed by PESTELO analysis and supported by our Strategic Assessment of Risk which is updated annually. The risk management framework provides the ongoing assessment of emerging and changing risks and for the prioritisation of an appropriate response.

Our risk management process enables us to identify existing and emerging risks that occur in the day-to-day management of our fire and rescue service. We also analyse the types of incidents we attend including their likelihood and impact, alongside understanding community needs, and assessing current and future threats. This creates a clear picture of where and who are most at risk, allowing us to plan, resource and take targeted action through our prevention, protection, and response activities.



**Read the Strategic Assessment of Risk on our website for a full analysis.**

The Service's blend of data driven identification and assessment of risk through extensive engagement with fire service professionals, community leaders and stakeholders across various sectors highlights the incident types that present the greatest risks to the communities and people of Lancashire.

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

When an event does occur, we commit to being fully prepared to respond and to minimising the impact caused. Given the varied incident types we continue to respond to, this will include responding collaboratively with partner agencies, cross border with other fire and rescue services, and nationally as part of national resilience assistance. Through this assessment of risk, we have identified all the incident types that we are likely to encounter. Our highest risk activities have been identified and are outlined on the next pages.



# Fires

These include domestic fires, tall building fires, commercial and industrial property fires, deliberate fires, road vehicle fires, buildings under construction fires, and waste disposal site fires.

Sadly, every year, we witness devastating fires in people's homes that result in injuries and fatalities. Fires in tall buildings present an increased fire risk due to factors like their height, occupancy density, and potential for complex structure with limited access or egress. These incidents have the potential for severe injury and large scale loss of life, and pose significant hazards to responding agencies.

We also experience fires in commercial properties, such as the retail sector, industrial, manufacturing, hospital and educational facilities. These incidents can have a lasting impact on people, communities, economy and local infrastructure.

Road vehicle fires are primary fires occurring in vehicles used for transportation on public roads, including cars, vans, buses, motorcycles, lorries, and heavy goods vehicles. With emerging technologies and alternative fuelled vehicles, the way we fight and deal with road vehicle fires is changing.

With an increasing population more properties are being developed, when buildings are under construction, they are more susceptible to fires and are likely to spread easily.

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

Each year we also experience deliberate fires in buildings that are completely unavoidable, these can cause severe injury and even death as well as significant damage.



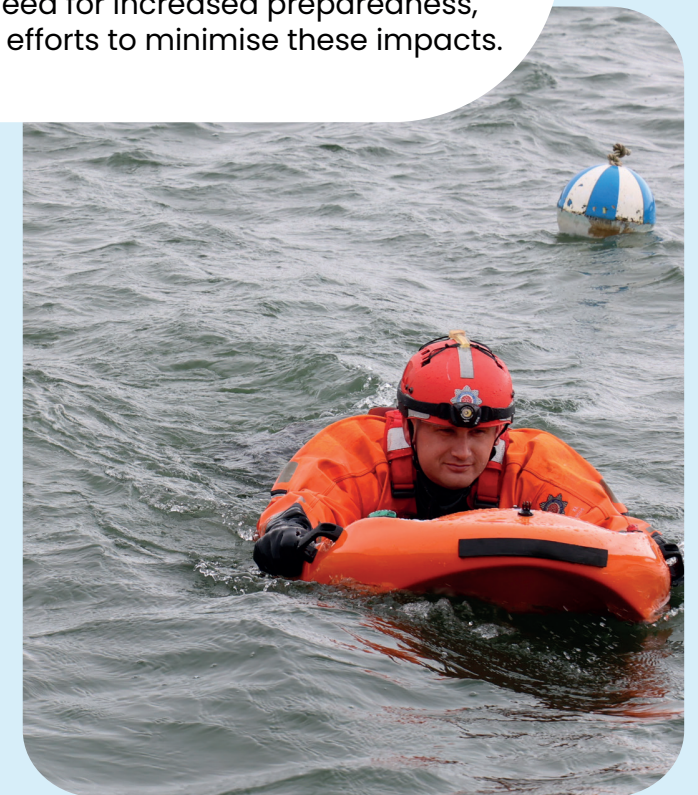
# Environment

These include wildfires, flooding and hazardous materials. The impacts of climate change, increasing the frequency and intensity of wildfires and wide area flooding, have required us to adapt our strategies and resources to deal with these evolving threats. Both wildfires and floods can lead to significant economic and environmental damage, necessitating the need for increased preparedness, effective techniques and post-incident recovery efforts to minimise these impacts.

## Flooding

Due to the diverse nature of the Lancashire landscape, our communities can be at risk from coastal and tidal flooding, river flooding (fluvial), surface water (pluvial) and reservoir flooding, albeit the likelihood of these events occurring varies from 1 in 5 years to 1 in 1000 years.

It has been identified through the Lancashire Resilience Forum Community Risk Register that there are approximately 65,000 properties at high or very high risk from flooding within Lancashire. Widespread flooding can devastate communities with the impact lasting for months and even years.



## Wildfires

The wildfire season, severity and size of wildfires is increasing in duration. This could be attributed to climate change and other factors that have sustained or increased the fuel layer on moorland such as changes in land management, reduced animal grazing and competing priorities for moorland management.

Wildfires have historically occurred in spring and summer months and have the potential to spread rapidly over large geographic areas, leading to significant disruptions for life, property, and infrastructure. Hot, dry and windy weather are ideal conditions for wildfires to start and spread, and we are seeing more periods of these conditions. These types of incidents require vast quantities of water far in excess of what conventional firefighting appliances can deliver.





## Rescues

This includes road traffic collisions (RTCs), rescues from collapsed structures or confined spaces, rescues from water and other rescues.

Each year, residents of Lancashire, as well as people from other areas, experience deaths and serious injuries on our county's roads because of road traffic collisions.

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

There are several water-related risks across Lancashire including numerous rivers and reservoirs. Tragically, we observe drownings in these waterways each year. As a service, we routinely prepare for water rescue incidents, familiarisation of risk sites, and provide a significant rescue capability.

## Humanitarian

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

Sadly, we are also responding to more suicides and suicide attempts. These have lasting effects on individuals, their social networks, communities and the emergency responders attending.

## Malicious attacks and terrorists incidents

The threat of terrorism profoundly impacts fire and rescue services alongside other emergency services, necessitating preparedness and response capabilities to effectively mitigate risks and manage emergencies.

Terrorist incidents may involve complex and coordinated attacks that pose significant challenges. Operational readiness ensures we can respond swiftly and decisively to save lives and reduce harm.





# Assessing the risk of fire

Lancashire is split into small geographic areas that are known as Lower-layer Super Output Areas (LSOA). These each contain between 1,000 and 3,000 people and there are currently 945 LSOAs within the county. We have an indicator which measures the fire risk in each LSOA. Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation. The fire risk score for each LSOA is calculated using the formula shown below. Each LSOA is categorised by risk grade from low, medium, high, to very high, which in turn underpins our resource allocation, proactive prevention activities and currently, our response performance criteria within our key performance indicators.

$$\frac{\text{Dwelling Fires}}{\text{Total Dwellings}} + \left( \frac{\text{Dwelling Fire Casualties}}{\text{Resident Population}} \times 4 \right) + \text{Building Fire} + \left( \text{IMD} \times 2 \right) = \text{Risk Score}$$

The table below highlights the breakdown of each LSOA based on our fire risk map formula. Through our proactive prevention and protection work, the overall fire risk map gradings have been reducing year on year. In 2026, over half the population of Lancashire is now in a low LSOA (59.9%), whilst just 1.1% of Lancashire’s population is in a very high LSOA (1.1%).

| Risk Category | Population | % of Population | No. of LSOA’s |
|---------------|------------|-----------------|---------------|
| Very High     | 17,402     | 1.1%            | 11            |
| High          | 82,441     | 5.1%            | 47            |
| Medium        | 542,540    | 33.9%           | 325           |
| Low           | 959,262    | 59.9%           | 562           |
| Total         | 1,610,645  | 100%            | 945           |



# Response standards

Each fire and rescue service sets their own response standards, and in Lancashire we set some of the most robust standards in the country. Our standards measure from the ‘time of call’ to the ‘time in attendance’ of the first fire engine arriving at the incident.

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Currently, we utilise our fire risk map to categorise each LSOA and set a response standard of:

|                     |                |                  |               |
|---------------------|----------------|------------------|---------------|
| Very high risk area | High risk area | Medium risk area | Low risk area |
| 6 minutes           | 8 minutes      | 10 minutes       | 12 minutes    |

Page 123

Our latest four year overall average response time to critical fire incidents is

7 minutes 32 seconds

| Critical Fire Response | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|------------------------|---------|---------|---------|---------|
| Very High (6 minutes)  | 05:35   | 05:51   | 05:52   | 05:26   |
| High (8 minutes)       | 06:15   | 06:03   | 06:18   | 06:05   |
| Medium (10 minutes)    | 06:27   | 06:47   | 07:08   | 07:11   |
| Low (12 minutes)       | 08:33   | 09:02   | 08:48   | 09:12   |
| Overall                | 07:12   | 07:30   | 07:38   | 07:50   |

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard of 13 minutes.

Our latest four year overall average response time to critical special service incidents is

8 minutes 35 seconds

| Critical Special Service Response | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|-----------------------------------|---------|---------|---------|---------|
| (13 minutes)                      | 08:17   | 08:31   | 08:46   | 08:49   |

As part of this CRMP consultation, we want to gauge views on whether our current response standard model is appropriate, or whether we should move to simpler single response standards whilst retaining the fire risk formula for prevention and resource allocation.





# Our strategic priorities

Page 124

# 04



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

### Our intent

We will develop and sustain a professional, skilled, diverse and resilient workforce, ensuring we have the right people, with the right skills, in the right place at the right time to deliver our CRMP and make Lancashire safer. We seek to recruit people with a wide range of backgrounds, skills knowledge and experience.

Our approach links

**people** —→ **capability** —→ **performance** —→ **outcomes**

ensuring we remain adaptable, inclusive and able to respond to change, financial pressures and emerging risks.

### Delivering our people strategy

Our people strategy enables:

**A skilled and competent workforce aligned to risk**

**A diverse and inclusive organisation reflecting our communities**

**A resilient workforce able to adapt to change**

**A high-performing culture driven by values and leadership**

These ensure our workforce directly supports the delivery of the CRMP and Service priorities.

# Our people priorities

## 1. Culture, values, standards and behaviours

### Area of focus

Create a workplace where STRIVE values, inclusion and the Code of Ethics are embedded, and everyone feels valued, respected and able to contribute.

#### What we will do:

- ✓ Embed Service values through training, leadership and everyday behaviours
- ✓ Strengthen professional standards and organisational learning
- ✓ Ensure open and transparent decision-making processes where staff are consulted and engaged
- ✓ Improve confidence in speaking up and raising concerns
- ✓ Use employee voice and feedback to shape policy and practice
- ✓ Consult with community members and blue light partners to identify barriers to recruitment and work to remove those barriers
- ✓ Be open and transparent in relation to our recruitment processes

### How we will measure progress

Staff survey results (values, inclusion, trust)

Organisational learning submissions and debriefs

Number and timeliness of professional standards cases

Confidence in reporting concerns

## 2. Employer of choice and workforce planning

### Area of focus

Be recognised as an employer of choice, attracting and retaining a diverse, skilled workforce aligned to service risk and demand.

#### What we will do:

- ✓ Strengthen employer brand and recruitment campaigns
- ✓ Deliver inclusive recruitment for wholetime and on-call roles
- ✓ Develop alternative entry routes and career pathways
- ✓ Improve on-call recruitment and availability
- ✓ Use data to inform workforce planning and future demand

### How we will measure progress

Workforce diversity and representation

On-call availability levels aligned to risk and demand

The diversity of applicants to roles within LFRS

### 3. Leadership and management capability

#### Area of focus

Develop leaders who model the Service values, lead change, manage performance and inspire high performance.

#### What we will do:

- ✓ Deliver leadership and management development programmes
- ✓ Promote coaching, mentoring and continuous development
- ✓ Give leaders the confidence to manage performance and challenge poor standards of behaviour
- ✓ Promote access to leadership qualifications and development opportunities

#### How we will measure progress

Completion of management development programmes

Performance management outcomes

Staff feedback on leadership effectiveness

### 4. Talent management and succession planning

#### Area of focus

Identify and develop talent to ensure future leadership, critical skills and workforce sustainability.

#### What we will do:

- ✓ Develop a shared understanding of talent
- ✓ Align workforce planning with retirement, risk and future roles
- ✓ Strengthen succession planning and career pathways
- ✓ Use workforce data to inform strategic decisions

#### How we will measure progress

Internal promotion rates

Succession plans in place for key roles

Workforce risk gaps identified and mitigated

Appraisal completion and quality

## 5. Wellbeing, skills and workforce capability

### Area of focus

Support a healthy, resilient and highly trained workforce capable of delivering operational excellence.

#### What we will do:

- ✓ Promote mental health, wellbeing and resilience initiatives
- ✓ Maintain fitness, health and safety standards
- ✓ Reduce the risk of contaminants exposure
- ✓ Deliver risk-based training aligned to operational needs
- ✓ Address skills gaps and emerging risks (e.g. contaminants, digital)
- ✓ Support neurodiversity and inclusive working environments

### How we will measure progress

Sickness  
absence  
indicators

Competence  
and training  
completion  
rates

Injury and  
safety trends

Feedback from  
training and  
operational  
assurance

## 6. Engagement, communication and change

### Area of focus

Create a culture where staff are engaged, informed and actively involved in shaping the Service.

#### What we will do:

- ✓ Strengthen engagement with staff, unions and representative bodies
- ✓ Improve leadership communications at all levels of the Service
- ✓ Provide opportunities for people to share their ideas, solutions and improvements
- ✓ Involve staff in planning, decision-making, and change programmes
- ✓ Consult with employee voice groups to identify impacts on people

### How we will measure progress

Staff  
engagement  
and survey  
results

Participation in  
consultations  
and feedback  
mechanisms

Delivery  
of change  
programmes

Efficiency and  
productivity  
improvements





# Preventing fires and other emergencies from happening

## Our intent

We will prevent fires and other emergencies and reduce harm, focusing our resources where they will have the greatest impact. Our approach is risk-based, person-centered and evidence-led, targeting those most at risk while supporting safer, stronger and more resilient communities across Lancashire. We will make the most efficient use of our resources through a flexible delivery model utilising community fire safety teams, operational firefighters and digital and self service solutions.

