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Lancashire Combined Fire Authority
Planning Committee

Monday, 16 November 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 - 12)**

For decision:

4. **Strategic Assessment of Risk 2026-27 (Pages 13 - 96)**

5. **Community Risk Management Plan 2027-32, Consultation, and Core Strategies (Pages 97 - 242)**

For noting:

6. **His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) update (Pages 243 - 252)**

7. **Council tax precept consultation 2027-28 (Pages 253 - 254)**

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 8 March 2027** in the Main Conference Room, at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for Wednesday 14 July 2027
proposed for Monday 15 November 2027

Lancashire Combined Fire Authority
Planning Committee

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

Minutes

Present:	
Councillors	
N Alderson	
S Asghar (Vice-Chair)	
J Ash	
G Baker	
I Duxbury (Chair)	
F Jackson	
A Joynes (Substitute)	
R Walsh	

Officers
S Healey, Deputy Chief Fire Officer (LFRS) S Collinson, Assistant Director of Communications and Engagement (LFRS) T Powell, Area Manager, Head of Service Improvement (LFRS) T Cookson, Area Manager, Head of Leadership and Development (LFRS) D Howell, Monitoring Officer (LFRS) S Hunter, Member Services Manager (LFRS) J Kelly, Member Services Officer (LFRS)
In attendance

1-26/27	**Apologies for Absence**
	Apologies were received from Councillor J Hugo and County Councillor L Parker with County Councillor A Joynes in attendance as substitute.
2-26/27	**Disclosure of Pecuniary and Non-Pecuniary Interests**
	None received.
3-26/27	**Minutes of Previous Meeting**
	Resolved: That the Minutes of the last meeting held on 2 February 2026 be confirmed as a correct record and signed by the Chair.

4-26/27	**Draft Community Risk Management Plan 2027-32, Service Review and Consultation**
	The Deputy Chief Fire Officer presented the report to members, the draft Community Risk Management Plan 2027-2032 provided details of what Lancashire Fire and Rescue Service intended to do over the forthcoming five-year period to identify, assess and mitigate the full range of fire and rescue related risks within Lancashire. The risk management planning processes provided the opportunity to demonstrate how the service intended to fulfil its responsibilities in a clear, cohesive way, to Lancashire Fire and Rescue Services teams, communities, and other interested parties. In writing a Community Risk Management Plan 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 affected Lancashire's communities underpinned everything that the service does – driving both its governance and planning arrangements. The Deputy Chief Fire Officer explained the approach taken in producing the Community Risk Management Plan including timelines and outlined the approach to the service review which would entail reviewing all Lancashire Fire and Rescue Services to ensure they were well prepared to deliver the activities and interventions in the new Community Risk Management Plan. The Community Risk Management Plan 2027-2032:- • Highlighted Lancashire's risks; • Explained how Lancashire Fire and Rescue Service would manage and reduce fire and rescue related risk in Lancashire; • Set out the services priorities and values; • Identified the services core strategies • Set out the services ambitions against each priority and stated how the service aimed to deliver these; • Illustrated how Lancashire Fire and Rescue Service would measure and assure performance. The paper taken to Planning Committee on 17 November 2025 outlined the services approach to the development of the Community Risk Management Plan. Initially it was intended that development work and consultation would include a wider Service Review, delivered at the same time. Whilst elements of the Service Review were underway, it was proposed that the Response (Emergency Cover Review) element of the Service Review which would include public consultation, would now commence in July 2027 and would include reviews of prevention, protection, response and corporate services. A pre-consultation document was submitted in December 2025 to the full Combined Fire Authority meeting for approval to engage with communities and staff. The two-phased approach to consultation allowed the service to gather early insight to inform the development of the draft Community Risk Management Plan.

Phase one Consultation was carried out from 13 January 2026 to 15 March for nine weeks and explained the challenges and drivers for change and invited views on the services proposed direction of travel. Phase one allowed the service to listen and learn about the services communities' and workforce priorities.

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 Lancashire Fire and Rescue Service including the degree to which people trust the services safety advice, believed the service served the community well and delivered value for money. Awareness levels varied in terms of different services provided by Lancashire Fire and Rescue Service 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.

A full phase two consultation would take place during summer 2026 where the service would present and seek feedback on the Community Risk Management Plan 2027-2032. The phase two consultation would undertake structured engagement with a wide range of groups, including residents, businesses, partners and employees, to understand what mattered most to Lancashire's communities and how proposed changes may affect them.

Feedback from both stages would help ensure the final plan reflected community needs and expectations and that resources were prioritised effectively to manage risk, demand and vulnerability across Lancashire.

The new Community Risk Management Plan would go live from April 2027.

The Community Risk Management Plan identified the services priorities as;

- 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

The drivers influencing the Community Risk Management Plan were;

- Changing community risk: Climate change, emerging technologies, demographic change, deprivation, the built environment, major transport

networks and evolving patterns of vulnerability were reshaping risk across Lancashire.

- Demand and complexity: Demand was not only about volume. Incidents were increasingly varied and some were more complex, protracted and resource intensive than ever before.

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

- Partnership working: No single organisation could manage every risk alone. Strong collaboration with local authorities, health partners, police, other fire and rescue services, resilience forums, voluntary organisations and communities was essential.

Key areas of focus within the Community Risk Management Plan included;

- Resourcing and availability of appliances
- Identifying and assessing risk
- Response standards - As part of the Community Risk Management Plan consultation, the service wanted to gauge views on whether the current response standard model was appropriate, or whether the service should move to simpler single response standards whilst retaining the fire risk formula for prevention and resource allocation.
- Strategic Priorities
    - Valuing our people so they can focus on making Lancashire safer
        - Culture, values, standards and behaviours
        - Employer of choice and workforce planning
        - Leadership and management capability
        - Talent management and succession planning
        - Wellbeing, skills and workforce capability
        - Engagement, communication and change
    - Preventing fires and other emergencies from happening
        - Home Fire Safety
        - Prevent Fires
        - Resilience to Severe weather
        - Safer Roads
        - Stronger Resilient Communities
    - Protecting people and property when fires happen
        - Target risk
        - Safer buildings
        - Stronger systems
        - Supporting delivery and performance
    - Responding to fires and other emergencies quickly and competently
        - Availability area of focus
        - Competence area of focus
        - Preparedness area of focus
        - Operational excellence and continuous improvement
    - Using digital, data and technology as a key enabler of safer, more

efficient services
    - Digitally enabled workforce
    - Data maturity insight
    - Strong technical foundations
    - Cyber security and resilience
    - Value for money and continuous improvement
    - Emerging technology
    - National alignment and collaboration
- Delivering value for money in how the service uses its resources
    - Financial sustainability and resilience
    - Prioritisation and resource allocation
    - Productivity and efficiency
    - Asset sustainability and investment
    - Assurance, transparency and accountability

Progress would be measured through key performance indicators, with any changes to key performance indicators managed through the Planning Committee.

In response to a question from County Councillor J Ash in relation to response standards, the Deputy Chief Fire Officer explained that historically there had been national standards for response, however services now set their own response standards as part of the Community Risk Management Plan process, with national research suggesting that many services across the country now utilised one response standard. Lancashire Fire and Rescue Service had four response standards for critical fires and would consult as part of the Community Risk Management Plan on moving to a single response standard. The Deputy Chief Fire Officer explained that often the service only knew which response standard it should have achieved on conclusion of an incident once a full assessment of the incident had taken place, as response standards were linked to the risk of lower-layer super output areas which were reassessed annually as part of the services strategic assessment of risk. Having one set response standard would ensure there were clear response expectations for both the service and members of the public.

Councillor G Baker asked if there was a penalty should response standards not be met, the Deputy Chief Fire Officer explained that there was no penalty however this would be assessed by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services. The Inspectorate was interested whether the standards set were being met. He added that a small number of fire services did not set standards. He also emphasised that the service would always send the fire engine that would reach the incident the quickest, using technology such as Automatic Vehicle Location Systems and would always send more than one fire engine to property fires. Resources were also moved to where they were most needed to maintain a quick and effective response to members of the public.

County Councillor J Ash emphasised the importance of transparency within public services and added that she felt moving to one response standard would provide more transparency. The Deputy Chief Fire Officer explained that the results of the consultation would be brought to the next Planning Committee meeting in November 2026, and that any proposed changes to Key Performance Indicators following the Community Risk Management Plan consultation would be included in any recommendations to the Planning Committee in November.

	The report was moved by County Councillor J Ash and seconded by Councillor G Baker with all members voting in favour. **Resolved:** That the Planning Committee; 1. Approved the draft Community Risk Management Plan 2027-2032 and consented to proceed to public consultation on 14 July 2026. 2. Noted and endorsed the revised timelines for the Service Review.
5-26/27	**His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) update**
	Area Manager Tom Powell presented the report to members. **2025-27 Inspection:** The 2025-27 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspection process was well underway; there was a greater focus on governance arrangements and their effects on services. His Majesty's Inspectorate of Constabulary and Fire and Rescue Services would not evaluate the governing authority itself; instead, they would assess how Combined Fire Authority governance directly influenced Lancashire Fire and Rescue Service. The people assessment would consider whether governance and oversight frameworks promoted a positive organisational culture, as well as whether the 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. **Change in Leadership:** Michelle Skeer OBE QPM had 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 brought 36 years of experience across policing and fire and rescue and would become the first woman to hold the post. **Northern Region His Majesty's Inspectorate of Constabulary and Fire and Rescue Services and Chief Fire Officer Roadshow** Lancashire Fire and Rescue Service would host a Northern Region His Majesty's Inspectorate of Constabulary and Fire and Rescue Services and Chief Fire Officer Roadshow on Monday, 20 July 2026. The purpose of the roadshow was to provide an opportunity for members of the His Majesty's Inspectorate of Constabulary and Fire and Rescue Services and Chief Fire Officer team to meet with Chief Fire Officers and their Deputies from across the North. This engagement aimed to support constructive dialogue, explore current challenges, enhance transparency around the inspection approach and strengthen working relationships. Early feedback and insight from services would 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 had now been completed with ten reports published. The Organisational Assurance Team continued to monitor national trends and learning from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services reports.

Department and Service Delivery Visits:
The Organisational Assurance Team had developed and implemented the new reality-testing station visit for Service Delivery. The visit content had been systematically aligned to both the His Majesty's Inspectorate of Constabulary and Fire and Rescue Services characteristics of good and the Fire Standards Board criteria, ensuring that assurance activity was focused on the most relevant and appropriate areas. The reality-testing visit covered 33 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services characteristics of good performance and 43 Fire Standards criteria. The primary objective of the visits was 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 had been completed.

Annual Spring Data Collection:
The annual data collection was submitted on Thursday 4 June 2026. This data collection would form key lines of enquires during the services round four inspection.

Round three Area for Improvement:
The Service received one area for improvement in its round three inspection concerning Equality Impact Assessments.

Update actions included;

1. The Equality Impact Assessments Form and Guidance had been updated and published on the intranet.
2. The mechanism for administering Equality Impact Assessments 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. The SharePoint site was 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 Equality Impact Assessment process.
4. A further "On the Menu" session was scheduled for 26 June 2026, focusing on providing staff with step-by-step guidance on completing an Equality Impact Assessment.
5. Quarterly meetings were held with the Organisational Assurance Team and Human Resources to track progress and submit updates to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services portal.
6. The Organisational Assurance Team were working with Human Resources to ensure that Equality Impact Assessment quality assurance processes are robust and embedded.
7. All actions and evidence relating to the area for improvement were being managed and tracked via the Assurance Monitoring System.
8. Further Equality Impact Assessment training scheduled for 02 July 2026.

Service Liaison Lead

	The Service had been appointed a new service liaison lead, Andy O'Brien who had formally spent some of his early career at Lancashire Fire and Rescue Service. Lancashire Fire and Rescue Service would be inspected in early 2027 and was the last service to be inspected on this round of inspections. **Resolved:** That the Planning Committee noted the report.
6-26/27	**Annual Service Report**
	The Deputy Chief Fire Officer presented the report to members. The Annual Service Report was produced annually by the Service as part of its accountability to measure progress against the items set out as deliverables as part of the Annual Service Plan. These actions were derived from the medium-term strategic goals highlighted in the Community Risk Management Plan 2022-27. The Annual Service Report highlighted a number of key deliverables against the priority areas of people, prevention, protection, response and value for money related work streams: • **Valuing our people so they can focus on making Lancashire safer** o Create an organisational culture where diversity is encouraged and valued o Develop leaders who build and maintain trust in the Service o Tailor training and development for on-call firefighters o Invest in safety, health and wellbeing initiatives o Encourage and listen to employee voice o Service headquarters and leadership and development centre masterplan o Upgraded fire station facilities o A Celebration of Lancashire Fire and Rescue Services people o Honours and awards • **Preventing fires and other emergencies from happening** o Deliver targeted fire prevention activity o Evaluate Year 2 education packages o Expand fire safety community engagement • **Protecting people and property when fires happen** o Transform fire protection and business safety o Deliver tailored protection advice in diverse business communities o Implement organisational learning in response to national events o Address mid-rise premises risk across the county o Support national activity to address unsafe cladding on buildings • **Responding to fires and other emergencies quickly and competently** o Review emergency cover in Preston o Optimise emergency cover through dynamic cover software o Strengthen our response to climate change emergencies o Strengthen firefighting and rescue capabilities o Adapt on-call response to increase emergency cover o Invest in our fleet and equipment

	The report included a summary of the Service's performance in relation to responding: 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 the services 39 fire stations – 89.55%. • **Delivering value for money in how we use resources** o Review how we use our resources o Maximise productivity and efficiency o Drive efficiencies through digitalisation o Improve performance management culture o Collaborate with other public services County Councillor J Ash congratulated the Deputy Chief Fire Officer on his award of the Asian Fire Service Association (AFSA) Servant Leader Listening Award, details of which were contained within the report. **Resolved:** That the committee noted and endorsed the Annual Service Report 2025-26.
7-26/27	**Consultation relating to pilot duty system change at Fleetwood Station**
	The Deputy Chief Fire Officer presented the report to members. At the Lancashire Combined Fire Authorities Annual General Meeting 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 system (resolution 13-26/27). The Combined Fire Authority 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 ran until 30 June. Decisions on whether or not to run public consultations ordinarily sat within the remit of the Planning Committee. However, as this pilot, if it was to be effective, needed 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. The Chair and vice-Chair of the full Authority, and the Chair of the Planning committee were all consulted by the Chief Fire Officer 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 was being brought to the next committee meeting for information.

The Deputy Chief Fire Officer provided an update that following the public consultation, where the service had received around 150 responses, and carried out various local engagement with crews, the public and local Elected Members, including the Local MP, the Chief Fire Officer and the Chair of the authority had agreed the progression of the pilot with frequent reviews being undertaken to understand the impact. The Deputy Chief Fire Officer explained that the main feedback received as part of the consultation related to response times to incidents and that around 150 responses had been received and many of them citing concerns over longer attendance times at night. The Deputy Chief Fire Officer explained that these responses were expected, as ultimately it would be viewed by many as a reduction in service; however he also explained that the data presented to the Combined Fire Authority recently, included comparisons to risk levels in other areas of the county that had a similar crewing model in place, to what was being proposed as part of the Fleetwood pilot. He also explained that the pilot had been supported by the Fire Brigades Union and staff that live in Fleetwood but worked at other stations in the county, who would likely transfer to the station and trial system.

Councillor G Baker commented that the public appeared to feel that this was a backwards step, he also advised that he had been contacted by a reporter for comment on the pilot. The Deputy Chief Fire Officer explained that there would be no change to the number of fire engines at Fleetwood Fire Station and a fire engine would still be available at all times with other fire engines also available in the wider area, including Bispham. Five comparable stations across the service were operating the Flexible Day Crewing system effectively and should the pilot be unsuccessful the station would revert back to the previous duty system. The Deputy Chief Fire Officer emphasised that the pilot was not focusing on efficiency savings but on redistributing firefighters across the service, better aligning resources to risk and demand. He added that there would be a few minutes delay in response to incidents overnight but there would still be a very quick response.

Councillor G Baker stated that he thought there was a challenge with recruiting firefighters and asked if there was a policy in relation to rehousing firefighters. The Deputy Chief Fire Officer explained that there was a relocation allowance scheme that could be used if needed, however the service had recently had over 1000 applications for its wholetime firefighters recruitment campaign, but the main recruitment challenge was relating to on-call firefighters. He explained that the Flexible Day Crewing system was a Wholetime system and also attracted additional allowances including a housing allowance, retainer fee and call out fees

	in the evenings. **Resolved:** That the committee noted the report.
8-26/27	**Date of Next Meeting**
	The next meeting of the Committee would be held on **Monday 16 November 2026** at 10:00 hours in the main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood. Further meeting dates were noted for 8 March 2027 and agreed for 14 July 2027. Councillor G Baker remarked that the service being inspected last by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services reflected the positive performance of the service and commended officers for this.

D Howell
Monitoring Officer to CFA

LFRS HQ
Fulwood

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Lancashire Combined Fire Authority

Planning Committee

Meeting to be held on Monday 16 November 2026

Strategic Assessment of Risk 2026-2027

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

Executive Summary

The Strategic Assessment of Risk (SAoR) has been refreshed and provides strategic direction for Service and district planning and enables Lancashire Fire and Rescue Service (LFRS) to direct resources effectively to minimise and respond to risk.

Recommendation(s)

The Planning Committee are asked to note and approve the SAoR for publication.

Information

Risk in Lancashire will always remain dynamic; it changes over time, differs by area and demographic, and needs different interventions to reduce the likelihood of the risk occurring or to lessen its consequences. We identify these risks in our Strategic Assessment of Risk which is refreshed annually and is also informed by the National Risk Register, Lancashire Resilience Forum Community Risk Register and our political, economic, social, technological, environmental, legal and organisational (PESTELO) analysis. Through our risk management framework, we continually assess changing risk and prioritise our response framework.

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

The SAoR plays a central role in the development of the Community Risk Management Plan 2027–2032 (CRMP), providing the evidence base to identify, assess and prioritise the risks facing Lancashire over the lifetime of the plan. By drawing together local incident data, national and community risk information, demographic insight and professional judgement, the SAoR ensures that the CRMP is grounded in a robust and current understanding of risk. This will support the Service in setting clear strategic priorities, aligning prevention, protection and response activity, and demonstrating how resources are directed to the areas of greatest need and potential impact.

This year's document builds on previous iterations as we seek to continually improve our risk management processes. Revisions have been made to our local Risk Assessment, resulting in some movement in the ranking of our highest risk incident types. We have strengthened our PESTELO analysis and also sought to identify more clearly how LFRS responds to the strategic risks identified, examples being; our response to the emerging threat of climate change and advances in technology.

Business risk

The Strategic Assessment of Risk is an integral part of the Service's Risk Management Framework and captures the high-level risks that the Service must prepare for and respond to. It forms a key part of our planning process, development of our CRMP and culminating in the development of our Annual Service Plan.

Sustainability or Environmental Impact

None.

Equality and Diversity Implications

The Strategic Assessment of Risk has been produced in accordance with accessibility guidelines.

Data Protection (GDPR)

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

HR implications

No implications, however, the SAoR should form part of the district planning process and will link through to individual appraisals.

Financial implications

The updated SAoR provides the latest data and intelligence, helping to direct the Service's focus over the next 12 months.

Legal implications

None.

Local Government (Access to Information) Act 1985

List of background papers

Paper:
Date:
Contact:

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

Glossary

CRMP - Community Risk Management Plan
IRS - Incident Recording System

LFRS – Lancashire Fire and Rescue Service
PESTELO - Political, economic, social, technological, environmental, legal and organisational
SAoR – Strategic Assessment of Risk

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Appendix 1

Strategic Assessment of Risk 2026-2027

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Executive Summary

Lancashire Fire and Rescue Service (LFRS) plays a vital role in keeping Lancashire's communities safe. The Strategic Assessment of Risk (SAoR) provides the evidence base for identifying, understanding and assessing the risks facing our communities, as well as the organisational risks that could affect delivery of the Community Risk Management Plan (CRMP). Its findings inform supporting policies and strategies, operational preparedness, resource allocation, targeted prevention activity and the continued development of our services. By identifying current and emerging challenges, the SAoR helps ensure that our people, resources and capabilities remain equipped to protect communities, staff and the environment, respond to changing needs and expectations, and deliver our commitment to Making Lancashire Safer.

The document sets out the statutory responsibilities placed on LFRS and the governance arrangements through Lancashire Combined Fire Authority (CFA). It also provides an overview of Lancashire, including demographic trends, district profiles, deprivation, health, ethnicity, religion and population data. This context helps identify how risk varies across the county and how changing community needs may influence prevention, protection and response activity.

The assessment considers national and local risks, drawing on the National Risk Register and the Lancashire Resilience Forum Community Risk Register. These processes identify major hazards and threats, assess their likelihood and impact, and support multi-agency planning for emergencies that could affect safety, security, health, the economy, the environment and society. This ensures local planning reflects both national risk priorities and Lancashire's specific risk profile.

The PESTELO analysis examines the factors that may affect the Service across political, economic, socio-cultural, technological and infrastructure, environmental, legislative and organisational themes. It highlights challenges such as deprivation, fuel poverty, an ageing population, climate change, emerging technologies, and legislative reform. Together, these factors help identify where risk may be increasing, including in communities or locations traditionally considered lower risk.

The assessment also reviews historical incident data and applies LFRS's risk assessment methodology to understand the most common and highest-risk incident types attended by the Service. This methodology combines professional judgement with data-driven analysis, using incident frequency, consequence scoring and trend analysis to identify emerging, stable and declining areas of risk.

By bringing together community intelligence, external risk analysis, national and local resilience information, historical response data and professional expertise, the SAoR provides a clear evidence base for how LFRS understands, prioritises and responds to risk.

It supports decisions about prevention, protection, response, partnership working and resource allocation, helping the Service continue to make Lancashire safer.

Introduction

The Fire and Rescue National Framework identifies a range of national challenges that fire and rescue services must consider, including terrorism, climate change, an ageing population and ongoing financial pressures. In pursuit of our purpose of **Making Lancashire Safer**, it is important that these wider challenges are understood and reflected in how LFRS plans, prioritises and delivers its strategic objectives.

To support this, LFRS undertakes a regular Strategic Assessment of Risk (SAoR). This assessment helps us understand the potential impact of external and internal factors on our communities, our statutory responsibilities and our ability to deliver effective prevention, protection and response services. Where risks are identified, we consider whether they should be mitigated, monitored or accepted, ensuring that our approach to risk supports our vision and does not compromise our strategic objectives.

The assessment is reviewed at least annually as part of our corporate planning process. It brings together current and historical risk data, local intelligence, national and local resilience information, and professional judgement to inform our plans and strategies. It also supports our statutory Community Risk Management Plan (CRMP) by providing evidence on the fire and rescue-related risks facing Lancashire and how we target resources efficiently and effectively to manage them.

Lancashire is currently made up of 14 district areas (including the 2 Unitary Authority areas of Blackpool, and Blackburn with Darwen), each with its own risk profile. District plans are informed by local intelligence and supported by annual district intelligence profiles, which highlight incident trends, geographical risk, people risk, vulnerable groups and priority locations. This helps ensure that local prevention, protection and response activity is evidence-based and targeted where it can have the greatest impact.

The environment in which we operate continues to change, and new risks will emerge over time. Alongside the annual Strategic Assessment of Risk, we continue to monitor emerging opportunities and threats throughout the year through our established risk management processes. This ensures that LFRS remains responsive to changing risk and continues to focus its resources on keeping Lancashire's communities safe.

Lancashire Combined Fire Authority

The Combined Fire Authority (CFA) is responsible for leading and supporting Lancashire Fire and Rescue Service. The CFA has a membership of 25 elected councillors consisting of 19 from Lancashire County Council, 3 from Blackburn with Darwen Council and 3 from Blackpool Council. Under the Fire and Rescue Services Act 2004 the CFA is legally required to enforce fire safety legislation and to reduce the risk of fire causing death, severe injury and property related losses to the community. It must also make provision for rescuing people in the event of road traffic collisions and for protecting people from serious harm arising from road traffic collisions in the Lancashire area.

The CFA is legally responsible for the enforcement of fire safety legislation including:

- The Regulatory Reform (Fire Safety) Order 2005 (applicable in England and Wales) places duties on the "responsible person" to undertake suitable and sufficient fire risk assessments and implement appropriate fire safety measures to identify, manage and reduce the risk of fire in relevant premises, including the common parts of multi-occupied residential buildings.
- The Fire Safety (Residential Evacuation Plans) (England) Regulations 2025 require responsible persons in specified high-rise and higher-risk residential buildings in England to make reasonable endeavours to identify residents who may have difficulty evacuating in the event of a fire, undertake person-centred fire risk assessments where appropriate, implement suitable mitigation measures, and maintain building emergency evacuation plans. The Regulations were made in July 2025 and came into force on 6 April 2026.
- The Fire Safety Act 2021 clarified that the Regulatory Reform (Fire Safety) Order 2005 applies to the structure, external walls (including cladding, balconies, windows and doors attached to those walls) and flat entrance doors of multi-occupied residential buildings. This removed ambiguity regarding the scope of fire risk assessments and the responsibilities of the responsible person.
- The Building Safety Act 2022 introduced a new regulatory framework for higher-risk buildings, placing greater emphasis on accountability, resident safety, the "golden thread" of building information, duty holder responsibilities and the management of building safety risks throughout a building's lifecycle

The CFA governs Lancashire Fire and Rescue Service, which is a designated Category 1 responder under the Civil Contingencies Act 2004. This Act requires emergency responders in England and Wales to co-operate in maintaining a public community risk register which is a product of the Lancashire Resilience Forum (LRF). The Lancashire Resilience Forum gives responders the opportunity to consult, collaborate and share information with each other to facilitate planning and response to emergencies.

About Lancashire

Lancashire covers 3,076 sq. km and had a usual resident population of 1,531,200 in the 2021 Census. This was an increase of 70,300 people, or 4.8%, since 2011. The size, population and mix of urban, coastal and rural communities create varied risks across the county.

Our service area is organised into six areas: Central, Eastern, Northern, Pennine, Southern and Western. Each has distinct local risks that influence prevention, protection and response activity.

Lancashire's built environment includes stone-built dwellings and mills, timber-frame apartments and listed heritage buildings. This range of building types presents varied and changing fire and rescue risks.

Lancashire has extensive transport infrastructure, including five motorways, 5091.7km of road, key railway lines, shipping ports and airports. These networks support travel, work and tourism, but also create risks linked to transport incidents, infrastructure disruption and cross-border movement.

Lancashire's countryside, canals, 123-km coastline and towns attract 68.6 million visitors each year, up from 66.7 million in 2023. This includes 7.5 million staying visits and 23.8 million nights in local accommodation, adding seasonal and location-specific demand for prevention, protection and response services.

Lancashire Fire and Rescue Service - community risk identification process



Figure 1: A flow chart that describes how everything including the National Risk Register, Community Risk Register, PESTELO analysis and incident data and feeds into Lancashire Fire and Rescue Service's SAoR and how this informs the CRMP and other key management and planning arrangements.

National and local risks

National Risk Register (NRR)

The National Risk Register 2026 is the external version of the National Security Risk Assessment (NSRA), which is the government's assessment of the most serious risks facing the UK.

The 2026 NRR updates the risk landscape, common consequences, impacts on vulnerable people, response roles and scoring. The 2026 edition of the NRR also includes a number of new risks. These include:

- A new risk for digital resilience failure – based on lessons from the global IT outage in July 2024
- A ‘cyber attack water infrastructure’ risk – to reflect learning from reported cyber attacks targeting the water sector
- Two new risks focused on data infrastructure (one focused on a cyber attack and the other on disruption)
- One risk has been added focused on interference in democratic processes
- Two risks focused on operational and system-wide pressures - ‘significant disruption to the criminal justice system’ and ‘accidental damage to the national gas transmission network’

The disruption of Russian gas supplies to Europe risk has been removed as reliance on Russian gas imports has significantly reduced.

The NRR assesses the likelihood and impact for each risk, following a rigorous and well-tested methodology.

The NRR helps LFRS consider how natural hazards, accidents and malicious threats could affect lives, health, society, critical infrastructure, the economy and national security, and informs the capabilities needed to prepare for, respond to and recover from such emergencies.

The NRR includes information about 89 risks, within 9 risk themes. The risks are thematically grouped to bring together risks that share similar risk exposure and require similar capabilities to prepare mitigate and respond – although several risks could be categorised under more than one theme. These are:

- Terrorism
- Cyber
- State Threats
- Geographic and diplomatic
- Accidents and systems failures
- Natural and environmental hazards
- Human, animal and plant health
- Societal
- Conflict and instability

National Risk Register Assessment Matrix

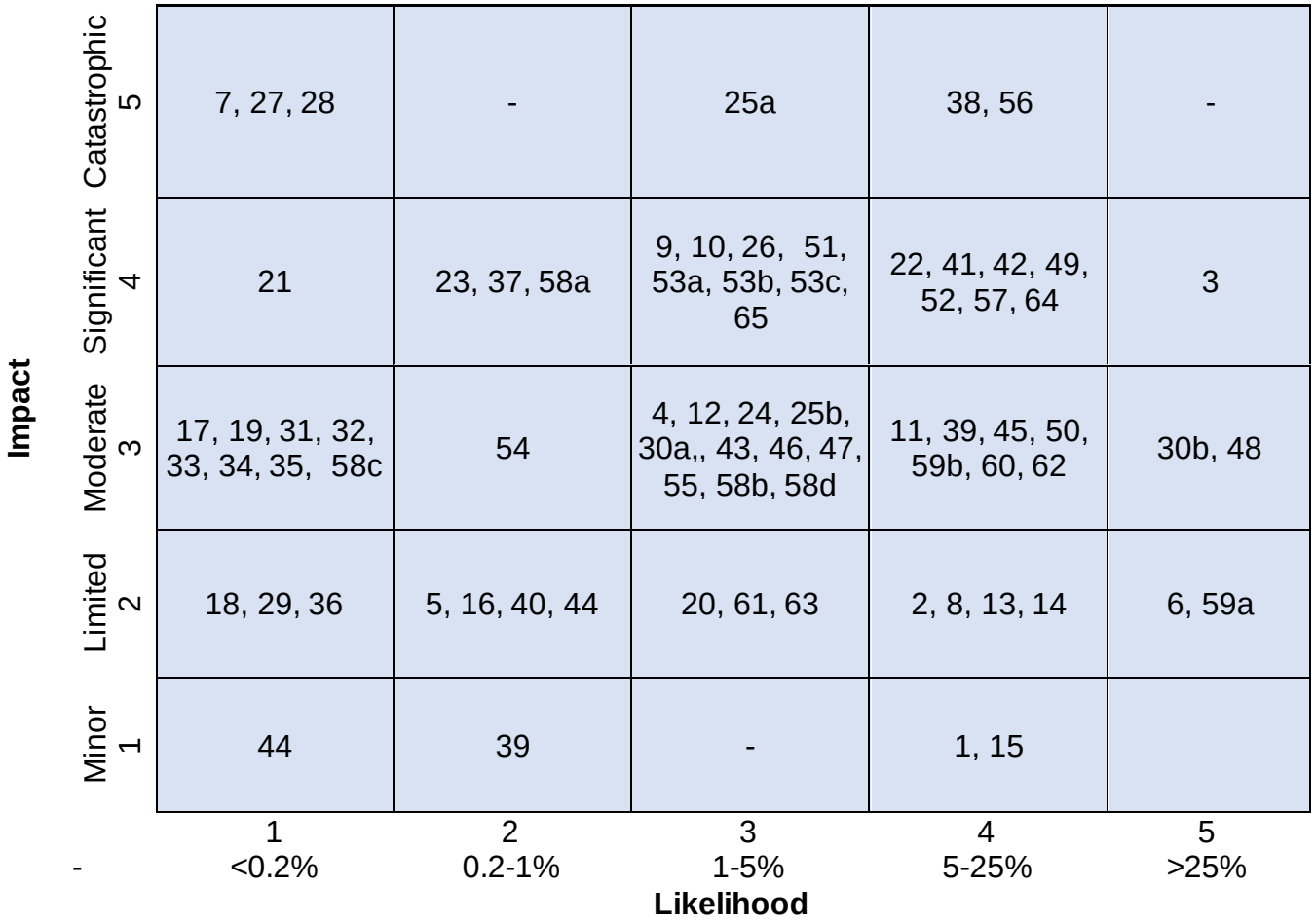


Figure 2: A table which outlines the thematic risks listed in the table below against impact and likelihood.

Number	Thematic group of risk
-	**Terrorism**
1	International terrorist attack
2	Northern Ireland related terrorism
3*	Terrorist attacks in publicly accessible locations
4*	Terrorist attacks on transport
5	Strategic hostage taking
6	Assassination of a high-profile figure
7*	Larger-scale Chemical, Biological, Radiological or Nuclear attacks
8*	Smaller-scale Chemical, Biological, Radiological or Nuclear attacks
9*	Medium-scale - Chemical, Biological, Radiological or Nuclear attacks
10*	Conventional attacks on infrastructure
11*	Cyber attacks on infrastructure
-	**Geographic and diplomatic**
12	Disruption to global oil trade routes
-	**Accidents and systems failures**
13	Major adult social care provider failure
14*	Insolvency of supplier of critical services to public service
15	Insolvency affecting fuel supply
16*	Rail accident
17	Large passenger vessel accident
18	Major maritime pollution incident
19	Vessel blocking major port
20*	Accident involving high consequence dangerous goods
21*	Aviation collision
22	Disruption of space-based activities
23	Loss of positioning, navigation and timing (PNT) services
24*	Simultaneous loss of all fixed and mobile forms of communication
25a*	National power outage
25b*	Regional failure of the electricity network
26*	National gas and electricity shortfall
27*	Civil nuclear accident
28	Radiation release from overseas nuclear site
29	Radiation exposure from transported, stolen or lost goods
30a	Technological failure at a systemically important retail bank
30b	Technological failure at a UK critical financial market infrastructure
31*	Accidental fire or explosion at an onshore major hazard (Control of Major Accident Hazards - COMAH) site
32	Accidental large toxic chemical release from an onshore major hazard (Control of Major Accident Hazards - COMAH) site
33	Accidental fire or explosion on an offshore oil or gas installation
34*	Accidental fire or explosion at an onshore fuel pipeline
35*	Accidental fire or explosion at an onshore major accident hazard pipeline
36	Accidental work-related (laboratory) release of a hazardous pathogen
37*	Reservoir/dam collapse

Number	Thematic group of risk
38*	Water infrastructure failure or loss of drinking water
39	Food supply contamination
40*	Major fire
41*	National disruption to data infrastructure
42*	Digital resilience failure
43*	Accidental damage on the National Gas Transmission Network
-	**Natural and environmental hazards**
44*	Wildfire
45	Volcanic eruption
46*	Earthquake
47*	Humanitarian crisis overseas – natural hazard event
48*	Disaster response in the Overseas Territories
49*	Severe space weather
50*	Storms
51*	High temperatures and heatwaves
52*	Low temperatures and snow
53a*	Coastal flooding
53b*	Fluvial flooding
53c*	Surface water flooding
54*	Drought
55*	Poor air quality
-	**Human, animal and plant health**
56*	Pandemic
57*	Outbreak of an emerging infectious disease
58a	Animal disease – major outbreak of foot and mouth disease
58b	Animal disease – major outbreak of highly pathogenic avian influenza
58c	Animal disease – major outbreak of African horse sickness
58d	Animal disease – major outbreak of African swine fever
59a	Major outbreak of plant pest – Xylella fastidiosa
59b	Major outbreak of plant pest – Agrilus planipennis
-	**Societal**
60*	Public disorder
61*	Industrial action
62	Reception and integration of British Nationals arriving from overseas
63	Significant disruption to the operation of the Criminal Justice System
-	**Conflict and instability**
64	Deliberate disruption of UK space systems and space-based services
65	Nuclear miscalculation not involving the UK

* The most pertinent risks identified by the National Risk Register for Lancashire Fire and Rescue Service.

A full breakdown can be found on the UK government website

Lancashire Resilience Forum

The Lancashire Resilience Forum uses its Community Risk Register, informed by the National Risk Register, to identify and assess risks that could lead to local emergencies, including natural events such as severe weather and disease, accidents, and deliberate acts such as terrorism; this supports local planning, preparedness and the identification of new or changing risks.

The highest risks identified can be seen below:

	Likelihood	Impact	Level of Risk
Influenza-type pandemic	4	5	Very high
Emerging infectious diseases	4	4	Very high
Industrial Action (fuel)	4	4	Very high
Surface water flooding/localised flash flooding	4	4	Very high
Failure of the national electricity transmission system	3	5	Very high
Coastal flooding/ Fluvial flooding	3	4	Very high
Gas supply failure	3	4	Very high
Rail networks incidents	5	3	High
Systematic financial crisis	5	3	High
Volcanic eruption	4	3	High
Influx of British Nationals	4	3	High
Severe space weather (e.g. geomagnetic storm)	4	3	High
Disruption or loss of telecommunications	3	3	High
Poor air quality	3	3	High
Low temperatures and heavy snow	3	3	High
Heatwave	3	3	High
Technological failure at a retail bank	3	3	High

	Likelihood	Impact	Level of Risk
Loss of Positioning, Navigation and Timing (PNT) services	2	4	High
Reservoir/dam collapse	2	4	High
Major outbreak of animal disease	2	4	High
Drought	2	4	High
Radiation release from overseas nuclear accident	1	5	High

Further information can be found on the Lancashire Resilience Forum website.

To ensure that Lancashire Fire and Rescue Service are prepared for any national or local events we work in partnership with the Lancashire Resilience Forum to train and exercise for foreseeable events and have robust business continuity planning to ensure we can still fulfil our statutory duties.

Sections 13 and 16 of the Fire and Rescue Services Act 2004 govern mutual assistance and contractual arrangements between fire and rescue authorities in the UK. Lancashire Fire and Rescue Service has 'memorandum of understanding' arrangements in place with regional and neighbouring fire and rescue services in terms of reinforcement schemes to ensure serious emergencies are attended in an efficient and effective manner. This also includes specialist functions such as rope rescue.

PESTELO Analysis

The SAoR employs the PESTELO analysis model, examining Political, Economic, Socio-cultural, Technological and infrastructure, Environmental, Legislative, and Organisational drivers that will influence and shape service delivery. By analysing these factors, we can gain insight into the external influences which may impact LFRS. Full PESTELO analysis can be found in Appendix A.

Key areas of focus are as follows.

Political

International conflict, terrorism, public disorder and attacks on critical infrastructure continue to create uncertainty and may affect energy costs, supply chains, procurement, business continuity and national resilience requirements. Changes in government policy, public-sector reform, devolution and local government reorganisation may also affect LFRS governance, funding, accountability and partnership arrangements.

Economic

Inflation, cost-of-living pressures, construction costs, workforce pay and global supply-chain disruption may increase operating and capital costs and affect the availability of vehicles, equipment and specialist goods. Deprivation, fuel poverty, business failure and declining town centres may increase vulnerability, unsafe housing, homelessness, vacant premises, deliberate fires and demand for targeted prevention activity.

Socio-Cultural

Lancashire's growing, ageing and increasingly diverse population will influence future demand for prevention, protection and response services. Key risks include increasing numbers of older people and single-person households, health inequalities, poor housing, social isolation, mental ill health, hoarding, substance misuse and homelessness. LFRS will need accessible and culturally appropriate engagement, strong safeguarding arrangements and targeted Safe and Well activity informed by local risk and vulnerability.

Technological and Infrastructure

Greater reliance on digital systems, data, cloud services and connected technology increases exposure to cyberattack, system failure and loss of critical information. Artificial intelligence, drones, robotics and immersive technologies offer opportunities to improve analysis, training and firefighter safety but require effective governance, assurance and data protection. Electric vehicles, lithium-ion batteries, battery storage, hydrogen and renewable energy infrastructure are creating new and complex operational risks. Lancashire's extensive transport, water, energy and built infrastructure also requires robust site-specific planning, specialist capability and multi-agency preparedness.

Environmental

Climate change is increasing the likelihood and severity of wildfires, flooding, heat, drought, storms and concurrent emergencies, placing additional pressure on communities, infrastructure and operational resources. Water scarcity, waste and recycling fires, hazardous building materials, pollution and emerging infectious diseases also require continued planning. LFRS must strengthen operational resilience while progressing its own net-zero and environmental sustainability commitments.

Legislative

Building and fire safety reforms continue to increase regulatory expectations and the complexity of protection activity. LFRS must also respond to requirements associated with Martyn's Law, data protection, procurement, employment rights, worker protection, surveillance technologies, firefighter contaminants and safeguarding. The Serious Violence Duty requires partnership working, information sharing, local needs assessment and coordinated preventative action, with implications for analytical, prevention and safeguarding resources.

Organisational

Medium-term financial pressures may constrain the delivery of CRMP priorities and investment in people, technology, specialist capability and the estate. Recruitment,

retention, workforce ageing, wellbeing, changing employee expectations and the loss of specialist skills remain significant risks. Organisational culture, conduct, public trust, inspection outcomes and partnership effectiveness will continue to influence reputation and performance. LFRS will need strong governance, succession planning, business continuity, sustainable estate management and effective collaboration to maintain resilient services.

Historical Data

The National Incident Recording System was introduced by the Department for Communities and Local Government in 2009, with the requirement that all fire and rescue services record operational data using a standardised data collection mechanism. This has allowed unprecedented insight and analysis to be carried out at a national level, as well as presenting fire and rescue service fire and rescue services with the ability to greatly enhance data-led decision making.

During the seventeen years in which the incident recording system has been in operation, incident levels within Lancashire Fire and Rescue Service have reduced by 11%, which equates to approximately 2,213 fewer incidents. This reduction in activity is evident across most incident types, with false alarms reducing by 20%, secondary fires by 29% and primary fires, which are the most significant type of fire, have reduced by 41% within the same timeframe. However, special service incidents have doubled, mainly due to the adoption of undertaking gaining entry incidents on behalf of the ambulance service.

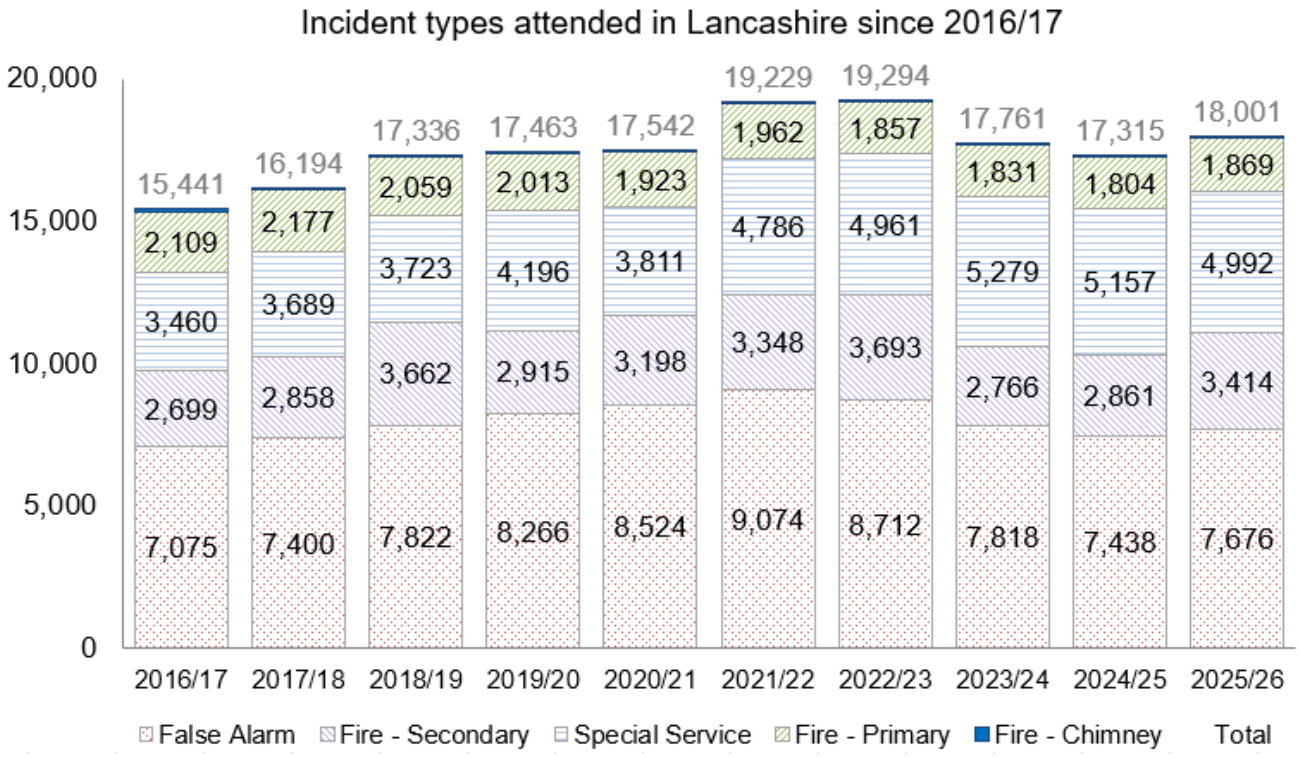


Figure 3: Chart showing incident types attended in Lancashire since 2016/17

Injuries and fatalities

The introduction of the incident recording system has allowed fire and rescue services to record additional granularity and data on victims at operational incidents. Within the last seventeen years, injuries at fires have increased by 25%, with the number of people receiving first aid and precautionary checks increasing by 37%. Last year, there were 552 injuries resulting from fire, with 20% requiring a hospital visit. Unfortunately, last year saw eleven fatalities in fires.

A large rise in the recording of victims from special service incidents has been witnessed over the previous seventeen years. Recordings of injuries have risen by 181%, with fatalities rising by 167%. In the past many of these have occurred in RTCs, now increases are as a result of providing support or assistance to other agencies, mainly in affecting entry to domestic premises on behalf of North West Ambulance Service.

The additional granularity and data recorded on victims as a result of the introduction of incident recording system has enabled greater analysis and insight to be obtained. This has led to the introduction of more tailored and targeted campaigns and initiatives through data-led decision making. Of all the accidental dwelling fires, 49% started in the kitchen last year. Of these incidents, the most common correlation was the negligent use of a cooking appliance. Due to this, home fire safety checks and safe and well visits place an added emphasis on kitchen or cooking safety.

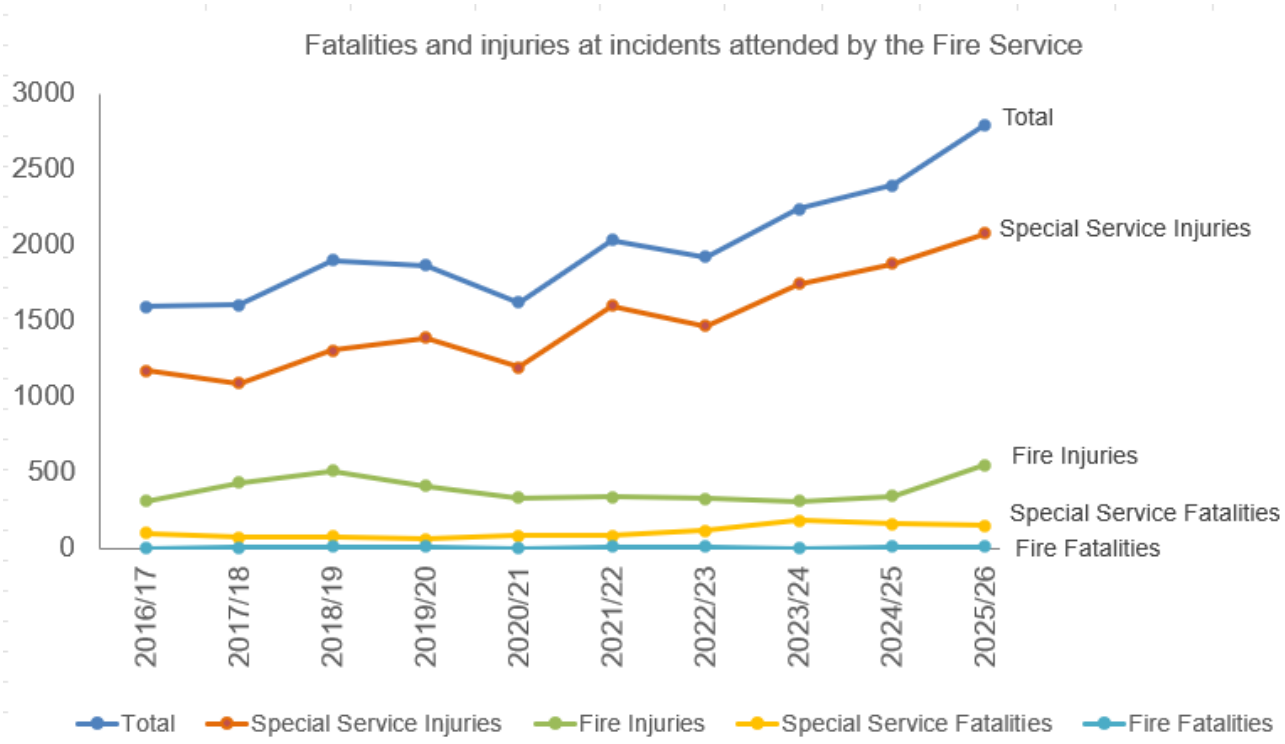


Figure 4: Chart showing fatalities and injuries at incidents attended by the Fire Service over the last ten years.

Risk assessment methodology

The below assessment of risk was applied to 32 different incident types which cover the main incident types that we respond to as a Fire and Rescue Service and covered by National Operational Guidance. The purpose of the methodology is to develop and utilise a reliable model that can be applied equally across all incident types whilst considering the likelihood, consequence, and emerging and declining risk. The model uses single source reliable data (Incident Recording System), coupled with sector competent professional judgement.

Likelihood (risk)

Our likelihood calculation is based upon incidents historically attended over the previous three calendar years and the categorisation can be seen below:

Table 1: Likelihood score calculation.

Likelihood class	Likelihood Score	Frequency	Frequency definition
High	5	365 or more	At least once per day
Medium high	4	52-364	At least once a week but less than once a day
Medium	3	12-51	At least once a month but less than once a week
Medium low	2	1-11	At least once a year but less than once a month
Low	1	Less than 1	Less than once a year

After the frequency has been calculated a directional multiplier is applied as to whether the incident type is emerging or declining and an overall likelihood – direction score is generated.

Consequence score

The consequence score is derived as the average score from our seven consequence categories. These scores have had professional judgement applied from sector competent persons and each category individually scored from1-5.

Table 2: Consequence categories

Category	Definition
Loss of life	this reflects the loss of life consequences of an event occurring.
Injury	this reflects the potential casualties of an event.
Economic	this reflects the economic impact of an event.
Environmental	the reflects the environmental damage caused by an event.
Societal	this reflects the impact on societal function caused by an event.
Political	this reflects the impact of an event on the image of the service.
Personnel	this reflects the impact of an event on staff within the service.

The total risk score is then calculated as can be seen below:

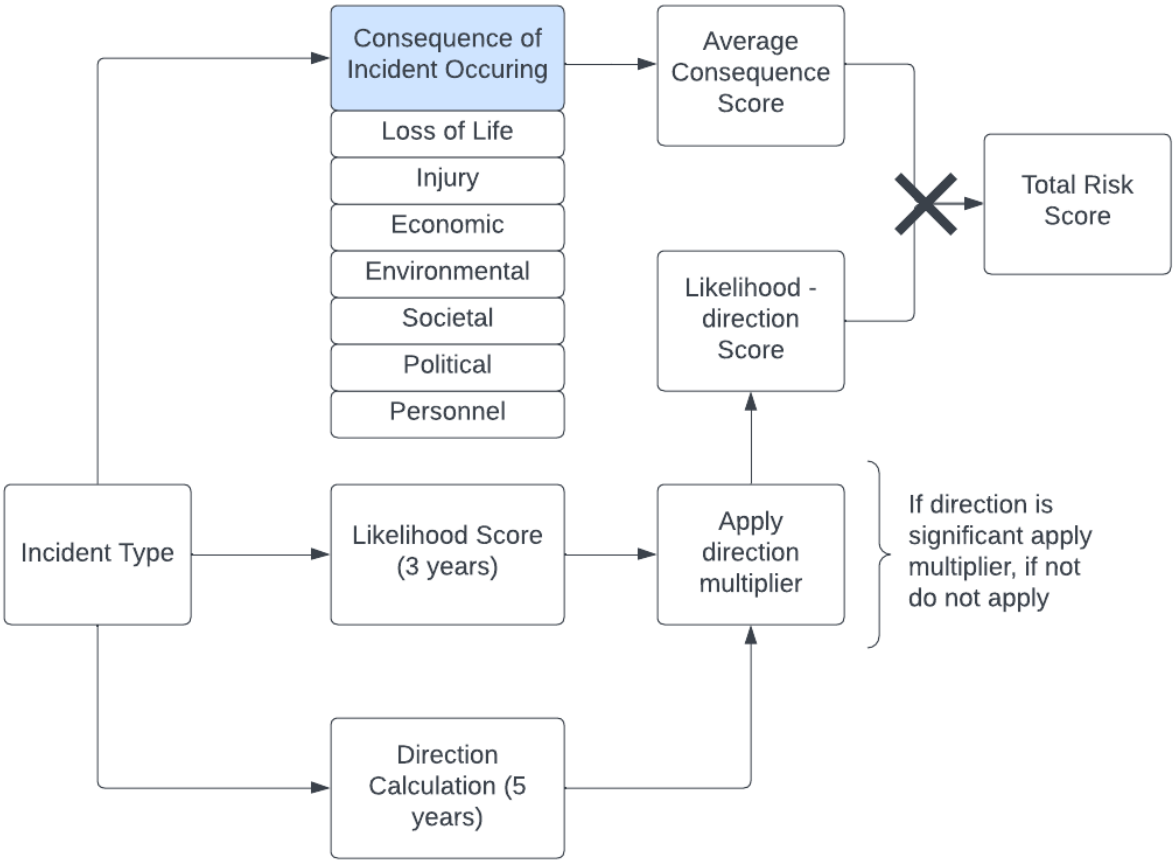


Figure 5: Mapping diagram of the risk assessment methodology detailing the factors that contribute to calculating an overall risk score for a given incident type. Some of the factors include: the incident type; the consequence of the incident occurring; a likelihood rating; all of which lead to a total risk score for each incident type.

To support our findings and to deliver our services effectively we also utilise many other data sources and tools:

- National Risk Register – The National Risk Register is an assessment of the key risks that have the potential to cause disruption in the UK.
- Census - The census in the UK is a count of all people and households. The latest census in the UK was held on 21 March 2021. Top level results are now available.
- Mosaic - Geodemographic segmentation data from Experian that classifies UK households into different geodemographic groups.
- Incident Recording System - The incident recording system is an electronic system for recording data at incidents. The system is operated by the Home Office and all fire services have a requirement to gather incident data.
- Partner agencies - Consultation and working practices are shared between partner agencies that are linked in some way to our local risks.
- Cadcorp SIS and Web Map Layers - Cadcorp SIS is a desktop geographic information system used for spatial data analysis. Cadcorp Web Map Layers is a web-based geographic information system used to display spatial data.
- Power BI is used to interrogate and present data extracted from the Service's data warehouse.
- Community Fire Risk Management Information System is an electronic information system used to store and manage business fire safety and community safety data.
- Local Resilience Forum Community Risk Register provides information on emergencies that could occur and provides an assessment of how likely they are to happen and the impacts if they do.
- Lancashire Insight - Lancashire specific data portal providing key statistical data regarding demographics, populous and health data.
- District Intelligence Profiles and Plans - These identify risks that are perceived at a local level and help drive prevention, protection and response arrangements in localities.
- Site Specific/ Operational Risk Information - This relates to information we gain during visits to high-risk premises, and which is then made available to crews when dealing with incidents.
- Indices of Multiple Deprivation (IMD) - 2025 - the official measure of relative deprivation for small areas in England. The IMD combines the seven individual domains to produce an overall relative measure of deprivation.

Due to the extensive and detailed documentation that underpins the Strategic Assessment of Risk not all information has been placed within this document. Should more detailed

information be required it can be made available upon request through Planning, Performance and Assurance (internal) or via our website.

Executive risk assessment summary

Based on our risk assessment methodology, all incident categories have been scored. The highest risk incident types can be seen below. The highest risk incident types have been recorded within the Community Risk Management Plan (2022-2027) which highlights our proactive and reactive measure in response to the risk.

Risk Number	Incident Type	Overall Rating	Rank	Trend	2025/26
1	Wildfire	12.69	Very High	↑	2
2	Flooding	11.87	Very High	↑	4
3	Deliberate Building Fires	11.66	Very High	-	3
4	Commercial Property Fires	11.66	Very High	↓	1
=5	Road Traffic Collisions (RTC's)	11.14	Very High	↑	7
=5	Rescue from Collapsed Structure/Confined Space/Other	11.14	Very High	↑	8
7	Industrial Fires	11.06	Very High	↓	6
8	Accidental Dwelling Fires	10.99	Very High	↓	5
9	Hazardous Material Incident (Minor)	10.32	High	↑	14
10	Road Vehicle Fires	9.14	Very High	↓	9
11	Suicide/Attempts	9.00	Very High	↑	12
12	Assist Other Agencies	8.50	Very High	↓	10
13	Building Under Construction Fires	8.49	High	↑	16
14	Other Outdoor Fires (Primary)	8.21	Very High	↓	11
15	Rescue from Height	8.11	High	↑	18
16	High Rise Fires	8.00	Very High	↓	13

Risk Number	Incident Type	Overall Rating	Rank	Trend	2025/26
17	Waste Disposal Site Fires	7.91	High	↑	19
18	Hazardous Material Incident (Major)	7.74	High	↓	15
19	Other Transport Fires (Air, Boat, Train)	7.23	High	↑	22
20	Secondary Fires (Accidental)	6.93	High	↑	27
21	Secondary Fires (ASB)	6.79	High	↑	23
22	Rescue from water	6.56	High	↑	28
23	Other Transport or Making Safe (Not Fire)	6.46	High	↑	29
24	Removal of Objects from People	6.31	High	↓	17
25	Animal Rescue	6.23	High	↓	21
26	Heritage Fires	6.11	High	↓	24
27	Removal of People from Objects	6.07	High	↓	20
28	Effecting Entry/Exit	5.77	High	↓	26
29	Lift Release	4.80	Medium	↓	25
30	Malicious Attacks/Terrorist Incidents	4.50	Medium	▪	30
31	Rescue from Mud	3.74	Low	▪	= 31
32	Rescue from Depth	3.64	Low	↓	= 31

Items within the risk assessment have been linked in the Community Risk Management Plan outcomes due to similarities in response *1 have been merged, *2 have been merged, and *3 have been merged.

Overall risk rating percentiles

Rating	Score	Percentile
Very High	> 7.61	> 60%
High	7.60 to 5.08	40% - 59%
Medium	5.07 to 3.81	30% - 39%
Low	< 3.81	< 30%

Wildfire

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 the moors such as changes in land management, reduced animal grazing and competing priorities for moorland management.

Wildfires have historically occurred in spring and summer months. The spring fires usually involve surface fine fuel fires such as Molina grass or heather that have been dried out by the wind, sun, and frost. The fires that occur are also supported by a blanket of dead vegetation on the moors from the previous year. These types of fires can spread rapidly over large geographic areas.

The summer fires are caused by prolonged periods of drought conditions due to low rainfall and high temperatures. Ground fuel fires that occur in large and remote geographic areas where water sources are not readily available can be extremely resource intensive, require support from partner agencies and be difficult to extinguish due to being deep seated below ground. These types of incidents require vast quantities of water far in excess what conventional fire-fighting appliances can deliver.

We know that wildfires can start for many reasons, such as mishandled campfires or barbecues, malicious activity such as deliberate fire setting, infrastructure incidents such as sparks from electricity lines or rail transport, and natural phenomena such as lightning (although this is rare). Hot, dry and windy weather are ideal conditions for wildfires to start and spread.

Over the previous five years, we attended 678 wildfire incidents which is an average of 136incidents a year. 82% of the incidents only involved 1 pump. 43% of all the wildfire incidents were deliberate, including some large-scale, multi-pump incidents attended by Lancashire Fire and Rescue Service.

Risk - Wildfire	**Rating**
Likelihood	Medium High
Consequence	Moderate
Risk score	12.69
Overall assessment	Very High

Flooding

Whilst Lancashire Fire and Rescue Service has no statutory duty to provide emergency response to water or flooding events, as a category 1 responder the Service is bound by the Civil Contingencies Act 2004 to have plans in place to respond to all emergencies. Through close consultation and collaboration with our partners and the Lancashire Resilience Forum, a Multi-Agency Flood Plan has been developed which outlines the

agreed coordinated multi agency response should a flooding event occur in the Lancashire area. This plan has been identified as an essential requirement as it has been recognised 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. The average cost of flooding to a home is around £35,000 and to a business £82,000. The effects on mental health can last for months and even years. Environmental impacts include pollution, harm to livestock and wildlife, and destruction of habitats. Disruption to power supplies and transport networks is a risk and in the most severe cases, floods can cause injury and death.

Due to the diverse nature of the Lancashire landscape, our communities can be at risk from coastal or 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.

In the last five years, Lancashire Fire and Rescue service has responded to 122flooding related incidents relating to high tides, rising river levels or surface water. This equates to 24 incidents of this type a year. Domestic dwellings were affected at 61% of these incidents. West Lancashire has been the most affected (15% of the incidents), mainly due to the surface water.

Risk - Flooding	Rating
Likelihood	Medium
Consequence	Moderate
Risk score	11.87
Overall assessment	Very High

Deliberate building fires

Inevitably, when thinking of deliberate fires, the term arson is often used. This is the act of using fire to destroy or damage any property belonging to another. However, there are many different reasons why individuals or groups display fire-setting behaviour, from curiosity to anti-social behaviour, to mental health issues. The term ‘deliberate fire setting’ covers a wider proportion of scenarios.

Regardless of the reason, a deliberate fire can cause significant damage to property, communities, the economy and in the worst-case scenarios cause injury or death. Using our incident recording system and Geographical Information Systems. Lancashire Fire and Rescue Service can scan for trends in anti–social and deliberate fire setting. By doing this, areas can be quickly identified through emerging trends, meaning prevention activities can be planned and undertaken, often with our partners. Activities can include anything from

removal of rubbish to increased youth engagement activities, all with an aim to reduce the incidence of deliberate fires and help our partners build stronger more sustainable communities.

Over the previous five years, we have attended an average of 217deliberate building fires a year. Non-residential buildings accounted for 56% of the fires with public admin, security and safety properties being targeted the most (37% of the non-residential fires). Deliberate dwelling fires accounted for 38% of the total incidents with houses of single occupancy taking a 52% share of these incidents.

Deliberate building fires have been responsible for9 fatalities, 9 serious injuries and 30 minor injuries over the last five years.

Risk – Deliberate building fires	**Rating**
Likelihood	Medium High
Consequence	Minor
Risk score	11.66
Overall assessment	Very High

Commercial property fires

Commercial property accounts for roughly 13% of the value of all buildings across the UK and is worth almost £900bn, according to the British Property Federation. Commercial property comprises a diverse range of property types including office space and retail establishments, from high street shops to large out-of-town complexes. It also refers to leisure establishments, such as restaurants, pubs, hotels, and gyms, and even car parking.

As with most counties throughout England, Lancashire boasts thousands of commercial premises, all of which must comply with the Regulatory Reform (Fire Safety) Order 2005. Fire and rescue services are responsible for enforcing this legislation and Lancashire Fire and Rescue Service has a robust inspection programme in place for those premises deemed to be high risk. Fire inspection forms the basis of our protection programme designed to reduce the risk and impact of fire upon communities, businesses, and our environment, and safeguard firefighters who respond to incidents involving them.

Over the past five years, we have attended an average of 246 incidents a year which have involved commercial premises where the cause has been recorded as accidental or unknown. This equates to a five-year total of 1,230 incidents.

Non-residential properties accounted for 84% of the incidents, of which food and drink establishments accounted for 18%, with retail outlets with 16%, and industrial manufacturing 13%.

Other residential properties accounted for the other 16% of the total number of incidents, of which residential homes accounted for 35%, hotel/motel 29%, and student hall of residence 17%.

Fires at commercial property types resulted in 2 fatalities, 8 serious injuries and 21 minor injuries over the previous five years.

Risk – Commercial building fires	Rating
Likelihood	Medium High
Consequence	Moderate
Risk score	11.66
Overall assessment	Very High

Road traffic collisions (RTC's)

Nationally, road traffic collisions are the most frequently attended non-fire incident by Fire and Rescue Services. Lancashire Fire and Rescue Service has a statutory duty to provide an emergency response to road traffic collisions. Whilst we are not the lead agency for road safety prevention work (this falls to Lancashire County Council and Unitary Authorities), we do recognise the importance of road safety prevention work in mitigating collisions and the devastating effects that road traffic collisions can have on individuals and communities. We are part of the Lancashire Road Safety Partnership.

The area covered by Lancashire Fire and Rescue Service is large and includes 5 motorways, over 700 km's of 'A' roads and a significantly high number of rural roads. Statistics have shown that car occupants are the most likely to be killed in a road traffic collision, followed by pedestrians, motorcyclists and cyclists. Children aged under 15 are most likely to be involved in road traffic collisions as pedestrians.

Over the previous five years, Lancashire Fire and Rescue Service have attended an average of 667 incidents of this type a year, which accounts for 14% of all Special Service calls. There has been 65 fatalities and 438 serious injuries from road traffic collisions attended by Lancashire Fire and Rescue Service over the last five years, the majority of which, involved either the extrication of trapped individuals or making the vehicle(s) safe. Other types of work undertaken by operational crews at road traffic collisions have included

making the scene safe, offering medical assistance only and the release of individuals where there was no requirement for an extrication to take place.

Risk – Road traffic collisions	Rating
Likelihood	High
Consequence	Minor
Risk score	11.14
Overall assessment	Very High

Rescue collapsed structure/confined space

Incidents occurring in confined spaces and within/around collapsed or unstable structures are some of the most complex areas that fire and rescue services work in and include both geological and manmade structures.

Fire and rescue services frequently attend incidents that involve a combination of these contexts, where danger to operational crews and the public is significant. Lancashire Fire and Rescue Service aims to promote and develop good practice and support the development of safe systems of work to minimise the dangers faced in these environments.

Over the previous five years, we have attended an average of 93incidents a year of this type, attending 464incidents in total. Lancashire Fire and Rescue Service attended 63 incidents involving somebody trapped in or under machinery or another object such as, hopper, conveyor, crusher. Eleven incidents from a collapsed structure, and 9 incidents involved a rescue from a confined space. Due to the nature of this incident type, there have been 8 fatalities, 34 serious injuries and 51 minor injuries.

Risk – Rescue collapsed structure/confined space	Rating
Likelihood	Medium High
Consequence	Minor
Risk score	11.14
Overall assessment	Very High

Industrial fires

Industrial incidents can take a wide variety of forms, and their potential impact on our communities varies considerably in both scale and nature. In some cases, these incidents will have very limited impacts beyond the immediate area and can be dealt with locally, although others can have cascading effects that may impact the wider community. Within our Service area, there are 8 Top tier Control of Major Accident Hazard sites (Control of Major Accident Hazards Regulations 1999) and several lower tier sites covered by the Dangerous Substances (Notification and Marking of Sites) Regulations 1990. These businesses are required to take all necessary measures to prevent major accidents involving dangerous substances to limit the consequences to people and the environment of any major accidents that do occur.

There are several industrial estates in our area that pose risks because of the diverse range of manufacturing and/or processes undertaken by the businesses that occupy the premises at these sites. The experienced level of demand remains relatively low at these premises due to many sites being well-protected from the risk of fire and other incidents. The significant level of prevention activity that we undertake as a fire and rescue service helps to ensure this level of protection remains high.

Over the previous five years, we attended an average of 40 industrial based incidents a year. Of the 197 incidents attended, manufacturing accounted for 74% and processing 26%, with fires within engineering premises and factories accounting for 45% of the overall total.

Risk – Industrial fires	Rating
Likelihood	Medium
Consequence	Moderate
Risk score	11.06
Overall assessment	Very High

Accidental dwelling fires (ADF's)

Dwelling fires are those occurring in buildings that are normally occupied, typically houses, flats and bungalows. Fires of this nature can also result in both physical and mental harm and the injuries sustained could be fatal. As well as the human cost associated with dwelling fires, there is a significant economic burden associated with property damage. Lancashire Fire and Rescue service continues to provide a community fire safety service to the residents of Lancashire, where smoke alarms can be fitted, and home fire safety advice

tailored to individual households as part of a Safe and Well visit. Reduction activity is carried out by community fire safety staff alongside operational personnel in conjunction with local and national campaigns.

Over the previous five years, we have attended an average of 751 incidents a year of this type. Single occupancy houses accounted for 63% of all accidental dwelling fires. Followed by purpose built flat/maisonette with 13% and self-contained sheltered housing 8%.

Blackpool district experienced the highest number of accidental dwelling fires, followed by Preston, Lancaster, and Blackburn with Darwen. Ribble Valley has seen the lowest number of accidental dwelling fires over the last five years. 33% of the total number of accidental dwelling fires were caused by 18-64 year olds with 20% caused by the elderly (65+). The largest causes of accidental dwelling fires are cooking appliance related, followed by spread form secondary fire, and smoking related. .

Risk – Accidental dwelling fires	**Rating**
Likelihood	High
Consequence	Minor
Risk score	10.99
Overall assessment	Very High

Hazardous materials incident (Minor)

Lancashire Fire and Rescue Service have categorised a hazardous materials incident to be minor if less than four pumping appliances attended. Over the previous five years, we have attended an average of 101 incidents of this type a year. Of the 507 incidents attended, twelve resulted in fatalities and there were 14 serious injuries sustained. 70% of the incidents occurred in a domestic dwelling environment, whilst others included non-residential environments, outdoors, and road vehicles. 65% of the incidents involved a gas release.

Risk – Hazardous materials incident (Minor)	Rating
Likelihood	Medium High
Consequence	Minor
Risk score	10.32
Overall assessment	Very High

Road vehicle fires

The road vehicle fires dataset covers primary fires attended by Lancashire Fire and Rescue Service that involved any vehicle designed for road use. Fires in derelict road vehicles are only included if they are considered to be a primary fire (such as, the fire involved a fatality, casualty or rescue, or the fire was attended by five or more pumping appliances).

Every year in the UK, thousands of road vehicles are involved in fire and unfortunately people die as a result. Around half of these fires are started deliberately to cover criminal activity, to make a fraudulent insurance claim or as an act of vandalism. One in 12 reported stolen vehicles will be burnt out. Many other vehicle fires break out because of a fault or simply due to a lack of basic maintenance. The financial loss of having a car fire is bad enough and although insurance may compensate for this, nothing can help with the shock and inconvenience that follow even a small fire.

Over the previous five years we have attended an average of 478 incidents a year involving road vehicle fires. This equates to 2,388 in total, with 59% involving cars, 11% vans and 11% motorcycles, with 36% of the fires being deliberate.

The district of Preston experienced the most road vehicle fires, and 39% were deliberate. There were casualties from this incident type with 5 fatalities, 10 people sustaining serious injuries over the last five years, and 15 people with minor injuries.