## Delivering prevention excellence

Our prevention approach ensures:

**A targeted approach, focusing on those most at risk**

**A consistent and evidence-led service across Lancashire**

**An effective use of resources and digital offerings aligned to risk and demand**

**A learning-driven culture that continuously improves outcomes**

Performance will be managed through a balanced framework of activity, quality and impact, ensuring prevention delivers measurable reductions in risk and harm.

## Our prevention priorities

### 1. Home Fire Safety

#### Area of focus

**Reduce the likelihood and impact of accidental dwelling fires by targeting high-risk people, homes and communities.**

#### What we will do:

- ✓ Deliver risk-based Home Fire Safety Checks (HFSC) using a tiered approach
- ✓ Prioritise vulnerable individuals and high-risk households
- ✓ Use data and intelligence to target deprivation, vulnerability and housing risk
- ✓ Deliver face-to-face interventions where risk is highest
- ✓ Maintain accessible advice for all through digital and self-service options

#### How we will measure progress

**Number and proportion of HFSCs delivered to high-risk households**

**Reduction in accidental dwelling fires and related harm**

**Evidence of effective risk-based targeting**

**Outcomes from HFSC interventions and safeguarding activity**

## 2. Prevent Fires

### Area of focus

Reduce deliberate fires, wildfires and secondary fires through targeted prevention, early intervention and partnership working.

#### What we will do:

- ✓ Deliver multi-agency arson reduction initiatives
- ✓ Target high-risk locations, including vacant properties and custodial settings
- ✓ Provide education through youth engagement and early intervention programmes
- ✓ Deliver seasonal and place-based wildfire campaigns
- ✓ Work with landowners, local authorities and communities to reduce risk

### How we will measure progress

Reduction in deliberate fires, secondary fires and wildfires

Number and effectiveness of targeted interventions and campaigns

Engagement with young people and at-risk groups

Outcomes from partner-led initiatives and joint working

## 3. Resilience to Severe Weather

### Area of focus

Reduce harm from flooding and water-related incidents by building community resilience and awareness.

#### What we will do:

- ✓ Deliver targeted water safety education and prevention activity
- ✓ Support and enable partnership approaches to flooding and water risk
- ✓ Focus activity where it adds value and avoids duplication
- ✓ Promote community awareness and preparedness

### How we will measure progress

Reduction in water-related fatalities and incidents

Reach and impact of water safety campaigns

Evidence of effective partnership delivery

Community awareness and engagement outcomes

## 4. Safer Roads

### Area of focus

Reduce harm from road traffic collisions by influencing behaviour and targeting those most at risk.

#### What we will do:

- ✓ Deliver evidence-based road safety interventions
- ✓ Work with partners to target high-risk groups and locations
- ✓ Focus on behaviour change and prevention campaigns
- ✓ Support multi-agency approaches to reducing serious injuries and fatalities

### How we will measure progress

Reduction in  
RTC fatalities  
and serious  
injuries

Delivery  
and impact  
of targeted  
road safety  
campaigns

Evidence of  
behaviour  
change in  
priority groups

Partner  
feedback and  
joint outcomes

## 5. Stronger Resilient Communities

### Area of focus

Improve outcomes by reducing vulnerability, safeguarding those at risk and supporting community resilience.

#### What we will do:

- ✓ Identify, signpost, and safeguard vulnerable individuals
- ✓ Work with community safety partnerships to improve outcomes beyond emergency response
- ✓ Deliver early interventions to reduce risk and harm
- ✓ Use data, learning and intelligence to continuously improve services
- ✓ Support community programmes and engagement activity

### How we will measure progress

Number and  
outcomes of  
safeguarding  
referrals and  
interventions

Evidence  
of reduced  
vulnerability  
and improved  
outcomes

Impact of  
community  
engagement  
and prevention  
programmes

Continuous  
improvement  
driven by data,  
learning and  
evaluation



# Protecting people and property when fires happen

## Our intent

We will reduce fire risk in buildings by ensuring those responsible for premises understand and meet their legal duties, and that buildings are safe, compliant and protect people if a fire occurs. This will be delivered through intelligence-led regulation, partnership working and proportionate enforcement, aligned to risk and harm.

Page 131

## Delivering protection excellence

Our protection approach ensures:

A risk-based, intelligence-led approach that targets the highest risk premises and greatest threats to life

A consistent and proportionate regulatory service, balancing advice, engagement and enforcement

Effective use of resources and a competent workforce to manage risk, demand and complex buildings

A partnership-driven approach that improves compliance, strengthens systems and delivers safer buildings

Performance will be managed through a balanced framework of activity, quality and impact, ensuring protection activity delivers measurable improvements in compliance, building safety and risk reduction.

## Our protection priorities

### 1. Target Risk

#### Area of focus

Identify high-risk and regulated premises, prioritise activity, reducing the likelihood and impact of fire where it would present the greatest risk to life.

#### What we will do:

- ✓ Target inspection, audit and engagement activity at the highest risk premises
- ✓ Support responsible persons to improve compliance through advice, engagement and education
- ✓ Deliver a risk-based intervention programme across all risk levels
- ✓ Use enforcement confidently and proportionately where serious non-compliance exists
- ✓ Increase business safety engagement and campaigns to drive self-compliance

#### How we will measure progress

Delivery against the risk-based intervention programme (activity vs plan)

Number and outcome of audits, inspections and enforcement actions

Levels of compliance in high-risk premises

Impact of business safety campaigns and engagement activity

Reduction in serious fire safety breaches identified



## 2. Safer Buildings

### Area of focus

Improving safety in complex and higher-risk buildings, ensuring robust fire safety management and compliance with evolving legislation.

#### What we will do:

- ✓ Deliver responsibilities arising from the Grenfell Tower Inquiry and fire safety legislation
- ✓ Work with accountable persons, residents and regulators to provide assurance
- ✓ Focus on ongoing safety management and system performance in higher-risk buildings
- ✓ Strengthen engagement to improve compliance and safety outcomes
- ✓ Maintain a competent workforce with the technical skills to manage complex buildings

### How we will measure progress

Compliance levels in higher-risk and high-rise residential buildings

Number and quality of interactions with accountable persons and regulators

Outcomes from building safety case reviews and audits

Workforce competence levels in protection and complex risk

Reduction in fire safety deficiencies in complex buildings

Number of building regulation consultations within timeframe

## 3. Stronger Systems

### Area of focus

Enabling system-wide risk reduction through intelligence, workforce capability and integrated working across prevention, protection and response.

#### What we will do:

- ✓ Use intelligence, incident learning and assurance to continuously improve risk profiling
- ✓ Strengthen links between protection, prevention and operational response
- ✓ Develop workforce capability through training, assessment and succession planning
- ✓ Work with partners to drive compliance across organisations and building portfolios
- ✓ Deliver Business Fire Safety Checks (BFSCs) to improve compliance in lower-risk premises
- ✓ Enhance fire safety awareness across staff and partner functions

### How we will measure progress

Quality and use of risk and intelligence data

Completion of BFSC activity and outcomes

Workforce competent and in-date for protection roles

Evidence of learning from incidents influencing activity

Effectiveness of cross-service working (prevention-protection-response)



## 4. Supporting delivery and performance

### Area of focus

Deliver a high-performing, risk-led protection service, focused on outcomes and continuous improvement.

#### What we will do:

- ✓ Deliver targeted risk-based inspections and campaigns
- ✓ Maintain compliance in high-rise and regulated premises
- ✓ Reduce unwanted fire signals in commercial properties
- ✓ Deliver through annual service planning and protection delivery plans

### How we will measure progress

Volume  
and type of  
protection  
activity  
delivered

Outcomes  
from  
intervention  
activity and  
enforcement

Progress  
against  
risk-based  
intervention  
programme

Evaluation of  
campaigns  
and assurance  
activity

# Responding to fires and other emergencies quickly and competently

### Our intent

We will provide a safe, effective and timely emergency response, aligned to risk and demand. Our approach ensures we have the right people, skills and resources in the right place at the right time, supported by strong leadership, risk intelligence and continuous improvement.

This strategy creates a clear link between

**risk** —→ **activity** —→ **performance**

ensuring our response is resilient, intelligence-led and high performing, underpinned by a strong health and safety culture and operational excellence.



# Our response priorities

## 1. Availability

### Area of focus

**Deliver a sustainable, efficient and effective response model, with people and resources aligned to risk and demand.**

#### What we will do:

- ✓ Ensure response arrangements deliver effective attendance and performance across incident types
- ✓ Use all operational staff in a flexible way to improve response and availability
- ✓ Maintain wholtime and on-call availability, strengthening recruitment, retention and availability
- ✓ Use real-time visibility and forecasting to manage staffing and appliance availability
- ✓ Align workforce planning to retirement profiles, succession and emerging risks
- ✓ Maintain national resilience capabilities and assure against national standards
- ✓ Adopt a flexible, risk-based deployment model aligned to risk and demand through use of pilots and evidence

### How we will measure progress

Appliance  
and staff  
availability  
levels

Attendance  
times and  
response  
performance

On-call  
recruitment  
and retention

Accuracy of  
availability  
and  
forecasting  
systems

## 2. Competence

### Area of focus

**Ensure our workforce is competent, confident and adaptable, able to respond safely to current and emerging risks.**

#### What we will do:

- ✓ Deliver risk-based, realistic training aligned to operational requirements
- ✓ Increase training at high-risk sites and multi-agency exercises
- ✓ Embed organisational learning from incidents and training
- ✓ Align training to local and national learning and risk intelligence
- ✓ Build capability to respond to emerging risks, including climate impacts
- ✓ Maintain fitness, wellbeing and specialist capability
- ✓ Deliver training in a flexible way, using digital and innovation opportunities to ensure efficiency and effectiveness

### How we will measure progress

Staff  
competence  
for risk-critical  
skills

Completion of  
training plans  
and exercises

Delivery of  
learning  
actions from  
debriefs

Fitness levels  
and health  
indicators



### 3. Preparedness

#### Area of focus

Be a risk-informed, well-prepared organisation, ready to respond to complex, large-scale and emerging incidents.

##### What we will do:

- ✓ Maintain accurate, accessible and consistent risk information
- ✓ Strengthen multi-agency planning through Lancashire Resilience Forum partners
- ✓ Align response activity with prevention and protection strategies
- ✓ Enhance preparedness for major incidents, severe weather, terrorism and disruption
- ✓ Strengthen business continuity and organisational resilience
- ✓ Ensure staff are prepared for emerging and climate-driven risks

#### How we will measure progress

Accurate risk information which is current and accessible

Delivery of multi-agency plans and exercises

Outcomes from business continuity testing

Preparedness for major and emerging risks

### 4. Operational excellence and continuous improvement

#### Area of focus

Deliver high-performing, learning-driven emergency response, achieving the best outcomes for communities.

##### What we will do:

- ✓ Embed continuous improvement through assurance and learning
- ✓ Strengthen incident command, leadership and decision-making
- ✓ Use performance data and key performance indicators to drive improvement
- ✓ Maintain a strong focus on firefighter and public safety

#### How we will measure progress

Incident outcomes and effectiveness

Firefighter safety indicators and learning

Completion of assurance and improvement actions

Evidence of continuous improvement

#### Delivering operational excellence

Our response model integrates availability, competence and preparedness to deliver:

**A safe response** – protecting firefighters and the public

**An effective response** – resolving incidents and reducing harm

**An efficient response** – using resources proportionately

**A learning-driven response** – continually improving through experience

We will provide a resilient, risk-based and intelligence-led response service with the people, skills, vehicles, equipment and command arrangements needed to deal with both routine and complex incidents quickly, safely and effectively.





# Use digital, data and technology as a key enabler of safer, more efficient services

## Our intent

We will use digital, data and technology to deliver a more effective, efficient and resilient fire and rescue service, ensuring our workforce has the tools, skills and information needed to serve our communities safely.

Our approach links

**data** —→ **insight** —→ **decision-making** —→ **improvement**

supporting prevention, protection and response activity, while maintaining secure, reliable and modern systems.

## Our digital, data and technology priorities

### 1. Digitally enabled workforce

#### Area of focus

Ensure all staff have access to the right technology, data and skills, enabling them to work efficiently, collaborate effectively and deliver high-quality services.

#### What we will do:

- ✓ Expand access to digital tools, mobile technology and modern workplace platforms
- ✓ Build digital skills and confidence, supporting a culture of digital-first working
- ✓ Digitise key operational processes (mobilising, incident ground, reporting and learning)
- ✓ Strengthen collaboration through shared platforms and communities of practice
- ✓ Deliver digital change aligned to people, inclusion and wellbeing priorities

#### How we will measure progress

Staff with access to mobile and digital tools

Workforce digital skills and confidence levels

Uptake of automation, digital forms and collaboration tools

Reduction in manual processes / administrative time

## 2. Data maturity and insight

### Area of focus

**Develop trusted, accessible and connected data, enabling evidence-based decision making across all service areas.**

#### What we will do:

- ✓ Improve data quality, ownership and governance across key datasets
- ✓ Increase data literacy for staff based on role requirements
- ✓ Provide consistent, accessible data and reporting tools
- ✓ Integrate systems to ensure data flows across prevention, protection and response
- ✓ Develop a modern, cloud-based data architecture and shared datasets

### How we will measure progress

**Data quality scores against defined standards**

**Datasets with clear ownership and governance**

**Usage levels of data dashboards and insight tools**

**Evidence of data-driven decision making in key areas**

## 3. Strong technical foundations

### Area of focus

**Provide a modern, resilient and integrated technology estate that supports operational delivery and future innovation.**

#### What we will do:

- ✓ Replace legacy systems with secure, cloud-based and integrated solutions
- ✓ Implement modern mobilising and operational systems
- ✓ Strengthen digital capabilities on appliances and the fireground
- ✓ Maximise value from platforms such as Microsoft 365 and automation tools
- ✓ Modernise infrastructure to ensure resilience, scalability and performance

### How we will measure progress

**Reduction in legacy systems and technical risk**

**System availability and reliability performance**

**User satisfaction with digital services and tools**

**Efficiency gains through automation and integration**

## 4. Cyber security and resilience

### Area of focus

Protect our systems, data and services through strong, proportionate cyber security and resilience arrangements.