Risk – Road vehicle fires	Rating
Likelihood	High
Consequence	Limited
Risk score	9.14
Overall assessment	Very High

Suicide or suicide attempts

Across England, fire and rescue services responded to a record number of suicides or suicide attempts – the tenth successive yearly increase nationwide. Suicide and suicide attempts can have lasting effects on individuals, their social networks and communities and the emergency responders attending.

Over the previous five years, we have attended 292 suicides or suicide attempts. This is an average of 58 incidents of this type a year. The districts of Preston (15%) and Blackpool (14%) had the highest number of incidents. Incident recording shows that we attended 222 incidents where there was a threat of/attempted suicide and 70 incidents of suicide. 40% of the total number of incidents occurred within a domestic residence.

Risk – Suicide or suicide attempts	Rating
Likelihood	Medium High
Consequence	Limited
Risk score	9.00
Overall assessment	Very High

Assist other agencies

Lancashire Fire and Rescue Service, Lancashire Constabulary and Northwest Ambulance Service have entered a Memorandum of Understanding which provides the agreement for Lancashire Fire and Rescue Service to replace Lancashire Constabulary as the supporting agency for Northwest Ambulance Service. This refers to instances where it is necessary to assist Northwest Ambulance Service to gain entry to a property to provide patient care. This incident type primarily relates to calls where there is concern for the welfare of a patient inside premises and cannot Northwest Ambulance Service gain access. Northwest Ambulance Service staff on scene will request assistance to gain entry.

Over the previous five years we have attended an average of 1,430 incidents a year where we have assisted other agencies. Of the 7,150 incidents attended, 80% were assistance to the Police/Ambulance. Lancashire Fire and Rescue Service also attended 748 incidents to assist NWAS with a bariatric patient. Unfortunately, due to the nature of this incident type, there were 403 fatalities, 1,143 serious injuries and 1,230 minor injuries dealt with by both Lancashire Fire and Rescue Service and NWAS.

Risk – Assist other agencies	Rating
Likelihood	High
Consequence	Limited
Risk score	8.50
Overall assessment	Very High

Building under construction fires

When dealing with any fire in buildings under construction or demolition, whatever its size or complexity, they pose risks to fire and rescue service personnel. There is often a presumption that construction, demolition or building work complies with relevant regulations. This may not always be the case and if work is unregulated or in direct contravention of regulations, this could have a significant impact on the incident and firefighter safety.

Some small construction sites or buildings undergoing building work may be unknown to fire and rescue services, making pre-planning difficult. Sites known to fire and rescue services may alter significantly throughout the life of the project such as changes to access and egress, hazardous material storage, layout and fire protection features. Information obtained from site visits and inspections should be regularly reviewed, updated and communicated to relevant fire and rescue service personnel.

Existing buildings may contain hazardous substances that are associated with either the previous use of the building or building materials. This could include substances such as asbestos, which may not have been highlighted in a survey. If disturbed during building work or firefighting, asbestos presents a significant risk to health. Although sites should be well-secured, using high fencing, hoardings, or other security measures, these may be compromised allowing the public to gain unauthorised access.

Lancashire Fire and Rescue Service has invested time and money in identifying risks associated with buildings under construction by assembling a built environment assessment team.

Over the previous five years, we attended 86 incidents involving buildings under construction. This averages out at 17 incidents of this type a year. Single occupancy dwellings accounted for 40% of the incidents.

Risk – Building under construction fires	Rating
Likelihood	Medium
Consequence	Minor
Risk score	8.49
Overall assessment	Very High

Other outdoor fires (Primary)

Other outdoor fires are fires in either primary outdoor locations, or fires in non-primary outdoor locations that have casualties, or five or more pumping appliances attending. Outdoor primary locations include outdoor structures such as post or telephone boxes, bridges and tunnels.

Over the previous five years, we have attended 377 incidents of this type, with an average of 75 incidents a year. 54% of these incidents were recorded as accidental or not known cause. 270 incidents (72%) involved outdoor structures, and 57 incidents (13%) involved outdoor equipment and machinery. Unfortunately, there were four fatalities over the last five years, along with 7 serious injuries and 20 slight injuries.

Risk – Other outdoor fires (primary)	Rating
Likelihood	Medium High
Consequence	Limited
Risk score	8.21
Overall assessment	Very High

Rescue from height

Nationally, the fire and rescue service respond to a wide range of incidents at height involving a variety of environments, such as industry, buildings/dwellings (including buildings under construction) and natural environments (such as steep ground, rock faces). Locally, Lancashire Fire and Rescue Service covers a wide geographical area, including coastlines to the west, and fells and dales to the north. We respond to incidents where people are stranded in inaccessible locations without specially trained rope rescue equipment, and where there is a high level of risk. Every wholetime firefighter in Lancashire Fire and Rescue Service is trained to carry out a rescue using a rope pack and associated equipment, backed up by specialist teams from Chorley, or Bamber Bridge.

Over the previous five years, we attended an average of 75 rescues from height incidents a year. This equates to 373 incidents in total. Of these, 33% involved non-residential buildings, 29% involved domestic dwellings and 34% involved the outdoors, including rescues from trees and equipment in parks. This incident type saw 19 serious injuries and 29 minor injuries.

Risk – Rescue from height	Rating
Likelihood	Medium High
Consequence	Minor
Risk score	8.11
Overall assessment	Very High

High rise fires

Lancashire Fire and Rescue Service regard any building that has six floors (ground + 5 floors above) as a high-rise building. Buildings of this size present many challenges to fire and rescue services in the event of a fire. To successfully deal with an incident in a high-rise building, realistic training is essential along with gathering and storing risk information, educating the occupants and enforcing any breaches of legislation. We have identified high rise properties that have cladding that could promote external fire spread and put measures in place to ensure an appropriate, risk-based attendance is sent upon receipt of information that there is a confirmed fire in one of these buildings. There are 57 high rise buildings in Lancashire, ranging from domestic accommodation to hospitals, car parks to entertainment venues, hotels to education.

Over the previous five years, we attended an average of 4 fires a year involving high rise buildings. Of the 18 incidents attended in total, 15 were accidental fires. Domestic dwellings accounted for 61% of the incidents, Student Halls of residence 33%, and Food and Drink accounted for 6%.

Despite the fears of rapid fire growth following the Grenfell tragedy, none of these incidents resulted in the fire spreading beyond the floor of origin.

Risk – High Rise fires	Rating
Likelihood	Medium Low
Consequence	Significant
Risk score	8.00
Overall assessment	Very High

Waste disposal site fires

Waste disposal sites nationally are recognised as being susceptible to fires, whether accidental or through negligence. Such fires are an increasingly growing risk and have the potential to impact upon resources and local communities for a significant period.

As well as the health risk to the residents of Lancashire, and firefighters dealing with this type of incident, waste disposal site fires also place a strain on partner agencies such as the Police, Environment Agency, public health, local authorities and the site owners.

There are several waste disposal and recycling centres across the Service area, including a mix of local authority-owned and privately-owned sites. The local authority-owned sites are often regulated by regulatory bodies such as the Environment Agency, while the private sites are regularly managed through unclear management structures.

For this document, 'waste disposal site fires' are defined as primary fires where a recycling or refuse structure has been affected.

Over the previous five years, we attended an average of 16 waste disposal site fires a year, equating to a total of 79, of which 59% (47) involved a refuse/rubbish tip with the remaining 41% (32) involving industrial processing.

Risk – Waste disposal site fires	Rating
Likelihood	Medium
Consequence	Moderate
Risk score	7.91
Overall assessment	Very High

Hazardous materials incident (Hazmat)

There are several pieces of legislation that place a duty on Lancashire Fire and Rescue Service to protect lives, property and the environment from the damaging effects of hazardous materials. We work very closely with partner organisations, particularly the Environment Agency, to try to reduce the impact caused by hazardous materials. Dangerous hazardous materials are regularly transported through the Service area via rail or road. There are several other associated risks from hazardous materials, with some examples being Control of Major Accident Hazard sites and a multitude of other industrial sites, farms (especially in some of the more rural locations), waste sites and water treatment plants. There are also several high-pressure natural gas transmission pipelines crossing the region. This hazard arises from the high pressure and the possibility of fire and explosion from a release if one of the pipelines failed or sustained damage.

Hazardous materials incident (Major)

Lancashire Fire and Rescue Service have categorised a hazardous materials incident to be major if four or more pumping appliances attended. Over the previous five years, we have attended a total of 16 incidents of this type resulting in four people sustaining slight injuries.

Risk – Hazardous materials incident (Major)	Rating
Likelihood	Medium Low
Consequence	Moderate
Risk score	8.16
Overall assessment	Very High

Other transport fires (air, boat, train)

Although air is one of the safest modes of transport, incidents relating to air travel are still present across the UK, with many occurrences related to smaller aircraft such as microlights and gliders. Within Lancashire, to the far west of the county, sits Blackpool airport, where the risk of an air transport fire is high due to the amount of traffic utilising the airport.

Lancashire has over 120 km's of coastline, several rivers, lakes, reservoirs, canals and other water bodies that have the potential to have boats of varying sizes being used for business and pleasure purposes.

Incidents on the railways can also pose significant risks and potential danger to the community. The west coast main line dissects Lancashire, with trains running between Edinburgh and London stopping at Preston. There are also a few other local lines in operation, all of which pose their own unique levels of hazards and risks.

Over the previous five years, we have attended an average of 3 incidents a year involving vehicles other than those that are road based. Of the 16 incidents that occurred over the five-year period, 7were an accidental (or not known) cause and 9 were deliberate. One incident involved a military aircraft, 2 incidents involved trains/trams, with the remainder (13) involving boats.

Risk – Other transport fires (Air, Boat, Train)	Rating
Likelihood	Medium Low
Consequence	Moderate
Risk score	7.23
Overall assessment	High

Secondary fires (accidental)

Over a five-year period, we have attended an average of 1,635 accidental secondary fires a year, equating to 8,176 in total. Over half of these incidents occurred in the five districts of Blackburn with Darwen, Preston, Blackpool, Lancaster, and Burnley. These mainly involved refuse.

Risk – Secondary fires (accidental)	Rating
Likelihood	High
Consequence	Limited
Risk score	6.93
Overall assessment	High

Secondary fires (anti-social behaviour - ASB)

This type of incident incorporates fires with no casualties, rescues or valuable property loss. These include outdoor fires, derelict property and derelict vehicle fires. Outdoor fires may involve grass, refuse, wheelie bins and straw.

Although there may be less damage incurred by secondary fires than primary fires, and these incident types generally occur outdoors, not involving people or property, the impact of deliberate secondary fires on Lancashire Fire and Rescue Service is substantial. Secondary fires are one of the biggest burdens placed on our resources.

Over the previous five years, we have attended an average of 1,572 deliberate secondary fires a year, equating to 7,858 in total. Of these, 69% involved rubbish, in the form of either loose refuse, a skip, a small refuse container or a wheelie bin. Over 50% of the total number of incidents occurred in the districts of Preston, Burnley, Blackburn with Darwen, and Blackpool.

Risk – Secondary fires (ASB)	Rating
Likelihood	High
Consequence	Limited
Risk score	6.79
Overall assessment	High

Rescue from water

There are several water-related risks across Lancashire, with the Rivers Ribble, Lune, Wyre, Irwell and Calder, each posing their own risks. The risk of members of the public entering the water and getting into difficulty appears to be on the increase. The combination of the River Lune and River Ribble running directly through the cities of Preston and Lancaster respectively, and the growing student population in those cities brings an increased risk of water-related incidents occurring. Lancashire has over 120 km's of coastline, and there are several lakes, reservoirs and other water bodies across the Service area that pose risks to the community. The west of the county also has three ports, Heysham, Fleetwood and Glasson.

Our crews carry out training in these areas to ensure their knowledge of the hazards posed and ability to respond are first class. Lancashire Fire and Rescue Service continues to prepare for water rescue incidents daily and provides an emergency response 24 hours a day.

Over the previous five years, we attended an average of 46water rescue related incidents a year. Overall, this equates to 229 water rescue incidents in total. These incidents have seen 28 fatalities,14 serious and 39 minor injuries. The main type of incident we attended involved rescues from rivers/canals (51%) and rescues from lakes/ponds/reservoirs (8%).

Risk – Rescues from water	Rating
Likelihood	Medium
Consequence	Minor
Risk score	6.56
Overall assessment	High

Other transport or making safe (not fire)

This incident type is split into two categories, 'making safe (not Road Traffic Collision)' and 'other transport incident'. Attendance at these incidents could be following a request from other emergency services or through the 999-call route. Incidents in these categories include cordoning off, body retrieval and stabilising an unsafe structure as well as making the scene safe, releasing a person and making a vehicle safe.

Over the previous five years, we have attended an average of 217 incidents a year of this type, totalling 1,085. Of the 1,085 incidents attended, 89% have resulted in Lancashire Fire and Rescue Service making the scene safe, with 51% of these incidents requiring us to stabilise, or otherwise make safe an unsafe structure. The majority of these have been in a domestic environment however, numerous incidents involved retail, food and drink establishments and outdoor structures. This incident type has resulted in 20 fatalities, 5 serious injuries and 27 minor injuries.

Risk – Other transport or making safe (not fire)	Rating
Likelihood	Medium High
Consequence	Limited
Risk score	6.46
Overall assessment	High

Removal of people from objects and Removal of objects from people

People often get stuck, some very seriously and sometimes through no fault of their own. Fire and rescue services log callouts in a number of categories, including 'removal of people from objects' and the rather more wince-inducing 'removal of objects from people'. Quite often, these incidents are as simple as removing a ring from a finger, however sometimes over-confidence is to blame, having been spurred on by other people and

showing off, resulting in people getting stuck in objects that take fire and rescue service's a little more time and resources to successfully deal with.

Removal of objects from people

Over the previous five years, we have attended 482 incidents of this type. This equates to an average of 96 incidents a year. Ring removal accounted for 77% of these incidents with other incidents attended including impalements, handcuff removal and removal of other objects such as railings.

Risk – Removal of objects from people	Rating
Likelihood	Medium High
Consequence	Limited
Risk score	6.31
Overall assessment	High

Removal of people from objects

Over the previous five years, we have attended an average of 72 incidents a year involving the removal of people from objects. Of the 359 incidents attended, 69% involved a trapped limb, with the other 31% being recorded as 'other'. 42% of incidents occurred in the domestic dwelling environment.

Risk – Removal of people from objects	Rating
Likelihood	Medium High
Consequence	Limited
Risk score	6.07
Overall assessment	High

Animal rescue

For many years, firefighters have responded to a variety of incidents involving pets, livestock, and wild animals. Animals in distress can pose a potentially serious risk to the public, staff from other agencies and firefighters. There is also an element of risk of members of the public suffering serious injury should they decide to attempt an animal rescue themselves. As Lancashire has large rural areas as well as densely populated

areas, Lancashire Fire and Rescue Service inevitably responds to incidents where a range of animals are in distress. We therefore have a range of resources available to deal with this risk, including six specialist animal rescue trained stations based at strategic locations across the county.

Over the previous five years, we attended an average of 184 animal rescues per year, equating to 919 incidents in total. Incidents involving trapped animals accounted for 47% of the total, with the majority involving domestic animals. 27% of animal rescues involved a rescue from height with the majority involving domestic animals. We attended 143 incidents (16%) involving rescues of animals from water or mud with over half of these involving livestock.

Risk – Animal rescue	Rating
Likelihood	Medium High
Consequence	Limited
Risk score	6.23
Overall assessment	High

Heritage fires

Heritage buildings or their contents may be of economic or cultural importance. These buildings present unique hazards, having been built in a period with no fire safety regulations, using traditional materials and construction methods. Utilities and associated protection measures are unlikely to meet current standards. Wiring may have deteriorated, and circuits can have no isolation point, or isolation may not control all circuits.

Heritage buildings that are open to the public or have had recent alterations may have been modified to meet current regulations. During a building's lifetime, it may have been altered or extended, using different materials and methods which can cause the structure to behave in unexpected ways. In older properties, internal studded walls may support part of the weight of the property. It is common for heritage buildings to have mezzanine floors, basements, tunnels, and attics.

The materials and design of heritage buildings can increase the expected rate of fire growth and spread. Fire spread may travel in hidden voids, behind facades and in cavities to unexpected sections of the building. Vaults and ducts can cause unchecked fire to spread underfoot. Lack of compartmentation can cause fires to spread to additional rooms. Fire spread may also occur between properties where shared roof spaces or voids exist.

Over the previous five years, we have attended 32 incidents where there has been a fire within a 50-metre radius of a heritage property. This is an average of 6 incidents of this type a year.

Risk – Heritage fires	Rating
Likelihood	Medium Low
Consequence	Moderate
Risk score	6.11
Overall assessment	High

Effecting entry/exit

The fire service is the 'go to' service when people need to get in to, or out of a building or vehicle in an emergency. Incident types range from getting access to a house because somebody is in distress, children locked in their bedroom along with animals locked in cars.

Over the previous five years, we have attended an average of 299 incidents a year of this type, totalling 1,494. Of these incidents, 35% involved Lancashire Fire and Rescue Service effecting entry/exit to a dwelling due to somebody being in distress, being a child or, a medical case. Children in vehicles accounted for 14% of the incidents. Over this five-year period, this incident type has resulted in 16 fatalities, 62 serious injuries and 88 slight injuries to members of the public.

Risk – Effecting entry/exit	Rating
Likelihood	Medium High
Consequence	Limited
Risk score	5.77
Overall assessment	High

Lift release

Fire and rescue services are not required to attend incidents where a person is shut in a lift, and not in any immediate physical or medical danger. They should only be called in an emergency. Maintenance and non-emergency lift releases are the responsibility of the

building or lift owner, who should ensure there is a 24/7 lift release service provided, as well as communications facilities inside the elevator so a person can raise the alarm.

Over the previous five years, we have attended 778 incidents involving a lift release, equating to an average of 156 incidents a year. 73% of these incidents involved a rescue of someone that was not in distress. 64% of the total number of incidents involved a residential building.

Risk – Lift release	Rating
Likelihood	Medium High
Consequence	Limited
Risk score	4.80
Overall assessment	Medium

Malicious attacks/terrorist incidents

The UK faces a serious and sustained threat from terrorism, including from international groups, domestic extremists and Northern Ireland related groups. The current UK threat level for terrorism is 'substantial', which means an attack is likely. While most incidents have occurred in and around major cities in the UK, it is vital that all emergency services are prepared to deal with an incident in their area. For the purposes of this document, 'terrorist' refers to any individual or group seeking to use threats or violence as a means of inflicting terror for the purpose of advancing political, religious, racial or ideological causes. This includes a wide variety of individuals and groups of varying ideologies and backgrounds. Incident types may include Marauding Terrorist Attack, Chemical, Biological Radiological or Nuclear and explosives vehicles as a weapon of choice, or smaller-scale attacks.

We prepare for such incidents by taking advice from the relevant authorities on the potential risks posed and assessing the impact that such an attack/incident may cause through working with key partners as part of the Lancashire Resilience Forum.

We have not attended any incidents of this type over the previous five years.

Risk – Malicious attacks/terrorist incidents	Rating
Likelihood	Low
Consequence	Significant
Risk score	4.45
Overall assessment	Medium

Rescue from mud

Mud rescues involve the use of specialist equipment to recover people and animals from the mud or sinking sand that lies along coasts, river embankments, and lakes. A typical rescue involves using an inflatable raft to support the sinking casualty whilst the crew then use either water or air to soften the mud, allowing the casualty to be pulled to safety. Incidents where people get stuck in deep mud are particularly hazardous. If not rescued quickly enough, a victim may sink further down, which can be hastened by panicking and moving. In addition, trapped victims could be swept away by the water in areas of large tidal variation or by strong currents.

Teams of rescuers require special expertise that is different, but related to water rescue and as such, Lancashire Fire and Rescue Service have a range of resources available to deal with this type of incident, including eight specialist trained stations based at strategic locations across the county along with close working relationships with Bay Search and Rescue Teams and the Coastguard.

Over the previous five years, we have attended 46 incidents, which equates to 9 incidents a year on average. The districts of West Lancashire, Fylde, and Lancaster accounted for 50% of the incidents.

Risk – Rescues from mud	Rating
Likelihood	Medium Low
Consequence	Limited
Risk score	3.74
Overall assessment	Low

Rescue from depth

Special service incidents involving rescues from below ground could involve shafts, caves, tunnels, sewers or wells. Rescues of this type are often protracted in nature with access difficult for fire appliances. They may require the use of technical rope skills, and/or additional appliances such as an aerial ladder platform.

Over the previous five years, we have attended 25 incidents, with 18 involving outdoor rescues, and 7 rescues from buildings. There was one fatality, eight people sustained serious injuries and seven sustained minor injuries.

Risk – Rescues from depth	Rating
Likelihood	Medium Low
Consequence	Minor
Risk score	3.64
Overall assessment	Low

Resource to risk

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

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

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

The heat map below shows the location of our fire stations mapped against overall incident activity levels. The areas of lowest demand are represented by the light green shading and moves through darker green, to amber to red to display the areas of our highest demand. Many of our stations are in areas of high activity, but we also have stations where incident

levels are comparatively lower, but the impact of fires and other emergencies could be significant.

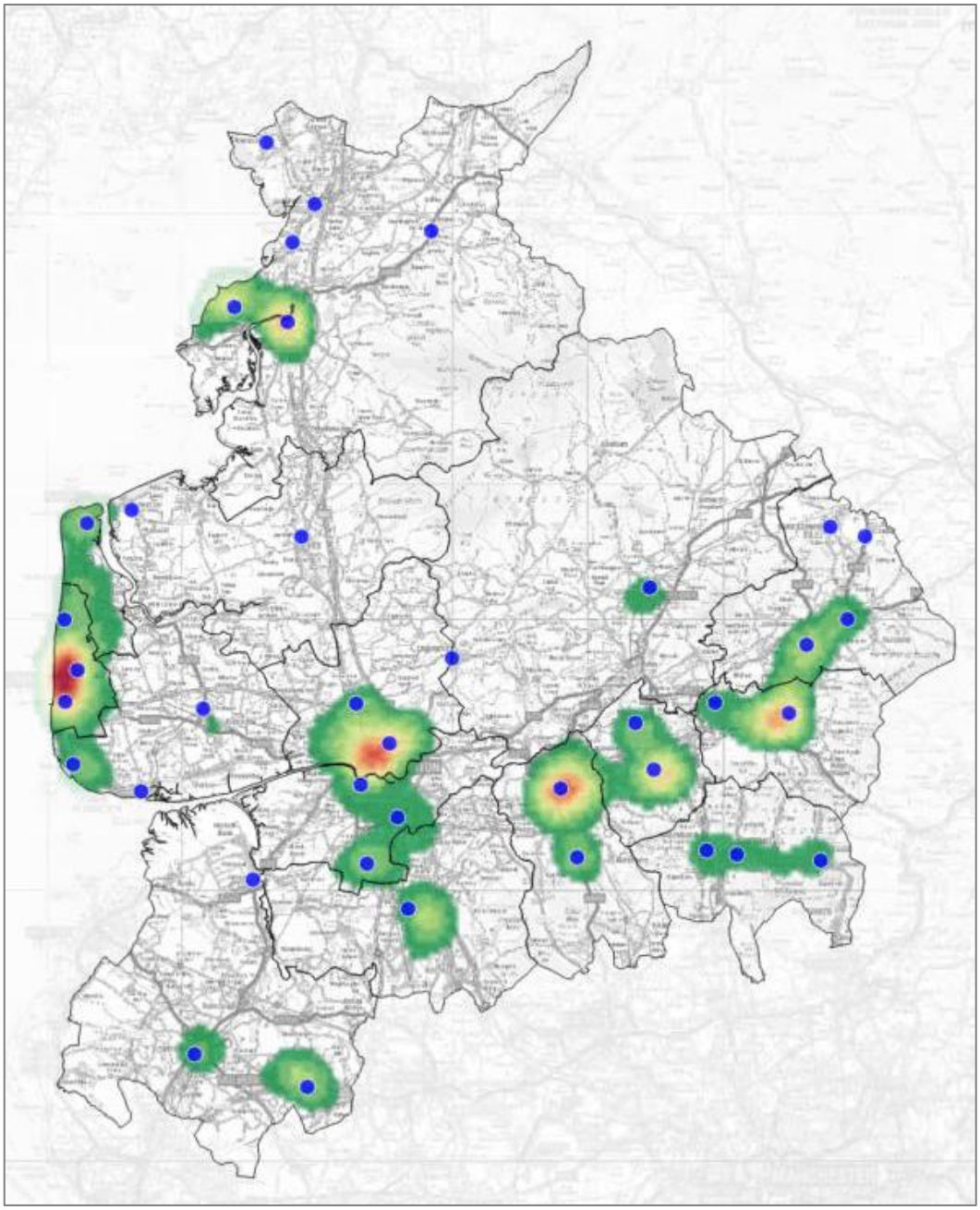


Figure 6: Heat map showing centres of high incident activity (Preston, Blackpool and Fylde coast, Blackburn, Accrington, Lancaster and Morecambe, and Burnley) across Lancashire and location of Fire Stations.

District profiles

Lancashire is divided into 6 Areas. Within these areas are the Lancashire-14 districts:

- Northern –Lancaster
- Southern – Chorley, South Ribble and West Lancashire
- Eastern – Blackburn with Darwen, Hyndburn and Ribble Valley
- Western – Wyre, Fylde and Blackpool
- Pennine – Pendle, Burnley and Rossendale
- Central - Preston

Each district faces its own unique risks and to effectively assess the risk, district plans are developed based on local intelligence and supported by a district intelligence profile that is produced annually.

The purpose of the profiles is to highlight activity and risk across each district both in terms of incident, geographical and people risk. This evidence-based document is designed to support the district plans by highlighting the most significant issues, the highest risk groups to target and the most significant areas to target.

Using previous incident activity, prevention and protection data, known demographic data and Mosaic estimate lifestyle data this report aims to inform who and where are those most vulnerable from fire, the location of risk and the resource demand against availability (applicable to on-call stations only).

Incident data is based upon an average over the preceding three years.

Additional lifestyle data analysis is based on the Mosaic data, supplied by Experian Ltd.

Appendix A – Full PESTELO analysis

Political

Political factors continue to create uncertainty for fire and rescue services, both nationally and locally. Changes in government policy, national funding priorities, legislation, public-sector reform and local governance arrangements may affect how Lancashire Fire and Rescue Service plans, funds and delivers its services.

International conflict and global instability

International conflict and political instability, including the prolonged Russia/Ukraine war and continuing conflict in the Middle East, may continue to affect the UK through energy and fuel price volatility, disruption to global trade and supply chains, displacement of populations, terrorism risks, demand for national resilience activity and potential inflationary pressures. Although these matters are not directly within LFRS control, they may affect procurement, fleet, fuel resilience, equipment availability, budget planning and business continuity arrangements.

UK terrorism, public disorder and infrastructure attacks

Domestic political unrest, terrorism, public disorder and attacks on infrastructure also remain relevant. The National Risk Register separately assesses venue attacks, public disorder and attacks on infrastructure, and Martyn's Law preparation now has statutory guidance. LFRS should continue to test assumptions through business continuity and Lancashire Resilience Forum arrangements, including public-disorder, infrastructure and marauding-attack scenarios.

National security and whole-of-society resilience

The wider national security context has changed. The Strategic Defence Review 2025 places greater emphasis on whole-of-society resilience, including energy security, health resilience, economic security, democratic and societal resilience, cyber security, critical national infrastructure, drones, supply chains and support to civil contingencies. These areas are relevant to LFRS through business continuity planning, partnership working, local resilience arrangements and the ability to maintain services during significant disruption.

Economic

Commercial and high street decline

Economic pressures on town centres, retail and commercial premises may increase fire and rescue risk. Business failure, vacant buildings and changes of use can create risks

from empty or derelict premises, arson, anti-social behaviour, rough sleeping, unauthorised occupation and building conversions that may not fully meet expected safety standards.

Deprivation

Deprivation is measured across England through the combined index of multiple deprivation 2025 (IMD 2025) which is the official measure of relative deprivation for small areas known as lower-level super output areas in England.

Lancashire contains some of the most deprived areas in England. Of the 296 local authority districts, Blackpool ranks 1st, Burnley 4th, Blackburn with Darwen 11th, Pendle 13th and Hyndburn 16th, placing them within the most deprived 10% of authorities nationally. Preston ranks 57th, within the most deprived 20%, while Ribble Valley is within the least deprived 10%.

Deprivation is also concentrated at neighbourhood level. In Lancashire, 182 of 945 LSOAs (19.3%) are in the most deprived 10% nationally, with a further 119 (12.6%) in the second decile. The highest proportions of neighbourhoods in the most deprived decile are in Blackpool (40.4%), Burnley (40.0%), Blackburn with Darwen (37.4%), Pendle (35.1%) and Hyndburn (32.1%). At ward level, 56 of 253 Lancashire wards (22.1%) are in the most deprived 10% nationally.

Income deprivation affecting children is particularly concentrated in some parts of Lancashire. The highest levels are in Blackpool at 55.1%, Burnley at 52.9%, and Blackburn with Darwen at 51.0%, while Ribble Valley has the lowest level at 17.2%. Children in some districts are significantly more likely to be living in low-income households, which may increase vulnerability and influence prevention targeting, partnership working and wider community risk planning.

Income deprivation affecting older people also varies significantly across the county. Blackburn with Darwen has the highest proportion at 27.0%, followed by Blackpool at 26.3%, while Ribble Valley has the lowest level at 7.4%. This is relevant to LFRS because older people experiencing income deprivation may be more exposed to risks linked to poor housing, fuel poverty, social isolation, reduced mobility, and reduced ability to prevent, respond to or recover from fires and other emergencies.

Deprivation is strongly relevant to community risk because it can be associated with poorer health outcomes, income pressures, housing quality, access to services and vulnerability during emergencies. For Lancashire Fire and Rescue Service, this information helps identify communities where targeted prevention, protection, safeguarding, partnership working and emergency response planning may have the greatest impact. It also supports a risk-based approach to allocating resources and tailoring safety interventions to local need.

Inflation / cost of living

Increases to mortgage and rental costs, due to rising interest rates, can lead to higher rates of homelessness and people living in less safe types of accommodation such as 'houses in multiple occupation' (HMOs), with potential for higher risk to life in the event of fire.

There is also a potential for higher rates of business failure due to supply chain issues, unsustainable rises in supply costs, and / or reduced demand due to 'cost of living' pressures on consumers leading to increases in numbers of empty and derelict premises, with associated fire risks.

Lancashire Fire and Rescue Service could also face longer lead times and higher prices for fire and rescue service vehicles, equipment and consumables leading to shortages of parts and budgetary pressures.

Fuel Poverty

Fuel poverty affects low-income households living in homes that cannot be kept warm at reasonable cost. In England, it is measured using the Low Income Low Energy Efficiency (LILEE) metric: a household is fuel poor where the home has an energy efficiency rating of band D or below and heating costs leave disposable income below the poverty line. The latest available data covers fuel poverty in 2024 and winter fuel payment recipients in 2024/25. From 2024-25, winter fuel payment eligibility was restricted to pension-age households receiving an eligible means-tested benefit, with payments made at household level.

Fuel poverty is relevant because households struggling to heat their homes may be more likely to use alternative or unsafe heating methods, limit heating in ways that affect health and wellbeing, or live in poorer quality housing. This can increase vulnerability, particularly among older residents and those with health conditions. Understanding where fuel poverty is highest helps us target prevention activity, safe and well visits, partnership referrals and winter safety messaging to households at greater risk.

Socio-Cultural

Population Changes

Lancashire's population continues to grow and age.

Age-group projections show important differences in future population structure. The number of children aged 0 to 17 is expected to fall by 19,469 over the projection period, while the working-age population is projected to grow gradually. The older population is projected to increase each year, with the number of people aged 80 and over in In mid-

2025, the population was estimated at 1,615,860. The median age was 41.9 in Lancashire, compared with 40.6 in England. In the year to mid-2025, deaths exceeded births by 2,009.

Between mid-2024 and mid-2025, the population grew by 1.2%, above the England growth rate of 0.4%. Growth was fastest in Wyre, with Preston, Ribble Valley and Burnley each growing by around 1.8%. Lancaster was the only authority to decline, falling by 95 people. Older age groups are increasing fastest: the 65 and over population grew by 2.2%, compared with lower growth in the 0–15 and 16–64 age groups. Population change was driven mainly by migration rather than natural change.

The latest population projections for 2022 to 2047 show that growth across the Lancashire is expected to vary significantly by district. Overall, Lancashire is projected to grow by 12.0% over the 25-year period, reaching approximately 1.74 million people by 2047. This projected increase is below the forecast growth for both the North West and England.

Projected growth is expected to be strongest in Ribble Valley (25.6%), Preston (23.7%), Fylde (21.7%), Wyre (21.2%) and Chorley (15.6%), all of which are above the England average. In contrast, Blackburn with Darwen (3.2%) and Blackpool (3.7%) are projected to see the lowest increases.

Lancashire-12 expected to almost double from 68,980 in 2022 to 132,018 in 2047.

The old age dependency ratio, which measures the number of people of state pension age per 1,000 people of working age, is projected to increase in every locality except Rossendale. The highest ratios are expected in Fylde and Wyre, where the ratio is projected to rise from just over 450 in 2022 to over 500 by 2047, compared with an England increase from 275 to 300 over the same period.

Population growth and ageing are important risk factors. An ageing population and increasing complexity of care needs may increase fire and rescue risk. More people may be living at home with mobility issues, dementia, sensory impairment, long-term health conditions or limited support. This can affect their ability to prevent fires, respond to warnings, escape unaided or recover from an emergency. They influence demand for prevention, protection and response activity, including Home Fire Safety Checks, safeguarding referrals, emergency medical-related incidents, road risk, dwelling fire risk and support during extreme weather or wider emergencies. Understanding where population growth, ageing and migration are concentrated helps us plan services, target resources and tailor engagement to changing community needs.

Households and Residential buildings

Households: One person households in the Lancashire-12 area are projected to rise by 17.9% to 205,038 households, or 34.9% of all households, by 2043, slightly higher than the England projected average of 33%. Fylde (39.9%), Preston (38.7%), Hyndburn (37.2%), Burnley (37.7%) and Pendle (36.7%) are projected to have some of the largest percentages

of one person households in England in 2043. Blackpool (41.2%), is projected to have the seventh highest percentage of one person households in England (out of 326 local authority areas).

The 2021 census recorded that across the 14 Lancashire Districts there were 90,590 (17.2%) of households with an adult living alone aged 65 or over. 17.42% of all households in Fylde and 17.40% of all households in Wyre had one person in this age-group, which are amongst the highest rates in England and Wales.

Dwellings: In 2016 it was predicted that between 2016 – 2041 Lancashire's dwellings would increase by 7.3% to 674,107. In 2021, Lancashire had a total dwelling stock of 692,404 of which 87.3% was owner occupied or privately rented. Lancashire's rise in dwellings has already surpassed the 2041 prediction just 6 years after it was made. This poses a risk to Lancashire, not only by increasing the number of dwellings we attend but this also impacts planning as the county continues to grow faster than estimated.

Living alone may not necessarily affect an individual's fire risk; however, living alone combined with specific demographic characteristics can do so. Age, mental health, physical wellbeing and living environments can all play a part in contributing to an individual's circumstances for them to be considered at a higher risk of death or injury caused by fire.

Communal establishments and institutional vulnerability: Communal establishments such as care homes, hospitals, hospices and custodial settings present specific socio-cultural and operational risks because they accommodate people who may require support to evacuate or who may be dependent on staff, systems or specialist arrangements. Overcrowding, staff shortages, complex care needs or deliberate fire-setting may increase these risks. LFRS will continue to use site-specific risk information, protection activity and partnership arrangements to understand and manage these premises.

Overcrowded and insecure housing: Overcrowded, insecure or poor-quality housing is associated with higher levels of deprivation and may increase the risk of fire and harm from fire. Overcrowding can make escape more difficult, increase the use of cooking, heating and electrical equipment, and contribute to unsafe living conditions. Houses in multiple occupation, temporary accommodation and informal living arrangements should continue to be considered within prevention, protection and local intelligence work.

District	Population (2024)	Area (sq. km)	Homes (2025)	Household projections 2032[1]	IMD rank (296)
Burnley	99,233	111	41,145	43,327	4
BwD	162,540	137	59,950	62,204	11
Blackpool	144,191	35	65,014	66,558	1
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	39,097	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	150
Total	**1,601,645**	**3,076**	**676,142**	**718,200**	

Figure A: Lancashire demographics

Cultural Diversity

The 2021 Census shows that Lancashire remains predominantly White, but its communities are becoming more ethnically diverse. The largest ethnic group was White, accounting for 86.6% of the population, down from 90.4% in 2011. Black and minority ethnic communities represented 13.5% of the population, with the 'Asian, Asian British or Asian Welsh' group accounting for 10.4%. Numerically, there were almost 136,756 black and minority ethnic people living in Lancashire.

Across Lancashire, the White ethnic group increased by 5,503 people, or 0.4%, between the 2011 and 2021 Census. Over the same period, the number of people from ethnicities other than White rose by 64,754, an increase of 46.0%. This increase was seen in all Lancashire local authority areas, although the scale and proportion of change varied significantly by district.

[1] Source - Office for National Statistics via LG inform

Blackburn with Darwen recorded the largest numerical increase in residents from ethnicities other than White, rising by 15,873 people, or 34.9%. Preston had the next largest increase, rising by 12,710 people, or 45.7%, followed by Pendle, which increased by 10,199 people, or 56.6%. Wyre recorded the smallest numerical increase, with 932 additional residents from ethnicities other than White, although this still represented a 49.1% increase.

In percentage terms, Ribble Valley recorded the largest increase in ethnicities other than White, rising by 88.8%, equivalent to 1,091 people. West Lancashire also saw a substantial percentage increase of 75.6%, equivalent to 1,574 people. Rossendale recorded the lowest percentage increase in the area, at 27.5%, equivalent to 1,158 people.

The highest proportions of residents from ethnicities other than White in 2021 were in Blackburn with Darwen, Pendle and Preston, at 39.7%, 29.6% and 27.6% respectively. These areas are above the proportions for England and Wales, at 18.5%, and England, at 19.0%. The remaining eleven local authority areas were below the England and Wales figure. The lowest proportions were in Wyre, West Lancashire and Ribble Valley, at 2.6%, 3.2% and 3.8% respectively.

Understanding the ethnic diversity of Lancashire's communities is important for a fire and rescue service because it supports effective community risk management, prevention, protection and engagement activity. Changes in population profile can influence how safety messages are communicated, where targeted prevention work may be needed, and how services are designed to be accessible, inclusive and trusted by all communities. Areas with higher or growing proportions of ethnicities other than White may require tailored engagement approaches, translated or culturally appropriate safety information, and strong links with community representatives to support prevention, preparedness and response

Health and Wellbeing

Life expectancy: Life expectancy at birth remains a key measure of population health and geographic inequalities. It estimates the average number of years a person would live if they experienced the age-specific mortality rates for that area throughout their life. Healthy life expectancy adds an important quality-of-life dimension by estimating how many of those years are likely to be spent in good general health. Together, these measures show not only how long people are likely to live, but how long they may live in good health and how this varies between places and communities. They are strongly influenced by deprivation and wider social conditions, making them important indicators of vulnerability and community risk.

Life expectancy at birth: For the 2023-2025 period, life expectancy at birth in Lancashire-12 is significantly worse than the England average for both males and females. Male life expectancy in Lancashire-12 is 78.7 years compared with 79.7 years for England. Blackburn with Darwen and Blackpool are also significantly worse than England, with Blackpool having the lowest male life expectancy in the country when ranked against

counties and unitary authorities. Female life expectancy follows a similar pattern, with Lancashire-12 at 82.5 years compared with 83.5 years for England. Blackburn with Darwen and Blackpool are again significantly worse than England, and Blackpool has the lowest female life expectancy nationally when ranked against counties and unitary authorities.

At district level, there is a clear variation. For males, Ribble Valley and West Lancashire have significantly better life expectancy than England, while South Ribble and Fylde are statistically similar. The remaining eight Lancashire districts are significantly lower than England, ranging from 78.9 years in Chorley to 76.5 years in Burnley. For females, only Ribble Valley and South Ribble have significantly higher life expectancy than England, Fylde is statistically similar, and the remaining nine districts are significantly lower, ranging from 82.8 years in Wyre to 80.2 years in Hyndburn. This variation reinforces the need for place-based analysis and district intelligence to inform prevention priorities.

Healthy life expectancy: Healthy life expectancy is particularly important because it shows the number of years people can expect to live in good general health. For 2022-2024, healthy life expectancy at birth in Lancashire is 59.3 years for males and 60.3 years for females, statistically similar to England at 60.9 and 61.3 years respectively. However, Blackburn with Darwen and Blackpool have significantly lower healthy life expectancy at birth for both males and females. In Blackburn with Darwen, male healthy life expectancy is 54.0 years and female healthy life expectancy is 54.4 years. In Blackpool, the figures are 50.9 years for males and 51.8 years for females.

Healthy life expectancy is consistently below retirement age, indicating that many residents may experience degrees of ill health during working age and may not be able to enjoy retirement in good health. This has important implications for community safety. Working-age ill health can affect household income, mobility, social connection, caring responsibilities and the ability to maintain safe homes. Later-life ill health can increase reliance on carers, health and social care services, assistive equipment, heating, oxygen or other risk factors that may be relevant to home fire safety and emergency response.

Falls, unintentional injuries and hospital admissions: Falls are the largest cause of emergency hospital admissions for older people and can lead to loss of confidence, reduced independence, admission to long-term care and increased pressure on health and social care services. Although falls admission rates for people aged 65 and over are currently better than England in Lancashire the number of older residents predicted to fall or be admitted to hospital following a fall is projected to increase by 2040.

Limiting long-term illness: Long-term illness and disability can reduce independence, mobility, resilience and people's ability to prepare for, respond to and recover from emergencies. In Lancashire, the burden of many long-term conditions and premature mortality is higher in more deprived areas, increasing the importance of understanding where health-related vulnerability is concentrated.

Obesity: Being overweight or obese is associated with increased risk of long-term illness, including heart disease, hypertension, stroke, type 2 diabetes, cancer and reduced healthy life expectancy. In Lancashire around two in three adults are overweight or obese, which is significantly higher than England, and adult obesity prevalence is also significantly higher than nationally.

Drug and alcohol abuse: Drug and alcohol misuse are complex public health and community safety issues that can affect individuals, families and communities. Lancashire has a significantly higher rate of hospital admissions for alcohol-specific conditions than England, and alcohol-related mortality is also significantly higher. Drug misuse estimates for opiate and/or crack cocaine use in Lancashire are similar to England, but rates are significantly higher in Blackburn with Darwen and Blackpool.

Smoking prevalence: Tobacco use remains a major public health risk and is linked to cancer, chronic obstructive pulmonary disease, cardiovascular disease, stroke and poor pregnancy outcomes. Adult smoking prevalence in Lancashire-12 is similar to England, but Blackburn with Darwen and Blackpool are significantly higher, and smoking-attributable hospital admissions and mortality are higher in Lancashire-12 than nationally.

Physical activity levels: Physical activity reduces the risk of many long-term conditions and supports mental wellbeing, mobility, sleep and independence. Adult activity levels in Lancashire are similar to England, but activity is significantly lower in Blackburn with Darwen and Blackpool, and inactivity is significantly higher in Lancashire than nationally.

Mental health and wellbeing, hoarding and homelessness: Mental health issues, hoarding and homelessness should be recognised as interconnected socio-cultural risks. People experiencing poor mental health, social isolation, hoarding behaviours or homelessness may face increased vulnerability to fire and other emergencies. Poor mental health can affect decision-making, risk awareness, self-care, social connection and a person's ability to seek or accept support. In Lancashire people living in the most deprived areas are nearly twice as likely to experience mental health problems as those in the least deprived areas, including depression, anxiety and more severe mental illness. Hoarding can increase fire loading, block escape routes, restrict firefighter access and increase risk to neighbouring properties. Homelessness and insecure accommodation can also increase exposure to unsafe environments. These issues continue to inform safeguarding arrangements, Safe and Well activity, partnership referrals and prevention targeting.

Health is an important indicator of community risk because it helps show where people may be more likely to experience vulnerability, reduced resilience, or poorer outcomes during and after emergencies. Life expectancy, healthy life expectancy and inequalities in health provide evidence about the wider social, economic and environmental factors that shape people's ability to live safely and independently. For a fire and rescue service, this information is important because people living with poor health, disability, long-term conditions, frailty, social isolation or economic disadvantage may be at greater risk from

accidental dwelling fires, injury, delayed escape, road risk, extreme weather, power outages and other emergencies. Understanding these patterns helps LFRS target prevention, protection, response planning and partnership activity more effectively, ensuring resources are focused where they can have the greatest impact in making Lancashire safer. Health and wellbeing should continue to be considered alongside deprivation, age, housing, living alone, fuel poverty and disability when identifying people and places at increased risk.

Wider health and wellbeing factors are important because they can increase vulnerability in the home and during emergencies. Poor health, frailty, reduced mobility, mental ill health, substance misuse, smoking, obesity, inactivity and long-term illness can affect a person's ability to prevent fire, respond quickly, escape safely or recover after an incident. They may also be linked to wider risks such as unsafe cooking or heating, smoking-related fires, hoarding, self-neglect, living alone and increased need for multi-agency support. Residents with chronic health conditions may be more dependent on medical equipment, heating, oxygen, adaptations or partner agency support, all of which can influence fire risk and emergency response needs. Understanding concentrations of long-term illness can help strengthen district profiles. Obesity can contribute to complex evacuation or rescue needs. Substance misuse can increase the risk of accidental and deliberate fires. This information should therefore be considered alongside deprivation, age, housing, fuel poverty and disability when developing district profiles, targeting Safe and Well activity, making safeguarding referrals, supporting partnership working and planning prevention, protection and response activity.

Common factors present during Accidental Dwelling Fires.	**The 7 determinants covered during Safe and Well visits.**
Physical and mental health	Falls prevention
Hoarding and significant clutter	Social isolation
Substance misuse and/or alcohol	Living with dementia
Smoking	Diabetes
Elderly	Healthy homes/ winter pressures
Lone person	Home security/ arson vulnerability
-	Mental health

Fly-tipping and environmental disorder

Fly-tipping and environmental disorder can contribute to deliberate fires, anti-social behaviour and wider community harm. Dumped waste may attract vermin, contain hazardous materials, increase fire loading and provide fuel for deliberate secondary fires.

LFRS will continue to work with local authorities, the Environment Agency and community safety partners to identify repeat locations, support prevention activity and reduce fire risk linked to waste and illegal disposal.

Declining trust in public authorities

Public trust in institutions supports community resilience and the effectiveness of emergency services. Declining confidence in public authorities, influenced by economic pressure, inequality and polarisation, may make it harder for LFRS to engage communities, share safety messages, encourage participation in consultations and secure compliance with emergency guidance. It may also increase hostility towards staff and partners. LFRS should continue to monitor public satisfaction, complaints, consultation feedback and community sentiment; strengthen engagement with trusted community leaders and partners; and maintain open, transparent and accountable communications.

Disinformation, misinformation and malinformation

Disinformation, misinformation and malinformation, particularly through digital channels, can distort facts, undermine public confidence and create confusion during major incidents. False or misleading narratives may affect public safety, increase fear, generate additional demand and make it harder for LFRS and partners to communicate risk, provide reassurance and encourage behavioural change. Emerging technologies, including artificial intelligence, may increase the volume and sophistication of inaccurate information. LFRS should continue to monitor emerging false narratives, provide clear and accessible safety messages, work with trusted partners, and support rapid communication responses where public safety may be affected.

Technological and Infrastructure

Low Carbon Technologies and Energy Transition

The transition towards a low carbon economy is accelerating across Lancashire and presents a developing risk profile for Lancashire Fire and Rescue Service (LFRS). The increasing adoption of electric vehicles (EVs), battery energy storage systems (BESS), domestic energy storage installations, renewable energy technologies and emerging hydrogen infrastructure is changing the nature of fire and rescue incidents and the associated prevention, protection and response requirements.

Electric Vehicles (EVs): Forecasts indicate significant growth in electric vehicle ownership across Lancashire over the next decade, supported by the continued expansion of public and private charging infrastructure. Alongside this transition, the widespread use of lithium-ion batteries in transportation, commercial operations and domestic settings is creating new and complex fire risks.

Lithium-ion battery incidents can present challenges that differ significantly from traditional fires. Whilst such technologies are generally safe when correctly designed, installed and maintained, battery failures can result in thermal runaway, producing intense fire conditions, toxic gases, and a heightened potential for fire re-ignition. These incidents can be prolonged, resource intensive and require specialist operational tactics.

Hydrogen and Alternative Fuels: Hydrogen is emerging as a potential alternative fuel source within parts of Lancashire's industrial and transport sectors. Planned investment in hydrogen production, storage and distribution infrastructure aligns with national decarbonisation ambitions and may support future industrial growth within the county.

Whilst hydrogen offers significant environmental benefits, it introduces distinct fire and explosion hazards that differ from conventional fuels. As hydrogen technologies become more prevalent, LFRS will need to continually assess operational, regulatory, and planning implications.

Renewable Energy: In the renewable energy environment, energy generated by solar, wind, biogas and other sources is increasingly being stored in lithium-ion battery solutions. In the commercial environment this can be in the form of a Battery Energy Storage System (BESS) and are a fundamental part of the UK's move toward a sustainable energy system.

The installation of battery energy storage system systems both in the UK and around the globe is increasing at an exponential rate. The county has seen a significant increase in planning applications submitted to build these sites in both rural and populated areas, which in turn is requiring significantly more resource within LFRS to deal with this emerging risk. These sites consist of several shipping container size battery units which contain a significant number of lithium batteries within them, the number of these units on a site in the county range from ten units, to six hundred and forty-eight. A number of these sites have had their planning application refused by the local authority planning department and are currently appealing this decision via a planning appeal to the Secretary of State.

Due to the speed and scale of the introduction of this technology formalised UK guidance has been limited on what fire precautions need to be installed to reduce the fire risk, and what firefighting facilities are required to enable fire and rescue services to both extinguish fires and mitigate environmental impacts. The National Fire Chiefs Council has produced some guidance to support fire and rescue services in dealing with these sites and the government has changed planning guidance to advise developers that they should consult with the fire and rescue services prior to applying for planning permission.

Domestic Energy Storage and Renewable Technologies: The increasing installation of domestic solar photovoltaic systems, battery storage systems and electric vehicle charging facilities is changing the risk profile within residential premises.

Whilst these technologies support environmental sustainability objectives, they can introduce hazards that are unfamiliar to occupants and responders. In addition, the growth of non-standard or self-installed energy storage systems presents potential concerns around electrical safety, battery integrity and fire risk.

As household energy generation and storage becomes more commonplace, LFRS is likely to see an increasing number of incidents involving renewable energy systems and associated battery technologies

In the domestic world, modern solar panels are increasingly linked to a domestic battery, Domestic Energy Storage System. Domestic Energy Storage System's store energy from domestic Photo voltaic Solar) panels for use in the home rather than feeding back into the National grid. They are becoming increasingly popular with both new builds and refurbishments. Due to the cost-of-living crisis, there are increasing cases of "homemade" domestic energy storage systems using second hand Electric Vehicle Lithium-ion battery packs. These will also be problematic in the same way as battery energy storage system sites and fire and rescue services will not have any prior information on the presence of these in houses. In 2026, new plug-in domestic solar panel technology was introduced in the UK.

As the proliferation of alternative energy sources and energy storage increase, we are likely to attend more incidents involving Lithium-Ion batteries.

Digital dependency, data capability and critical system failure

LFRS is increasingly reliant on digital platforms, connected systems, data and technology-enabled processes to support mobilising, communications, prevention, protection, corporate services and operational decision-making. Failure or disruption of critical digital systems could delay emergency response, affect access to risk information, disrupt internal communications and reduce the ability to maintain essential services. LFRS will continue to map critical digital dependencies, test manual fallbacks, strengthen data governance and quality, and ensure business continuity arrangements reflect system outage scenarios.

Cyber security and cyber resilience

Cyber security remains a key technological risk. The cyber threat landscape has changed significantly, with public sector organisations, emergency services and local authorities routinely targeted. Increasing use of cloud-based services, connected devices and digital systems has widened the Service's attack surface and increased reliance on secure, resilient technology. Cyber attacks could affect operational availability, access to information, communications, data security, supplier systems, public confidence and the ability to maintain critical services.

National Cyber Security Centre good practice continues to evolve in response to changing threats, making compliance and assurance increasingly challenging. National risk planning

also highlights the potential for cyber incidents to coincide with communications failure, technology outages and wider disruption to critical infrastructure. LFRS will continue to strengthen cyber resilience by aligning with NCSC good practice, improving incident response capability and support arrangements, testing recovery plans, strengthening supplier assurance, and ensuring cyber resilience is built into all digital transformation activity.

Data infrastructure and information resilience

Loss, corruption, poor quality or unavailability of data could affect risk profiling, mobilising, prevention targeting, audit activity, performance reporting and strategic decision-making. LFRS will continue to improve data quality, ownership, governance, interoperability and assurance so that data remains reliable, accessible and secure during both routine operations and disruption.

Emergency Services Network (ESN)/Airwave transition

The Home Office's ESN programme will replace the legacy Airwave TETRA radio system used by police, fire and ambulance services across Great Britain. Project activity is underway, but national delays are affecting progress. Changes to the national approach will place additional responsibility on individual services to review products, increasing workload and pressure on local capacity. With full voice service readiness targeted for March 2028 and Airwave shutdown scheduled for the end of 2029, further delays or insufficient local capacity could affect transition readiness and the continuity of operational communications.

Technology-related infrastructure dependencies

Technology-related infrastructure dependencies remain under review. Disruption to electricity, telecommunications, positioning, navigation and timing services, data infrastructure or critical suppliers could affect mobilising, communication, navigation, building systems, fleet operations and corporate functions. LFRS will continue to test resilience arrangements, identify single points of failure, maintain alternative communication routes and ensure critical suppliers are considered within business continuity planning.

Infrastructure

Lancashire has a wide and varied infrastructure risk profile. In addition to its extensive transport networks, the county contains reservoirs, dams, ports, canals, airports, airfields, wind turbines and other critical infrastructure. These assets support the local economy, transport connectivity, utilities, recreation and energy generation, but they also create a range of risks that Lancashire Fire and Rescue Service must understand, plan for and respond to.

Road network: Lancashire's economy relies heavily on its motorway and major road network. The M6 runs north to south through the county, passing Lancaster and Preston.

The M55 connects Preston to Blackpool and is 11.5 miles, or 18.3 km, long. The M65 runs from Colne and connects Burnley, Accrington, Blackburn and Preston. The M61 links Preston and Chorley, while the M66 begins 500 metres, or 0.3 miles, inside the county boundary near Edenfield and provides a route between Lancashire, Manchester and the trans-Pennine M62. The M58 crosses the southernmost part of the county from the M6 near Wigan to Liverpool via Skelmersdale.

Other significant routes include the A59, which runs east to west between Liverpool in Merseyside and Skipton in North Yorkshire via Ormskirk, Preston and Clitheroe; the A565 to Southport; the A56 from Ramsbottom to Padiham via Haslingden and from Colne to Skipton; the A585 from Kirkham to Fleetwood; the A666 from the A59 north of Blackburn to Bolton via Darwen; and the A683 from Heysham to Kirkby Lonsdale via Lancaster.

From a fire and rescue service perspective, this road network creates risk through the volume and speed of traffic, the movement of people and goods, and the potential for road traffic collisions, vehicle fires and hazardous materials incidents. Motorway incidents can involve multiple vehicles, heavy goods vehicles, fuel spillages and difficult access due to congestion or road closures. Disruption on key routes can also affect emergency response times, business continuity and the movement of resources across the county.

Rail network: Lancashire is home to 62 railway stations operating across more than 200 miles of track. These range from busy commuter stations such as Preston and Lancaster, which are located on the West Coast Main Line, to smaller and sometimes unmanned rural stations. Lancashire also hosts part of a heritage rail line, the East Lancashire Railway, which runs from Rawtenstall along a 12-mile route to Heywood in Greater Manchester.

Rail infrastructure contributes to risk through the potential for train collisions, derailments, fires, rescues from difficult or restricted locations, and incidents involving overhead lines, embankments, tunnels, bridges or unmanned stations. Busy stations and mainline services can create complex multi-agency incidents involving large numbers of passengers, while rural or heritage rail locations may present access, communications and evacuation challenges.

Tram network: Lancashire also has an 11-mile tram system operating from Starr Gate in Blackpool to Fleetwood in the Wyre district. Part of this network operates within a shared space zone, an urban design approach that reduces the separation between trams, vehicles and pedestrians. In some areas, kerbs and traffic signs have been removed to create a more open environment.

The tram network presents risks linked to collisions involving trams, vehicles, cyclists or pedestrians, particularly in shared space areas where road users interact more closely. Incidents may require casualty extrication, management of electrical hazards, crowd control and coordination with transport operators. The popularity of Blackpool as a visitor

destination may also increase seasonal demand and the likelihood of incidents involving people unfamiliar with the local transport layout.

Ports and maritime infrastructure: Lancashire has three ports, located at Heysham, Fleetwood and Glasson Dock. There are also several maritime-related sites serving leisure craft, including Preston Docks. Heysham is the largest port and is a deep berth facility capable of handling some of the world's largest vessels. It is served by a railway station and the M6 Bay Gateway link road. The port is a key gateway for Irish Sea trade and is attracting significant investment, including a £10 million improvement programme. Its proximity to gas fields and the world's largest offshore wind farm, Walney Extension, has also influenced the types of goods handled and services provided.

Ports and maritime sites can generate a range of fire and rescue risks, including vessel fires, hazardous materials incidents, rescues from water, confined space rescues, pollution incidents and fires involving stored goods, fuels or industrial equipment. The movement of freight and passengers can create complex operational environments, while the presence of deep-water berths, tidal conditions and large vessels may require specialist equipment, joint working and pre-planning with port operators and other emergency services.

Rivers, estuaries, canals and water bodies: Lancashire mainly lies within the North West river basin district, although a very small part near Earby in Pendle district falls within the Humber river basin district. Most water bodies in Lancashire eventually flow into the Irish Sea through the estuaries of the Ribble, Wyre and Lune rivers. Some in the south of the county flow southwards and join tributaries of the Mersey. Only water bodies in the Humber river basin district flow eastwards into Yorkshire and eventually merge with the North Sea.

The term water body can refer to a river, lake, reservoir, canal, aquifer or inter-tidal part of an estuary. As part of its industrial past, Lancashire developed an extensive canal network extending into neighbouring counties. This includes the Leeds and Liverpool Canal, Lancaster Canal, Sankey Canal, Bridgewater Canal, Rochdale Canal, Ashton Canal and Manchester Ship Canal.

This network contributes to risk through flooding, rescues from water, incidents involving leisure users, pollution events and access challenges along canals, rivers and estuaries. Tidal areas, fast-flowing rivers, steep embankments, remote canal stretches and poor weather can increase risk to the public and responders. Waterways can also act as barriers during major incidents, affecting evacuation, access and the movement of emergency resources.

Airports and airfields: Lancashire is served by a small number of airports and airfields, some of which are within the county boundary. Blackpool Airport no longer operates domestic or international passenger flights, but it remains home to flying schools, private operators and the North West Air Ambulance. There is also an operational airfield at Warton near Preston, where BAE Systems has a major assembly and test facility.

Manchester Airport is the main airport for the North West region, with Liverpool John Lennon Airport and Leeds Bradford Airport also nearby.

Aviation infrastructure presents risks involving aircraft incidents, fuel fires, rescues from aircraft or hangars, and incidents linked to specialist industrial or engineering facilities. Although large-scale passenger aviation activity is limited within Lancashire itself, local airfields still require emergency planning due to flying schools, private aviation, air ambulance operations and the presence of the major BAE Systems facility at Warton. Incidents may require specialist firefighting, casualty care, site access planning and coordination with airport or site emergency arrangements.

Reservoirs and dams: There are more than 100 registered dams and reservoirs in Lancashire, owned by United Utilities and private owners. The Civil Contingencies Act 2004 requires Category 1 responders such as Lancashire Fire and Rescue Service to have plans in place to respond to all emergencies, including flooding. Due to the volume of water that reservoirs can hold, they have been identified as high risk, and a multi-agency reservoir plan has been developed.

Reservoirs and dams present a low-frequency but potentially high-impact risk. Failure, overtopping or structural issues could result in rapid flooding, risk to life, damage to homes and businesses, disruption to transport and utilities, and the need for evacuation, water rescue and multi-agency coordination. These assets also require consideration in severe weather planning, business continuity and community warning arrangements.

Wind turbines and renewable energy infrastructure: Lancashire currently has 16 operational onshore wind farms hosting a total of 80 wind turbines. Wind turbines present a range of risks. Their remote locations can increase travel time for emergency services, which may increase the likelihood of fire spread before crews arrive. Their height, location and construction can also make them more prone to lightning strikes. As turbine-supporting tower structures may be more than 100 metres high, rescue operations may be extremely difficult if people become trapped.

From a fire and rescue service perspective, wind turbines combine several operational challenges: remote access, height, electrical systems, severe weather exposure, limited firefighting access and potential rescues from height. Fires may be difficult to extinguish and can spread to surrounding grassland or moorland, particularly during dry weather. Incidents may require specialist rescue capability, site-specific information, liaison with operators and consideration of firefighter safety due to falling debris, electrical hazards and restricted access.

Taken together, Lancashire's infrastructure supports economic activity, transport, energy, water management and tourism, but it also creates a broad and interconnected risk environment. Incidents affecting one part of the infrastructure network can quickly create wider consequences, such as transport disruption, delayed emergency response,

evacuation challenges, environmental impact, business interruption and increased demand on emergency services. LFRS therefore needs to maintain strong local risk intelligence, site-specific planning, multi-agency arrangements and specialist operational capability to manage these risks effectively.

Built Environment

The built environment across Lancashire continues to evolve in response to changing construction methods, modern building materials, sustainability objectives and legislative reform.

Modern methods of construction (MMC), including modular construction, timber-frame systems and off-site manufacturing techniques, are becoming increasingly common. Whilst these approaches can deliver efficiency and environmental benefits, they can also introduce varying fire performance characteristics during construction, occupation and refurbishment phases.

At the same time, the increased use of innovative construction materials, renewable energy technologies and energy-efficient design features is creating a more complex risk landscape. Fire safety professionals and operational crews must increasingly understand a wider range of building systems, construction techniques and fire behaviours than has traditionally been required.

Environment

Climate change: wildfires

Climate change is increasing the likelihood, frequency, duration and severity of extreme weather events, creating new and escalating operational risks for LFRS. Wildfire risk is becoming more complex, with changes not only in when wildfire incidents occur, but also in the types of vegetation and ground fuels involved.

Historically, wildfire activity has been concentrated in late spring, when surface fuels such as Molinia grasses and heather are dry enough to burn. These incidents can often be managed using conventional wildfire tactics and equipment. However, warmer and drier summer conditions are extending the wildfire season and increasing the risk of deeper-burning fires involving sub-surface fuels. These incidents are harder to detect, more difficult to extinguish fully and more likely to reignite.

This creates a direct impact on LFRS operations. More severe wildfires can require prolonged attendance, specialist wildfire capability, additional water supplies, off-road access, drone or thermal imaging support, welfare arrangements for crews and wider multi-agency coordination. They can also increase firefighter exposure to heat, smoke, difficult terrain and fatigue. Larger or longer-duration incidents may affect appliance availability

across Lancashire and require support from neighbouring fire and rescue services or partner organisations.

LFRS continues to invest in the technological development of its wildfire response capability and works closely with public, private and voluntary sector partners on wildfire prevention, land management, planning and response.

The Service utilises Ordnance Survey's datasets for the Rural Urban Interface (RUI) to view areas of risk in the event of wildfire, informing us of any areas of concern which we might not have already identified.

Climate change: flooding

Flooding linked to extreme rainfall is also becoming a more significant risk in Lancashire and across the UK. Heavy rainfall can overwhelm drainage systems, causing surface water flooding where water cannot drain away quickly enough. Flash flooding can develop rapidly, often with limited warning, making it difficult to predict and challenging for communities and responders.

When it rains heavily and for a long period of time, the drains become overwhelmed by the amount of water – they overflow and the water on the surface has nowhere to go. Large puddles can become more of a flood, stretching across whole streets, pavements and sometimes further beyond that – this is known as surface water flooding.

Flash floods can occur anywhere and without warning during and after heavy rainfall, making them much more difficult to predict. It's inconvenient and likely to cause disruption on the roads, but when it's more serious it can also cause damage to homes and businesses.

Climate change has a direct impact on community risk, operational demand and firefighter safety. More frequent and severe wildfires, flooding and extreme weather events can place additional pressure on people, infrastructure, communities and emergency response resources. For Lancashire Fire and Rescue Service, understanding these risks supports prevention activity, operational preparedness, investment in specialist capabilities, training, business continuity planning and partnership working through the Lancashire Resilience Forum and other local arrangements.

Wider climate change impacts and concurrent weather events

Climate change should continue to be considered as a broad and increasing environmental risk, not limited to wildfire and flooding. More frequent or intense periods of heat, drought, storms, extreme cold, poor air quality and water scarcity may affect community safety, infrastructure, staff welfare, operational demand and the ability to sustain prolonged or concurrent incidents. LFRS will continue to review assumptions around water availability,

welfare, mutual aid, prolonged incident management and business continuity through operational planning and Lancashire Resilience Forum arrangements.

Water infrastructure, scarcity and operational water supply

Water supply and water infrastructure is considered as an environmental resilience issue. Drought, water infrastructure failure, pressure on utilities or reduced water availability could affect communities, agriculture, industry and firefighting operations. LFRS should continue to consider operational water supply, hydrant availability, alternative water sources and partner arrangements within climate change, drought and business continuity planning.

Waste, recycling and illegal disposal risks

Waste, recycling, scrap sites and illegal waste disposal continue to present environmental and operational risks. Rising costs of legal disposal, industrial activity, fly-tipping and poorly managed waste sites can increase the likelihood of fires, hazardous smoke, environmental pollution, anti-social behaviour and prolonged incidents. LFRS will continue to work with the Environment Agency, local authorities and Lancashire Resilience Forum partners to identify high-risk sites, share intelligence and support prevention and response planning.

Hazardous building materials and ageing building stock

Hazardous building materials and ageing building stock will remain under review as environmental and operational risks. Reinforced autoclaved aerated concrete, asbestos, defective external wall systems, derelict buildings and construction materials can affect firefighter safety, evacuation, structural stability, fire spread and environmental contamination. LFRS will continue to use site-specific risk information, operational procedures, protection activity and intelligence from partners to identify and manage these risks.

Pandemic and emerging infectious disease as environmental/public health risk

Pandemics and emerging infectious diseases is included as a relevant environmental and public health risk. Such events could reduce workforce availability, disrupt supply chains, increase partner demand and require LFRS to support a prolonged multi-agency response. LFRS will continue to review pandemic assumptions in business continuity plans, maintain critical supply resilience, consider PPE and workforce availability, and work with Lancashire Resilience Forum and health partners on escalation arrangements.

Environmental impact of emergency incidents

The environmental impact of emergency incidents should be recognised within operational planning. Fires, hazardous materials incidents, waste site fires, transport incidents and flooding can cause pollution, fire water run-off, smoke, contamination and damage to land,

waterways and habitats. LFRS will continue to work with environmental partners to reduce harm, support incident mitigation and capture learning from incidents with significant environmental consequences

Legislative

Building Safety Reform

Since the Grenfell Tower fire, there has been significant change in the building safety landscape and the introduction of the Building Safety Regulator. Enhanced regulatory oversight, the introduction of new duties for responsible persons and implementation of building safety legislation continue to reshape protection activity and complexity of work facing protection departments.

Whilst high-rise residential buildings remain a significant area of focus, greater attention is also being directed towards mid-rise residential buildings, complex commercial premises, and other higher-risk buildings. This has increased expectations on fire and rescue services to provide effective regulation, assurance and professional advice whilst supporting economic growth and development.

The Building Safety Act 2022

The Building Safety Act 2022 introduced significant changes to the way higher-risk buildings are designed, constructed, managed and regulated. It places greater emphasis on accountability, resident safety, building information, duty holder responsibilities and the management of risk throughout the life of a building.

For LFRS, the Act continues to influence protection activity, operational risk information, engagement with responsible persons and partnership working with building safety regulators and local authorities. It is particularly relevant to high-rise residential buildings and other higher-risk premises where evacuation, fire spread, resident vulnerability, building design and firefighter safety may be affected.

LFRS will continue to ensure that protection, prevention and response activity reflects the requirements and expectations created by the Act. This includes maintaining appropriate risk-based inspection activity, reviewing operational risk information, supporting information-sharing arrangements and ensuring relevant staff understand the implications for higher-risk buildings.

The Fire Safety (England) Regulations 2022

The Fire Safety (England) Regulations 2022 introduced additional duties for responsible persons in multi-occupied residential buildings. These include requirements relating to fire

safety instructions, fire door information and, for taller buildings, building plans, external wall information, firefighting equipment, lifts, secure information boxes and wayfinding signage.

These requirements are important to LFRS because they support better information for residents, improve firefighter situational awareness and strengthen preparedness for incidents in higher-risk residential buildings. Where information is incomplete, inaccurate or not maintained, this may affect operational decision-making and resident safety.

LFRS will continue to support compliance through protection activity, engagement with responsible persons and risk-based inspection arrangements. The Service will also ensure that relevant operational information is accessible, current and reflected in training, premises risk information and response planning.

The Fire Safety Act 2021

The Fire Safety Act 2021 clarified that the Fire Safety Order applies to the structure, external walls and flat entrance doors of multi-occupied residential buildings. This widened and clarified the areas that responsible persons must consider when assessing and managing fire risk.

For LFRS, this remains relevant to fire safety audit methodology, engagement with responsible persons, inspection programmes and operational preparedness. It is particularly important where external wall systems, balconies, compartmentation or flat entrance doors may affect fire spread, evacuation or firefighter safety.

LFRS will continue to reflect the Act within its risk-based inspection programme and fire safety audit approach. Relevant staff will remain aware of the requirements so they can provide consistent advice, assess compliance and identify buildings where fire safety risks require further action.

Terrorism (Protection of Premises) Act 2025 / Martyn's Law

The Act seeks to improve safety and security at publicly accessible premises and events. LFRS may need to identify any in-scope premises or events, clarify responsible persons and duty holders, review evacuation, invacuation, lockdown and communication procedures, assess terrorism-related vulnerabilities and prepare for regulatory expectations. It may also increase demand for LFRS input into event safety and partnership planning arrangements.

Safeguarding legal and governance responsibilities

The Service must take reasonable steps to protect people who come into contact with its work, including members of the community, staff and partner organisations. This includes risks relating to abuse, harassment, exploitation, bullying, organisational culture and misuse

of positions of trust. Policies, training, safer recruitment, DBS checks, reporting routes and assurance processes will remain under review.

Organisational

Financial sustainability and medium-term funding pressure

By law, fire and rescue services must set a balanced budget. The only aspect of its funding that the Service can directly control is the level of council tax that it sets, sometimes also referred to as the precept. LFRS should continue to recognise the organisational risk that medium-term funding may be insufficient to deliver all Community Risk Management Plan priorities. Financial pressures, inflation, pay awards, capital investment needs and reliance on local funding decisions may affect the Service's ability to maintain resilience, invest in improvement and deliver its strategic objectives.