#### What we will do:

- ✓ Identify, protect, detect and respond to cyber risks and threats
- ✓ Strengthen monitoring, testing and assurance of security controls
- ✓ Maintain robust incident response and recovery arrangements
- ✓ Improve workforce awareness of cyber risks and responsibilities
- ✓ Align with national cyber and information governance standards

### How we will measure progress

Number and severity of cyber incidents

Compliance with national standards and frameworks

Workforce completion of cyber training and awareness

Results from audits, testing and assurance activity

## 5. Value for money and continuous improvement

### Area of focus

Ensure investment in digital, data and technology delivers efficiency, value for money and continuous improvement.

#### What we will do:

- ✓ Apply reuse, buy, build principles to maximise efficiency
- ✓ Embed automation and digital redesign of services
- ✓ Collaborate with partners to achieve economies of scale
- ✓ Use a structured plan-do-check-review approach
- ✓ Continuously identify opportunities for innovation and improvement

### How we will measure progress

Financial savings and return on investment

Services digitised or redesigned

Evidence of efficiency improvements

Delivery of planned change and improvement programmes

## 6. Emerging technology

### Area of focus

Use emerging technologies, including AI and automation, to improve productivity, decision making and service delivery.

#### What we will do:

- ✓ Explore and adopt automation and AI solutions where they add value
- ✓ Focus on measurable productivity and efficiency gains
- ✓ Ensure appropriate governance and human oversight
- ✓ Work with partners and stakeholders to develop innovative solutions
- ✓ Align use of AI with ethical and national frameworks

### How we will measure progress

Number of AI/  
automation  
use cases  
implemented

Measurable  
productivity  
and efficiency  
gains

Compliance  
with AI  
governance  
and ethics  
standards

User adoption  
of new  
technologies

## 7. National alignment and collaboration

### Area of focus

Align with national standards and work with partners to deliver consistent, collaborative and future-ready digital services.

#### What we will do:

- ✓ Align with NFCC, government and sector standards
- ✓ Participate in national and regional collaboration programmes
- ✓ Share and adopt best practice across fire and rescue services
- ✓ Explore opportunities for joint solutions and procurement

### How we will measure progress

Level of  
alignment  
with national  
frameworks  
and standards

Participation in  
collaborative  
initiatives

Evidence  
of shared  
solutions and  
efficiencies

External  
feedback  
and sector  
benchmarking

### Delivering digital transformation

Our strategy underpins all areas of service delivery by ensuring:

- ✓ Better risk identification and targeting
- ✓ Improved decision making and operational effectiveness
- ✓ More efficient and modern ways of working
- ✓ A secure and resilient service





# Delivering value for money in how we use our resources

## Our intent

Value for money is achieved by balancing economy, efficiency and effectiveness, ensuring that resources are used proportionately to reduce risk and improve outcomes. We will ensure that public money is used responsibly, transparently and sustainably, aligning resources to risk and demand while maintaining financial resilience.

Our approach links

**resource** —→ **risk** —→ **performance** —→ **outcomes**

ensuring that investment decisions deliver the greatest impact for our communities and support the long-term sustainability of the Service.

The delivery of this plan is aligned to the Medium-Term Financial Strategy, ensuring that proposals are affordable, sustainable and consistent with the Combined Fire Authority's financial planning assumptions. We will drive continuous improvement by redesigning services, embracing innovation and making best use of digital, data and technology to maximise value from our resources.

## Our value for money priorities

### 1. Financial sustainability and resilience

#### Area of focus

**Maintaining a stable and sustainable financial position, ensuring the Service can deliver its priorities both now and in the future.**

#### What we will do:

- ✓ Maintain a robust Medium Term Financial Strategy aligned to the CRMP
- ✓ Monitor and manage financial risks including funding uncertainty, inflation and pay pressures
- ✓ Use reserves and financial planning to manage uncertainty and maintain resilience
- ✓ Ensure budgets are realistic, balanced and regularly reviewed

#### How we will measure progress

**Delivery of balanced budgets across the planning period**

**Accuracy of financial forecasting and variance against budget**

**Level of reserves in line with agreed strategy**

**Effective management of financial risks and issues**

**Evidence of improved outcomes from investment decisions**

**Demonstration that resources are delivering measurable reductions in risk and demand over time**

## 2. Prioritisation and resource allocation

### Area of focus

**Directing resources to activity that has the greatest impact on risk reduction, statutory compliance and service delivery.**

#### What we will do:

- ✓ Align workforce, estate, fleet and investment decisions to risk and demand
- ✓ Use data and intelligence to inform resource allocation and prioritisation
- ✓ Ensure all major investment decisions are supported by a clear business case
- ✓ Regularly review resource deployment to ensure it remains aligned to risk
- ✓ Where appropriate deliver efficiencies through collaboration, shared services and joint procurement
- ✓ Prioritise resources toward activities that deliver the greatest impact on risk, recognising that lower-value activity may be reduced or ceased where necessary
- ✓ Work collaborating with partners to deliver services efficiently, helping keep Lancashire safe.

### How we will measure progress

**Evidence of resource allocation aligned to risk profiles**

**Delivery of investment programmes against agreed priorities**

**Outcomes delivered from key investment decisions**

**Ongoing review and adjustment of resource deployment**

## 3. Productivity and efficiency

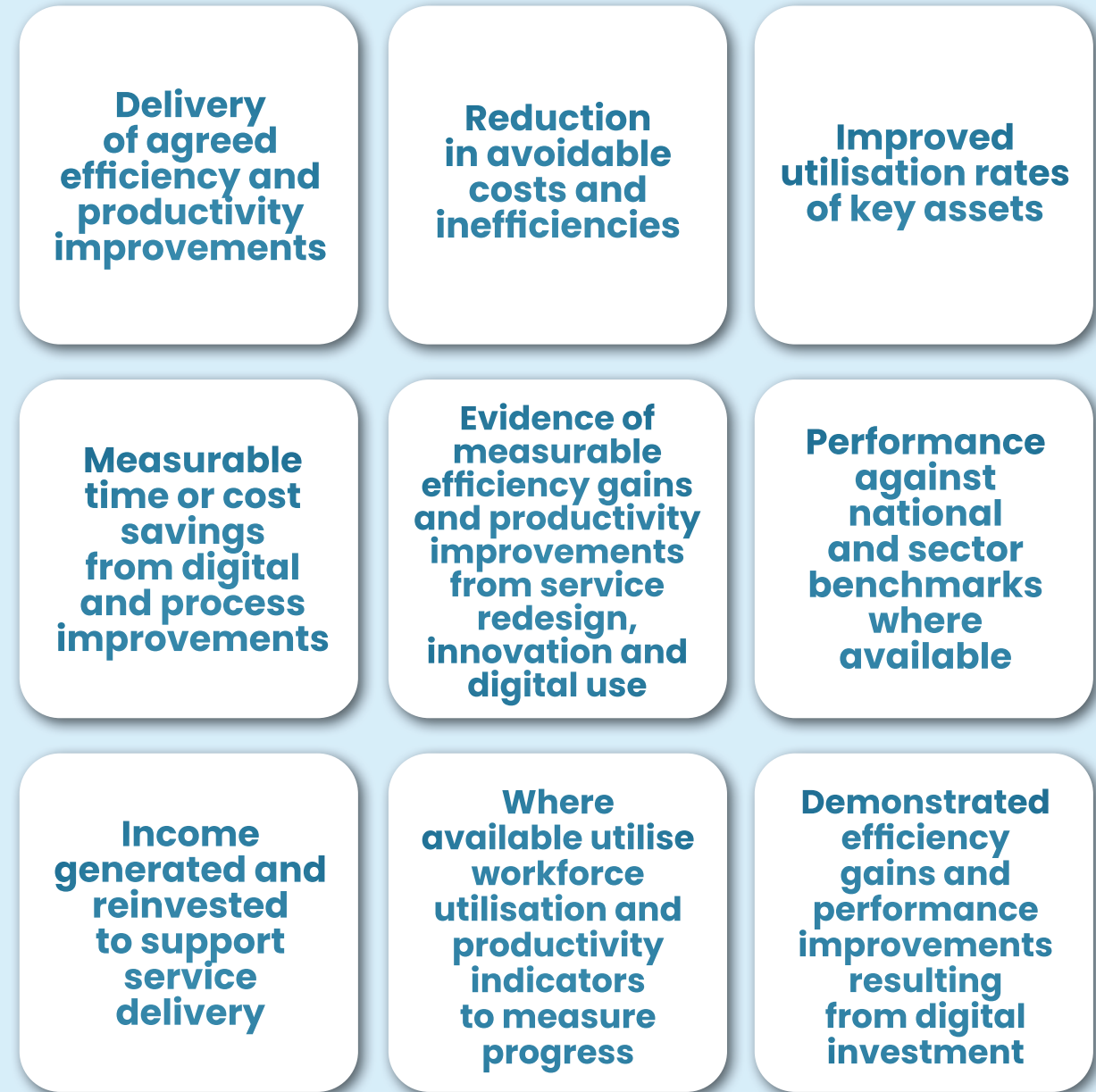
### Area of focus

**Improving productivity and efficiency to maximise the value delivered from available resources.**

#### What we will do:

- ✓ Deliver productivity and efficiency programmes across all service areas
- ✓ Improve utilisation of workforce, fleet and estate assets
- ✓ Reduce unnecessary demand and non-value-adding activity
- ✓ Use digital, data and technology to streamline processes and improve delivery
- ✓ Continuously improve services through redesign, automation and innovation to increase productivity and reduce unnecessary activity
- ✓ Benchmark our costs, performance and where available productivity against other fire and rescue services and sector standards
- ✓ Consider appropriate opportunities for income generation and cost recovery, where this supports service delivery and represents value for money
- ✓ Improve workforce productivity through effective utilisation, skills mix and flexible deployment aligned to risk and demand
- ✓ Ensure investment in digital, data and technology delivers measurable improvements in productivity, efficiency and decision-making

How we will measure progress



4. Asset sustainability and investment

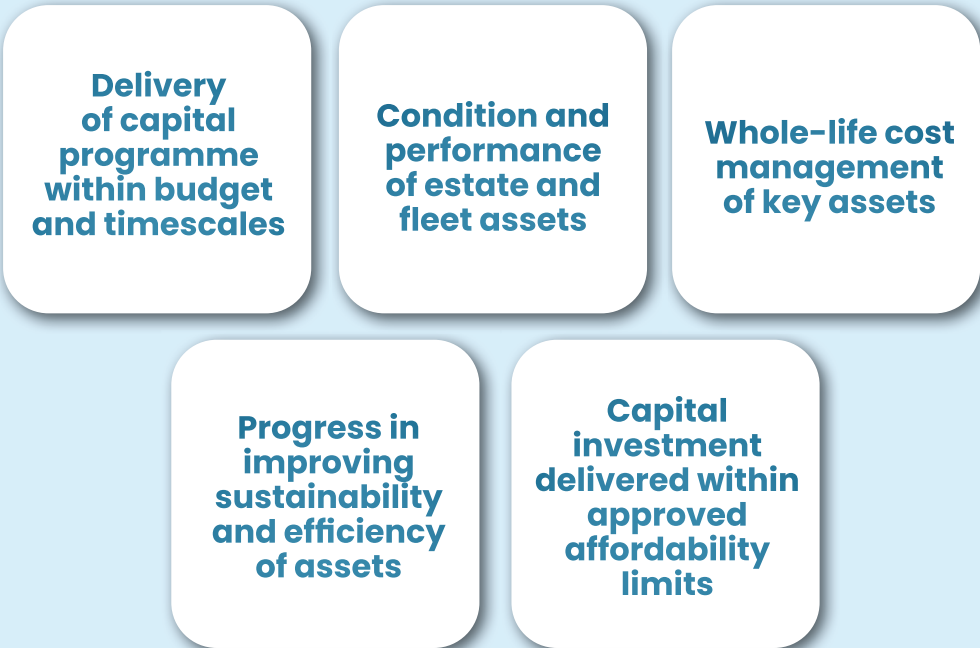
Area of focus

Ensuring that estate, fleet and equipment are safe, effective and sustainable, supporting current and future service needs.

What we will do:

- ✓ Deliver a long-term capital programme aligned to risk and operational requirements
- ✓ Maintain and invest in buildings, fleet and equipment to ensure fitness for purpose
- ✓ Extend asset life where appropriate to maximise value for money
- ✓ Transition to more sustainable and efficient assets over time
- ✓ Ensure all capital investment decisions are assessed for affordability, sustainability and prudence in line with the Prudential Code
- ✓ Seek opportunities to innovate to keep firefighters and communities safe

How we will measure progress



5. Assurance, transparency and accountability

Area of focus

Ensuring strong governance, transparency and accountability for how resources are used.

What we will do:

- ✓ Maintain clear financial governance and oversight through the Combined Fire Authority
- ✓ Monitor performance, benefits and risks through established governance arrangements
- ✓ Publish clear and transparent financial and performance information
- ✓ Ensure compliance with statutory financial responsibilities
- ✓ Evidence that improvement activity delivers sustained benefits and value for money
- ✓ Track and evaluate the benefits of investment and improvement programmes through structured benefits realisation and post-implementation review
- ✓ Ensure that financial decisions deliver improved outcomes for communities and reflect public expectations of value

How we will measure progress



Delivering value for money

Our approach ensures:

- ✓ Resources are aligned to risk and demand
- ✓ Investment decisions are evidence-based and outcome-focused
- ✓ The Service remains financially sustainable and resilient
- ✓ Value for money is demonstrated through measurable outcomes and performance



# Delivering our plan

# 05

## Implementation, governance and assurance

This CRMP is the Service's medium-term strategic plan. It is supported by the Strategic Assessment of Risk, core strategies for prevention, protection, response, people, digital and finance and the annual service planning process.

Each year, the Service produces an Annual Service Plan which sets out the key projects, milestones and measures for the coming year. This will align to available resources, emerging risk, corporate governance and the outcomes in this plan.

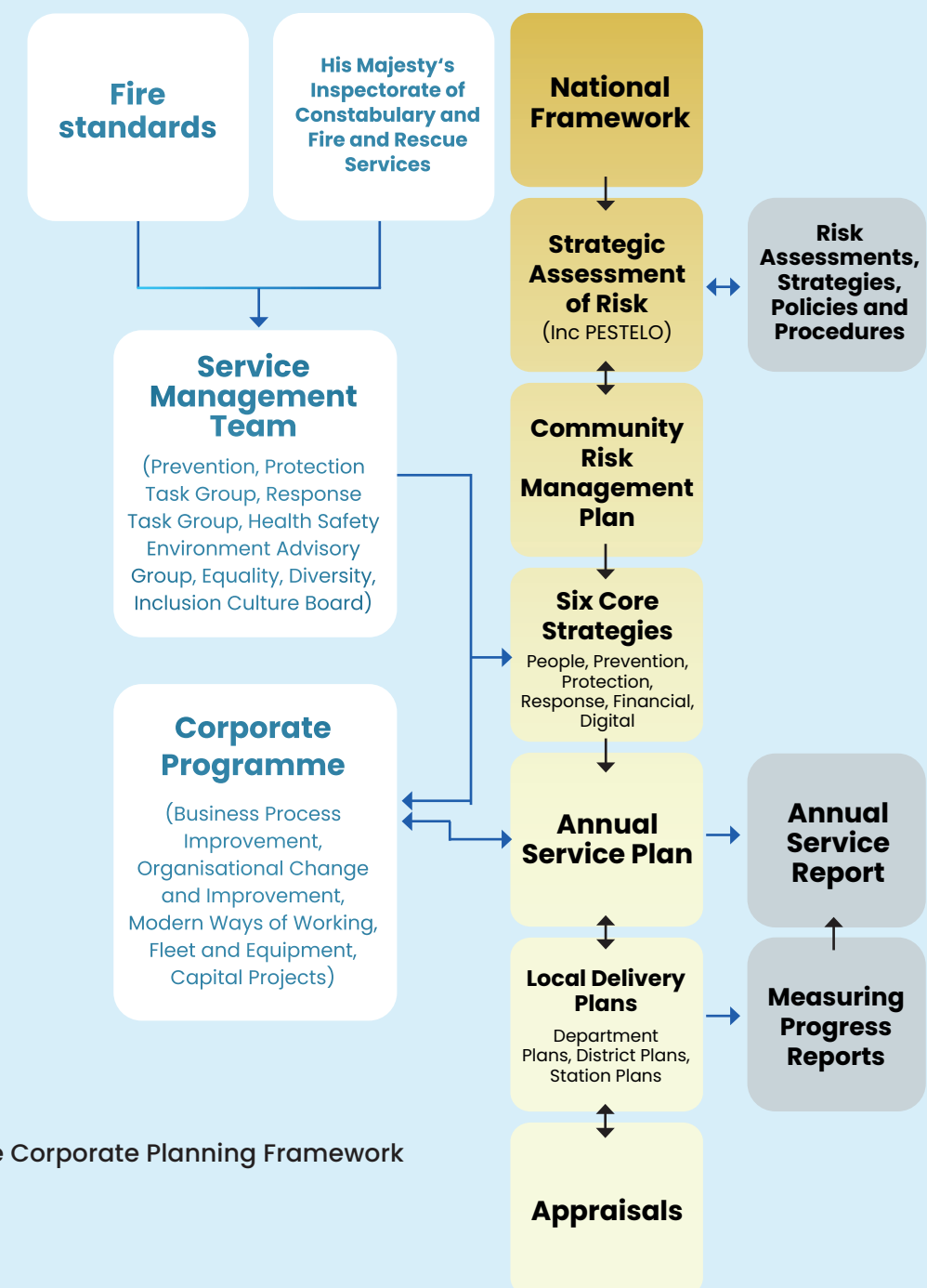


Figure 8: The Corporate Planning Framework



Our planning framework is presented on the previous page which shows the inter-dependencies between the various elements of the planning strategy.

Delivery will be overseen through the Service's governance framework, with progress monitored through performance reporting, strategic reviews, risk management arrangements and the scrutiny of the Combined Fire Authority.

The plan will be reviewed annually, and we will refresh it when there is a significant change in risk, legislation, policy, funding or organisational design. We will keep the public, staff and stakeholders informed through transparent reporting.



## Consultation and engagement

Engagement and consultation are central to the development of our CRMP, ensuring that the views of the public, staff and stakeholders shape our Service's priorities and approach. We undertake structured engagement with a wide range of groups, including residents, businesses, partners and employees. This helps us to understand what matters most to our communities and how proposed changes may affect them.



Our two-phased approach to consultation allows us to gather early insight to inform the development of options for how we deliver our services in the future, while the second phase provides a full consultation on the draft CRMP. Feedback from both stages helps ensure the final plan reflects community needs and expectations and helps us to ensure that our resources are prioritised effectively to manage risk, demand and vulnerability across Lancashire.





# How we will measure progress

## Key performance indicators

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

KPIs are quantifiable measures used to evaluate success in meeting our objectives. They help to monitor and measure our performance and are scrutinised quarterly by the Combined Fire Authority, and subsequently published in our Measuring Progress Reports, which are available on our website at [www.lancsfirerescue.org.uk/performance](http://www.lancsfirerescue.org.uk/performance).

We also use local internal indicators to monitor trends and changes in activity and risk, which help us to plan local activities and resource allocation accordingly.

Our current KPIs are outlined on the next page, however through this consultation, we are seeking views on whether they are still relevant, need refreshing or indeed, new measures need introducing.



# FIRE & RESCUE

### KPI 1: Valuing our people so they can focus on making Lancashire safer

- 1.1 Overall staff engagement
- 1.2.1 Staff absence – wholetime
- 1.2.2 Staff absence – on-call
- 1.2.3 Staff absence – green book
- 1.3.1 Workforce diversity
- 1.3.2 Workforce diversity recruited
- 1.4 Staff accidents

### KPI 2: Preventing fires and other emergencies from happening / Protecting people and property when fires happen

- 2.1 Critical fire risk map score
- 2.2 Overall activity
- 2.3 Accidental dwelling fires (ADF)
- 2.3.1 ADF – harm to people – casualties
- 2.3.2 ADF – harm to property – extent of damage (fire severity)
- 2.4 Accidental building fires (ABF) (commercial premises)
- 2.4.1 ABF (commercial premises) – harm to property – extent of damage (fire severity)
- 2.5 ABF (non-commercial premises)
- 2.5.1 ABF (non-commercial premises: private garages and sheds) – harm to property – extent of damage (fire severity)
- 2.6 Deliberate fires total
- 2.6.1 Deliberate fires – dwellings
- 2.6.2 Deliberate fires – commercial premises
- 2.6.3 Deliberate fires – other (rubbish, grassland, vehicles etc)
- 2.7 Home fire safety checks
- 2.8 Numbers of other prevention activities delivered such as Childsafe / Wasted Lives
- 2.9 Business fire safety checks
- 2.9.1 Fire safety activity
- 2.10 Building regulation consultations (number and completed on time)

### KPI 3: Responding to fires and other emergencies quickly and competently

- 3.1 Critical fire response – 1st fire engine attendance
- 3.2 Critical special service response – 1st fire engine attendance
- 3.3 Fire engine availability

### KPI 4: Delivering value for money in how we use our resources

- 4.1 Progress against allocated budget
- 4.2 Partnership collaboration
- 4.3 Overall user satisfaction



# Progress and achievements during the current CRMP

Page 147

06

# Progress since the 2022-27 CRMP

What have we achieved?

## For our communities

- Continued delivery of targeted prevention activity for those most at risk of fire and other emergencies.
- Strong protection performance, including risk-based inspection activity and continued work to reduce unwanted fire signals.
- Sustained response standards and strong performance in HMICFRS inspections.

## For our workforce

- Investment in training, leadership and workforce development.
- Continued focus on staff wellbeing and a supportive culture where everyone feels respected.
- Development of specialist skills and innovation in operational capability to meet changing risk.

## For our organisation and partners

- Improved use of data, technology, and performance management to support decision-making.
- Ongoing collaboration through the Lancashire Resilience Forum and wider partnerships.
- Continued focus on productivity, efficiency and value for money.

These achievements provide a strong foundation, but the environment in which we operate continues to change and new risks are emerging.





## His Majesty's Inspectorate of Constabulary and Fire and Rescue Services

HMICFRS plays a crucial role in fire and rescue services in England by providing independent assessments and reports on their effectiveness and efficiency.

In 2025, LFRS set the national benchmark for excellence, achieving the best ever inspection outcome by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services. The Service was awarded six 'outstanding' and five 'good' ratings across the 11 inspection areas. Five areas of promising practice were also recognised in the report.

### "Outstanding"

- At understanding the risk of fire and other emergencies.
- At protecting the public through fire regulation.
- At responding to major and multi-agency incidents.
- At making best use of resources.
- At promoting the right values and culture.
- At getting the right people with the right skills.

### "Good"

- At preventing fires and other risks.
- At responding to fires and other emergencies.
- At making the Fire and Rescue Service affordable now and in the future.
- At ensuring fairness and promoting diversity.
- At managing performance and developing leaders.

### Some of the highlights from the report include:

- Our excellent performance at keeping people safe and secure from fire and other risks.
- Our outstanding understanding of risk and how we use data and technology to keep our communities safe.
- Our sector-leading protection work, including our risk-based intervention programme and our commitment to reducing unwanted fire signals.
- Our strong values and inclusive culture, with staff feeling supported, listened to, and proud to work here.
- Our innovative use of resources, from mobile data terminals and drones to our investment in training and development.

The inspectorate praised the Service for its excellent performance and recognised our collaborative approach with partners, and our ability to adapt to new challenges and legislation. The Service's commitment to inclusivity, staff wellbeing, and community engagement were also highlighted as sector leading. Our commitment to continuous improvement was also recognised. As a service we recognise the importance of developing areas for improvement and learning from other services best practice. The full report can be read on the HMICFRS website.

**Lancashire Fire and Rescue Service has continued to make Lancashire safer by preventing emergencies, protecting people and buildings, responding effectively, and investing in staff, equipment, technology, and partnerships.**

# People

Continued to embed STRIVE values and the national Core Code of Ethics, supported by engagement, training, and clearer expectations of behaviour



Strengthened culture and accountability through equality impact assessments, confidential reporting, criminal records checks, and professional standards arrangements

Expanded development opportunities through leadership programmes, ILM qualifications, mentoring, coaching, project management training, and improved development handbooks



Improved wellbeing and safety through peer support ambassadors, trauma and emotions training, body worn camera trials, additional PPE, and improved fitness equipment

Invested in better facilities at fire stations and progressed long-term plans for modern training, office, and headquarters facilities

# Prevention



Delivered more than **22,000** Home Fire Safety Checks each year, increasing to over 23,000 annually, targeted at people most at risk



Reduction in the number of accidental dwelling fires



Improved access to home fire safety support through better partner referrals, online forms, training, and use of risk data.



Reached children, young people, and road users through school fire safety, Fire Cadets, King's Trust\* courses, and road safety education

Strengthened water safety and wildfire prevention through partnerships, moorland protection orders, public campaigns, and targeted advice

\* Formally known as Prince's Trust



# Protection



Introduced and expanded Business Fire Safety Checks, helping lower-risk premises while specialist staff focus on complex and higher-risk buildings



Delivered **3,348** checks in 2023-24 and **3,637** in 2024-25, helping more businesses understand and meet their fire safety duties



Improved how higher-risk premises are identified, inspected, and supported in line with changing fire safety legislation



Responded to Grenfell Tower Inquiry learning through tall building inspections, regulator engagement, and strengthened building safety work

Improved protection services through digital tools, mobile working, built environment training, and enforcement where serious failings were found

# Response



Kept all **39** fire stations and **58** fire appliances while implementing emergency cover review changes to strengthen resilience and efficiency



Used dynamic cover software to place crews and fire engines where they are needed most using real-time risk and demand information



Invested in 13 new fire engines, incident command units, technical rescue units, water towers, and a 45-metre aerial ladder platform

Strengthened high-rise, commercial building, water rescue, wildfire, flooding, and rural response capability through new equipment and specialist training

Introduced UK-leading innovation including an underwater drone, advanced sonar scanner, drone testing for wildfire prevention, and a UK-first on-call planning tool

Applied national learning from Grenfell Tower and Manchester Arena through improved evacuation, trauma care, joint working, and incident command arrangements

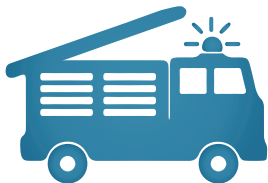


# Digital, data, productivity, and value for money

Made greater use of digital technology and data through a new data warehouse, Power BI dashboards, mobile device management, and digital tools for services



Fitted fire engines with rear demountable mobile data terminals so crews can access information more easily at incidents and in communities



Installed CCTV on frontline appliances and service vehicles to improve safety and help reduce collision-related costs

Delivered productivity and efficiency plans, improved rota management, and worked with other fire and rescue services to achieve better value for money

Progressed environmental sustainability through electric and hybrid vehicles, charging points, building surveys, and future carbon reduction planning





# Appendix 1: How we developed this plan

We have shaped our CRMP by thoroughly analysing local incident data, demographic shifts, and environmental hazards. This evidence is combined with extensive public consultation and financial forecasting to strategically deploy firefighters, equipment, and prevention programs to optimise public safety.

Engagement and consultation are central to the development of the CRMP, ensuring that the views of the public, staff and stakeholders shape the Service's priorities and approach. We are undertaking a two-phased approach to consultation, widespread consultation was undertaken in phase one (from 13 January to 15 March 2026) which allowed us to gather early insight to inform the development of this CRMP document.