Ageing estate and inclusive, sustainable facilities

The condition, suitability and sustainability of the LFRS estate should be recognised as an organisational risk. Ageing buildings, backlog maintenance, accessibility limitations, energy efficiency issues and the need for inclusive facilities may affect staff wellbeing, operational effectiveness, resilience and net-zero delivery. LFRS will maintain an estate condition and accessibility baseline, prioritise critical investment and align estate planning with operational need, workforce requirements and sustainability goals.

Construction and capital programme cost pressures

Construction cost inflation is included as a specific economic factor. Rising costs for materials, labour, plant and professional services may affect the affordability and timing of LFRS capital projects, estate improvements and maintenance. This requires continued monitoring through the Medium-Term Financial Strategy, capital programme planning and procurement activity.

Supply chain, procurement and tariff pressures

Global supply-chain uncertainty remains a relevant economic risk. Tariffs, international conflict, disruption to trade routes, supplier failure and market volatility may increase costs or lead times for specialist vehicles, fleet parts, PPE, operational equipment, ICT, construction materials and other critical goods and services. This should continue to be monitored through procurement, fleet, finance and business continuity arrangements.

Employment Rights Act 2025

The Employment Rights Act 2025 introduced additions and amendments to existing legislation, including the Employment Rights Act 1996. The employment changes included

in the Act will take place in 2026 and 2027. Rules relating to 'minimum service levels' for strikes have been removed. Other rules relating to taking part in industrial action, unfair dismissal, have already been implemented as has additional legislation relating to parental leave, sick pay, protections relating to redundancy, whistleblowing, trade union recognition, and equality action plans. Additional rules relating to industrial action, trade union rules, unfair dismissal, dismissal and rehire, flexible working, zero-hours and low-hours contracts, bereavement leave, pregnancy and maternity rights and non-disclosure agreements are planned for 2027.

Staff availability, recruitment, retention, loss of key staff

Workforce availability, recruitment, retention, skills gaps and succession planning remain key organisational risks. Loss of experienced staff, increased competition for specialist skills, absence, retirement profiles and changing labour market expectations could affect service delivery, operational resilience and organisational capacity. LFRS will continue to monitor workforce data, support succession planning and align recruitment, development and wellbeing activity to future service needs.

Ageing workforce, health and wellbeing

An ageing workforce brings valuable experience and knowledge, but also creates challenges linked to physical role requirements, health, welfare, retirement planning, skills transfer and adapting to change. LFRS will continue to support staff through occupational health, wellbeing provision, reasonable adjustments, flexible retirement options, absence monitoring and career development pathways.

Workplace culture, conduct and public trust

Organisational culture remains central to public confidence, staff engagement and service effectiveness. Misconduct, poor behaviours, bullying, harassment, discrimination or behaviours inconsistent with Service values could damage trust, morale and reputation. LFRS will continue to strengthen leadership, values-based behaviours, reporting routes, code of conduct awareness, staff engagement and assurance arrangements.

Workforce pay, recruitment and retention pressures

Pay awards, pensions, recruitment competition and retention challenges increase financial pressure on LFRS and affect workforce planning, resilience and service delivery. These pressures should be considered alongside budget planning, establishment monitoring, absence trends and succession planning.

Specialist capabilities and national resilience skills

Maintaining specialist skills and capabilities remains important as fire and rescue services are increasingly required to support complex incidents beyond traditional firefighting. This

includes specialist advice and response capability such as National Inter-agency Liaison Officers, tactical advisers, hazardous materials, rope rescue, water rescue and other national resilience functions. LFRS will continue to maintain, train and succession plan specialist cadres to ensure capability is resilient and available when required.

Changing workforce expectations and employee mental health

Workforce expectations around flexibility, inclusion, transparency, development, wellbeing and work-life balance continue to change. If these expectations are not understood and managed, there may be increased risk of absence, turnover, disengagement and skills loss. LFRS will continue to use workforce data, staff feedback and wellbeing indicators to inform action on flexible working, leadership capability, trauma-informed support, career development and inclusion.

Strategic partnerships and collaboration

Partnership working remains important to managing risk, improving prevention activity, sharing data and supporting effective multi-agency response. Demand pressures on health, social care, policing, ambulance services and local authorities may affect LFRS activity and collaboration priorities. LFRS will continue to work through local, regional and national partnerships, including the Lancashire Resilience Forum, neighbouring fire and rescue services, North West Fire Control, other emergency services and wider public-sector partners.

Future mobilisation and shared service arrangements

The future of regional or shared service arrangements, including control room or mobilisation arrangements, may affect governance, resilience, service continuity and how statutory functions are delivered. LFRS will continue to monitor developments, assess implications for service delivery and ensure that business continuity, governance and stakeholder arrangements remain clear.

Serious Violence Duty

The Serious Violence Duty requires specified authorities, including fire and rescue authorities, to work together to prevent and reduce serious violence through shared data, local needs assessment and coordinated action. For LFRS, this includes contributing intelligence, prevention and safeguarding activity, staff awareness and partnership governance. Delivery may increase demands on analytical and prevention resources but creates opportunities for earlier intervention through LFRS's trusted community role.

Public inquiries, audit and inspection outcomes

Findings from public inquiries, HMICFRS inspections, internal audits and external assurance reviews can significantly influence organisational priorities, governance,

reputation and improvement activity. LFRS will continue to monitor recommendations, maintain clear action tracking, report progress through governance routes and ensure learning is embedded across prevention, protection, response and corporate services.

Worker Protection duty and harassment prevention

The Worker Protection (Amendment of Equality Act) Act 2023 introduced a positive duty on employers to take reasonable steps to prevent sexual harassment of employees in the course of their employment. LFRS will ensure this is reflected in policies, risk assessments, management training, reporting routes, staff briefings, monitoring and assurance activity. Effective compliance supports employee wellbeing, organisational culture, legal compliance and public confidence.

Local government reform and devolution

Local government reform and devolution remains under review. The government has outlined a major programme of devolution intended to give local areas more power, money and accountability so they can drive economic growth and improve public services. The proposals include the intention to align fire and rescue services, police and integrated care boards with strategic authority boundaries.

Local government reorganisation (LGR) is intended to support devolution through single tier unitary authorities. Plans for LGR in Lancashire, which propose reorganising the existing 15 unitary, district and county councils into a smaller number of unitary authorities, have been paused for review.

Any future changes to local or regional governance could affect accountability, funding decisions, leadership arrangements, operational independence, collaboration priorities and Community Risk Management Plan delivery. LFRS should continue to engage with local authorities, monitor national and local developments, and assess any implications for governance, resources, partnerships and strategic planning.

Artificial Intelligence

Artificial intelligence may provide opportunities for LFRS to enhance situational awareness, analyse information more quickly and support the modelling of potential strategies and tactics at major or complex incidents. AI systems could help identify patterns, forecast impacts, improve decision-making and support operational planning. However, increased use of AI will require appropriate governance, assurance, data quality, cyber security and ethical oversight to ensure outputs are accurate, transparent and used appropriately. LFRS should continue to monitor developments in AI, explore safe and proportionate opportunities for operational and organisational use, and ensure any adoption supports effective decision-making, public trust and service resilience.

Robotics / Autonomous Vehicles / Augmented reality / Drones

Robotics, autonomous vehicles, drones and immersive technologies may create both opportunities and risks for LFRS. Autonomous vehicles have the potential to improve road safety by reducing human error, but may also introduce risks linked to cyberattack, hacking, hostile third-party control or system failures where fail-safe measures are inadequate. Robotic firefighting devices and drones can support remote assessment, improve situational awareness and reduce the need to deploy firefighters into hazardous environments. Augmented reality and virtual reality also offer opportunities for safer, more immersive training and could support operational awareness at incidents. LFRS will continue to monitor these technologies, ensure appropriate governance, training and cyber security arrangements are in place, and consider how they can be used safely to improve firefighter safety, incident command and operational effectiveness.

Drones and other emerging operational technologies support incident intelligence, situational awareness, search activity, wildfire monitoring, hazardous materials incidents and post-incident review. However, they also create governance, safety, privacy, cyber, training and airspace management considerations. LFRS will continue to ensure that any use of drones or related technologies is supported by appropriate policies, training, data protection controls, operational assurance and legal compliance.

RIPA, drones, body-worn video and surveillance governance

Use of drones, body-worn video and other recording technologies should be supported by clear legal and information governance arrangements. LFRS will ensure that any use of such technologies is compliant with surveillance law, data protection requirements, privacy expectations and operational policy. This will include lawful basis, data protection impact assessments, retention periods, access controls, disclosure arrangements, signage, oversight and clear criteria for when authorisation may be required.

Data governance, information sharing and UK GDPR changes

The Data (Use and Access) Act 2025 updates aspects of UK GDPR and data protection requirements, with greater emphasis on accountability, transparency, data-subject rights, complaints handling, automated decision-making and information sharing. LFRS will review privacy notices, data-sharing arrangements, information governance processes, staff training and automated decision-making controls to ensure continued compliance and public trust.

Net zero transition and environmental sustainability obligations

Decarbonising the estate, fleet, travel, procurement and operational activity will require sustained investment, infrastructure change and new ways of working. While this creates opportunities to reduce emissions, energy use and long-term costs, it may also create financial, operational and capacity pressures. LFRS should maintain a costed sustainability

pathway, with clear baselines and milestones for estate, fleet, energy, water, waste and procurement.

Fire contaminants and occupational exposure requirements

Emerging evidence and potential regulation relating to firefighter exposure to contaminants is included as a legal and health and safety risk. LFRS need to consider requirements around exposure reduction, clean and dirty zoning, PPE transport and laundering, incident-ground decontamination, facilities, exposure records, health surveillance, training and assurance. Failure to respond to evolving expectations could create health, legal, financial and reputational impacts.

Procurement Act 2023 compliance

The Procurement Act 2023 introduced a more transparent and flexible public procurement regime. LFRS must ensure that procurement procedures, templates, approvals, notices, supplier exclusion and debarment checks, conflicts of interest, contract performance monitoring, key performance indicators and payment reporting are embedded consistently. Failure to comply could result in legal challenge, procurement delay, poor value, reputational damage or supply-chain disruption.

Public Office (Accountability) Bill / Hillsborough Law

The Public Office (Accountability) Bill, commonly referred to as the Hillsborough Law, should be monitored as a proposed legal duty. The bill was approved by the House of Commons in July 2026 after resolving debates over intelligence service exemptions, and it now moves to the House of Lords for scrutiny. If enacted, it may place stronger expectations on public authorities and public servants around candour, honesty, record keeping, inquiry participation and accountability following major incidents. LFRS should continue to monitor the passage of the Bill and consider any implications for codes of ethics, records management, disclosure, inquest preparation and public inquiry arrangements.

Appendix B - Glossary of Abbreviations and Terms

Acronym	Description
ADF	Accidental Dwelling Fire – a fire in a home that was not started deliberately.
AFV	Alternatively Fuelled Vehicle – a vehicle powered by fuels or energy sources other than petrol or diesel, such as electricity, hydrogen or biofuels.
AI	Artificial Intelligence – technology that can perform tasks usually requiring human judgement, such as analysing information, identifying patterns or supporting decision-making.
ASB	Anti-social behaviour – behaviour that causes, or is likely to cause, harassment, alarm, distress or nuisance to others.
BESS	Battery Energy Storage System – a system that stores electrical energy, usually using batteries, so it can be used later.
BME	Black or Minority Ethnic groups.
BMS	Battery Management System – technology that monitors and controls battery performance, charging and temperature to help prevent faults.
Built environment	Buildings, places and infrastructure created or adapted by people, including homes, workplaces, roads, utilities and public spaces.
CBRNE	Chemical, Biological, Radiological and Nuclear – a term used to describe hazardous materials or incidents involving these types of threat.
CFA	Combined Fire Authority – the local authority body responsible for governing Lancashire Fire and Rescue Service.
CFRMIS	Community Fire Risk Management Information System.
CNI	Critical National Infrastructure.
COMAH	Control of Major Accident Hazards – regulations applying to sites where dangerous substances are stored or used above certain thresholds.
Community Risk Register	A local multi-agency register that identifies the main risks that could affect communities, assesses their likelihood and impact, and supports emergency planning and preparedness.
Consequence score	A score used to assess the potential impact of an incident, such as harm to people, damage to property, disruption to services or wider effects on communities.

CRMP	Community Risk Management Plan – the plan that sets out how a fire and rescue service identifies, assesses and manages risk in its area.
CRR	Community Risk Register.
Cyber resilience	The ability of an organisation to prepare for, respond to and recover from cyber incidents while continuing to deliver essential services.
Deprivation	A measure of disadvantage that may include income, employment, health, education, housing, crime and access to services. Areas with higher deprivation may experience increased vulnerability to some risks.
Digital resilience failure	Significant disruption caused by the failure of digital systems, data infrastructure or technology-dependent services.
District intelligence profile	A local evidence base that brings together data and intelligence about risk within a district, helping to target prevention, protection and response activity.
EV	Electric Vehicle – a vehicle powered wholly or partly by electricity.
Fluvial flooding	Flooding from rivers or watercourses when water levels rise and overflow onto surrounding land.
FRS	Fire and Rescue Service.
Fuel poverty	A household is in fuel poverty when it cannot afford to heat the home adequately because of low income, high energy costs or poor energy efficiency.
GIS	Geographic Information System.
Hazmat	Hazardous materials – substances that may pose a risk to people, property or the environment, such as chemicals, gases or biological materials.
HMO	House in Multiple Occupation – a property where people from more than one household live and share facilities such as a kitchen or bathroom.
IMD	Index of Multiple Deprivation – the official measure of relative deprivation for small areas in England.
IRS	Incident Recording System.
LFRS	Lancashire Fire and Rescue Service.
LGR	Local Government Reorganisation – changes to the structure, responsibilities or boundaries of local government.
Likelihood score	A score used to estimate how likely an incident or risk is to occur, often based on incident frequency, trends and professional judgement.
LILEE	Low Income Low Energy Efficiency – the measure used in England to identify households in fuel poverty.

LRF	Lancashire Resilience Forum – a multi-agency partnership that plans and prepares for emergencies in Lancashire.
LSOA	Lower-layer Super Output Area – a small geographic area used for statistical reporting and comparison.
Martyn's Law	The Terrorism (Protection of Premises) Act 2025, which introduces requirements for certain premises and events to consider protection from terrorist attacks.
Misinformation	False or misleading information that may be shared intentionally or unintentionally and can affect public understanding or behaviour.
MOU	Memorandum of Understanding.
MTA	Marauding Terrorist Attack.
NILO	National Inter-agency Liaison Officer – a trained officer who supports communication and coordination between emergency services and partner agencies during incidents.
NOG	National Operational Guidance.
NRR	National Risk Register – the UK Government's public assessment of the most serious risks facing the country.
NSRA	National Security Risk Assessment – the government's classified assessment that informs the National Risk Register.
NWAS	North West Ambulance Service.
PESTELO	A framework for analysing Political, Economic, Socio-cultural, Technological and infrastructure, Environmental, Legislative and Organisational factors.
PNT	Positioning, Navigation and Timing – services, often provided through satellite systems, that support location, navigation and accurate timing.
Primary fire	A reportable fire that generally involves property, vehicles, outdoor structures, casualties, rescues or attendance by five or more fire appliances.
RAAC	Reinforced Autoclaved Aerated Concrete – a lightweight concrete material used in some buildings, now associated with structural safety concerns where deterioration is present.
RIPA	Regulation of Investigatory Powers Act 2000 – legislation governing surveillance and the use of investigatory powers by public bodies.
RTC	Road Traffic Collision.
SAoR	Strategic Assessment of Risk – LFRS's evidence-based assessment of risks affecting Lancashire and the Service.
STEAM	Scarborough Tourism Economic Activity Monitor.

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Lancashire Combined Fire Authority

Planning Committee

Meeting to be held on Monday 16 November 2026

Community Risk Management Plan 2027-32, Consultation, and Core Strategies

Contact for further information – Deputy Chief Fire Officer Steve Healey

Tel: 01772 866801

Executive Summary

The Community Risk Management Plan (CRMP) 2027-2032 (Appendix 1) sets out Lancashire Fire and Rescue Service's strategic plan for identifying, assessing and reducing fire and rescue-related risk across Lancashire over the next five years. It explains the foreseeable risks and challenges facing the county, how these have been assessed, and how the Service will use its people, resources, prevention activity, protection work and emergency response arrangements to make Lancashire safer. In developing the CRMP, the Authority has had due regard to the Fire and Rescue National Framework for England.

The CRMP has been informed by a structured assessment of risk, engagement with staff, representative bodies, partners and stakeholders, and the outcomes of formal consultation. This has ensured that the plan is evidence-led, reflects feedback received, and provides a clear framework for delivery, assurance and continuous improvement.

The paper presents the CRMP 2027-2032, summarises the consultation outcomes (Appendix 2), changes made following the consultation (Appendix 3) and seeks approval of the supporting Prevention (Appendix 4), Protection (Appendix 5) and Response (Appendix 6) Strategies. These strategies set out how key areas of activity will support delivery of the CRMP and ensure that the Service continues to align resources and activity to the risks and needs of Lancashire's communities.

The CRMP 2027-2032:-

- Highlights Lancashire's risks;
- Explains how Lancashire Fire and Rescue Service (LFRS) will manage and reduce fire and rescue related risk in Lancashire;
- Sets out our priorities and values;
- Identifies the core strategies that will support delivery;
- Sets out our objectives 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 note the CRMP consultation outcomes.

2. The Planning Committee are asked to approve the changes to the Key Performance Indicators (KPIs), that will be used to monitor the delivery of the Plan.

3. The Planning Committee are asked to approve the supporting Prevention, Protection, and Response Strategies.

4. The Planning Committee are asked to recommend the CRMP 2027-2032, for approval by the Combined Fire Authority (CFA) at its December meeting.

Information

The Community Risk Management Plan 2027-2032

Lancashire Fire and Rescue Service's Community Risk Management Plan (CRMP) is the Service's overarching strategic plan for identifying, assessing, managing and reducing fire and rescue-related risk across Lancashire. It sets out the foreseeable risks and challenges facing our communities and provides the framework for aligning prevention, protection, emergency response and organisational capabilities, including people and resources, to make Lancashire safer. The CRMP is developed in accordance with the Fire and Rescue National Framework for England and is underpinned by the Strategic Assessment of Risk, which brings together data, local intelligence, national and local resilience information, political, economic, social, technological, environmental, legal and organisational (PESTELO) analysis, operational learning, professional judgement and engagement feedback to inform strategic priorities and decision-making.

The current CRMP covers the period 2022–2027 and is now being replaced by a new plan for 2027–2032 to ensure the Service continues to respond effectively to current and emerging risks. Lancashire's risk profile continues to change due to factors such as population and demographic change, deprivation, health inequalities, climate change, severe weather, technological developments, changes in the built environment and wider societal and economic pressures. Developing a new CRMP enables LFRS to review these risks, consider the views of communities, staff, representative bodies and partners, and set clear strategic priorities for the next five years. It also provides strategic direction for the supporting Core Strategies for People, Prevention, Protection, Response, Digital, Data and Technology, and Finance, ensuring they are aligned to CRMP priorities and provide a coherent framework for delivery, assurance and continuous improvement.

Development of the CRMP followed a structured, evidence-led planning process, supported by engagement and consultation. This included analysis of national and local data, operational performance, incident trends, community risk factors, demographic shifts, environmental hazards, partner intelligence, legislative and policy requirements, and learning from previous plans and assurance activity.

Consultation

Engagement and consultation were central to developing the CRMP, ensuring that the views of the public, staff, representative bodies, partners and other stakeholders

shaped the Service's priorities and approach. Phase one, which ran from 13 January to 15 March 2026, gathered early insight into what matters most to Lancashire's communities, tested emerging priorities and informed the draft plan. Phase two, from 15 July to 9 October 2026, invited feedback on the draft through consultation with residents, businesses, partners and employees. 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. In total, over 4,500 responses were received over both phases of the consultation with representation from every district area in Lancashire. The majority of responses were from local residents, however responses were also received from current employees and stakeholders including town and parish councils, local authorities and neighbouring fire and rescue services. Most of the feedback was positive about the plan and the Service in general and there were high levels of agreement and assurance across the range of proposals in the consultation.

Feedback from both phases helped ensure that the final plan reflects community needs and expectations and prioritises resources effectively to manage risk, demand and vulnerability across Lancashire. The feedback will continue to shape how we implement the CRMP in terms of how we deliver services in communities. A summary of the consultation feedback is available in Appendix 2, and details of changes made following the consultation are available in Appendix 3.

Key Performance Indicators (KPIs) Changes

As part of the development of the CRMP, a review of LFRS's KPIs was undertaken. Following this, a number of changes are proposed which include the re-numbering and re-categorising of some KPIs to align with our six priorities. The full list of KPIs are outlined on page 60 of the CRMP. The changes proposed are:

Old KPI	New KPI
KPI 2.2 Overall activity	Move to KPI 4 - Response, re-number 4.1
Remove KPI 2.3.2 Accidental dwelling fires, 2.4.1 Accidental building fires – commercial premises, 2.5.1 Accidental building fires non-commercial premises – Harm to property: extent of damage (fire severity)	Merge with 'number of fires' KPIs 2.3, 2.4, and 2.5 with an overview of harm to property
KPI 2.9 Business fire safety checks, 2.9.1 Fire safety activity, and 2.10 Building regulation consultations	Move to KPI 3 – Protection, re-number them 3.1, 3.2, and 3.3 respectively
KPI 3.1 Critical fire response, 3.2 Critical special service response, and 3.3 Fire engine availability	Move to KPI 4 – Response, re-number them 4.2, 4.3 and 4.4 respectively
	Create a new KPI 5 – Digital, and add KPI 5.1 System availability, reliability and

Old KPI	New KPI
	resilience, 5.2 Cyber resilience, 5.3 Workforce satisfaction with digital services
KPI 4.1 Progress against allocated budget, 4.2 Partnership collaboration, and 4.3 Overall user satisfaction	Move to KPI 6 – Value for money, re-number them 6.1, 6.2, and 6.3 respectively

Table 1 – Changes to KPIs

Part of the CRMP consultation asked several questions around 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 fire 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 Lower-level Super Output Area (LSOA) and set a response standard of:

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

Our latest four year overall average response time to critical fire incidents is 7 minutes 44 seconds.

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.

The table below highlights that over half the population of Lancashire are in a low risk LSOA and currently have a 12-minute average response standard for critical fires. Whereas just 1% of Lancashire population reside in a very high risk area, and currently have a 6-minute average response standard.

LSOA Risk	% of Incidents	Population	% of Population
VH	3%	17,925	1.1%
H	11%	82,825	5.5%
M	43%	530,193	35%

L	42%	884,543	58.4%

Table 2 – LSOA risk

During the consultation, we gauged views on whether our current critical fire 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. 88% of respondents agreed that everyone in Lancashire should receive the same critical fire response standard. The current standards are difficult to understand and track because they change annually based on the fire risk map.

Research was undertaken to look at response standards across fire and rescue services (FRS) in England. It was found that whilst there is a wide range of response-standard models, over 70% of FRSs, have a single standard response time to critical fires. Regionally, all but Greater Manchester FRS set a 10-minute response time to critical fires. The median response time for critical fires across England is 10 minutes.

Based on the research and support expressed during the CRMP consultation, and in line with the **single standard** we set for critical special service calls, it is recommended that LFRS adopt a single response standard for critical fires of 10 minutes, across the whole county. Therefore, we aim to arrive at a critical fire within 10 minutes, on average across the whole of Lancashire, and 13 minutes, on average, to critical special service calls across the whole of the county.

Prevention Strategy

The Prevention Strategy sets out how Lancashire Fire and Rescue Service will work to reduce the likelihood of fires and other emergencies occurring, with a particular focus on those people, places and communities most at risk. It describes how prevention activity will support delivery of the CRMP, using data, insight, local intelligence and partnership working to focus on the people, places and circumstances where intervention can have the greatest impact, supporting safer behaviours, improving wellbeing, and reducing harm across Lancashire.

The full strategy is available in Appendix 4, however our areas of focus in the prevention strategy are:

- Home Fire Safety - Reducing Accidental Dwelling Fire Risk and Harm
- Prevent Fire Setting - Preventing Deliberate Fires, Wildfires and Secondary Fires
- Resilience to Severe Weather and Emerging Risk - Reducing Harm from Extreme Weather-Related Incidents
- Safer Roads - Improving Safety on Our Roads
- Stronger Communities - Improving Outcomes for Our Communities

Protection Strategy

The Protection Strategy explains how the Service will support businesses, building owners and responsible persons to understand and meet their fire safety responsibilities. It outlines how regulatory activity, including inspection and enforcement, alongside business engagement, education and advice, will be aligned to CRMP risk, focusing resources on higher-risk premises to support compliance with fire

safety legislation, reduce risk in the built environment, and contribute to safer communities.

The full strategy is available in Appendix 5, however our areas of focus for the protection strategy are:

- Targeting and Managing Risk - In High-risk and Regulated Premises
- Safer Buildings - Improving Safety in Complex and Higher-risk Buildings
- Stronger Systems - Enabling System-wide Risk Reduction
- Supporting Delivery and Performance - Deliver a high-performing, risk-led protection service, focused on outcomes and continuous improvement.

Response Strategy

The Response Strategy provides the framework for maintaining and developing effective, efficient and resilient emergency response arrangements across the county, aligned to the CRMP risk profile. It sets out how people, stations, vehicles, equipment, operational capability, training, operational learning and ways of working will be aligned to risk and demand, ensuring response provision remains proportionate, effective and adaptable to future demand, and the Service can respond safely to fires, rescues and other emergencies.

The full strategy is available in Appendix 6, however our areas of focus in the response strategy are:

- Operational Response - Deliver a sustainable, efficient and effective response model that enables a quick and proportionate response, with people and resources aligned to risk and demand.
- Operational Competence - Ensure our workforce is competent, confident and adaptable, able to respond safely to current and emerging risks.
- Operational Preparedness - Be a risk-informed, intelligence led and well-prepared organisation, ready to respond to routine incidents but also complex, large-scale and emerging incidents.
- Operational effectiveness and continuous improvement - Deliver high-performing, learning-driven emergency response, achieving the best outcomes for communities.

Business risk

Production of a CRMP is a business-critical planning function. All Fire and Rescue Authorities are required to produce a CRMP under the National Framework guidance, out current plan runs until March 2027.

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 or a format suitable for impaired consultees.

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

An accessible version of Appendix 1 is available at https://www.lancsfirerescue.org.uk/about/publications/community-risk-management-plan.

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 2026-2027

Date: November 2026

Contact: Deputy Chief Fire Officer Steve Healey

Glossary

CFA - Combined Fire Authority

CRMP - Community Risk Management Plan

FRS – Fire and Rescue Services

KPIs - Key Performance Indicators

LFRS – Lancashire Fire and Rescue Service

LSOA - Lower-level Super Output Area

PESTELO - political, economic, social, technological, environmental, legal and organisational

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Appendix 1



Lancashire Fire and Rescue Service

Community Risk Management Plan

2027-2032

Page 106

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Foreword

Welcome to our 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 communities 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 excellent value for money for the communities we serve.

Importantly, this plan has been shaped through engagement and consultation with our communities, staff, and partners. Your views helped us to understand what matters most and ensure that our priorities reflect the needs of Lancashire.



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
Lancashire Fire and Rescue Service

County Councillor Ged Mirfin
Chair
Lancashire Combined Fire Authority



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**

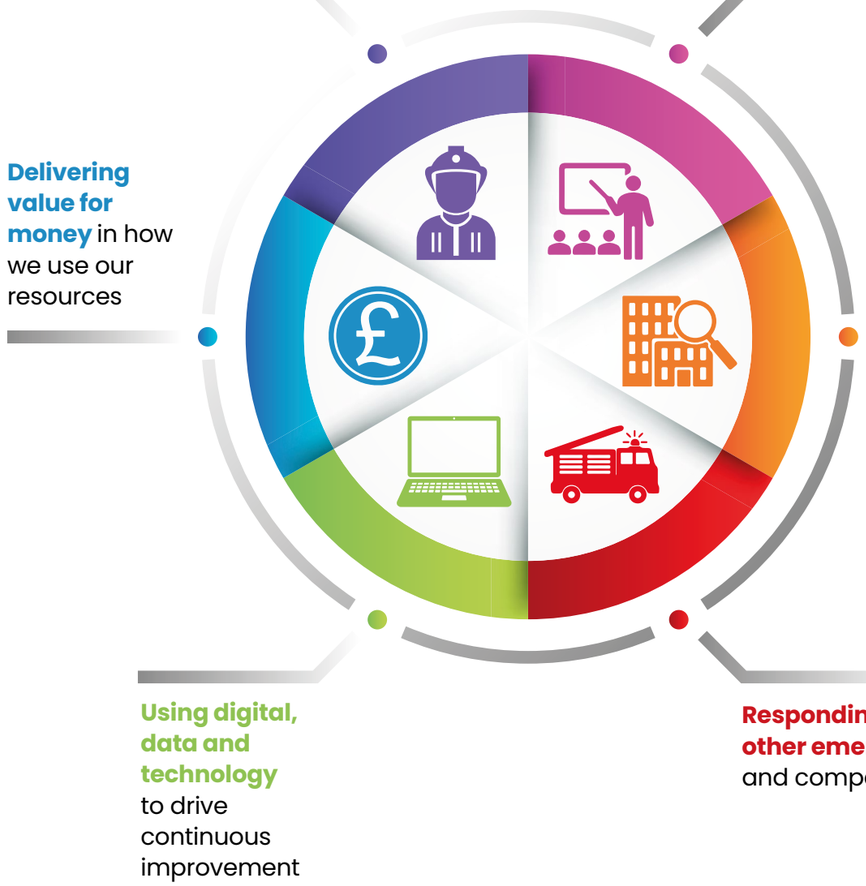
An ambitious fire and rescue service delivering outstanding services in Lancashire's communities.

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.



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:

S

Service

Making Lancashire safer is the most important thing we do.

T

Trust

We trust the people we work with.

R

Respect

We respect each other.

I

Integrity

We do what we say we will do.

V

Valued

We actively listen to others.

E

Empowered

We contribute to decisions and improvements.

Core Code of Ethics

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



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

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

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

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

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

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 work collectively 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. Our operational capability also extends beyond frontline resources and includes the critical functions provided by North West Fire Control. Operating 24 hours a day, fire control staff provide an emergency response function, receiving and managing emergency calls, mobilising resources, supporting operational incidents and coordinating information between emergency responders and partner agencies.



In addition to our fire engines, we have a range of specialist assets 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 teams. We use data and technology to continuously assess community risk and fire engine availability in real-time. Robust systems monitor, manage, and dynamically deploy our fire engines and firefighters to respond to emergencies across Lancashire.



Our operational capability is supported by a dedicated Leadership and Development Centre and a range of vital support departments. These teams provide the specialist knowledge, professional advice, systems and services needed to enable effective and efficient frontline activity. Their contribution includes developing our people, managing resources, maintaining essential infrastructure and technology, supporting robust governance and assurance, and using data and insight to inform decisions and improvement. By working collaboratively with operational teams, support departments help turn organisational priorities into practical outcomes, strengthen resilience, manage risk and ensure our services remain sustainable, compliant and responsive to the needs of our communities. Their role is therefore integral to the organisation's success, creating the conditions in which our people can perform at their best and deliver a consistently high-quality service.

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 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)[1]	118,743
Area sq. km	283
Homes (2025)[2]	54,671
Household projections (2032)[3]	60,207
IMD rank (296)[4]	147

LANCASTER

Population (2024)[1]	145,006
Area sq. km	576
Homes (2025)[2]	62,625
Household projections (2032)[3]	65,804
IMD rank (296)[4]	135

FYLDE

Population (2024)[1]	85,447
Area sq. km	166
Homes (2025)[2]	40,311
Household projections (2032)[3]	44,447
IMD rank (296)[4]	188

BLACKPOOL

Population (2024)[1]	144,191
Area sq. km	35
Homes (2025)[2]	65,014
Household projections (2032)[3]	66,558
IMD rank (296)[4]	1

PRESTON

Population (2024)[1]	162,864
Area sq. km	142
Homes (2025)[2]	64,608
Household projections (2032)[3]	70,570
IMD rank (296)[4]	57



BLACKBURN WITH DARWEN

Population (2024)[1]	162,540
Area sq. km	137
Homes (2025)[2]	59,950
Household projections (2032)[3]	62,204
IMD rank (296)[4]	11

HYNDBURN

Population (2024)[1]	86,058
Area sq. km	73
Homes (2025)[2]	35,643
Household projections (2032)[3]	37,154
IMD rank (296)[4]	16

RIBBLE VALLEY

Population (2024)[1]	65,794
Area sq. km	583
Homes (2025)[2]	28,832
Household projections (2032)[3]	31,935
IMD rank (296)[4]	273

CHORLEY

Population (2024)[1]	120,839
Area sq. km	203
Homes (2025)[2]	52,318
Household projections (2032)[3]	56,335
IMD rank (296)[4]	190

SOUTH RIBBLE

Population (2024)[1]	116,113
Area sq. km	113
Homes (2025)[2]	50,246
Household projections (2032)[3]	53,028
IMD rank (296)[4]	227

WEST LANCS

Population (2024)[1]	121,995
Area sq. km	347
Homes (2025)[2]	50,523
Household projections (2032)[3]	53,068
IMD rank (296)[4]	176

PENDLE

Population (2024)[1]	99,777
Area sq. km	169
Homes (2025)[2]	49,097
Household projections (2032)[3]	41,015
IMD rank (296)[4]	13

BURNLEY

Population (2024)[1]	99,233
Area sq. km	111
Homes (2025)[2]	41,145
Household projections (2032)[3]	43,427
IMD rank (296)[4]	4

ROSSENDALE

Population (2024)[1]	73,045
Area sq. km	138
Homes (2025)[2]	31,159
Household projections (2032)[3]	32,548
IMD rank (296)[4]	60

[1] Source - Office for National Statistics

[2] Source - Office for National Statistics

[3] Source - Office for National Statistics via LG inform

[4] 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.

Local Government Reorganisation and devolution aim to give local areas more power, money and accountability so they can improve public services. Proposals include the intention to align fire and rescue services, police and integrated care boards with strategic authority boundaries. In Lancashire this could change how we work with partners, governance and accountability, and how we plan and deliver services in the future.

Innovation and continuous improvement

Innovation is central to how Lancashire Fire and Rescue Service adapts to emerging risks, improves outcomes for our communities and delivers value for money. As the challenges facing the Service continue to evolve, from climate change and technological advances to changing community needs and workforce pressures, we are committed to finding new and better ways of working.

We have a strong track record of innovation across operational response, technology, workforce development and organisational improvement. We are proud to have invested in innovations which range from the development of nationally recognised drone and robotics capabilities, including the UK's first fire and rescue service remotely operated vehicle with sonar technology, to the introduction of specialist equipment, new command units and support systems, expansion of water towers and enhanced climate change response capabilities including Hagglund all-terrain vehicles and wildfire burn teams. We have also continued to invest in our canine capability and their ability to work with drones and lasers.

Digital transformation is also helping us improve decision-making, capture learning and deploy resources effectively through tools such as demountable mobile data terminals, operational debrief applications, assurance monitoring systems, business fire safety systems, dynamic cover tool, an on-call availability, recruitment and skills system, performance dashboards and data-led workforce planning.



Innovation is not limited to technology. We are investing in our people through leadership development, our Lift and Climb mentoring scheme, coaching, and wellbeing support including support dogs, peer support ambassadors, and on-call improvement programmes and initiatives that promote an inclusive and positive culture. Our commitment to continuous improvement is further strengthened through national leadership roles held by Lancashire staff, helping shape and contributing to national innovation and best practice across the fire and rescue sector.

Looking ahead, we will embed innovation in our culture and decision-making, using evidence, data and operational learning to identify improvements and explore emerging technologies, including heavy lift drones. Innovation will support our response to future challenges including climate change, evolving community risks, workforce sustainability and advances in digital technology.

By focusing on learning, collaboration and continuous improvement, we will remain adaptable, efficient and effective, delivering safer, modern and resilient services for Lancashire.

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 fire engine 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**

We will improve productivity and efficiency to strengthen financial and workforce sustainability while maintaining operational standards. Our priorities are to optimise existing resources, align crewing models with risk and demand and use data to guide deployment.

Digital modernisation and long-term fleet planning will improve efficiency and maximise asset value. Our latest fire engines will have a planned lifespan of 20 years, compared with 12 years in recent times, helping to offset rising capital costs.

Through our Modern Ways of Working Forum, we will use digital innovation and technology to increase workforce capacity and deliver further efficiencies.

These priorities will guide resource allocation and modernisation to support affordability, operational capability and long-term service sustainability.

Our productivity and efficiency plans are available on our website.







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 Chiefs Council (NFCC) strategic framework as best practice, following the five essential components.



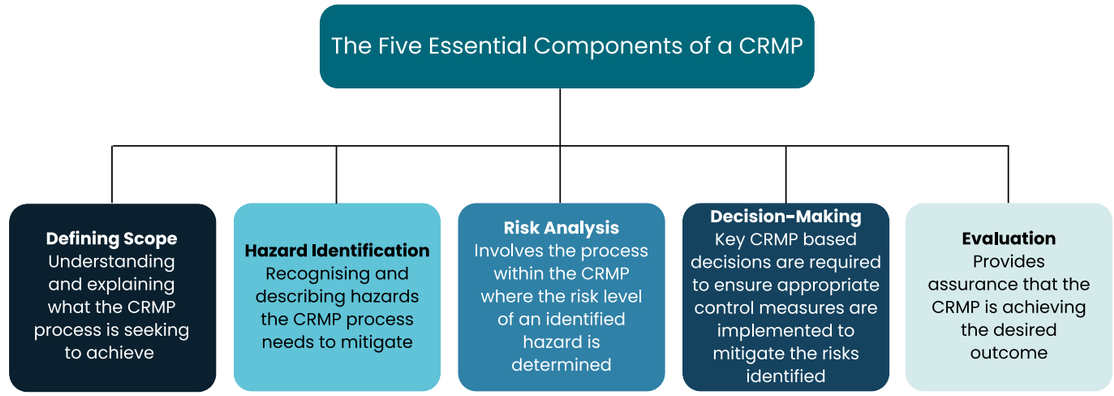


Figure 1: The five essential components of a CRMP (NFCC)

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.

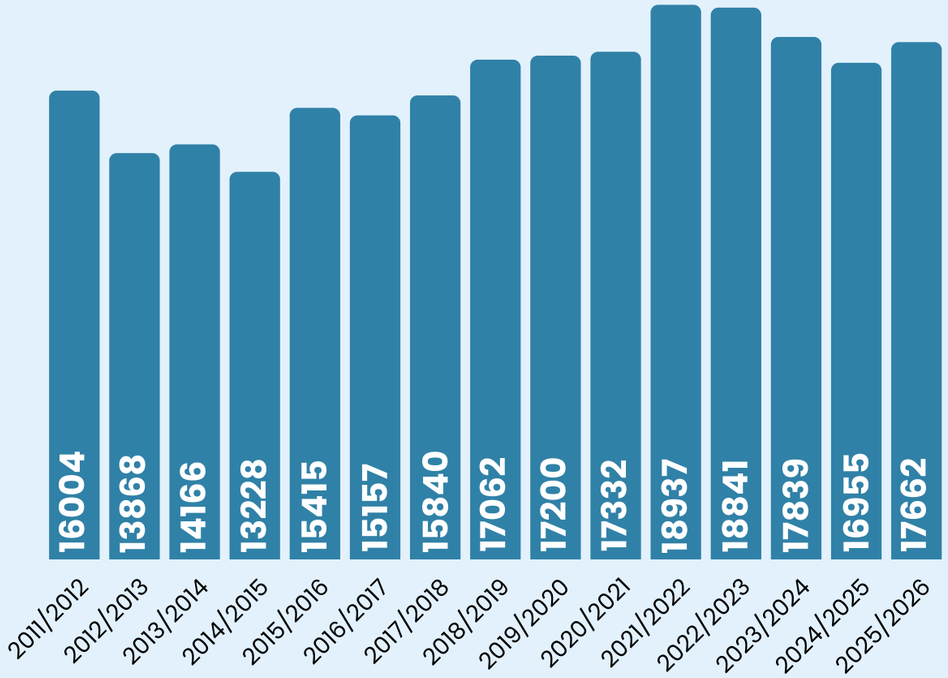


Figure 2: Overall activity by year

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.

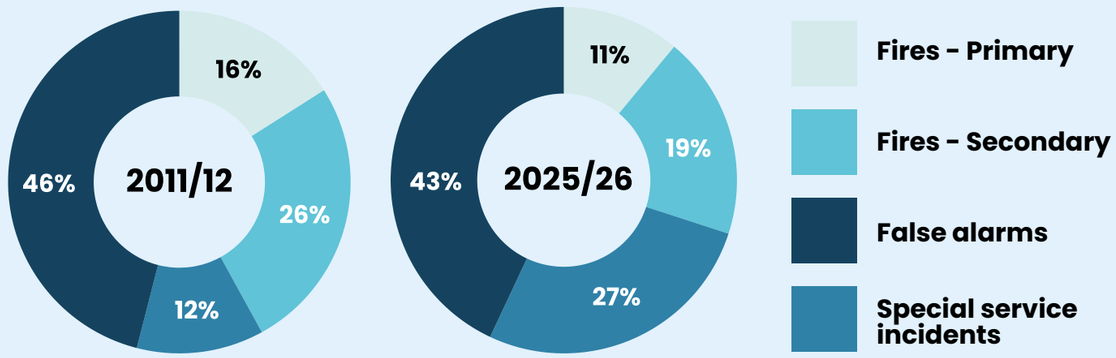


Figure 3: Change in incident types over time

- **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 and call challenge work, we have reduced the number of incidents we attend triggered by AFAs in commercial buildings. **Only 0.4% of all AFA incidents in both commercial and domestic settings 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.

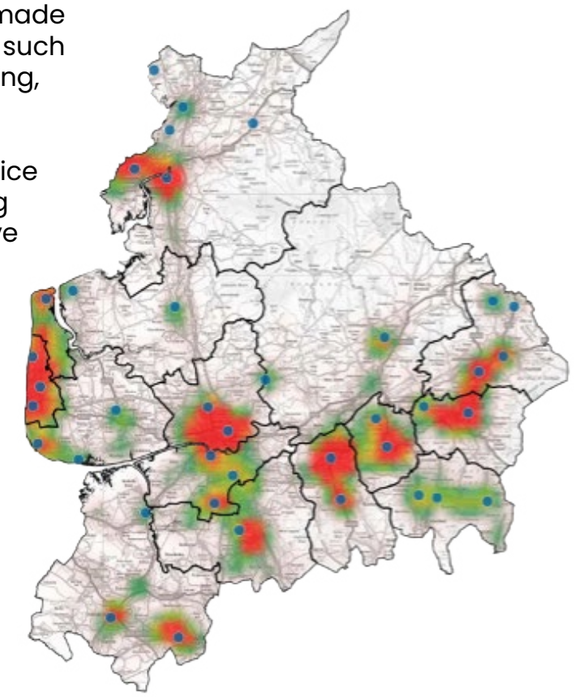


Figure 4: Location of fire stations and areas of activity in heat map

Resourcing and availability

To meet these demands we currently provide 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 89.55% on average.

Availability and mobilisations
Average per hour / day

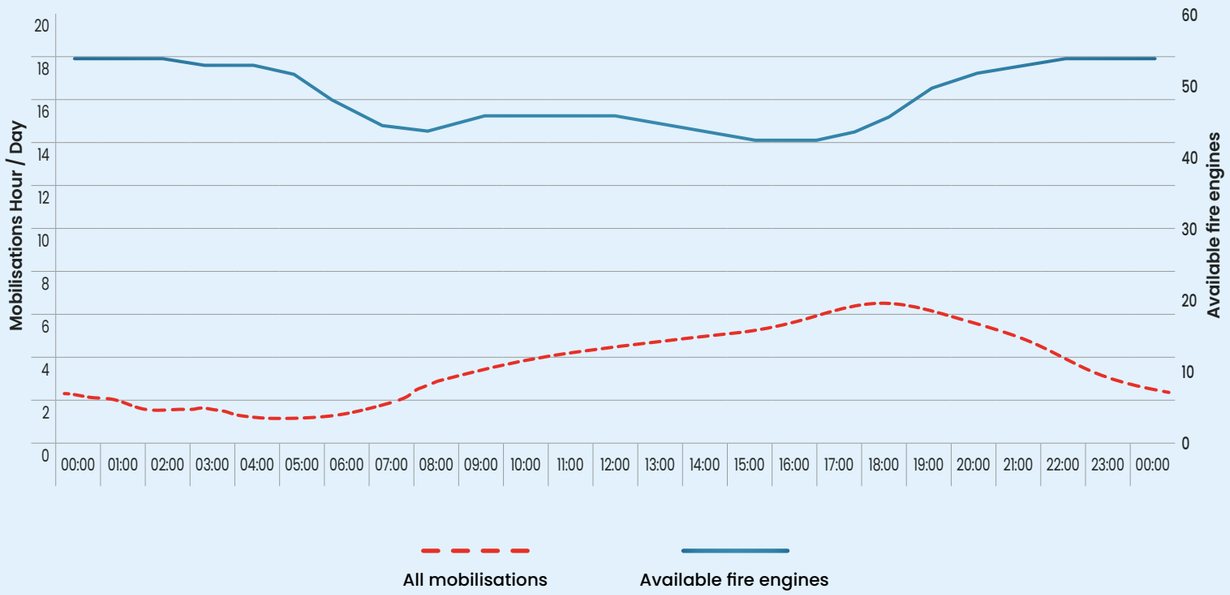


Figure 5: Availability and mobilisations (average per hour/day)

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%).

Whilst some incidents may only require one fire engine, larger or more complex incidents may need several.

The times when we have the most resources available do not always match the times when demand is highest. Likewise, the times when we have fewer resources do not always match the times when demand is lowest. However, even when demand is at its highest or fewer resources are available, we still have enough firefighters and fire engines to respond to incidents and maintain strong response times.

Compared with other fire and rescue services nationally, Lancashire ranks tenth for its annual budget, the size of the population it serves, the number of fire stations it provides and the number of primary fires it attends. However, we rank eighth for the total number of fire engines and joint fourth for the number of fire engines crewed by wholetime firefighters. The Service therefore maintains one of the highest numbers of wholetime-crewed fire engines nationally from a budget that ranks 10th. Sustaining the current level of provision within available resources is becoming increasingly financially challenging.

During the lifetime of this CRMP, we will review and adjust when our resources are available so they better match local risks and demand. We will also review how we measure these factors.



Identifying, assessing and responding to 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 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 (LRF) Community Risk Register 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 moving beyond traditional emergency response to focus on proactive risk reduction, public education and emergency preparedness alongside Local Resilience Forum partners. Our local presence, trusted relationships and operational capabilities enable us to help communities prepare for, respond to and recover from a wide range of threats and disruptive events, including severe weather, flooding, wildfire, major incidents, infrastructure failure and other civil emergencies. We contribute to home defence by protecting people, critical infrastructure and essential services; providing specialist capabilities, situational awareness and command support; supporting evacuation, rescue, humanitarian assistance and recovery activity; and helping vulnerable people and communities remain safe during periods of heightened risk. We will also support the Government's national resilience campaign by promoting practical steps that households and communities can take to understand local risks, plan for emergencies, and support others who may need additional help. 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 other emergency services, local authorities, the NHS, the voluntary and community sector, and the armed forces where this demonstrably strengthens preparedness and 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.

Lithium-ion battery fires, particularly those involving e-bikes and e-scooters, are increasing rapidly. They can spread suddenly, release toxic gases and be difficult to extinguish. Battery storage sites, discarded batteries and electric vehicles (EVs) pose additional challenges, although EV fires remain uncommon relative to the number of conventionally fuelled vehicles. Fire and rescue services continue to adapt training, equipment, planning and prevention work to address these risks.

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 can cause severe injury and even death as well as significant damage.

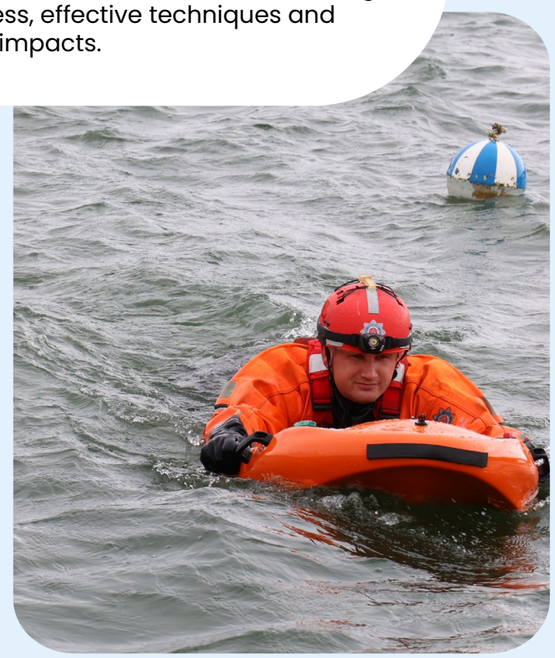
Environment

These include wildfires, flooding and hazardous materials. Climate change is increasing the frequency and intensity of wildfires and wide area flooding, requiring 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, 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 terrorist incidents

The threat of terrorism affects fire and rescue services as well as other emergency services. We must be prepared to respond quickly and effectively to reduce risks, save lives and protect communities.

Terrorist incidents may involve complex and coordinated attacks that pose significant challenges. Learning from public inquiries and incidents around the world informs how we prepare and train, so that firefighters can safely and effectively respond to risks posed by terror related and high-threat incidents.



Assessing the risk of fire

Lancashire is split into small geographic areas that are known as Lower-layer Super Output Areas (LSOAs). 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 as low, medium, high, or very high, which in turn underpins our resource allocation and proactive prevention activities, and is reported on 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	1,601,645	100%	945

Response standards

Each fire and rescue service sets its own response standards. In Lancashire, ours are among the most robust in the country. We measure response times from the time of the 999 call to our fire control to the arrival of the first fire appliance at the incident.

Critical fire incidents are fires likely to pose a significant threat to life, structures or the environment. Previously, we used our fire risk map to classify each LSOA and set different response standards. In developing this CRMP, we drew on evaluations and consultation responses to establish a single response standard, in line with most fire and rescue services.



Our single response standard for **critical fires** is an average of

10 minutes

Critical special service incidents are non-fire emergencies involving a risk to life, such as road traffic collisions, rescues and hazardous materials incidents.



Our single response standard for **critical special service incidents** is an average of

13 minutes

Our commitment to responding quickly to emergencies remains unchanged. We will continue to send the nearest available fire engine(s) to critical incidents, ensuring Lancashire's communities receive a fast and effective emergency response that remains among the fastest in England.

Our strategic priorities

04

Our strategies set out how we will manage, reduce and respond to the risks identified within this Community Risk Management Plan. They explain what we will do, why it matters, and how success will be measured. Guided by risk, evidence and community need, these strategies describe how we will work with our staff, partners and communities to prevent emergencies, protect people and property, respond effectively when incidents occur, and ensure we remain a modern, efficient and resilient fire and rescue service for Lancashire.

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 sets out how we will attract, develop, support and retain the skilled, healthy and resilient workforce needed to make Lancashire safer. It will help us build an inclusive, high-performing culture in which our people demonstrate our values, have the right skills and leadership, and are supported to respond to changing community risks and future service demands.

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, inclusion, standards and behaviours

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

2 Equality, diversity, employer of choice and workforce planning

Create an inclusive and representative workforce by attracting, recruiting, developing and retaining people from the widest possible range of backgrounds, with the skills and capabilities needed to meet current and future Service requirements.

3 Leadership and management capability

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

4 Talent management and succession planning

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

5 Wellbeing, skills and workforce capability

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

6 Engagement, communication and change

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

7 Reduce the risk of contaminants exposure

Reduce risks linked to fire contaminants through operating procedures, targeted awareness and behaviour-change activity, and site audits that quality assure contaminant risk management.

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.

Our approach links

risk → partnerships → interventions → safer communities

Delivering prevention excellence

Our Prevention Strategy sets out how we will reduce the likelihood of fires and other emergencies and lessen the harm they cause. Using data, local intelligence and partnership working, we will focus support on the people, places and behaviours most at risk, promote safer choices and help communities across Lancashire become safer and more resilient.

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
Reducing accidental dwelling fire risk and harm.

2 Prevent fire setting
Preventing deliberate fires, wildfires and secondary fires.

3 Resilience to severe weather and emerging risks
Reducing harm from extreme weather-related incidents.

4 Safer roads
Improving safety on our roads.

5 Stronger communities
Improving outcomes for our communities.

Protecting communities through safer buildings



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.

Our approach links

risk → activity → compliance → safer buildings

Delivering protection excellence

Our Protection Strategy sets out how we will reduce fire risk in regulated premises and the wider built environment. Through risk-based inspection, advice, business engagement and proportionate enforcement, we will support those responsible for buildings to meet their fire safety duties, improve compliance and help ensure that people, property and communities are protected.

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

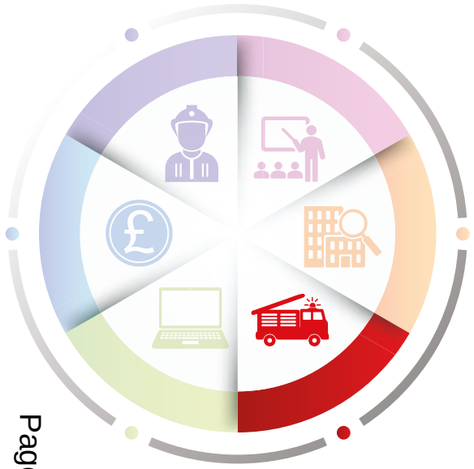
1 Targeting and managing risk
Targeting and managing risk in high-risk and regulated premises.

2 Safer buildings
Improving safety in complex and higher-risk buildings.

3 Stronger systems
Enabling system-wide risk reduction supporting delivery and performance.

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

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** → **outcomes**

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

Delivering response excellence

Our Response Strategy sets out how we will provide a safe, effective and timely emergency response that reflects risk and demand across Lancashire. We will ensure that the right people, skills, vehicles, equipment and operational information are available in the right places, while strengthening preparedness, resilience and learning so that we can respond effectively to current and emerging risks.

Our response priorities

1 Operational response

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

2 Operational competence

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

3 Operational preparedness

Be a risk-informed, intelligence led and well-prepared organisation, ready to respond to routine incidents but also complex, large-scale and emerging incidents.

4 Operational effectiveness and continuous improvement

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

Using digital, data and technology to drive continous improvement



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.

Delivering our digital, data and technology strategy

Our Digital, Data and Technology Strategy sets out how we will use modern, secure and reliable technology and high-quality data to improve services and decision-making. By strengthening digital capability, modernising systems and using evidence more effectively, we will support our people, increase efficiency and innovation, and help every part of our service deliver better outcomes for Lancashire's communities.

Our digital priorities

1 Digitally enabled workforce

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

2 Data maturity and insight

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

3 Strong technical foundations

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

4 Cyber security and resilience

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

5 Value for money and continuous improvement

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

6 Emerging technology

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

7 National alignment and collaboration

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

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.

Delivering value for money excellence

Our Finance Strategy sets out how we will manage public money responsibly and direct resources to the areas where they can have the greatest impact on risk and community safety. Through sound financial planning, transparent decision-making and a continued focus on efficiency and value for money, we will support sustainable services and ensure we can adapt to changing risks, priorities and funding pressures.

Our finance priorities

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

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

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

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

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

Delivering our plan

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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.

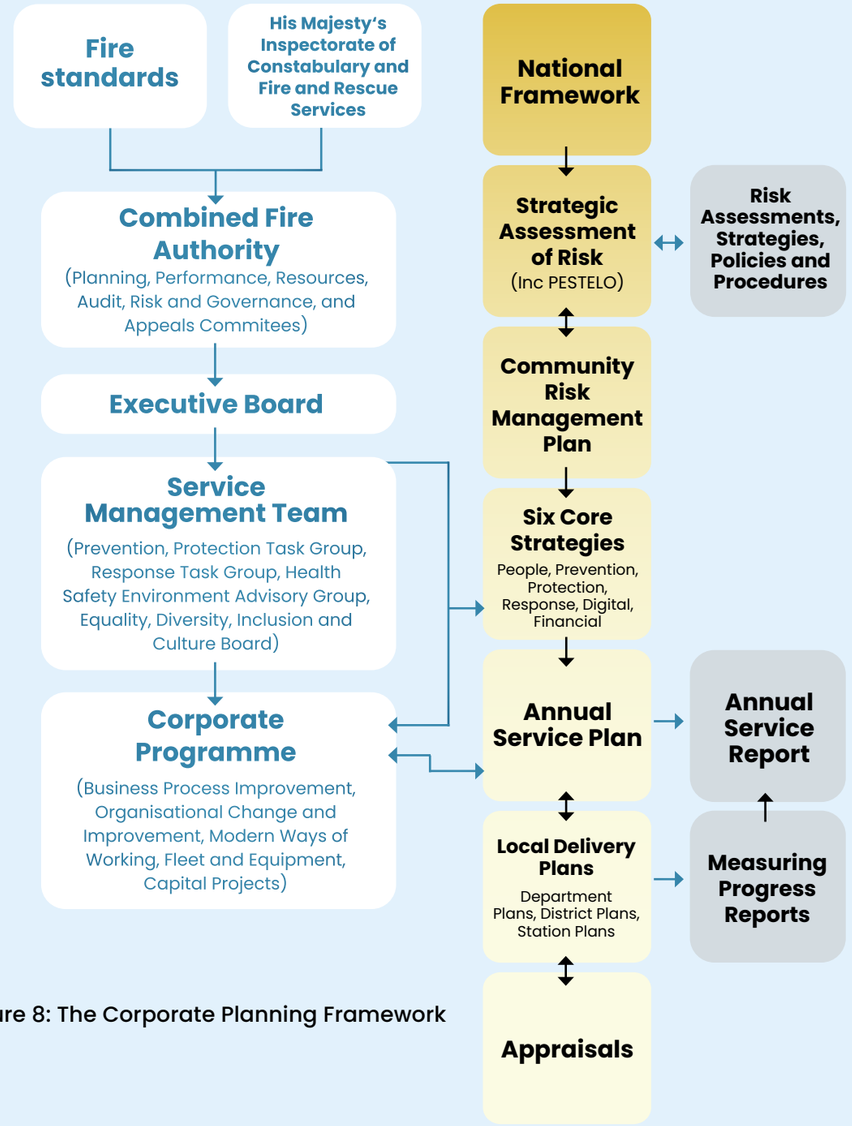


Figure 8: The Corporate Planning Framework

The planning framework on the previous page shows how the elements of our planning strategy depend on one another. Delivery will be overseen through the Service's governance framework, supported by performance reporting, strategic reviews, risk management and Combined Fire Authority scrutiny.

We will review the plan annually and refresh it following significant changes in risk, legislation, policy, funding or organisational design. Transparent reporting will keep the public, staff and stakeholders informed.



How we developed this plan



Our CRMP draws on analysis of local incident data, demographic changes and environmental hazards, alongside financial forecasts. This evidence informs how we deploy firefighters, equipment and prevention programmes to optimise public safety.

Public, staff and stakeholder engagement is central to shaping our CRMP priorities and approach. We received feedback from over 4,500 individuals and organisations, including residents, businesses, partners and employees. Consultation took place in two phases; the first explored community priorities, the second sought views on the draft plan. Feedback helped align this CRMP with community needs and expectations, and ensure that our resources are prioritised to address risk, demand, and vulnerability across Lancashire. Consultation responses will continue to inform implementation and delivery of services throughout the life of this CRMP.



How we will measure progress

We will use data, evaluation, feedback and learning to explain the impact of our actions, remain accountable, improve performance and make best use of resources. We will monitor delivery of our CRMP, priorities and objectives through our Annual Service Plan and district and departmental plans, linking activities to strategic outcomes.

The Combined Fire Authority will oversee key areas, with other activities scrutinised throughout the year by the Service Management Team and relevant management meetings. Our governance and business planning will review progress, maintain strategic alignment and share best practice across departments. Individual appraisals will help staff understand their contribution to community outcomes. Data analytics and reporting tools will support real-time assessment, while community feedback will help demonstrate our wider social impact.

Our service-level key performance indicators (KPIs) align with our core strategies and measure progress against our objectives, effectiveness, efficiency and value for money. The Combined Fire Authority scrutinises performance quarterly, with results published in our Measuring Progress Reports at **www.lancsfirerescue.org.uk/performance**. Local indicators track changes in activity and risk to inform planning and resource allocation.

Our current KPIs, refreshed and expanded through the development of and consultation on this CRMP, are outlined on the next page.



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

2.1 Critical fire risk map score
2.2 Accidental dwelling fires (ADF)
2.2.1 ADF - harm to people - casualties
2.3 Accidental building fires (ABF) (commercial premises)
2.4 ABF (non-commercial premises)
2.5 Deliberate fires total
2.5.1 Deliberate fires – dwellings
2.5.2 Deliberate fires - commercial premises
2.5.3 Deliberate fires - other (rubbish, grassland, vehicles etc)
2.6 Home fire safety checks
2.7 Number of other prevention activities delivered such as Childsafe/ Wasted Lives

KPI 3: Protecting communities through safer buildings

3.1 Business fire safety checks
3.2 Fire safety activity
3.3 Building regulation consultations

KPI 4: Responding to fires and other emergencies quickly and competently

4.1 Overall activity
4.2 Critical fire response - 1st first engine attendance
4.3 Critical special service response - 1st fire engine attendance
4.4 Fire engine availability

KPI 5: Using data, digital and technology to drive continuous improvement

5.1 System availability, reliability and resilience
5.2 Cyber resilience
5.3 Workforce satisfaction with digital services

KPI 6: Delivering value for money in how we use our resources

6.1 Progress against allocated budget
6.2 Partnership collaboration
6.3 Overall user satisfaction

Progress and achievements

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, Lancashire 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 best practice and other services. 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 personal protective equipment, and improved fitness equipment

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

Prevention

HFSC

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

Achieved an average response time to critical fire incidents of

7 minutes 44 seconds

and

8 minutes 35 seconds

to critical special service incidents, from the time of call to the first fire engine arriving.



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

For more information on our performance, **visit www.lancsfirerescue.org.uk/performance**



Glossary

Acronym	Description
ABF	Accidental Building Fire
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
ASP	Annual Service Plan
AI	Artificial Intelligence
BFSC	Business Fire Safety Check
BME	Black or Minority Ethnic groups
CCTV	Closed-circuit television
CFA	Combined Fire Authority
CRMP	Community Risk Management Plan
CRR	Community Risk Register
FDO	Flexible Duty Officer

Acronym	Description
FRSs	Fire and Rescue Services
HAZMAT	Hazardous materials
HFSC	Home Fire Safety Check
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire and Rescue Services
IMD	Indices of Multiple Deprivation - the official measure of relative deprivation for small areas in England
KPI	Key Performance Indicator
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
M365	Microsoft 365
MDT	Mobile Data Terminal
MHCLG	Ministry of Housing, Communities and Local Government

Glossary

Acronym	Description
MOU	Memorandum of Understanding
MTA	Marauding Terrorist Attack
NFCC	National Fire Chiefs Council - represents Fire and Rescue Services at national level
NHS	National Health Service
NOG	National Operational Guidance
NRR	National Risk Register
NSRA	National Security Risk Assessment
NWAS	North West Ambulance Service
PESTELO	Political, Economic, Socio-cultural, Technological and Infrastructure, Environmental, Legislative and Organisational risk analysis
PPE	Personal Protective Equipment
RTC	Road Traffic Collision
SAoR	Strategic Assessment of Risk
STRIVE	Service, Trust, Respect, Integrity, Valued, Empowered

Term	Description
Accountable persons	People or organisations with legal duties for managing building safety in higher-risk buildings.
Automatic fire alarm	A system that detects signs of fire and raises an alarm automatically.
Business continuity	Arrangements that help the Service continue essential activities during disruption.
Business Fire Safety Checks	Checks carried out to improve compliance in lower-risk business premises.
Community resilience	The ability of communities and partners to prepare for, respond to and recover from emergencies.
Critical fire incident	A fire incident that is likely to involve a significant threat to life, structures or the environment.
Critical special service incident	A non-fire incident where there is a risk to life, such as road traffic collisions, rescues or hazardous materials incidents.
Cross border working	Working with neighbouring fire and rescue services across geographical boundaries.
Dynamic resourcing	Using current risk, demand and availability information to place fire engines and crews where they are most needed.
Emergency cover review	A review of how emergency response resources are provided and used to support resilience, efficiency and community safety.
False alarms	Incidents where the fire and rescue service attends a location believing there is an emergency but, on arrival, finds there is no fire or other emergency. This may be due to an automatic fire alarm operating in error, a call made in good faith, or a malicious call.
Fire risk map	A map that categorises small areas by fire risk using recent fire activity and demographic data to support prevention, resource allocation and response performance measures.

Glossary

Term	Description
Higher-risk buildings	Buildings where fire safety risk is greater because of factors such as height, use, occupancy or complexity.
Humanitarian assistance	Activities that support people and partner agencies during incidents such as medical emergencies, searches for missing people, rescues and welfare-related emergencies.
Annual Service Plan	A yearly plan outlining key projects, milestones and measures for the fire and rescue service.
Key performance indicator	A measurable indicator used to evaluate progress against objectives and performance standards.
National resilience	Arrangements that enable fire and rescue services to support large-scale, specialist or cross-border incidents beyond normal local response.
On-call firefighters	Firefighters who often have another job outside LFRS and respond to emergencies in their communities from home or work when needed.
Prevention	Activities that reduce the likelihood of fires and other emergencies, including safety interventions for people most at risk and advice to help people adopt safer behaviours.
Primary fires	Generally serious fires involving property, casualties or rescues, or fires attended by five or more fire engines.
Protection	Activities that support businesses, landlords and responsible persons to keep buildings safe and comply with fire safety duties, including taking action where required.
Response	Activities that provide a timely and competent emergency response to fires and other emergencies.
Responsible person	A person or organisation with legal duties for fire safety in premises.
Risk-based intervention programme	A programme that prioritises prevention, protection or response activity according to assessed risk and potential harm.
Secondary fires	Generally small outdoor fires that do not involve people or property.

Term	Description
Service support	Specialist functions that support frontline services and help the Service operate effectively.
Service support staff	Specialist employees who provide technical expertise across a range of functions.
Special service incidents	Non-fire incidents such as road traffic collisions, flooding, water rescues and assisting other agencies, for example gaining entry to properties on behalf of the police or ambulance service during medical emergencies.
Unwanted fire signal	An automatic fire alarm signal that results in fire and rescue service attendance but is not caused by a fire.
Wholetime firefighters	Firefighters who work full-time for LFRS.

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Appendix 2

Lancashire Fire and Rescue Service

Shaping our Services for the Future: Consultation (Phase Two).

Public Consultation Report

October 2026

ps research

Contents.

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Summary.

Introducing the consultation.

The aim of the consultation was to gather feedback on the proposed Community Risk Management Plan

The Community Risk Management Plan (CRMP) is a five-year plan for how LFRS will make Lancashire safer, adapting to changing risks so that LFRS can prevent, protect and respond effectively. The phase two consultation shared the plans and proposals within the CRMP for feedback.

Consulted with staff, stakeholders and the public between 16 July and 9 October 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.

2,411 responses received across the public survey and direct letters or emails

The majority of responses are from local residents (2,013 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.

Nine in ten (88%) residents agree with LFRS's vision for managing risk in Lancashire

- Virtually all (96%) agree that the risks identified in the plan are the main risks in Lancashire
- And they consider many of the drivers and challenges important, particularly workforce sustainability, partnership working and demand; use of digital and data is considered less important relative to the other drivers and challenges

Generally, there are high levels of agreement across the range of proposals in the consultation

% strongly or tend to agree....



Summary of key themes amongst open-text feedback.

Open-text questions were asked to all respondents, whether they agreed or disagreed with the proposals; not all respondents provided a comment to each question.



Although most residents agree with the proposals, some still have concerns:

- Residents raised concerns that incidents can be unpredictable and feel there should be 24/7 cover
- There are particular concerns about any reduction in service, such as to specific areas, overnight or off-peak
- Some are concerned about the potential impact of a delayed or reduced attendance, e.g. to Automatic Fire Alarms
- Whilst most feel all areas should have the same response times, there is a recognition that this could be difficult to achieve in some of the more rural and remote areas
- Not all respondents felt they sufficiently understand the proposals, or did not feel that the public are knowledgeable enough to comment and feel it is up to LFRS to make more informed decisions



Throughout the survey, some comment that LFRS should prioritise those who are most vulnerable and at risk

- Prioritise fire safety inspections in higher-risk buildings such as hospitals, care homes, HMOs etc.
- Provide more home fire safety checks to the elderly and other vulnerable members of the community
- Increase fire prevention work, but some feel this should be offered to all children equally and preferably face-to-face



Comments also suggest residents feel that the community should take more responsibility, for example:

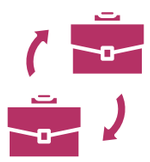
- There should be a charge or penalty for repeated false alarms (for Automatic Fire Alarms)
- Premises and alarm operators should take greater responsibility for maintaining alarms
- Business owners should take more responsibility in checking premises for fire safety and/or contribute to costs of inspections

Feedback from stakeholders.



Employees

- Most agree with the vision and risks identified in the plan
- But typically lower levels of agreement for a number of proposals compared to other stakeholders, particularly around changing the response standard for fire engine availability in line with risk and demand (37% disagree with this proposal)
- Feedback focused on the need for sufficient cover 24/7, demand being unpredictable and staffing/appliance availability issues
- Agreement is also lower for proposals relating to the use of smaller vehicles and crews when responding to AFAs and how fire safety education would be delivered to school children



Businesses

- The majority agree with the vision and risks identified in the plan
- And agreement with each proposal is broadly in line with feedback from residents
- Feedback from business owners focused on the need for 24/7 availability and cover; business owners also felt that LFRS could provide more support to help businesses understand their fire safety responsibilities, e.g. more inspections and clear, practical information



Partners and community organisations

- Again, most agree with the vision and risks identified in the plan
- And agreement is high across proposals within the plan, with 83% agreeing with changing the response standard for fire engine availability in line with risk and demand
- Overall, feedback backs up the agreement to allocate resources based on risk and demand, although some feel 24/7 cover should be maintained and that response standards should be equal across all areas

Introduction.

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 operates in is constantly changing and new risks frequently emerge in communities. 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.

Visit lancsfirerescue.org.uk/future for more about the consultation and plan

Consultation

To help shape the CRMP and options for how LFRS may deliver services in the future, LFRS has engaged and consulted with residents, businesses, partner agencies, community groups, and employees across two phases.

Phase one consultation focused on understanding the needs and expectations of the people who live and work in Lancashire. The consultation explained the challenges and drivers for change and invited views on the proposed direction of travel. LFRS used this feedback to develop a draft plan and proposals for how services may be delivered in the future.

Phase two consultation focused on sharing the plan and these proposals to understand what residents and stakeholders think about them, to provide an opportunity to share their views and to consider any potential issues or impact before a final version is produced.

Consultation approach.

Consultation methodology

Lancashire Fire and Rescue Service commissioned PS Research to develop and host a public survey for phase two of the CRMP consultation. The survey was aimed at residents, businesses, partner agencies, community groups and employees.