In phase two we will undertake structured engagement with a wide range of groups, including residents, businesses, partners and employees, to help us to understand what matters most to Lancashire's communities and how proposed changes may affect them.

Feedback from both stages will help ensure the final plan reflects community needs and expectations and that our resources are prioritised effectively to manage risk, demand and vulnerability across Lancashire.

# Appendix 2: How we will measure progress

We will measure and explain the difference our actions are making so that we can remain accountable, improve how we work, and make best use of our resources. We will do this by using a mix of data, evaluation, feedback, and learning to understand both what is changing and why.

Ensuring the successful delivery of our CRMP and our priorities and objectives will be accomplished by monitoring the Service's plans. This includes our Annual Service Plan and our district and departmental plans. Our plans will have a diverse range of activities within them that link into the outcomes of the strategies.

Governance arrangements for these activities will vary. The Combined Fire Authority will oversee key areas, with other actions monitored and challenged throughout the year depending on their corporate significance through the Senior Management Team, departmental and other management meetings. Our governance structure reviews and measures all workstreams across the organisation and ensures they align to the strategic objectives set out in the strategies. Our business planning assesses workstreams with a finer level of detail and shares best practice across departments to ensure a collaborative approach. This work is reflected in individual appraisals, so every member of staff understands and appreciates the impact their role has for our communities.

Our service level key performance indicators (KPIs), are aligned to our core strategies and include staff engagement, staff accidents and workforce absence, prevention and protection activities, attendance times, the number and type of incidents and fire-related injuries or fatalities. We also measure value for money, progress against allocated budget and partnership collaboration.

Advanced data analytics and reporting tools such as PowerBI help us assess our effectiveness in real time. Qualitative measures like community feedback also play a role in illustrating the Service's broader social impact.

# Glossary

Page 153

| Acronym              | Description                                                                                                                                                                                                                                                        |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AFA                  | Automatic Fire Alarm                                                                                                                                                                                                                                               |
| BME                  | Black or Minority Ethnic groups                                                                                                                                                                                                                                    |
| CFA                  | Combined Fire Authority                                                                                                                                                                                                                                            |
| CRMP                 | Community Risk Management Plan                                                                                                                                                                                                                                     |
| Cross border working | Different fire services have different geographical areas of responsibilities. When we work with other services, we work across our borders                                                                                                                        |
| CRR                  | Community Risk Register                                                                                                                                                                                                                                            |
| False Alarms         | Where the fire and rescue service attends a location believing there to be a fire but, on arrival, discover that it was a false alarm. This could be due to a fire alarm operating in error, calls from the public who believe there is a fire, or malicious calls |
| FRS's                | Fire and Rescue Services                                                                                                                                                                                                                                           |
| Hazmat               | Hazardous Materials                                                                                                                                                                                                                                                |
| IMD                  | Indices of Multiple Deprivation – the official measure of relative deprivation for small areas in England. The IMD combines the individual seven domains to produce an overall relative measure of deprivation                                                     |

| Acronym              | Description                                                                                                                           |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| LFRS                 | Lancashire Fire and Rescue Service                                                                                                    |
| LRF                  | Lancashire Resilience Forum                                                                                                           |
| LSOA's               | Lower-layer Super Output Areas – a standardised geographic hierarchy used in the UK for compiling and reporting small-area statistics |
| MHCLG                | Ministry of Housing, Communities and Local Government                                                                                 |
| MOU                  | Memorandum of Understanding                                                                                                           |
| MTA                  | Marauding Terrorist Attack                                                                                                            |
| NFCC                 | National Fire Chiefs Council – represents fire and rescue services at a national level                                                |
| NOG                  | National Operational Guidance                                                                                                         |
| NRR                  | National Risk Register                                                                                                                |
| NWAS                 | North West Ambulance Service                                                                                                          |
| On-call firefighters | Firefighters who often have another job outside LFRS and respond to emergencies in their communities from home or work when needed    |
| PESTELO              | Political, Economic, Socio-cultural, Technological and Infrastructure, Environmental, Legislative, and Organisational risk analysis   |

| Acronym                   | Description                                                                                                                                                                                                                          |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Prevention                | Making safety interventions in the homes of those most at risk of fire and supporting people to adopt safe practices                                                                                                                 |
| Primary fires             | Generally serious fires involving property or any fires involving casualties, rescues, or any fire attended by five or more fire engines                                                                                             |
| Protection                | Supporting businesses and landlords to keep their buildings safe and taking action if they do not                                                                                                                                    |
| Response                  | Responding to fires and a wide range of other types of emergencies quickly and competently                                                                                                                                           |
| RTC                       | Road Traffic Collision                                                                                                                                                                                                               |
| SAoR                      | Strategic Assessment of Risk                                                                                                                                                                                                         |
| Secondary fires           | Generally small outdoor fires, not involving people or property                                                                                                                                                                      |
| Special service incidents | Made up of many different activities such as such road traffic collisions, flooding, and assisting other agencies (for example gaining entry to properties on behalf of the police and ambulance service during medical emergencies) |
| Service support           | Specialist functions that support frontline services and ensuring that the service operates effectively                                                                                                                              |
| Service support staff     | Specialist employees who provide technical expertise in a range of functions                                                                                                                                                         |
| Wholetime firefighters    | Firefighters who work full-time with LFRS                                                                                                                                                                                            |

## **Lancashire Combined Fire Authority Planning Committee**

Meeting to be held on Monday 13 July 2026

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

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

#### **Executive Summary**

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

Additionally, the report provides information regarding updates on the 25-27 HMICFRS inspection which started in Summer 2025.

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

The Authority is asked to note the report.

#### **HMICFRS 2025-27 Inspection:**

The 2025-27 HMICFRS inspection process is well underway; there is a greater focus on governance arrangements and their effects on services. HMICFRS will not evaluate the governing authority itself; instead, they will assess how Combined Fire Authority (CFA) governance directly influences Lancashire Fire and Rescue Service (LFRS). The people assessment will consider whether governance and oversight frameworks promote a positive organisational culture, as well as whether the established code of conduct standards effectively support workforce health and well-being. Leadership at all levels, values and culture, and a more detailed review of major incident preparedness will also be examined by the HMICFRS.

#### **HMICFRS - Change in Leadership:**

Michelle Skeer OBE QPM has been appointed as His Majesty's interim Chief Inspector of Constabulary and Fire and Rescue Services, following approval by His Majesty the King. Michelle took up the role on 1 April 2026, succeeding Sir Andy Cooke, who left office at the end of March. Michelle brings 36 years of experience across policing and fire and rescue and will become the first woman to hold the post.



Speaking about her appointment, Michelle said: “I am honoured to be appointed to this important role at a pivotal time for police forces and fire and rescue services. The inspectorate plays a vital role in identifying problems early, supporting improvements and promoting best practice. I look forward to building on the strong foundations established by Sir Andy Cooke.

Sir Andy Cooke issued key areas of concern following his time with HMICFRS:

### **Culture and Behaviour in Fire and Rescue Services**

- Inspections revealed unacceptable behaviours and cultures where staff felt unable to speak up.
- Some services initially minimised concerns as isolated issues.
- Subsequent action has focused on improving leadership, strengthening behavioural expectations, and enhancing grievance and misconduct processes.

### **Reform and Strengthening of Inspectorate Powers**

Sir Andy has consistently called for enhanced powers for HMICFRS to better drive improvements and intervene where necessary. The Government has responded through the White Paper from Local to National: A New Model for Policing, which proposes:

- A new power of direction for the Chief Inspector
- Increased accountability requirements for local policing bodies
- A tiered performance system chaired by the Chief Inspector to support underperforming forces

Sir Andy has also advocated for similar reforms within fire and rescue services, including operational independence for Chief Fire Officers and expanded inspectorate powers.

### **Northern Region HMICFRS and Chief Fire Officer (CFO) Roadshow**

Lancashire Fire and Rescue Service will host a Northern Region HMICFRS and CFO Roadshow on Monday, 20 July 2026.

The purpose of the roadshow is to provide an opportunity for members of the HMIFRS team to meet with Chief Fire Officers and their Deputies from across the North. This

engagement aims to support constructive dialogue, explore current challenges, enhance transparency around the inspection approach and strengthen working relationships. Early feedback and insight from services will also be gathered in order to shape the development of the 2028-2030 inspection programme.

**2025– 27 Inspection Activity Update:**

A total of fourteen inspections have now been completed by HMICFRS with ten reports published. Please see below:

- ✓ Greater Manchester
- ✓ Merseyside
- ✓ Essex
- ✓ Bedfordshire
- ✓ Cambridgeshire
- ✓ Cornwall
- ✓ Warwickshire
- ✓ Cheshire
- ✓ Surrey
- ✓ Avon

|                    |   | Effectiveness | Understanding the risk of fire and other | Preventing fires and other risks | Protecting the public through fire regulation | Responding to fires and other emergencies | Responding to major and multit-agency incidents | - | Efficiency | Use resources to manage risk, making sure it is efficient and affordable | - | People | Promoting the right values and culture | Getting the right people with the right skills | Ensuring fairness and promoting diversity | Managing performance and developing leaders |
|--------------------|---|---------------|------------------------------------------|----------------------------------|-----------------------------------------------|-------------------------------------------|-------------------------------------------------|---|------------|--------------------------------------------------------------------------|---|--------|----------------------------------------|------------------------------------------------|-------------------------------------------|---------------------------------------------|
| Bedfordshire       | - | G             | G                                        | G                                | A                                             | G                                         | -                                               | - | RI         | -                                                                        | - | I      | RI                                     | A                                              | RI                                        |                                             |
| Greater Manchester | - | G             | O                                        | A                                | G                                             | G                                         | -                                               | - | G          | -                                                                        | - | O      | G                                      | G                                              | G                                         |                                             |
| Warwickshire       | - | G             | G                                        | A                                | A                                             | A                                         | -                                               | - | A          | -                                                                        | - | G      | G                                      | G                                              | G                                         |                                             |
| Essex              | - | G             | G                                        | G                                | RI                                            | G                                         | -                                               | - | G          | -                                                                        | - | A      | RI                                     | A                                              | A                                         |                                             |
| Merseyside         | - | G             | G                                        | G                                | G                                             | O                                         | -                                               | - | G          | -                                                                        | - | G      | G                                      | A                                              | G                                         |                                             |
| Cambridgeshire     | - | G             | A                                        | G                                | RI                                            | A                                         | -                                               | - | A          | -                                                                        | - | A      | A                                      | RI                                             | RI                                        |                                             |
| Cornwall           | - | A             | RI                                       | A                                | G                                             | RI                                        | -                                               | - | RI         | -                                                                        | - | RI     | RI                                     | RI                                             | RI                                        |                                             |
| Cheshire           | - | G             | G                                        | G                                | G                                             | G                                         | -                                               | - | G          | -                                                                        | - | G      | G                                      | G                                              | O                                         |                                             |
| Surrey             | - | G             | A                                        | G                                | A                                             | G                                         | -                                               | - | A          | -                                                                        | - | G      | G                                      | A                                              | G                                         |                                             |
| Avon               | - | A             | RI                                       | RI                               | RI                                            | A                                         | -                                               | - | RI         | -                                                                        | - | A      | RI                                     | RI                                             | A                                         |                                             |

## Key:

|                                                                                                                                                                                                               |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <b>Outstanding:</b> The FRS has substantially exceeded the characteristics of good performance.                                                                                                               | O  |
| <b>Good:</b> The FRS has substantially demonstrated all the characteristics of good performance.                                                                                                              | G  |
| <b>Adequate:</b> The FRS has demonstrated some of the characteristics of good performance, but we have identified areas where the FRS should make improvements.                                               | A  |
| <b>Requires improvement:</b> The FRS has demonstrated few, if any, of the characteristics of good performance, and we have identified a substantial number of areas where the FRS needs to make improvements. | RI |
| <b>Inadequate:</b> We have causes for concern and have made recommendations to the FRS to address them.                                                                                                       | I  |

## National HMICFRS Report Themes:

The Organisational Assurance Team continues to monitor national trends and learning from HMICFRS reports, with key findings captured within the theme tracker. The tracker is available on the Organisational Assurance Team SharePoint page and provides the Executive Board, Service Management Team, and Department Heads with a real-time overview of emerging sector-wide themes arising from HMICFRS inspections.

## Department and Service Delivery Visits:

The Organisational Assurance Team has developed and implemented the new reality-testing station visit for Service Delivery. The visit content has been systematically aligned to both the HMICFRS characteristics of good and the Fire Standards Board criteria, ensuring that assurance activity is focused on the most relevant and appropriate areas. The reality-testing visit covers 33 HMICFRS characteristics of good performance and 43 Fire Standards criteria. The primary objective of the visits is to provide assurance to the organisation regarding crew knowledge and understanding across a range of critical topics. The station visits went live on 1 April 2026, and to date 6 units have been completed. The Organisational Assurance Team will keep track of important findings as they arise.

The Organisational Assurance Team has now completed all initial departmental engagement visits. Following these visits, each Head of Department has been issued



with a tailored assurance information pack, comprising: a comparison of Round 3 and Round 4 HMICFRS characteristics of good performance relevant to their department; debrief outcomes from Round 3 interviews specific to their area; Round 3 departmental self-assessment documentation highlighting strengths, weaknesses, and changes since the last inspection; and finally a copy of the Round 4 departmental self-assessment, to be completed in advance of their Organisational Assurance departmental visit Summer 2026.

### **HMICFRS Annual Spring Data Collection:**

The annual data collection was submitted to the HMICFRS on Thursday 4 June 2026. This data collection will form key lines of enquires during our round four inspection.

### **Round 3 Area for Improvement: (AFI)**

The Service received one AFI in the report concerning Equality Impact Assessments (EIA).

AFI Single point of contact (SPOC): Director of People and Development – Liz Sandiford

The service should make sure it has robust processes in place to carry out Equality Impact Assessments and review any actions agreed as a result.