Supporting the consultation survey was an information document and videos explaining the vision for the CRMP, drivers and challenges shaping the plan, community risk considerations and an overview of each proposal. These videos were signposted within the online survey and further information was available on the Lancashire Fire and Rescue Service website.

The consultation launched on 16 July and closed on 9 October 2026, a period of over 12 weeks.

How the consultation was shared

Public

- Available on service website and social media channels
- Sent to 85,000+ public email subscribers
- Promoted at LFRS and community events
- Press release sent to the media
- Facebook adverts
- Letters and emails sent to 2,000+ service users
- 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
- Sent to text message subscribers

Consultation response.

2,411 responses were received to the consultation. Almost all (95%) respondents were residents of Lancashire.

84%

of respondents are residents of Lancashire with no other stakeholder connection

2,013 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. Feedback from residents throughout the rest of this report is based on this 'resident only' group.

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. This includes two letters/emails sent by a parish council and neighbouring fire and rescue service.

Understanding the analysis

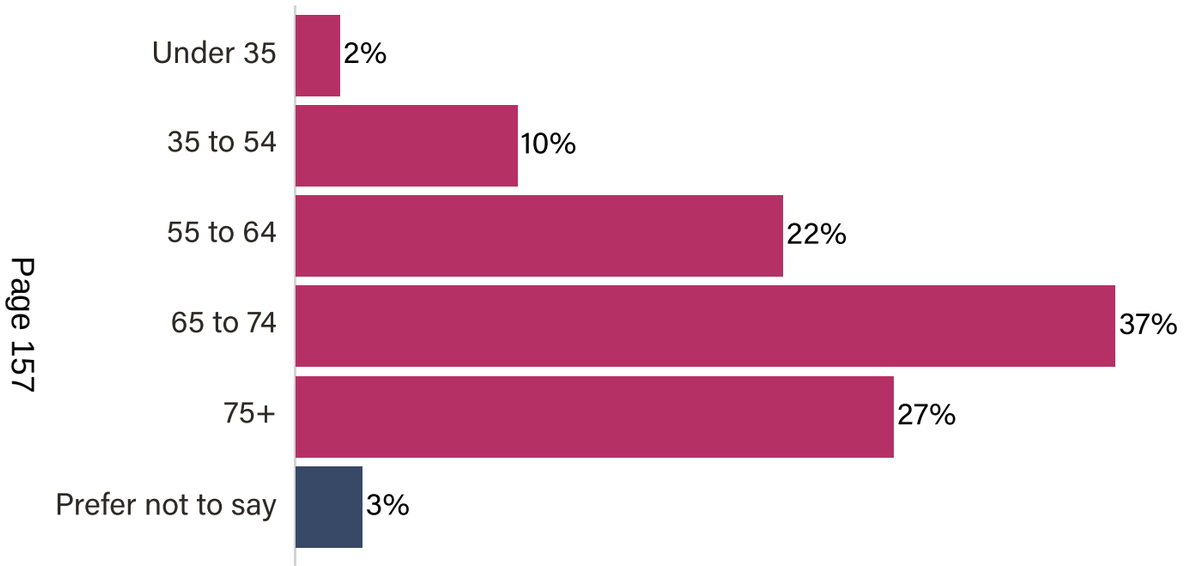
- Open-text feedback to key questions has been coded into themes, complemented by analysis using Copilot
- Quotes from open-text feedback used in this report are not intended to be representative of the analysis; they are for illustrative purposes only
- Where different views amongst a particular resident 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

Resident feedback.

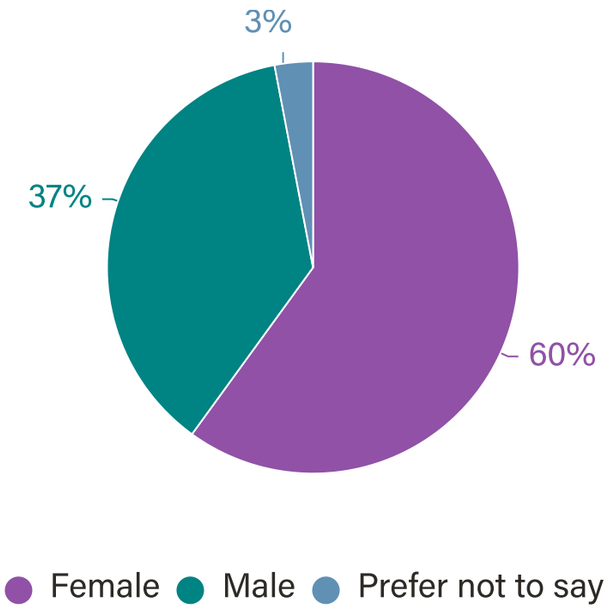
Results from 'resident only' respondents

More about local resident respondents.

The majority of residents responding to the survey are aged 55+ (n = 1,971)



More females than males responded to the survey (gender identity, n = 1,958)



Around a quarter (28%) indicated that they have a disability

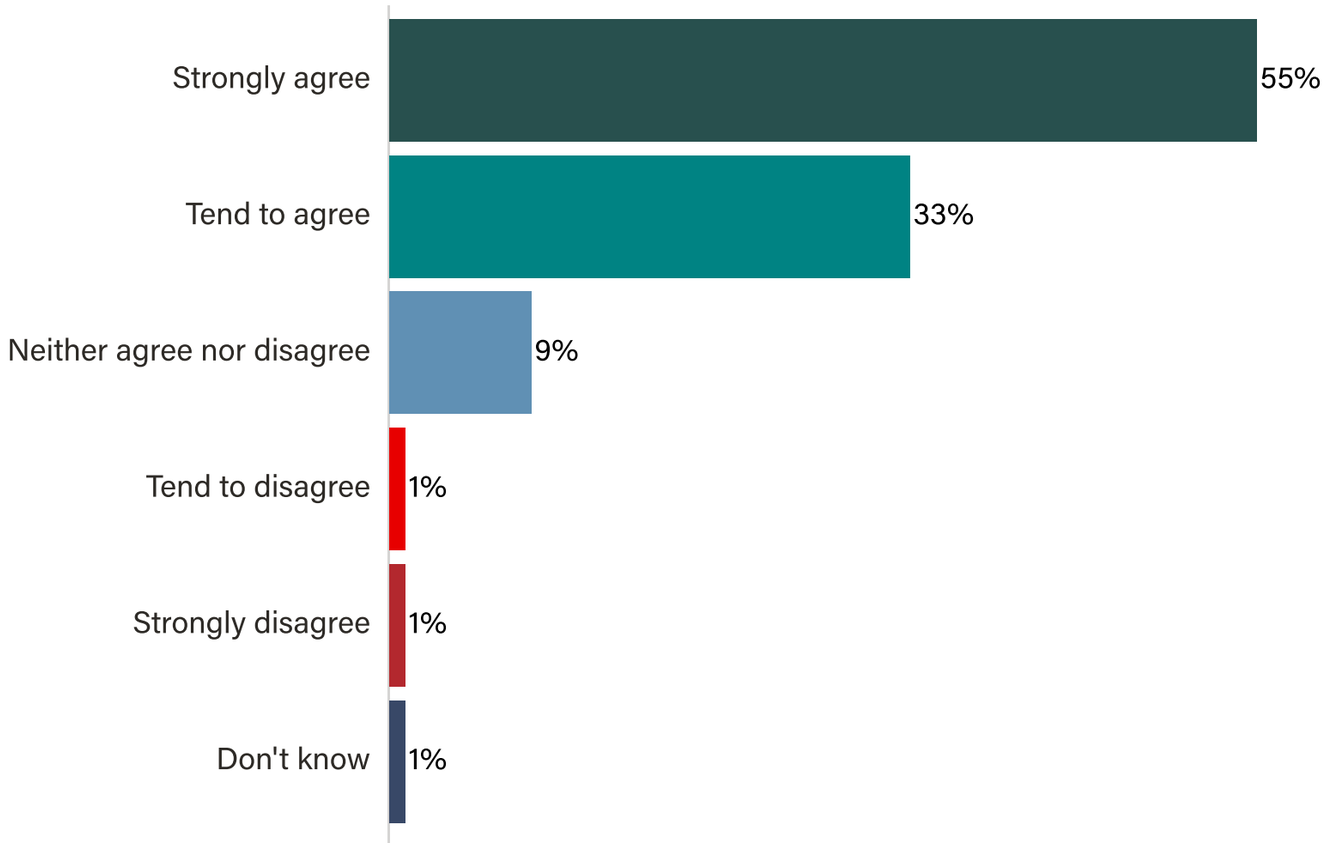
67% selected 'no' and 5% 'prefer not to say'

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

5% are another ethnicity and 2% selected 'prefer not to say'

Overall, nine in ten (88%) residents agree with LFRS's vision for managing risk in Lancashire.

And just over half (55%) of residents strongly agree with the vision



Q. To what extent do you agree or disagree with our vision for managing risk in Lancashire? (n=2,010)

Agreement drops to 80% amongst 35 to 54 year olds

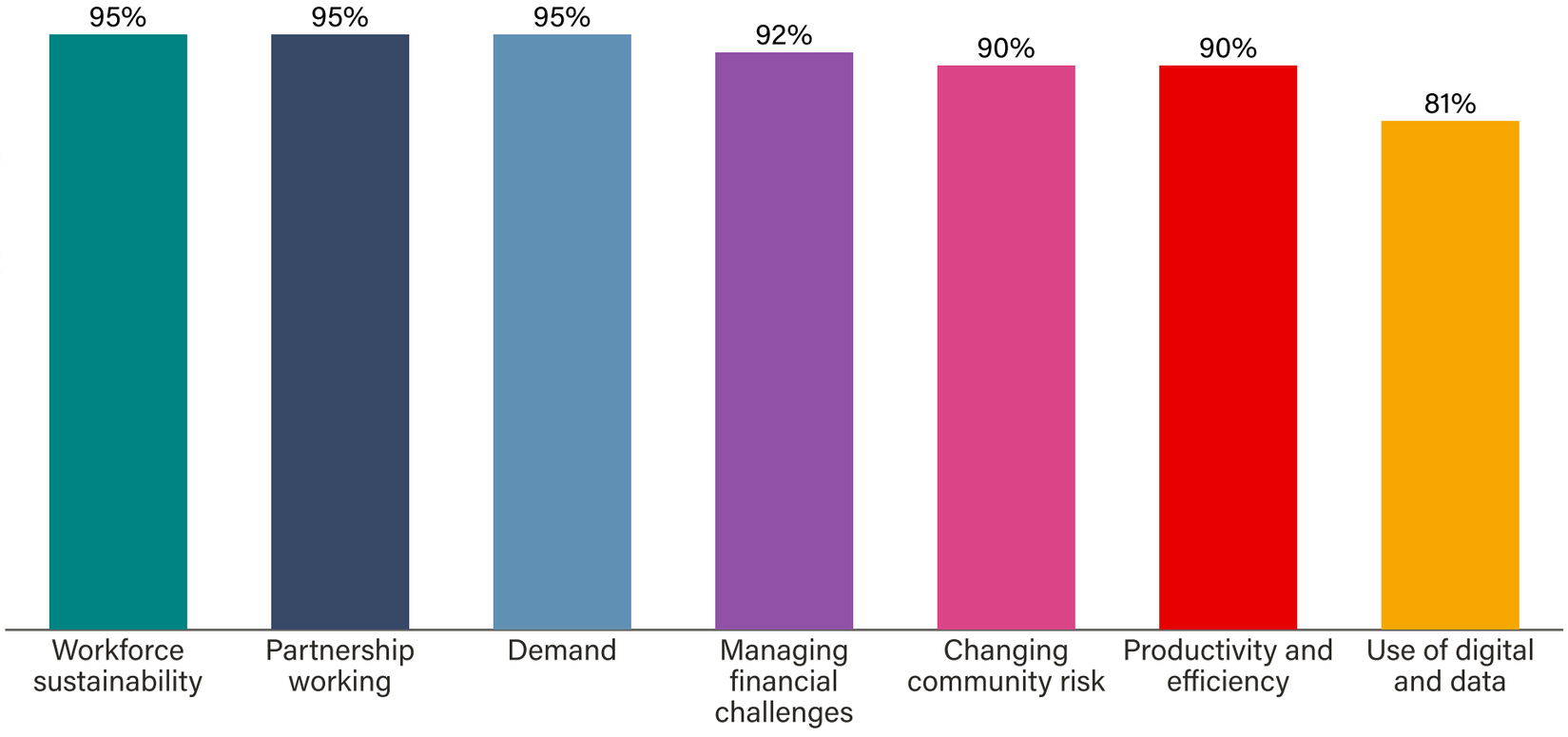
- 16% of 35-54 year olds are neutral and 4% disagree
- 91% of respondents aged 75+ agree with the vision

Agreement is even higher amongst Blackburn with Darwen residents

95% of Blackburn with Darwen residents agree with the vision (strongly or tend to agree) compared to 88% of all residents.

Residents feel the different drivers and challenges impacting on services are important.

% feeling the following drivers and challenges are very important or important in how LFRS delivers services:



Q: How important do you feel each of these drivers and challenges are in how we deliver our services? (n=1,987-2,002)

Female respondents are typically more likely to consider the various drivers and challenges 'very important'

Four in five (80%) feel partnership working is very important, compared to 63% of male respondents

The majority of residents agree that the risks identified in the plan are the main risks in Lancashire.



Main risks based on data, intelligence and feedback:

- Fires, e.g. fires in the home, vehicle fires, deliberate fires
- Environment, e.g. wildfires, flooding
- Rescues, e.g. road traffic collisions, rescues from water, assisting other agencies
- Malicious attacks and terrorist incidents



96%

of residents strongly or tend to agree that the risks identified in the plan are the main risks in Lancashire

- 72% of all residents strongly agree and 24% tend to agree
- Agreement is even higher amongst Burnley residents (where 100% strongly/tend to agree) and Ribble Valley (99% strongly/tend to agree)

Q. To what extent do you agree or disagree that the risks we have identified in the plan are the main risks in Lancashire? (n=2,010)



Other community risks that residents feel the plan should consider

Common themes amongst suggestions of 'any other community risks we should consider' include:

- Fireworks, barbecues, bonfires and garden fires
- Ensure plans address needs of older, disabled and vulnerable people
- Deliberate fires, arson and antisocial behaviour
- Obstructive parking and restricted access for emergency vehicles
- Fire-safety education, prevention and community awareness
- Lithium batteries, e-bikes, e-scooters and EVs

Q. Are there any other community risks that you think the plan should consider? n=476 (Open question)

The majority of residents agree with aligning resources with levels of demand at different times.

90%

of residents agree with aligning resources (staff, fire engines and response assets) with levels of demand at different times

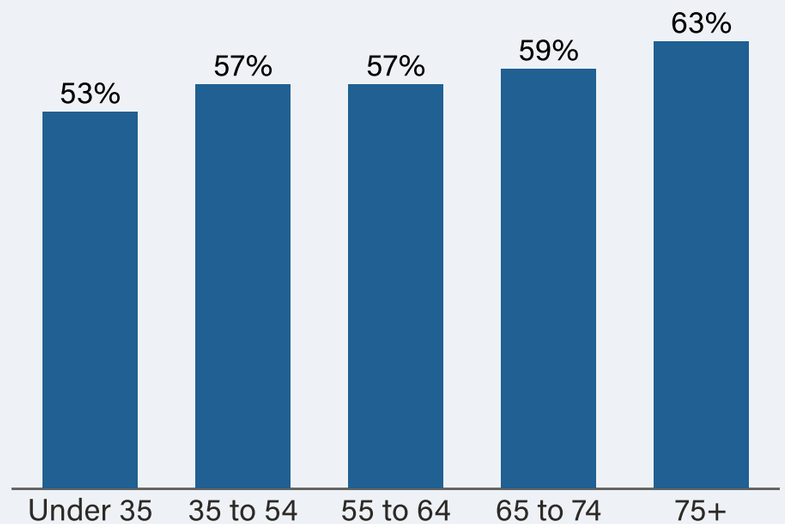
- 59% strongly agree and 31% tend to agree
- 6% are neutral and 4% strongly or tend to disagree

Agreement (strongly/tend to agree) is higher amongst residents in:

- Blackburn with Darwen: 99% agree
- Burnley: 95% agree
- Hyndburn: 95% agree

Strength of agreement rises through the age groups

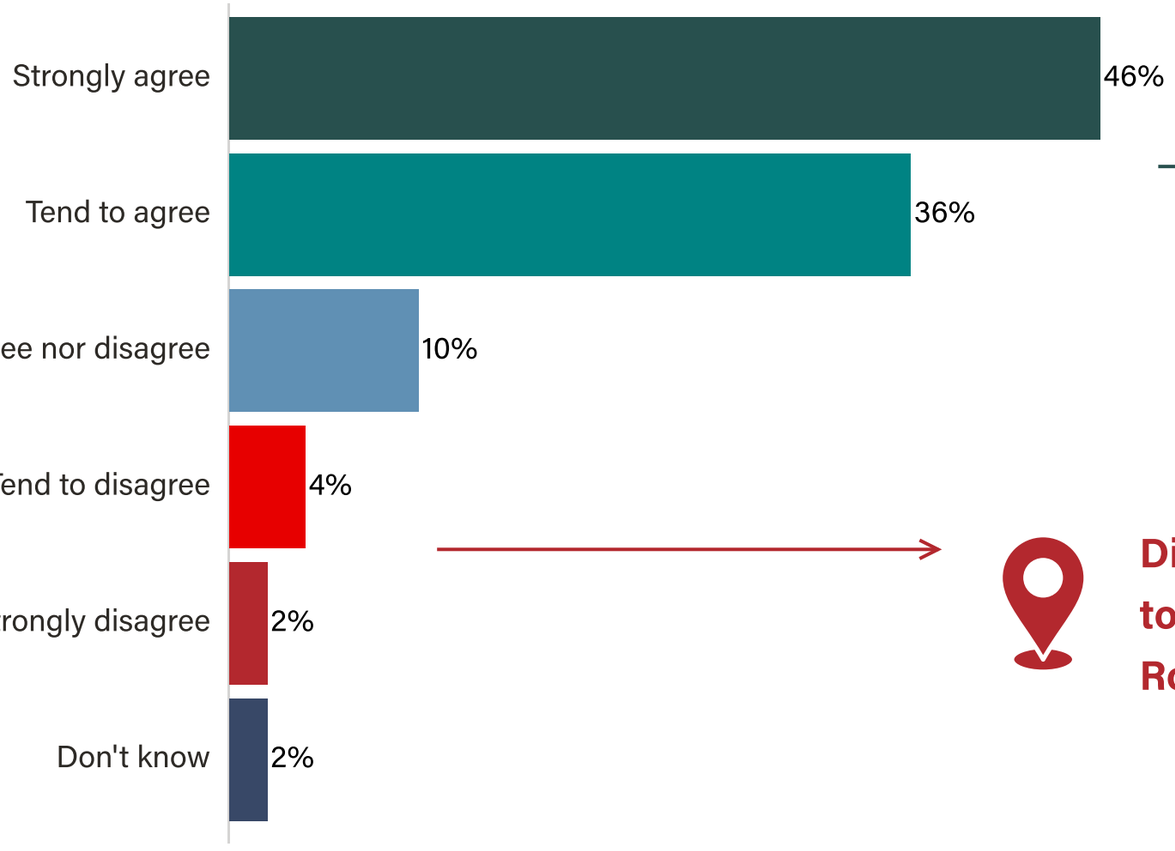
% strongly agree:



Q. To what extent do you agree or disagree with aligning our resources (staff, fire engines and other response assets) with levels of demand at different times? (n=2,002)

82% agree with the proposal to change the response standard for fire engine availability in line with risk and demand.

46% strongly agree and 36% tend to agree; 6% disagree (strongly or tending to disagree)



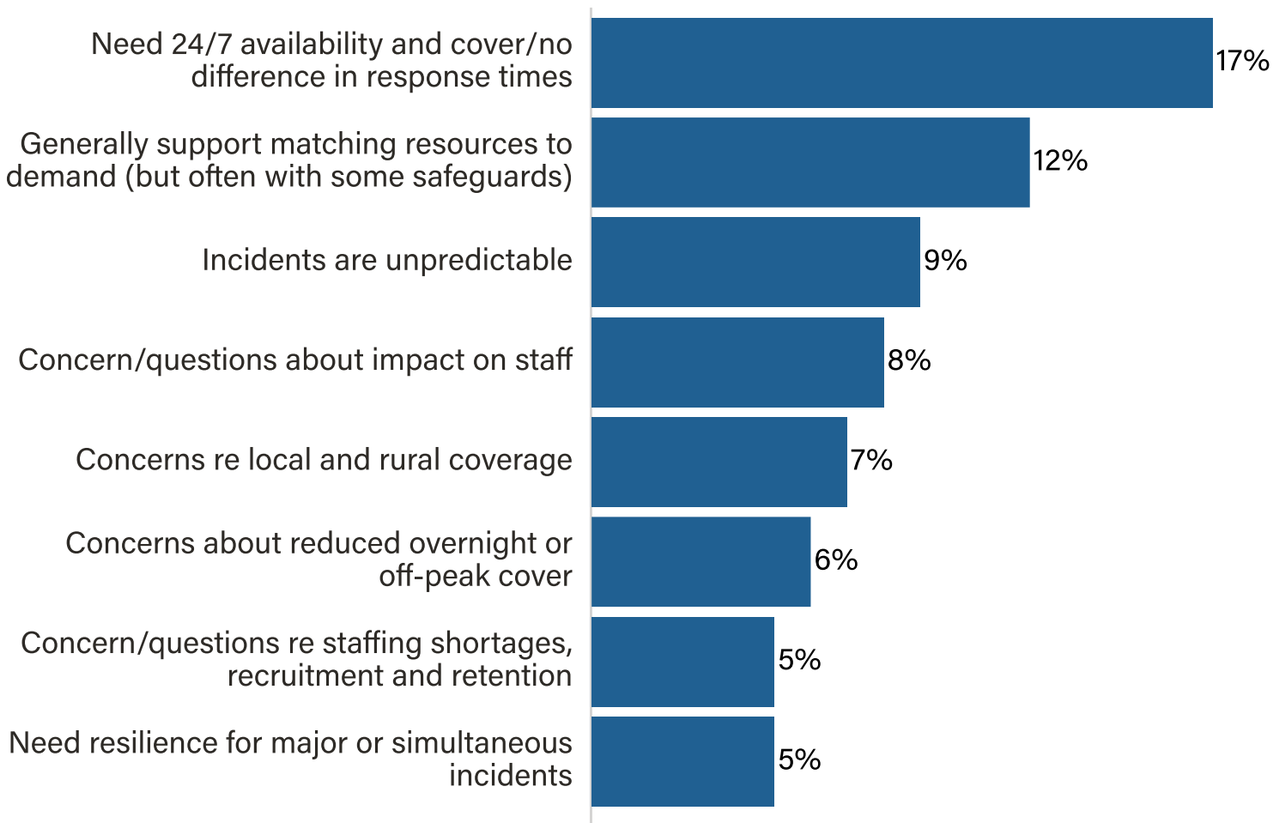
Agreement (strongly or tend to) is higher in Blackburn with Darwen (92%) and Ribble Valley (90%)

Disagreement (strongly or tend to) is highest in Wyre (14%) and Rossendale (13%)

Q. To what extent do you agree or disagree with the proposal to change our response standard for fire engine availability in line with risk and demand? (n=2,002)

But comments suggest some residents have concerns and feel maintaining 24/7 cover for all is important.

Key themes amongst comments on how LFRS should respond to different levels of risk and demand:



> Fire appliances should be available at anytime of day not just for peak periods.

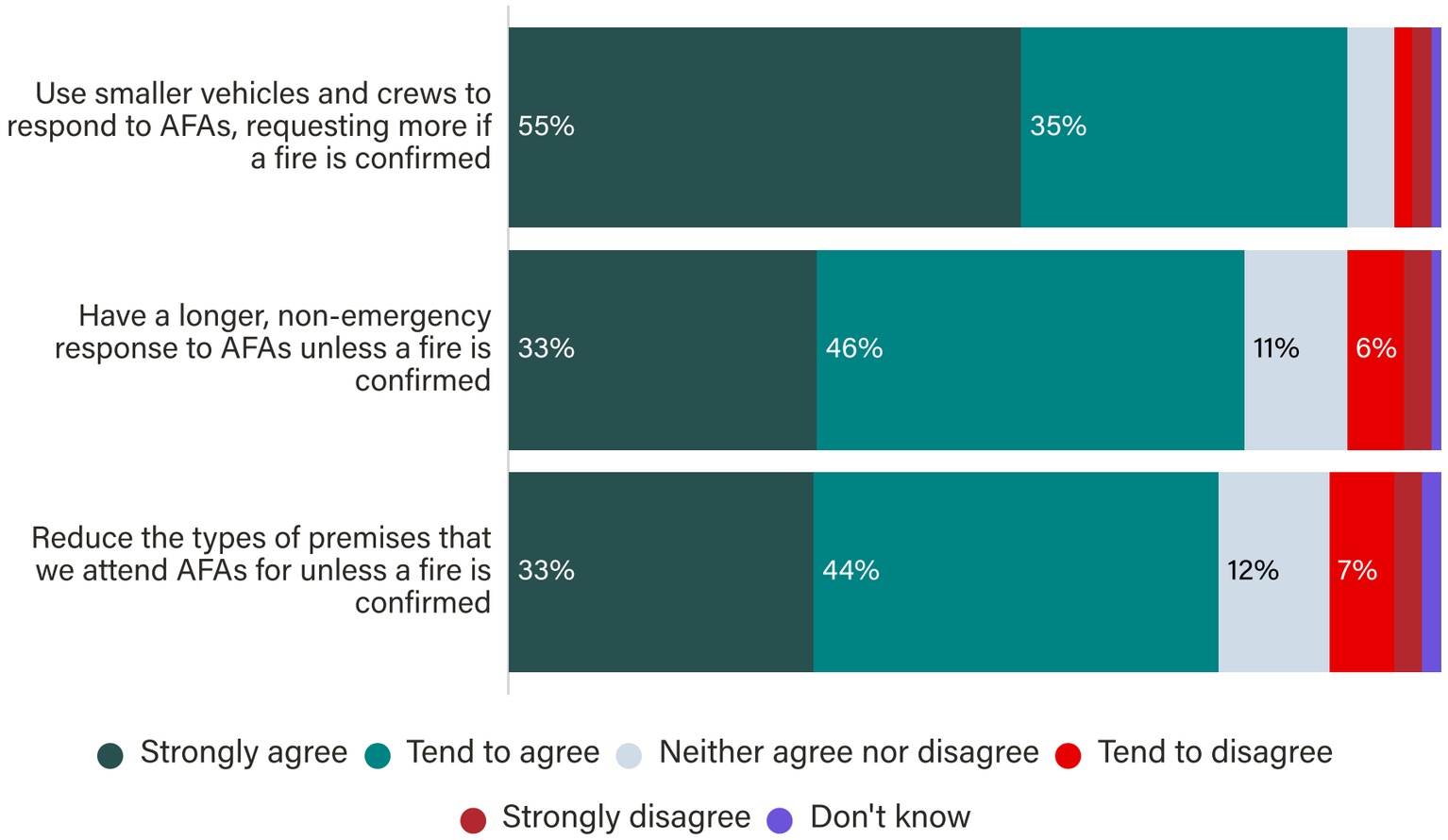
> I tend to agree with both proposals, provided resources are matched to risk as well as demand. It makes sense to have more crews and appliances available when demand is highest, but there must still be enough cover for simultaneous, serious or complex incidents.

> While demand might be higher by day, risk to life may not be. Majority of dwelling and high rise fire life risk is later in day or overnight (some 5-8pm, some later).

Q. Do you have any comments about how we should respond to different levels of risk and demand? n=368. Responses have been manually coded into themes. One comment may appear in more than one theme. All themes representing 5% or more shown. Example comments are for illustrative purposes only.

Residents generally agree with the proposed changes to dealing with automatic fire alarms.

Nine in ten (90%) strongly or tend to agree with using smaller vehicles and crews to respond to AFAs, but agreement is relatively lower for the response time (79%) and types of premises (77%).



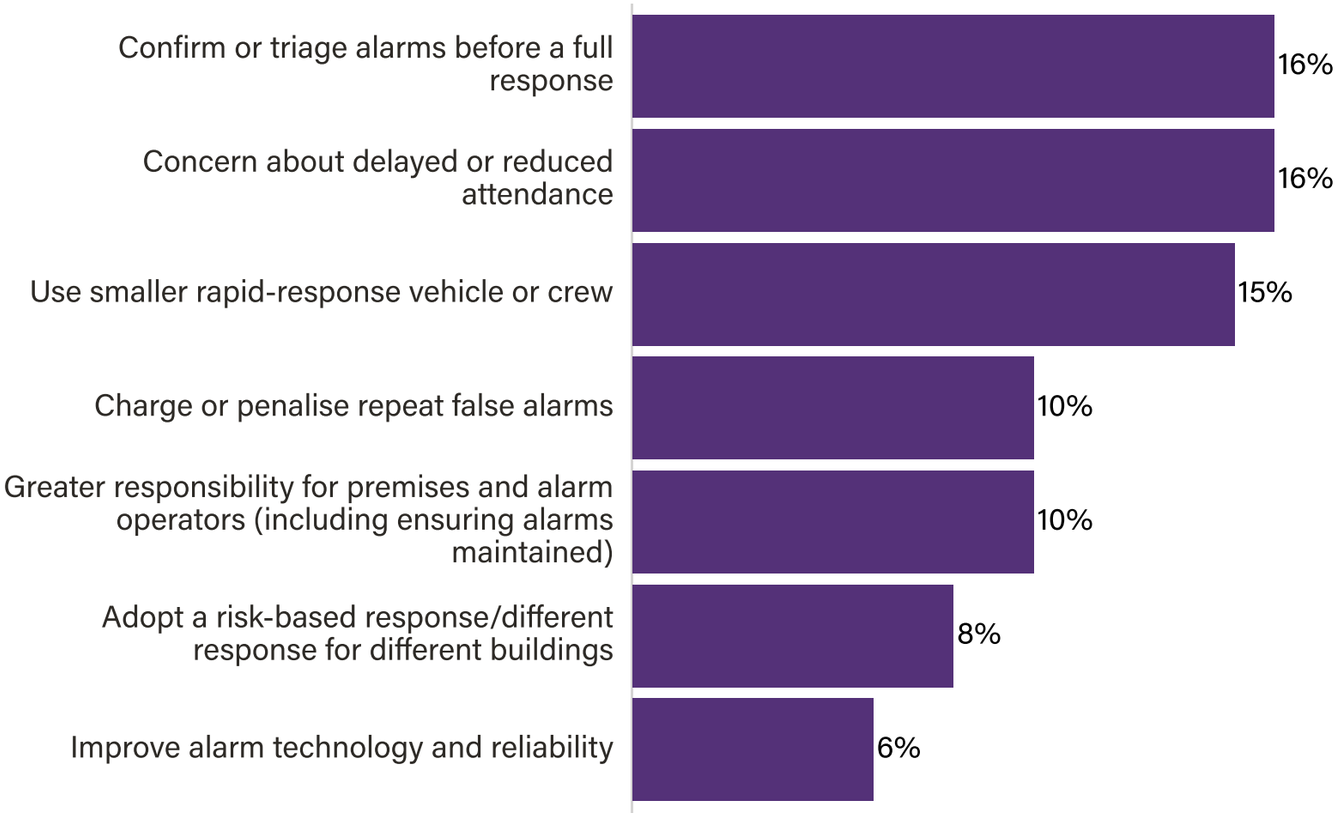
Q: To what extent do you agree or disagree with the following proposed changes to dealing with automatic fire alarms? (n=1,992-1,997)

Residents in a non-white ethnic group have higher levels of disagreement than white respondents

- One in five (19%) disagree that LFRS should reduce the types of premises it attends AFAs for, compared to 10% of white respondents
- 17% disagree with longer, non-emergency response times for AFAs, compared to 8% of white respondents

While most agree with these changes, some raise concerns about the impact of a delayed response.

Key themes amongst comments on how LFRS should respond to automatic fire alarms:



> Working in hospitals I find we get so many false alarms from vapes etc. So having a car to attend first would be more beneficial unless fire already confirmed, but like ambulance cars.

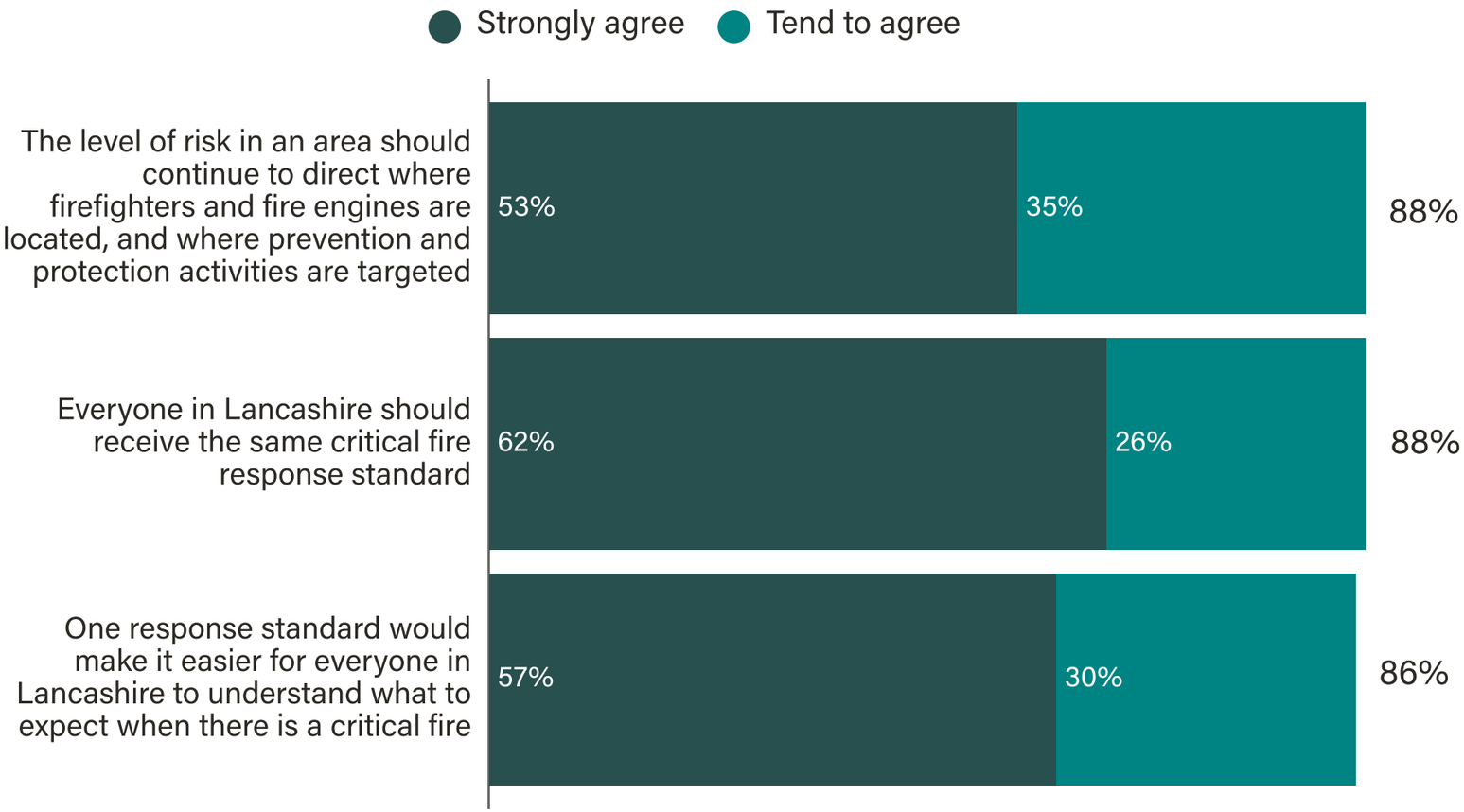
> AFAs should be fully responded to, you do not know if the fire is hidden from sight/smell, you do not know if persons are trapped in any way. Delays in response could lead to deaths.