“Although the service has a process in place to assess equality impact, we found inconsistencies with EIAs. We found that most EIAs we reviewed had been completed following the completion of a project or activity. Some only had the initial assessment completed, not the full assessment. Although the service has introduced a quality assurance process for EIAs since our last inspection, four out of the five assessments we reviewed hadn’t been quality assured. Where EIAs had been completed, most recommendations weren’t transposed into the strategy or document. For example, although an EIA was completed for the prevention strategy, there was no mention of the significant findings or mitigations in the strategy itself. This is an area for improvement.”

### **AFI Update:**

1. The EIA Form and Guidance has been updated and published on the intranet.
2. The mechanism for administering EIAs has been built into a SharePoint site, this is currently being tested and should make it easier from a quality assurance and tracking of actions perspective. The SharePoint site is now live.

3. An “on the menu” session was held on Friday 6 March 2026 to raise awareness for staff on the completion of the EIA process
4. A further “On the Menu” session is scheduled for 26 June 2026, focusing on providing staff with step-by-step guidance on completing an EIA.
5. Quarterly meetings are held with Organisational Assurance Team and Human Resources to track progress and submit updates to HMICFRS portal.
6. Organisational Assurance Team are working with HR to ensure that EIA quality assurance processes are robust and embedded.
7. All actions and evidence relating to the AFI is being managed and tracked via the Assurance Monitoring System.
8. Further EIA training scheduled for 02 July 2026.

While LFRS only received one AFI, the report included several recommendations and observations for ongoing development. The Org Assurance Team has identified thirteen actions from these suggestions, which they will also monitor and track.

#### **Service Liaison Lead (SLL) Visit to Lancashire:**

Phil Innis, HMICFRS Service Liaison Lead (SLL), conducted a further engagement session with LFRS on 15 May 2026. During the visit, Phil met with various department heads and Executive Board members to provide support, outline key changes to the 2025–27 inspection process, and help manage expectations ahead of the inspection period. Phil also advised that he is due to leave HMICFRS in the coming months and that Lancashire will be allocated a new SLL to support the Service throughout our next inspection.

#### **Business risk**

The inspectorate will monitor LFRS’s direction of travel, it could cause reputational damage if it is perceived that we have not made reasonable progress during inspections.

#### **Sustainability or Environmental Impact**

None.

**Equality and Diversity Implications**

None.

**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**

None.

**Financial implications**

None.

**Legal implications**

None.

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

Paper:

Date:

Contact:

## **Lancashire Combined Fire Authority**

### **Planning Committee**

Meeting to be held on Monday 13 July 2026

### **Annual Service Report 2025-2026**

(Appendix 1 refers)

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

#### **Executive Summary**

The Annual Service Report is produced annually by the Service as part of our accountability to measure progress against the items that we set out to deliver as part of our Annual Service Plan. These actions are derived from our medium-term strategic goals highlighted in our Community Risk Management Plan 2022-27.

The Annual Service Report 2025-26 seeks to provide an overview of our progress against the areas of work detailed in the Annual Service Plan 2025-26. The report highlights a number of key deliverables against our priority areas of people, prevention, protection, response, and value for money related work streams.

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

For the Planning Committee to note the Annual Service Report 2025-2026.

#### **Information**

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

We then report on progress against each ASP with an Annual Service Report. The attached report details progress against the priorities set out in the Annual Service Plan 2025-26. It also includes key performance data and details of significant incidents across the county during the year.

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

#### **Business risk**

If not produced, we are not able to demonstrate what we have delivered against the priorities we set for the Service in our Annual Service Plan and Community Risk Management Plan 2022-27.

#### **Sustainability or Environmental Impact**

None.



**Equality and Diversity Implications**

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

**Data Protection (GDPR)**

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

**HR implications**

None.

**Financial implications**

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

**Legal implications**

None.

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

Paper: Annual Service Plan 2024-25

Date: 14 July 2025

Contact: Steve Healey, Deputy Chief Fire Officer

## Welcome to our Annual Service Report for 2025-26

Over the past year, Lancashire Fire and Rescue Service has continued to deliver on its commitment to keep our communities safe, while adapting to evolving risks and types of emergencies in communities.

During 2025–26, we made strong progress across prevention, protection and response services. We strengthened our work to support those most at risk in their homes, worked closely with partners to reduce incidents, and continued to ensure businesses meet fire safety requirements in their buildings. Together, this work is helping to make Lancashire a safer place to live, work, and visit.

I am particularly proud that our efforts were recognised through our HMICFRS inspection results, which provides independent assurance that we are delivering an effective, efficient and well-run service for our communities. The Service achieved 'outstanding' and 'good' ratings across all areas and the inspectors highlighted a culture of continuous improvement, which is particularly pleasing. Learning from the smallest events to the most significant incidents, coupled with the use of digital tools, data, and technology, strengthen our ability to meet future challenges.

We have also continued to invest in our response capabilities, ensuring our crews are well trained, well equipped and ready to respond when they are needed. Alongside this, we have delivered key improvements in how we work, helping us to be more productive and efficient, making the best use of our resources.

This year has also seen important progress in how we support our people, recognising that none of our achievements would be possible without their expertise and dedication. We have focused on health and wellbeing initiatives, developing and engaging with our leaders, and strengthening our culture to ensure that high standards of behaviour are understood and upheld across the Service.

While we are pleased with the progress made, we know there is more to do as we face a range of pressures driving change, including significant financial challenges. We remain committed to continuous improvement, listening to our communities and partners, and ensuring we continue to provide an efficient and effective fire and rescue service.

Jon Charters

Chief Fire Officer

## Lancashire Fire and Rescue Service praised for excellent performance by inspectors

In August, the Service once again set the national benchmark for excellence, achieving an unprecedented outcome in its third inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

HMICFRS is an independent body which inspects, monitors, and reports on the efficiency and effectiveness of the fire and rescue services with the aim of encouraging improvement.

The Service was awarded six 'Outstanding' and five 'Good' ratings across the 11 inspection areas. This achievement included being the only service in the country to receive a minimum rating of 'Good' across every category.

The inspection praised the Service for its excellent performance at keeping people safe and secure from fire and other risks. In particular, the report highlighted the risk-based intervention programme, innovative use of technology, and strong culture of continuous improvement. The Service's commitment to inclusivity, staff wellbeing, and community engagement were also highlighted as sector leading.

Outstanding in:

- Understanding fires and other risks
- Protecting the public through fire regulation
- Responding to major and multi-agency incidents
- Making best use of resources
- Promoting the right values and culture
- Getting the right people with the right skills

Good in:

- Preventing fires and other risks
- Responding to fires and other emergencies
- Future affordability
- Ensuring fairness and promoting diversity
- Managing performance and developing leaders

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

The Service relies on the collective expertise and experience of our people to achieve our purpose of making Lancashire safer. Investing in their training, development, facilities, and wellbeing is at the core of creating a workplace where everyone feels valued and empowered to make a positive contribution whatever their role.

## Create an organisational culture where diversity is encouraged and valued

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

Delivered:

- Delivered four Have A Go events to generate interest to wholetime firefighter careers and attract talent to the Service.
- Improved recruitment materials to provide more information to candidates and support candidates who are neurodiverse.
- Implemented the Worker Protection (Amendment of Equality Act 2010) Act 2023, taking measures to prevent sexual harassment including carrying out a gap analysis, updating policy, delivering training, and internal communications.
- Established a professional standards function to oversee the investigation of misconduct concerns in a fair and transparent way, led by a legal services and standards manager and supported by a dedicated investigating officer. A service order has been published to explain the approach to professional standards and the Equality, Diversity, Inclusion and Culture Board and Service Management Team provide scrutiny.
- Introduced a new recruitment tool to make recruitment and onboarding new employees more efficient and user friendly.

## Develop leaders who build and maintain trust in the Service

Leaders who role model and actively promote an environment that creates and maintains trust throughout the Service, engage others, energise them to overcome barriers, welcome feedback, and challenge poor behaviour if it occurs.

Delivered:

- Delivered pilot leadership development sessions as part of the ILM Level 3 Award and for aspiring managers.
- Created extended leadership events for middle managers and a Watch Managers' Forum for supervisory managers, which meet regularly and provide opportunities for leaders to be involved in Service decisions and



direction, so they are well informed to engage with their teams and share feedback.

### Tailor training and development for on-call firefighters

We are focused on giving on-call firefighters the best training and development that supports them to deliver the best possible services. Following staff feedback, we have adapted how and where we deliver training to on-call crews to make it easier to acquire and maintain skills and knowledge.

Delivered:

- Changed the delivery model for immediate emergency care initial training to cover theory online and focus on practical learning in-person, reducing required attendance at the Leadership and Development Centre (LDC).
- Delivery of this training has also been trialled away from the LDC and closer to stations, which will be evaluated in due course.
- Increased the number of incident command courses to meet the needs of on-call staff, with incident command area trainers assigned to help with theoretical work and support via station visits and workshops.

### Invest in safety, health and wellbeing initiatives

We aspire to the highest standards of health, safety, and wellbeing for our staff. Last year we invested in new technology and equipment to keep people safe, in addition to increasing accessibility of our workplace wellbeing offer.

Delivered:

- Concluded a trial of body worn cameras to enhance operational learning, improve firefighter safety, and provide increased transparency during incidents. As a result, cameras are being rolled out for use by flexi duty officers, incident investigation officers, and protection staff in 2026-27.
- Continued work to lessen the impacts of fire contaminants in line with our Health, Safety and Wellbeing Plan by investing in improved decontamination kits on fire engines and additional personal protective equipment at the Leadership and Development Centre to allow for more frequent changes during training.
- Developed bitesize health, emotions and wellness sessions in response to staff survey feedback, which will be hosted on the Service's intranet and available to all staff.
- Replaced cardio and strength training equipment in station gyms to ensure a consistent standard of facilities.

### Encourage and listen to employee voice

## Appendix 1

We recognise the positive influence on both our employees' wellbeing and organisational success when there are opportunities for people to be involved, listened to, and invited to contribute their experience, expertise, and ideas. Ensuring our people feel informed, engaged, and valued is a lasting priority.

Delivered:

- Conducted a comprehensive staff survey to understand the topics and concerns that are important to our people and inform Service activity. A guide to the results for leaders was published and a dashboard was created to provide access to the data, and an action plan is now being delivered in response to the findings.
- Established our firefighting tactics staff group following a pilot, which is involved in proposing and testing changes to firefighting equipment, such as new hose reels, branches, and flow meters, and reviewing guidance such as ventilation and breathing apparatus procedures.

### Service headquarters and leadership and development centre masterplan

A masterplan has been created for the redevelopment of Service headquarters and our leadership and development centre in Chorley, including new training props and modernised learning and office space. The redevelopment represents vital investment in aging buildings that are uneconomical to maintain and will lead to efficiency, sustainability, and modernisation gains.

Delivered:

- Continued to build the masterplan focussing on feasibility and design development in conjunction with planning requirements, including ecology work, and working with stakeholders to define requirements. A planning decision is expected in 2026-27.

### Upgrade fire station facilities

Investment in fire stations is part of our commitment to ensuring our people have the best facilities to support their health and wellbeing by providing a safe and positive working environment.

Delivered:

- Completed improvements to the rest and welfare facilities at Blackpool Fire Station to better meet the needs of our diverse workforce.
- Made improvements to dormitories and communal areas at Preston Fire Station so it remains fit for purpose, while plans to replace or relocate the station are explored as part of a review of emergency cover in the area.
- Concluded building condition and decarbonisation surveys as part of our Property Asset Management Plan to inform decisions about investment in our property and estates assets.

## A celebration of our people

In November 2025, Lancashire Fire and Rescue Service marked the exceptional contributions of some of its most dedicated and talented people at a celebration event.

More than 50 people were honoured with a range of awards.

Long Service Good Conduct Awards were given to those who have given exemplary service to Lancashire's communities for 20, 30, 35, and in one incredible case, 45 years.

Watch Manager Scott Harris received a Bravery Award for demonstrating exceptional courage in the face of a violent and life-threatening incident at Preston Railway Station in which a police officer was stabbed. WM Harris, who was off duty at the time, intervened, assisting officers in disarming the offender, and provided lifesaving first aid to the injured officer.

Our Star Awards recognise members of staff nominated by their peers for exemplifying the Service's STRIVE values and the national Code of Ethics for Fire and Rescue Services. They were presented to the people making a real difference to their communities and their colleagues.

We also celebrated people who had successfully completed high-level academic qualifications alongside demanding job roles, reflecting outstanding commitment to personal development.

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

## Honours and awards

### Service employees honoured in King's Birthday Honours

Bob Warren, former Director of People and Development, was awarded the Order of the British Empire (OBE) in the King's Birthday Honours List in June 2025.

This prestigious honour recognised Bob's exceptional contribution to the fire and rescue service over more than two decades. His leadership in people and organisational development shaped both local and national practice, earning him widespread respect across the sector.

Now retired, Bob joined Lancashire Fire and Rescue Service in 2001 and played a pivotal role in resolving complex HR challenges, supporting national negotiations with the National Employers, and leading transformative projects such as the creation of North West Fire Control.

## Appendix 1

Firefighter Shahbaz Shah was awarded the Member of the Order of the British Empire (MBE), recognising his exceptional service to the fire and rescue sector.

Shahbaz, who has served with Lancashire Fire and Rescue Service for over 18 years, has been a driving force behind inclusive recruitment campaigns and community engagement initiatives. His work has significantly increased representation from underrepresented communities, particularly among Asian and Pakistani backgrounds.

During the COVID-19 pandemic, he played a vital role in public health outreach, helping to build vaccine confidence among hesitant communities through culturally sensitive dialogue and trusted relationships.

### Humanitarian Medals awarded for international deployment

Four firefighters, along with search and rescue dog Davey, were recognised for their efforts as part of the UK International Search and Rescue Team, deployed in 2023 to an earthquake site in Morocco:

- Watch Managers Lindsay Sielski
- Watch Manager Wayne Ward
- Crew Manager Ian McGee
- Firefighter Richard Cutler

The Humanitarian Medal, introduced by King Charles III, honours emergency and aid workers in disasters and conflicts abroad and in the UK.

In Morocco, they joined UK fire and rescue colleagues to carry out complex search and rescue operations, conduct structural assessments, locate survivors, and deliver humanitarian aid in very challenging conditions.

Wayne, Ian and Richard were honoured guests at His Majesty the King's Royal Garden Party at Buckingham Palace in May 2025, in recognition of their humanitarian work during this deployment.

### Lancashire receives national recognition

Deputy Chief Fire Officer Steve Healey received the Asian Fire Service Association (AFSA) Servant Leader Listening Award at the annual awards event. This award celebrates leaders who put people first, listen with empathy and humility, and lead through service.

Two members of our King's trust team were recognised at the Excellence in Fire and Emergency Awards. Anji Hesketh, Team Leader, won the Youth Champion of the Year Award and Caroline Hooson, Youth Engagement Co-ordinator, was nominated for the Unsung Hero Award.



## Measuring progress

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

### Overall staff engagement (Staff Survey 2025)

- Staff engagement index score: 69%
- Survey response rate: 44%
- 91% feel that their work contributes to making Lancashire safer

### Workforce diversity

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

### Workforce diversity recruited

- 26% female
- 4% diverse ethnicity
- 3% LGBT
- 3% class themselves as disabled

### Recruitment

- 60 on-call firefighters recruited
- 0 wholtime firefighters recruited
- 32 support services staff recruited

### Staff absence

- Wholtime - cumulative total number of shifts lost: 9.85
- On-call - cumulative absence (as % of available hours of cover): 1.47%
- Green book - cumulative total number of shifts lost: 5.97

## Preventing fires and other emergencies from happening

We constantly endeavour to prevent fires and other emergencies from happening. Prevention is always preferable to response and is by far the most effective way to

## Appendix 1

make Lancashire safer. Our approach is to identify those who are most vulnerable in our communities, and design and target our prevention activities to reduce their risk.

### Deliver targeted fire prevention activity

Evaluation of fire prevention activity is giving the Service greater understanding of which activities and interventions are most successful. Combined with local risk profiles, we are able to better target those most vulnerable and focus resources on reducing risk in our communities.

Delivered:

- Wrote to over 750 homes and businesses in wildfire risk areas offering bespoke safety advice and a tailored home fire safety check service to prevent the ignition of fires and mitigate the effects if they do occur.
- Embedded evaluation of prevention activities delivered in communities through campaigns and local initiatives. The Prevention and Protection Task Group oversees all evaluation and ensures learning shapes future activity.

### Evaluate Year 2 education package

Firefighters and community fire safety staff visit schools in Lancashire to deliver lessons tailored for Year 2 pupils about fire risks and what to do if a fire does happen or the alarm is raised.

Delivered:

- A review of the content in our Year 2 Childsafe package has been undertaken to ensure it remains aligned to risk in local communities. The next step is to consider a digital delivery method to support learning.

### Expand fire safety community engagement

Supporting vulnerable people living in the community is at the core of our prevention services, which are targeted behaviourally, geographically, demographically, and thematically according to known risk factors. Understanding the diverse and changing needs of Lancashire's communities is essential to achieving this.

Delivered:

- Trialled a Lancashire-wide community engagement role to deepen understanding of local risks in communities, strengthen sustainable relationships, and identify additional ways to provide interventions.

## Water safety campaign receives national recognition

Our Water Safety 2025 campaign ran from April to September and was implemented during periods of good weather and over school holidays when risk was elevated.

It incorporated National Fire Chiefs Council's Drowning Prevention Week in May, the Royal Life Saving Society, Drowning Prevention Week in June, and the World Health Organisation's World Drowning Prevention Day in July.

Operational crews and community safety teams visited known water risk sites where they displayed safety posters and banners and engaged with members of the public about staying safe in open water. 17,000 learners from 43 schools received water safety education sessions, either through in-school delivery or virtually.

The Service teamed up with roadside retailer EG On the Move to warn residents and visitors about the dangers of open water and wildfires. Summer safety advice was displayed across digital screens at petrol station forecourts throughout the North West, free of charge.

This was a multi-agency campaign involving partners in the Lancashire Water Safety Partnership and we also worked with Manchester and West Yorkshire fire and rescue services to raise awareness of water safety through mosques and madrassas.

The campaign won the Asian Fire Service Association Addressing Health Inequalities in the Community award and was shortlisted in the Water Safety and Partnership Working award categories at the National Fire Chiefs Council Prevention Awards.

## Language name badges help break barriers

The Service introduced multilingual name badges for staff as part of a new initiative to strengthen community engagement and improve communication with the people we serve.

Staff can now choose to display additional languages they speak - such as British Sign Language (BSL) or Urdu - on their name badge, alongside their name and role. This helps members of the public feel more confident and included when interacting with firefighters and community safety advisors, particularly during important conversations around fire safety and prevention.

## Measuring progress

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

Critical fire risk map score: down from 30,750 to 30,532

Accidental dwelling fires (ADFs): 742

ADFs - extent of damage: 88% prevented from spreading from room of origin

Casualties from ADFs: 49 including 5 people who tragically lost their lives

Home fire safety checks delivered: 23,192

Other prevention activities delivered:

- 72,470 children and young people received prevention education
- 14 Fire Cadets programmes delivered to young people
- 23 King's Trust courses delivered to young people
- 34,340 people took part in road safety education

## Protecting people and property when fires happen

Our fire protection services aim to reduce the number of fires that occur in commercial premises and the impact on life, property, and business disruption when fires do occur. We support businesses, employers, and landlords to meet their legal duties and keep people safe in their buildings with a county-wide inspection programme.

## Transform fire protection and business safety

Significant changes to fire safety and building control standards in recent years have changed the way fire and rescue services operate. We continue to invest in and develop our protection services, to ensure we remain well-placed to support those responsible for fire safety in their buildings.

Delivered:

- Procured a new digital prevention and protection system to increase efficiency and productivity through mobile working, merging workflows and automating processes. Work is underway to implement the system in stages starting with protection teams.

## Deliver tailored protection advice in diverse business communities



## Appendix 1

There are over 75,000 businesses in Lancashire and almost half of them are forecast to grow in the next year. Our regulatory activity focusses on premises where people are at greatest risk. Following changes to fire safety laws, we remain focussed on ensuring an inclusive approach to business support and adapting our regulatory activity to meet the needs of our communities.

Delivered:

- Engaged with local businesses to educate them on their legal duties, how to keep people safe in their buildings, and how to protect their businesses from the risk of fire. This involved conducting a regional campaign aimed at takeaways with sleeping risk above, visiting places of worship to deliver fire safety education and reassurance talks, and running a business continuity planning initiative to help businesses understand the impacts of fire.

### Implement operational learning in response to national events

The tragic incident at Grenfell Tower in 2017 was the catalyst for changes in fire safety legislation and across the construction industry. The findings of the public inquiry resulted in a number of recommendations which both directly and indirectly impact on fire and rescue services.

Delivered:

- Implemented the majority of recommendations from phase two of the inquiry, with the remaining linked to ongoing national activity which we continue to monitor.

### Address mid-rise premises risk across the county

Since the completion of the national building risk review undertaken following the Grenfell Tower fire, we have actively worked throughout the county to address risk in low, medium and high-rise premises. We have worked closely with other regulators to address areas of non-compliance and speed up remediation plans to ensure the safety of residents and relevant persons.

Delivered:

- Engaged with local authorities and those responsible for fire safety to identify, risk-rate and triage mid-rise premises (11-18 metres tall) in Lancashire and established an inspection programme.
- Inspected the highest risk premises, with ongoing work to inspect all the buildings in the programme.

### Support national activity to address unsafe cladding on buildings

In December 2024, the government published a Remediation Acceleration Plan to address residential buildings with unsafe cladding. The plan set out the steps government will take, collaborating with partners including fire and rescue

## Appendix 1

authorities, to increase the pace of building remediation, identify buildings at risk and better protect residents and leaseholders.

Delivered:

- Engaged with other regulators using proportionate yet robust processes and interventions to support those responsible for fire safety in residential buildings and to shape and track remediation.

### Seminar focuses on fire safety in care homes

On 22 September 2025, care home managers and providers from across Lancashire gathered at the Service's Leadership and Development Centre for a seminar, the first of its kind in Lancashire.

The event was designed to help leaders in adult social care strengthen their business continuity planning, drawing on a powerful case study of a care home fire incident.

Attendees heard first-hand accounts from those directly involved in managing the crisis, including multi-agency partners. The session explored how quick action and effective collaboration protected both residents and staff and offered practical takeaways for improving preparedness in the face of the unexpected. The event also provided a valuable opportunity for managers to share their own experiences and ask questions of the panel.

The seminar was part of a wider business safety campaign which also included delivered targeted advice to small businesses and supporting the national Fire Door Safety Week.

### Business Fire Safety Check service makes communities safer

Operational crews have once again exceeded the target for business fire safety checks (BFSCs), helping to keep people safe in businesses across Lancashire.

BFSCs are one of our key services crucial to reducing risk. The Service provides interventions to lower risk premises (like schools, shops and offices) delivered by operational crews. They look at different aspects of fire safety compliance, including risk assessments, fire alarms, escape routes and fire doors.

If the result of a BFSC is unsatisfactory, fire safety advice will be provided to help the business comply with fire safety laws. If critical fire safety issues are identified, then a business safety advisor will conduct a follow-up intervention.

In 2025-26, 3,060 BFSCs were delivered, well above the target, and of those checks, nearly 300 were deemed unsatisfactory, which means we identified properties that present a real risk to public safety and provided interventions.

## Measuring progress

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

Accidental building fires (ABFs) (commercial premises): 209

ABF (non-commercial premises): 110

Deliberate fires total – 2,064

Deliberate fires – dwellings – 67

Deliberate fires – commercial premises – 137

Deliberate fires – other (rubbish, grassland etc) – 1,860

Fire safety enforcement:

- 3,060 business fire safety checks delivered
- 1,617 fire safety inspections carried out
- 120 fire safety enforcement notices issued
- 21 businesses prohibited from operating following serious breaches of the Fire Safety Order

Building regulation consultations: 94.4% were responded to within the required 15-day period.

The Service was active in 14 arson convictions.

## Responding to fires and other emergencies quickly and competently

Lancashire Fire and Rescue Service strives to deliver the highest standards of operational response by continuously planning, preparing, and training for emergencies. Risks in communities are changing and the types of emergencies we attend are increasingly varied. We constantly review and adapt our approach to ensure we have the right appliances, equipment, skills, and technology to respond to any incident safely.

### Review emergency cover in Preston

A review of emergency cover across Preston and the surrounding area started including exploring options to rebuild or relocate Preston Fire Station, which has been identified for redevelopment. The purpose of the review is to ensure fire engines are situated and staffed in ways that provide the best response to local risks and emergencies.

## Appendix 1

### Delivered:

- Reviewed land and explored options to relocate Preston without any suitable sites currently available. Improvements have been made to the existing station so it remains fit for purpose in the short-term, and the project will remain open to identify any future sites if they become available.
- Analysed the most effective and efficient disposition of resources in the area aligned with risk and demand. This work will form part of an upcoming Service Review detailed in the Annual Service Plan 2026-27.

### Optimise emergency cover through dynamic cover software

Dynamic cover software provides operators with visual data on community risks and emergency cover in real-time to inform decision-making on how best to deploy resources. This innovative software helps us to position firefighters and appliances dynamically and with greater precision to improve emergency cover and response times, particularly during periods of high demand.

### Delivered:

- Implemented and evaluated dynamic cover software at North West Fire Control. Its use has included the introduction of dynamic resource management, a more efficient method of deploying firefighters based on county-wide risk. We continue to monitor use of the software to ensure the most effective and efficient deployment of resources across the county.

### Strengthen our response to climate change emergencies

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

### Delivered:

- Our intention to introduce one large and one small fire appliance suitable for off-road travel has not been achievable due to a significant increase in the cost of suitable vehicles. Instead, we are reviewing alternative options for vehicles that will give improved access to rural areas in the event of flooding and wildfires.

### Strengthen firefighting and rescue capabilities

Lancashire Fire and Rescue Service has six search dogs trained in specialisms including victim recovery, fire investigation and high-risk missing person searches. The dogs can search small and dangerous spaces that crews are unable to reach, increasing the safety of responders at incidents.

### Delivered:

- Trained search dogs to follow lasers and drones when searching, with work ongoing to introduce a radio system that will enable their handlers to give commands when they are at a distance or out of sight.



## Appendix 1

Several new fire appliances were due to join our fleet to strengthen our response to fires in tall buildings and climate change emergencies, requiring a programme of training.

Delivered:

- Trained crews to operate two additional water towers with increased reach of 20 metres and developed a training programme for our highest ever aerial appliance, a 45-metre aerial ladder platform, due in service this year.

### Adapt on-call response to increase emergency cover

Lancashire has 32 fire appliances crewed by on-call firefighters, who often have another job outside Lancashire Fire and Rescue Service. They live or work very close to the fire stations they operate from and respond to emergencies in their communities from home or work.

Delivered:

- Explored the potential for cluster stations, where on-call firefighters at stations in close proximity are available to respond to emergencies together increasing fire cover, which will be progressed in 2026-27.
- Evaluated our online on-call planning tool used to-date to identify optimum skill levels, prioritise training, monitor contractual performance, and inform recruitment needs. Work has continued to embed the tool and optimise used, with further evaluation to take place in 2026-27.
- Advertised our initiative to recruit on-call firefighters who, instead of working from home in their primary job, work from our stations and respond to emergencies during their working hours, resulting in three on-call firefighters operating under this model.

### Invest in our fleet and equipment

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

Delivered:

- Procured new breathing apparatus to provide the most effective, modern equipment that gives the highest level of firefighter safety, due in service in 2026-27.
- Evaluated the trial of a firefighting robot, an innovative multi-functional crawler vehicle which can be deployed in places that are too dangerous for firefighters, which is now a permanent addition to our equipment.
- Scoped and procured a new incident support unit to provide improved welfare provision at operational incidents, following extensive staff engagement and due in service in 2026-27.

## Appendix 1

- Supported the replacement of the mobilising system at North West Fire Control to ensure it is fit for the future, serves the needs of Lancashire's communities, and provides value for money.
- Replaced drill towers at nine stations as part of a service-wide replacement programme.
- Rolled out new battery-powered rescue tools on fire engines, enhancing road traffic collision and technical rescue equipment.
- Strengthened hygiene provision on fire engines, equipping them with cleaning materials, wipes, gloves, and hygiene controls to support effective decontamination at incidents.
- Procured 11 new fire engines, due in Service in 2026-27, which are designed to have full clean cabs, reducing exposure to contaminants by relocating breathing apparatus to rear lockers.

### New water tower fire engines join our fleet

In June 2025, two new water towers, known as 'Scorpions' were introduced into the Service's fleet.

A water towers is a fire engine with a powerful extendable arm that can spray high volumes of water onto a fire from above or directly into a building.

Alongside aerial ladder platforms they form part of our aerial capability for fighting fires at height and are strategically placed across the county to ensure we can respond to emergencies quickly and effectively.

The new appliances were purchased as part of our commitment to continue to innovate and invest in frontline services. They are based at St Anne's Fire Station and Lancaster Fire Station and increase aerial water coverage across the county.

Key facts on the new water towers:

- With a flow rate of 4000 litres per minute, the water towers could fill a 25-metre swimming pool in two hours.
- The water leaves the nozzle at 10 bar pressure which causes it to flow at approximately 100 miles per hour.
- They are equipped with thermal imaging cameras which make finding hot spots and targeting fires much more effective.
- They have a lateral throw of 80 metres which is equivalent to approximately 10 fire engines parked bumper-to-bumper.
- They can reach up to 20 metres high which is the same height as a six-storey building.
- They are fully equipped fire engines and will still respond to all incident types.

Lancashire firefighters deployed to Mozambique as part of international rescue effort

## Appendix 1

Two firefighters from Lancashire were deployed to Mozambique to support international flood rescue operations following severe storms and widespread flooding in January 2026.

The deployment was part of the UK's International Search and Rescue Team (UK ISAR) and followed weeks of extreme rainfall that caused extensive flooding, displaced hundreds of thousands of people and severely damaged infrastructure across large parts of the country.

UK ISAR is made up of specially trained firefighters and rescue specialists who volunteer their time from fire and rescue services across the country. It operates under the National Fire Chiefs Council's National Resilience programme, ensuring the UK can respond rapidly to major international disasters when assistance is requested.

The team provides expert flood and water rescue capability, working alongside local authorities, international partners and humanitarian agencies to help save lives in some of the most challenging conditions.

## Measuring progress

Our Service performance is reported quarterly to the Lancashire Combined Fire Authority. This year's reports can be accessed at [www.lancsfirerescue.org.uk/cfa](http://www.lancsfirerescue.org.uk/cfa).

### Overall activity

- 17,663 incidents attended
- 5,342 fires attended
- 668 road traffic collisions attended
- 110 missing person searches
- 745 gaining entry to property incidents in support of North West Ambulance Service

### Average attendance time

- Overall - 8 minutes 54 seconds
- Critical fire response – first fire engine attendance – 7 mins 50 seconds
- Critical special service response – first fire engine attendance – 8 minutes 49 seconds

Total availability of the first fire engine at each of our 39 fire stations - 89.55%

## Delivering value for money in how we use our resources

We aim to use our resources efficiently to provide the best possible fire and rescue service for the people of Lancashire and to ensure the Service is affordable, now and in the future. A culture of continuous learning and innovation across all aspects of our organisation and services is central to achieving this.

### Review how we use our resources

Financial challenges lie ahead to maintain our services and meet vital investment needs. We have a strong track record of balancing the budget and continue to find ways to save money and make the best use of our resources.

Delivered:

- As set out in the Productivity and Efficiency Plan 2026-27, in 2025-26 the Service delivered £1.6m of non-pay efficiencies (6.79% of non-pay budgets) alongside clear productivity gains, with improved resource deployment and digital approaches reducing overtime, standby demand and operational disruption, releasing capacity for prevention, protection, and response activity.
- This included implementing dynamic resource management, a more efficient way of deploying firefighters based on county-wide risk which reduced overtime, and a programme of optimising crewing arrangements began, both generating efficiency savings without impacting on emergency response standards and reflecting better value for money.

### Maximise productivity and efficiency

Through continuous learning, review, and innovation we aim to increase efficiency and productivity across the Service, in line with national requirements. This enables the Service to invest savings and resources in frontline activity that delivers long-term improvements and value for money.

Delivered:

- Established our Modern Ways of Working Forum to drive cross-organisational a productivity and efficiency improvements from ideas generated by our employees. A number of initiatives have been approved and will be implemented in 2026-27.
- Considered options for alternative fuelled vehicles and installed charging points at Service Headquarters, with an electric vehicle strategy in progress to support our Environmental Sustainability Plan and carbon reduction aspirations.
- Embedded the requirements of the Procurement Act 2023 in our processes, through a new contract standing orders policy and publication of information about public contract opportunities via a forward planning procurement pipeline.

### Drive efficiencies through digitisation



## Appendix 1

Building on our digital first culture, we continue to empower our people to access information and data easily on a range of systems and devices, invest in new technology, and drive efficiencies through digitisation.

Delivered:

- Rolled out front and rear mobile data terminals (MDTs) across all operational fire engines, with different connectivity for each to offer resilience, as well as deploying tablet PCs onto them all. This marks the completion of a key phase in the Service's modernisation of frontline communications providing a secure, resilient, and future-ready platform which enhances operational reliability and ensures continued compliance with evolving cyber and technology standards.
- Piloted the concept of a second, demountable rear MDT to give improved access to operational data, incident command tools, and wider internet-based information. Work is ongoing to establish reliable and secure connectivity at the incident ground, ensuring that operational crews have access to consistent and secure internet connectivity.
- Trialled new pagers to alert officers and on-call firefighters to emergencies, which will be evaluated to determine future arrangements.
- Engaged with the government over a national project to create a new fire data collection system.
- Work to replace radio equipment used by firefighters on the incident ground continues into 2026-27, to make use of advancements in digital technology to provide better communications.

### Improve performance management culture

Microsoft Power BI is used in the Service to collate and interrogate performance data via a single platform, developed specifically to the user or department's needs through a dashboard. We continued to develop these dashboards to improve performance management culture.

Delivered:

- Rolled out Power-BI dashboards to support key performance indicator reporting and local fire station performance, to increase capacity for operational staff.
- Embedded financial reporting in dashboards and created a self-service tool for use across the organisation.
- Created local performance dashboards tailored to meet departmental requirements including HR and Leadership and Development.

### Collaborate with other public services

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

Delivered:

## Appendix 1

- Embedded our collaboration with North West Ambulance Service where operational and service support staff volunteer as community first responders, providing life-saving first aid in Lancashire's communities. Potential to expand the initiative has been explored however not progressed at this stage.
- Established a new health and wellbeing group to align provision across the blue light services and explore joint opportunities to support employees, including the Firelight Project which aims to reduce stress and anxiety through time spent in green space.
- Collaborated with Lancashire Constabulary and North West Ambulance Service to explore opportunities to share learning and work together in several areas including estates, fleet, and leadership development.

## Measuring progress

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

Progress against allocated budget: £0.39m under budget

Partnership collaboration:

- Received 155 drone support requests from Lancashire Constabulary.
- 7 members of staff in role of community first responders working with North West Ambulance Service.
- Three joint leadership events arranged for fire, police, and ambulance middle managers.
- New collaborative health and wellbeing group formed aligning provision across the fire and rescue, police, and ambulance services, and exploring joint opportunities to support employees.

Overall public satisfaction – 98.56%

For full details of productivity and efficiency gains in 2025-26 see our Productivity and Efficiency Return at [www.lancsfireandrescue.org.uk](http://www.lancsfireandrescue.org.uk).

This page is intentionally left blank

## **Lancashire Combined Fire Authority**

### **Planning Committee**

Meeting to be held on Monday 13 July 2026

#### **Consultation relating to pilot duty system change at Fleetwood Station**

(Appendices 1 and 2 refer)

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

##### **Executive Summary**

This report is to make the planning committee aware of a decision made by the Chief Fire Officer (CFO) and Chairs under the urgent business procedure to run a public consultation from 1<sup>st</sup> to 30<sup>th</sup> June 2026 in relation to a pilot duty system change at Fleetwood station.

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

To note the report.

##### **Information**

At the Lancashire Combined Fire Authority (CFA) Annual General Meeting (AGM) on Monday 15 June 2026, a paper was brought in relation to piloting a change to the crewing system at Fleetwood fire station from the current wholetime 2-2-4 duty system to a Flexible Day Crewing (FDC) system (resolution 13-26/27 and appendix 1 refers).

The CFA approved the request that the Chair of the Authority and the Chief Fire Officer take a final decision on the implementation of the Fleetwood Flexible Day Crewing pilot, taking account of consultation outcomes and further analysis.

It was noted in that paper that a public consultation on this proposed change had started on 1 June and was running until 30 June. Decisions on whether or not to run public consultations ordinarily sit within the remit of the Planning Committee. However, as this pilot, if it is to be effective, needs to be implemented as soon as possible, waiting until the date of this Planning committee meeting to seek authorisation for the public consultation was not feasible. As such, the urgent business procedure was used to seek approval for the public consultation (appendix 2 refers). The Chair and vice-Chair of the full Authority, and the Chair of the Planning committee were all consulted by the CFO and all consented to the running of the public consultation. In accordance with the urgent business procedure, this report on the use and outcome of that procedure is being brought to the next committee meeting for information.

At the time of writing, the consultation is still live and so no update can be included in this report.



**Business risk**

None. This report follows established procedures.

**Sustainability or Environmental Impact**

None.

**Equality and Diversity Implications**

None.

**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**

None.

**Financial implications**

None.

**Legal implications**

None.

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

Paper: Combined Fire Authority – Pilot flexible day crewing at Fleetwood Fire Station

Date: 15 June 2026

Contact: Steve Healey, Deputy Chief Fire Officer

## 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

## Appendix 1

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.



## Appendix 1

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

## **Lancashire Combined Fire Authority**

### **Urgent Decision – Consultation relating to pilot duty system change at Fleetwood Station**

29 May 2026

Contact for further information – Jon Charters, Chief Fire Officer

#### **Executive Summary**

The Chief Fire Officer wants to start a public consultation about a proposed pilot shift change at Fleetwood station. As this consultation is intended to start on 1 June 2026, this decision needs to be taken under the urgent business procedure

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

That the Chair(s) support the Chief Fire Officer's decision.

### **Information**

#### **Urgent Business Procedure**

1.Lancashire Combined Fire Authority (CFA) has an urgent business procedure which is in place to allow the Chief Fire Officer, the Treasurer or the Monitoring Officer to take urgent decisions which due to timescales involved need to be taken outside of the usual cycle of meetings, and where it is not practicable or expedient to set up an extraordinary meeting.

2.The procedure is that the statutory officer will seek the views of the Chair and Vice-Chair of the Authority and the Chair of any Committee that would usually take the relevant decision. Having taken those views, the statutory officer will then make an appropriate decision which will be recorded and reported to the next relevant meeting of the Authority or Committee.

3.In this instance, the Chief Fire Officer wishes to take the urgent decision to start a public consultation in relation to a proposed pilot of a change in shift system at Fleetwood Fire Station. The intention is to run this consultation for 1 month from the 1 June 2026. The next full Authority meeting is the Annual General Meeting (AGM) on 15 June 2026, and the next Planning Committee (which would ordinarily decide this matter) is not until 13 July 2026. There is insufficient time between the time of writing this document and the proposed start date of the consultation to set up an extraordinary meeting. It is for these reasons that the urgent business procedure is being used, and the Chief Fire Officer will seek the views of the Chair and Vice-Chair of the full Authority and also the Chair of the Planning Committee on the contents of this paper before making his decision.

#### **The Proposal**

## Appendix 2

4. Fleetwood Fire Station currently operates as a wholetime 2-2-4 station. The proposal is to pilot a change from the 2-2-4 shift system to Flexi Day Crewing (FDC) (where firefighters are on station during the day from 08:00 hours to 18:00 hours (as with 2-2-4) but outside of these hours, emergency cover is provided on an on-call basis from their home address). This pilot would be for a period of around 18 months after which it would be evaluated and a decision taken then whether to make the change permanent or not.

5. There are a number of drivers for this proposal. The first is to release firefighters to work at other stations which is urgently needed in the summer due to predicted shortfalls. As the FDC system requires less staff, this pilot should release 3 firefighters and 3 Watch Managers to be deployed elsewhere.

6. 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. The number of incidents it deals with are consistent with the activity levels of other FDC stations and so making this change would be a more efficient use of resources.

7. 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.

8. 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.

9. 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.

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

11. The proposal will release wholetime capacity to support broader service pressures. There is no intention to reduce the Service staffing levels on the back 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.

12. Prevention and Protection targets could still be met by increased use of non-operational staff.

### **Consultation**

13. As noted above, this is a pilot, not a permanent change, and the effect on services is expected to be minimal. It is right however that stakeholders are consulted. The Fire Brigades Union have been consulted and provided a supportive written response, and

## Appendix 2

early engagement has been undertaken with staff and the local MP, both understanding and supportive of the proposals.

14.The service would like to consult with affected members of the public. This consultation will take some time and as these changes (if they occur) need to be brought about swiftly to support crewing levels through the summer period, there is a need to start public consultation forthwith. As such the urgent decision is **to start a public consultation on the proposed pilot.**

15.The proposed next steps as to how to develop the pilot once the public consultation is complete will be set out in a paper to be taken to the AGM in June.

16.The proposed public consultation will consist of targeted engagement activity towards service users in the locality and town council.

### **Business risk**

Failure to run this consultation swiftly may impact negatively on the viability of the pilot if it cannot be implemented in time for summer.

### **Sustainability or Environmental Impact**

None.

### **Equality and Diversity Implications**

None.

### **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**

None.

### **Financial implications**

None.

### **Legal implications**

A failure to carry out a public consultation may make any decision to implement the pilot unlawful.

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper:

Date:

Contact:



This page is intentionally left blank