> Impractical to reduce types but agree with longer response. If any home/business alarm consistently creates call outs consider punitive action even if only a fine.

Q. Do you have any comments about how we should respond to automatic fire alarms (AFAs)? n=333. Responses have been manually coded into themes. One comment may appear in more than one theme. All themes representing 6% or more shown. Example comments are for illustrative purposes only.

The majority of residents agree that everyone in Lancashire should receive the same critical fire response standard.

Agreement is also high that the level of risk in an area should continue to direct where resources are located and targeted, and that one response standard would make it easier for everyone to understand what to expect.



Q: To what extent do you agree or disagree that...? (n=1,989-1,996)

There is some variation by where in Lancashire a resident lives

Agreement (strongly/tend to agree) with everyone having the same critical response standard is higher amongst Hyndburn residents (94% agree compared to 88% of all residents).

Agreement (strongly/tend to agree) that one response standard would make it easier to understand is higher amongst Blackburn with Darwen residents (93% compared to 86% overall) and Pendle residents (94%).

However, some residents feel the response should be the same for all; others feel rural areas may make standards difficult to achieve.

Key themes amongst comments about response standards for a critical fire:

Responses should be as fast as possible/equal for all

Some feel that 'every minute counts' and that the standards should be the same for all, regardless of location or local risk level.

> I don't think it's fair that if someone's home is in a low risk area or they crash in a low risk area they are left longer to be rescued.

Challenges for rural and remote areas

Comments were made around the challenges of reaching rural and remote areas and the practicality of achieving one standard for all areas.

> Surely, the same critical fire response standard would be impossible to achieve across rural areas.

Standards and resources should reflect risk

A smaller group feel higher-risk areas, buildings, populations or incidents should be prioritised.

> I agree that the level of risk should determine where fire engines and firefighters are based, but I also think everyone should receive the same response standard when there is a critical fire.

Need for clearer information and public understanding

There was also some uncertainty among residents about the meaning of critical fires, risk categories, response times or the proposals.

Q. Do you have any comments about response standards for a critical fire? n=241. Responses have been grouped into themes. One comment may appear in more than one theme. Example comments are for illustrative purposes only.

The majority of residents agree that LFRS should continue prioritising fire safety inspections in higher risk buildings.

94%

of residents agree that LFRS should continue prioritising fire safety inspections in higher risk buildings and delivering business fire safety checks in lower risk buildings

- 62% strongly agree and 32% tend to agree
- 4% are neutral and 2% strongly or tend to disagree

Agreement (strongly/tend to agree) is higher amongst residents in Blackburn with Darwen (99% agree) and Ribble Valley (99% agree).

Q. To what extent do you agree or disagree that we should continue prioritising fire safety inspections in higher risk buildings and delivering our business fire safety check service in lower risk buildings? (n=2,005)

Comments suggest residents feel these inspections and checks are important and should be carried out regularly

Key themes amongst comments about fire safety inspections or the business fire safety check service include:

- Inspections and prevention are important and should continue
- Inspections should be more frequent, regular or extensive
- Business owners should take responsibility or contribute to costs
- Lower-risk premises should still receive checks
- Prioritise high-risk buildings and use a risk-based approach
- Put a greater focus on vulnerable people and settings, e.g. care homes, HMOs, hospitals

Q. Do you have any comments about fire safety inspections or our business fire safety check service? n=260

Similarly, most residents agree that LFRS should continue delivering the home fire safety check service.

This involves carrying out face-to-face home fire safety checks for higher risk households, including vulnerable individuals, and providing digital or self-service advice for lower risk households.

93%

of residents agree that LFRS should continue delivering the home fire safety check service in this way

- 65% strongly agree and 28% tend to agree
- 5% are neutral and 2% strongly or tend to disagree

Agreement (strongly/tend to agree) is higher amongst residents in Ribble Valley, where 97% agree.

Some feel higher-risk and vulnerable residents should be prioritised for home safety checks

A small number of respondents commented on home safety checks when providing further feedback on prevention. The key themes amongst these comments are:

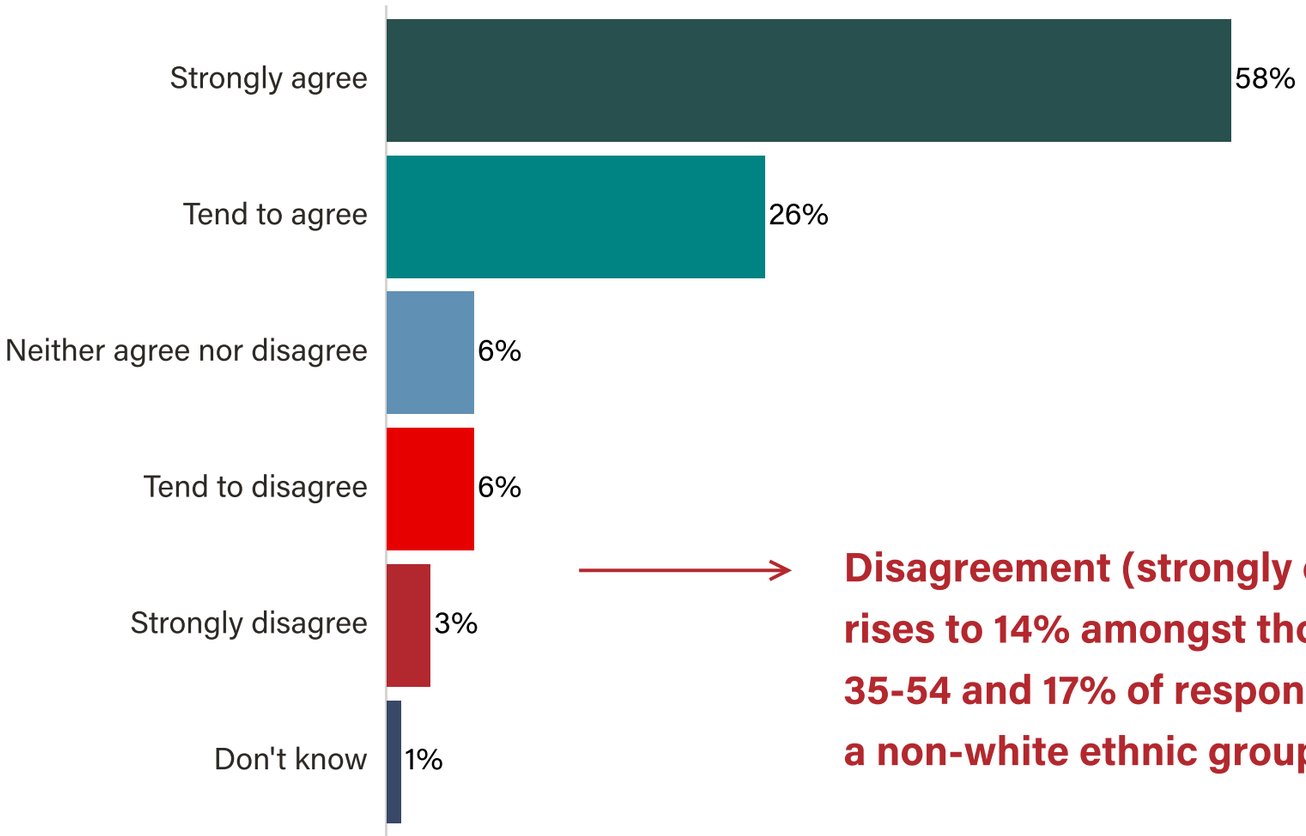
- Prioritise vulnerable and higher-risk residents
- These checks are valuable and effective
- Increase access and awareness (esp. around who is eligible)

> My impression is that many elderly vulnerable people don't benefit from this service because they are unaware of it and of how to access it.

Q. To what extent do you agree or disagree that we should continue delivering our home fire safety check service in this way? (n=1,998)

The majority of residents agree with how LFRS proposes delivering fire safety education to school children.

84% agree overall, whilst 9% disagree



Disagreement (strongly or tend to) rises to 14% amongst those aged 35-54 and 17% of respondents from a non-white ethnic group

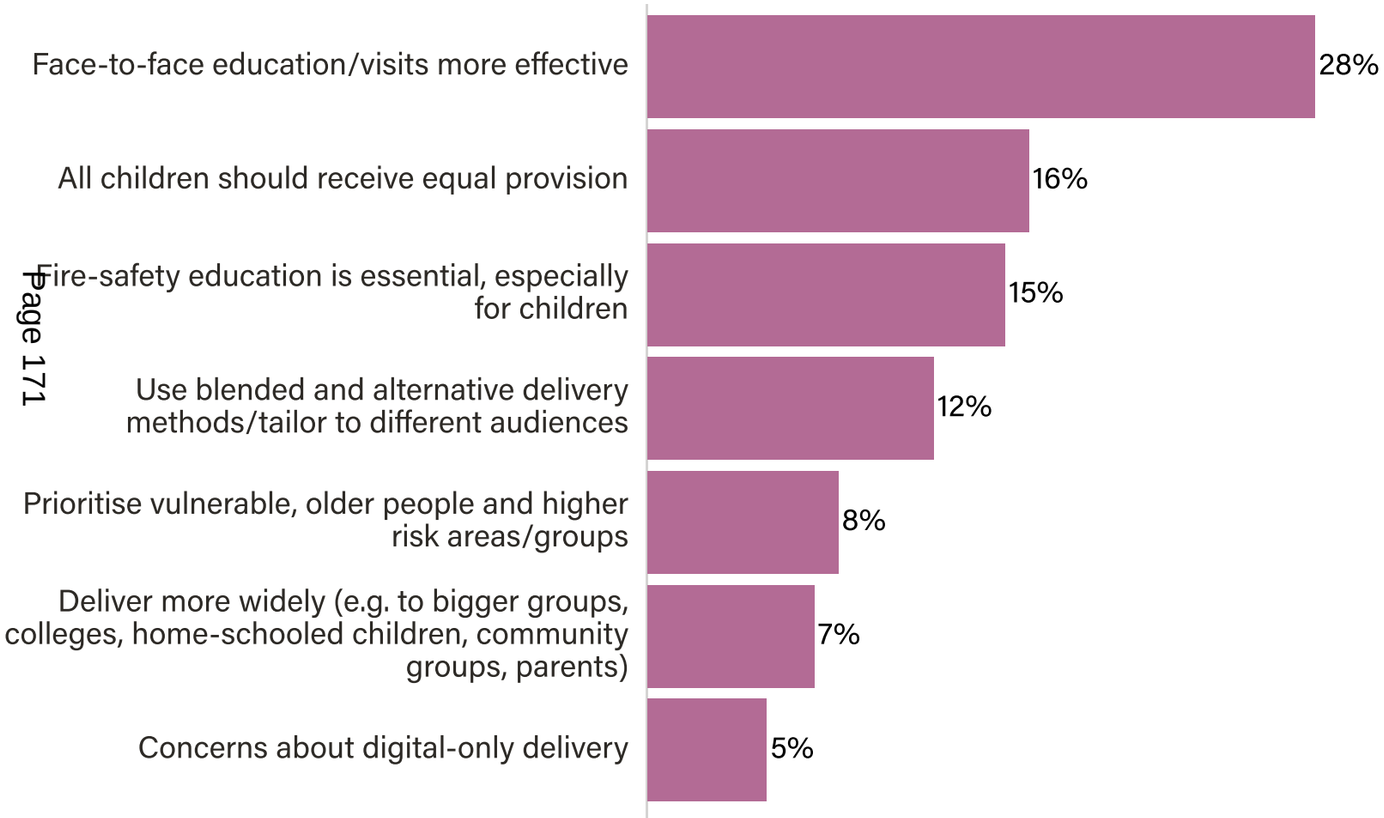
Q. To what extent do you agree or disagree that we should deliver fire safety education to school children in different ways depending on risk levels in the area? (n=1,995)

How would it be delivered?

- It would be delivered in different ways depending on risk levels in the area, from face-to-face prevention sessions in schools located in very high and high risk areas, to digital prevention sessions in schools located in medium and low risk areas (and for home-educated children)
- Targeted prevention sessions and tailored face-to-face prevention would also be delivered in response to specific incidents or emerging risks and for children with special educational needs and disabilities

Amongst those providing further feedback on prevention delivery, 3 in 10 say they feel face-to-face methods are the most effective.

Key themes amongst comments on how LFRS should deliver prevention services:



> As an ex-teacher children absorb information better if an expert is delivering the message. It has a greater impact on their minds.

> While it is important to be aware of higher risk areas, spending more time and resources on those deemed more at risk seems unfair to others in the community.

> Would it be possible to deliver group sessions for adults covering main risks? By addressing a group you could see more people in a shorter time and the safety message would be cascaded.

Q. Do you have any comments about how we should deliver our prevention services? n=377. Responses have been manually coded into themes. One comment may appear in more than one theme. All themes representing 5% or more shown. Example comments are for illustrative purposes only.

Access to services: many feel access is already good whereas others feel more community engagement is needed.

Key themes amongst comments about improving access to services:

Many comment that they feel access is already good / LFRS is doing a good job

Suggested improvements include:

- Increase community presence and face-to-face engagement, e.g. open days, public events, outreach
- Provide equal or standardised provision for all / opposition to prioritising particular groups
- Increase publicity and awareness of service
- Provide more accessible communications and alternatives to digital-only access, e.g. support for people with no/limited English, printed information
- Provide more education and fire-safety information
- Collaborate more with local organisations, e.g. other emergency services, charities, community groups

> My experience has always been good when trying to access service from Fire Brigade.

> You must treat everyone equally, without bias in any direction.

> Meetings in churches, temples, synagogues and mosque plus any other religious nominations as they could translate for the people who don't speak or read English.

> More easily accessible online training videos or tv programmes/ tv adverts to help positively affect people.

Q. Do you have any comments about improving access to services? n=374. Responses have been grouped into themes. One comment may appear in more than one theme. Example comments are for illustrative purposes only.

Measuring performance: most feel that the existing measures are sufficient.

Key themes amongst comments about measuring performance:

No additional measures / existing measures seem sufficient

The majority of responses do not identify anything further to measure.

Other comments or measures suggested include:

- Concerns raised about burdensome KPIs, excessive measurement or 'tick-box' monitoring
- Staff wellbeing, morale and support
- Community engagement and prevention activity
- Focus more on real-world outcomes and effectiveness rather than activity

> You are the professionals; we have every confidence in your decision making.

> Not a fan of KPI's; too many things can happen that you cannot control.

> I think the KPIs need to be realistic and achievable. They should measure whether the service is making Lancashire safer, not just put pressure on staff to meet targets.

> I just hope that the health and well being of everyone in the fire service is measured, given some of the situations they have to deal with, and the sights they see. Which must sometimes affect them, mentally and emotionally as well as physically.

Q. Is there anything else you think we should be measuring? n=345. Responses have been grouped into themes. One comment may appear in more than one theme. Example comments are for illustrative purposes only.

The majority of final feedback from residents is positive about both the plan and LFRS in general.

Key themes amongst final comments:

Thank you! You are doing a great job!

Final feedback was predominantly positive, with widespread praise for both the plan and LFRS in general.

Other themes amongst final comments include:

- Ensure there is sufficient funding and resources
- Translate the plan into measurable action
- Protect reductions in frontlines staffing, appliances or response coverage
- Don't close stations
- More community engagement, consultation and local visibility

> Amazing service and amazing brave fire fighters. Thank you all for what you do.

> I feel that the service is responding to a changing environment, technology and funding in a thoughtful and efficient manner.

> Please continue to ensure that the required financial and material resources are obtained in order to meet the many pressing demands placed on the Fire & Rescue Service.

> Make sure it results in action & not just talk.

> Don’t close any fire stations. Make sure rural communities are not forgotten.

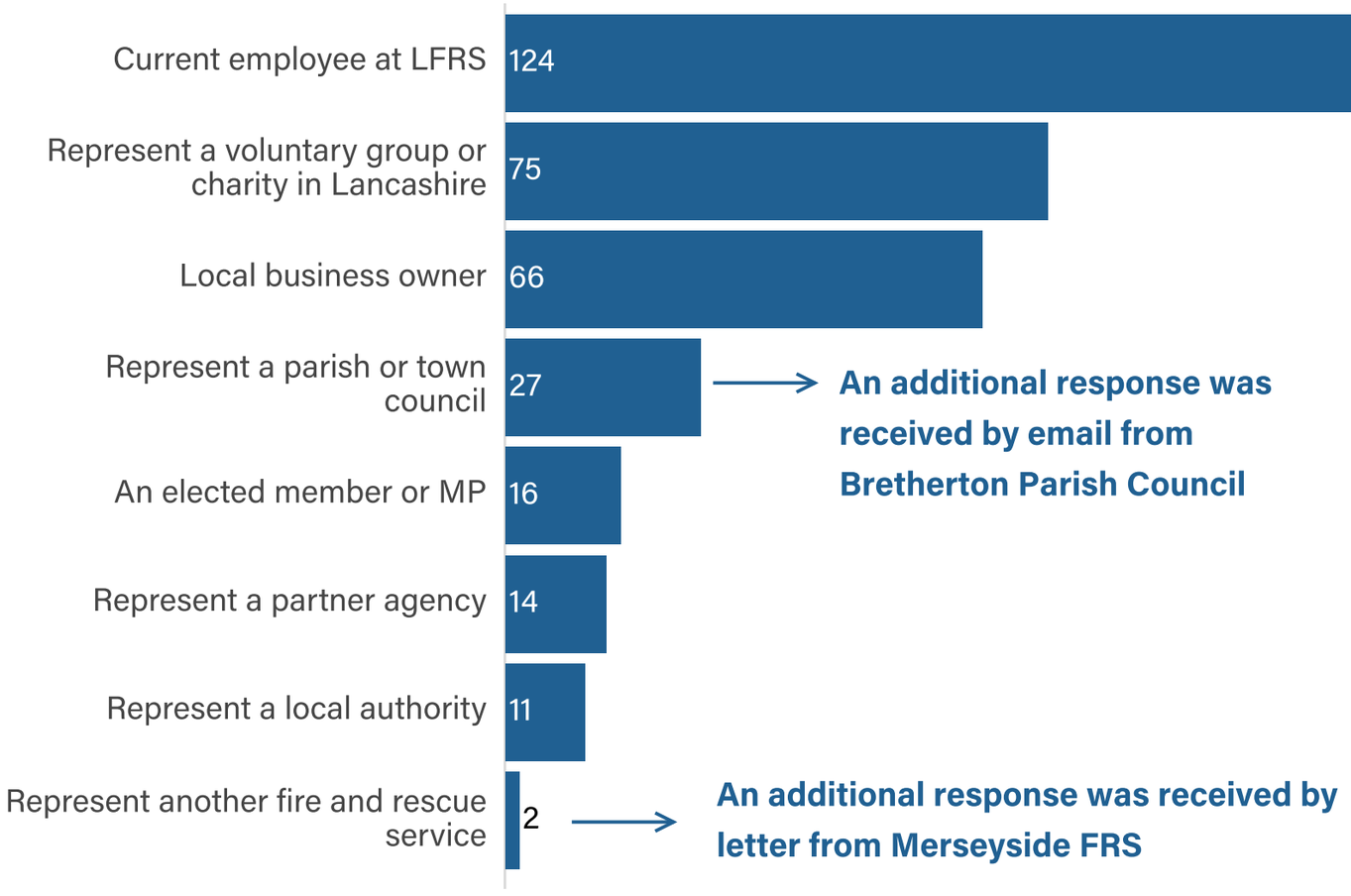
Q. Do you have any final comments on our draft Community Risk Management Plan? n=561. Responses have been grouped into themes. One comment may appear in more than one theme. Example comments are for illustrative purposes only.

Stakeholder feedback.

Results from a range of stakeholder respondents

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:



Q. Which of the following best describes you? Please select all that apply (n=2,409)

Community and partner organisations

In this section the following stakeholders have been grouped to enable some overall analysis of key questions in the survey:

- Voluntary group or charity
- Parish or town council
- Partner agency
- Local authority
- Elected member or MP
- Another fire and rescue service

LFRS employees: vision, drivers, challenges and risks.

81%

Agree with LFRS's vision for managing risk in Lancashire

11% disagree with the vision

93%

Agree that the risks identified in the plan are the main risks in Lancashire

- 3% disagree
- Lithium battery fires, including from e-bikes and e-scooters, was the most common other risk identified by employees.

> There needs to be much more focus on EVs, training around them should be much more frequent and in depth. E-bikes and scooters have also become a large issue in recent years yet they are not mentioned in the home fire safety visits but we ask about dementia and diabetes?

% feeling the following drivers and challenges are very important or important in how LFRS delivers services:



LFRS employees: proposals relating to risk, demand and response.

68%

Agree with aligning resources with levels of demand at different times

27% disagree with this proposal

55%

Agree with changing the response standard for fire engine availability in line with risk and demand

37% disagree with this proposal

Amongst those employees providing a comment, the most common themes include:

- Need 24/7 availability and cover/no difference in response times (39% of employees mention this, significantly higher than residents only at 17%)
- That incidents are unpredictable (mentioned by 28% compared to 9% of residents only)
- Impact of local geography and rural coverage (mentioned by 22%)
- Concerns/questions about impact on staff (mentioned by 22%)

% who strongly or tend to agree with proposals relating to response standards

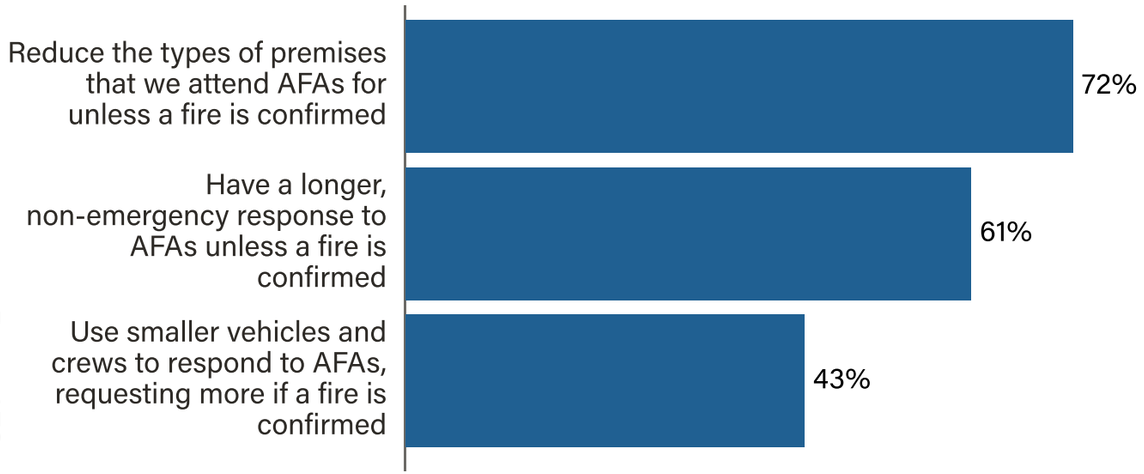


Common themes amongst comments from employees on response standards include:

- Should be a consistent response standard for everyone, regardless of location or area risk level
- Staffing levels, crewing arrangements and rurality can make it challenging to meet standards consistently

LFRS employees: other proposals.

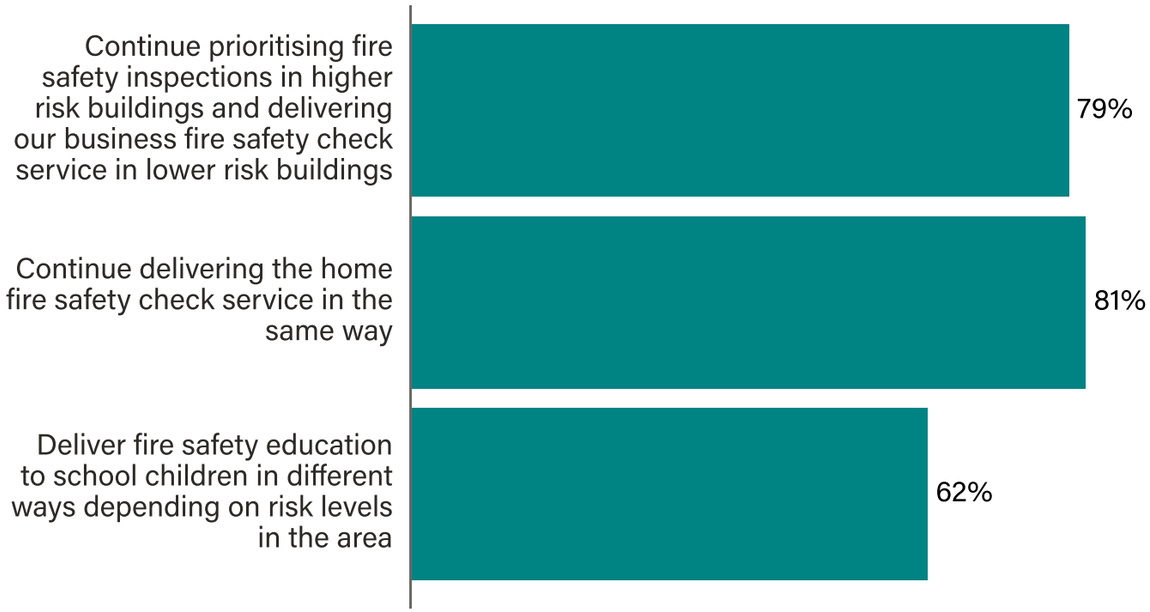
% who strongly or tend to agree with proposals relating to Automatic Fire Alarms (AFAs)



Most common themes amongst comments from employees about how LFRS should respond to automatic fire alarms:

- Concern about delayed or reduced attendance (mentioned by 37% of employees providing a response)
- Charge or penalise repeat false alarms (mentioned by 20% of employees providing a response)

% who strongly or tend to agree that LFRS should...



Key themes amongst comments from employees on fire safety inspections or the business fire safety check service include:

- Should be completed by dedicated, trained teams (not operational firefighters), e.g. Technical Fire Safety Teams
- Should focus on high-risk premises only, e.g. sleeping-risk properties

Business owners: vision, drivers, challenges and risks.

85%

Agree with LFRS's vision for managing risk in Lancashire

5% disagree with the vision

91%

Agree that the risks identified in the plan are the main risks in Lancashire

5% disagree

Business owners identified a range of other community risks, although there were no strong themes. Examples of risks identified include:

- Farming and livestock
- Anti-social behaviour and deliberate fires
- E-bikes

% feeling the following drivers and challenges are very important or important in how LFRS delivers services:



Business owners: proposals relating to risk, demand and response.

86%

Agree with aligning resources with levels of demand at different times

9% disagree with this proposal

75%

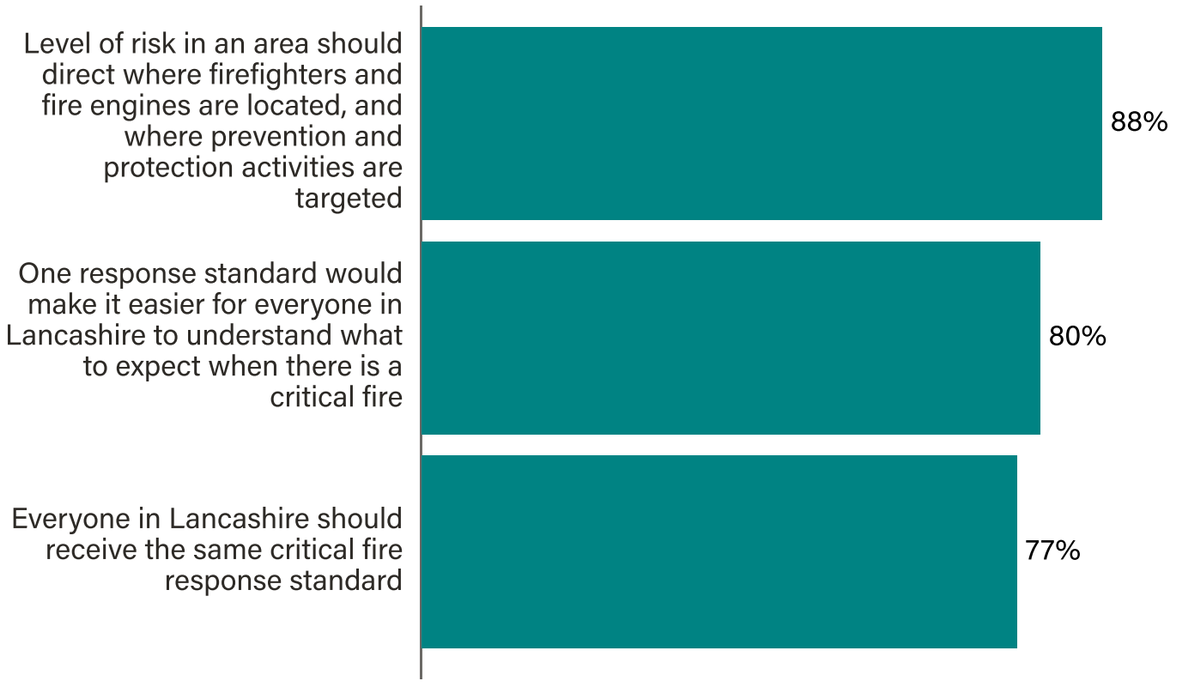
Agree with changing the response standard for fire engine availability in line with risk and demand

15% disagree with this proposal

Amongst business owners who provided a comment, the most common themes include:

- Need 24/7 availability and cover/no difference in response times (35% of business owners providing a comment mention this)
- Need resilience for major/simultaneous incidents (mentioned by 12%)
- Concern/questions about the impact on staff (mentioned by 12%)

% who strongly or tend to agree with proposals relating to response standards

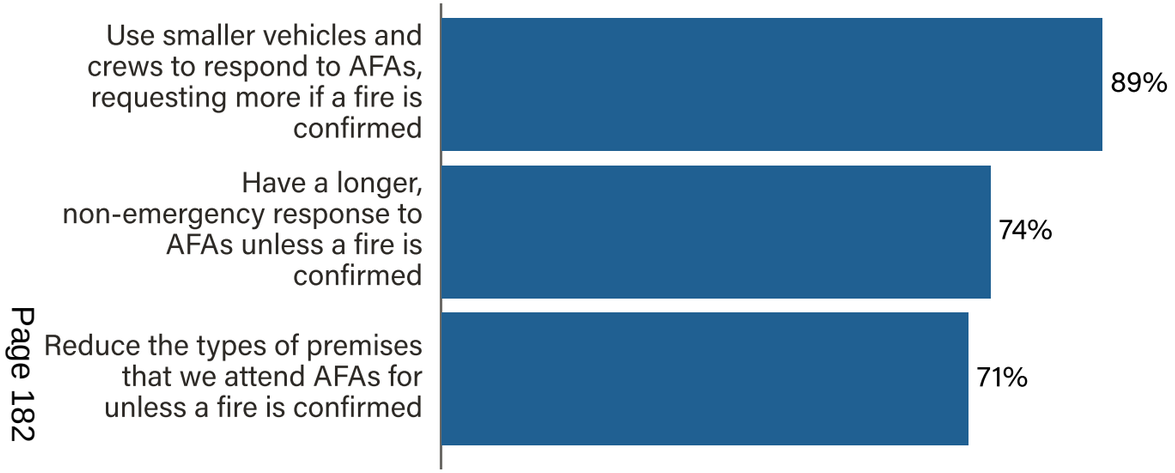


Comments from business owners on response standards varied, with key themes including:

- Staff and engines should be available at all times to all areas
- Rapid response to incidents is paramount
- Agree with the logic of targeting resources to specific areas

Business owners: other proposals.

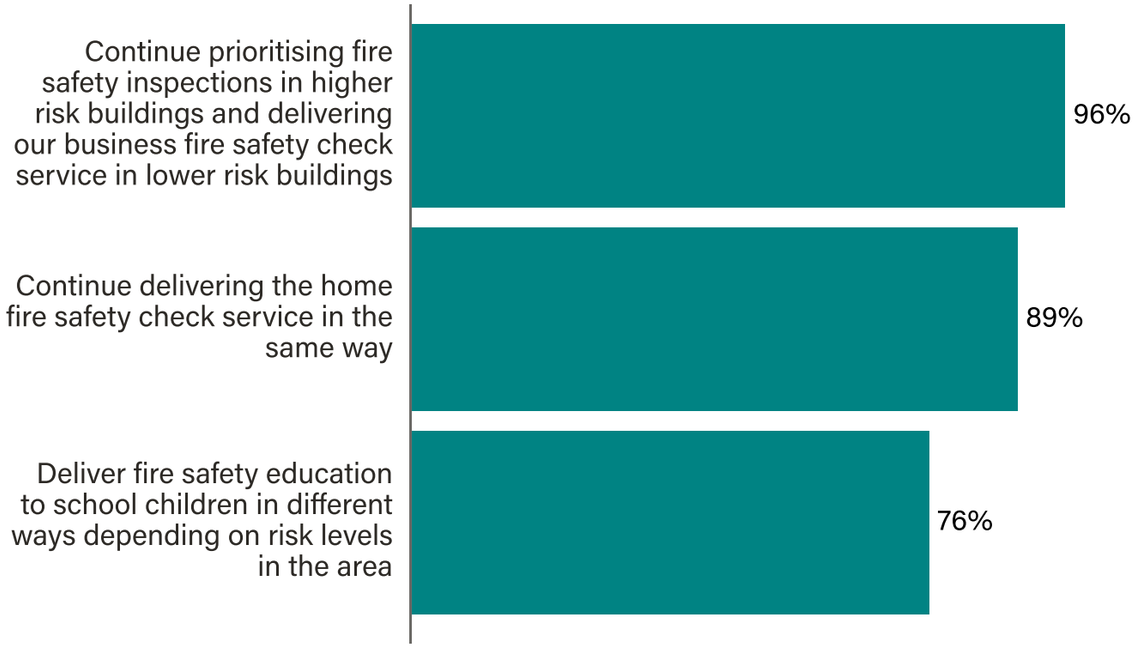
% who strongly or tend to agree with proposals relating to Automatic Fire Alarms (AFAs)



Most common themes amongst comments from business owners about how LFRS should respond to automatic fire alarms include:

- Should confirm or triage alarms before a full response (mentioned by a third)
- Use a smaller rapid-response vehicle or crew (mentioned by 24%)
- Concern about delayed or reduced response (mentioned by 19%)

% who strongly or tend to agree that LFRS should...



Comments from business owners on fire safety inspections or the business fire safety check service varied. Several asked questions about or made suggestions on what would be classed as high risk, e.g. food service businesses, HMOs, pubs and nightclubs.

Business owners: helping businesses understand responsibilities.

Business owners were asked what more LFRS could do to help businesses understand their fire safety responsibilities. Key themes amongst the 30 responses include:

- Conduct more visits, inspections and follow-up checks
- Provide clearer, more accessible practical information, e.g. simple advice sheets and information packs
- Support should be tailored to type and size of business and level of risk
- Provide more training and education, e.g. online sessions and in-house training
- Should be stronger enforcement for businesses that do not comply, including fines or prosecution
- Improve awareness and provide more proactive communication, e.g. via social media, direct or postal communications, videos at business events

> Public awareness campaigns. Videos at the start of business conferences, like adverts in cinemas. Fines imposed for those businesses repeatedly breaching or neglecting their duties. Prosecuting owners and publicising cases more widely so people are aware and feel safe because you and the courts are clearly protecting them.

> Make info and help more widely available with helpful designated contact.

> Offer on line forums by Zoom or similar from time to time. Publicise via council tax or business rates communications.

Q. What more could we do to help businesses understand their fire safety responsibilities? n=30

Community and partner organisations: vision, drivers, challenges and risks.

89%

Agree with LFRS's vision for managing risk in Lancashire

4% disagree with the vision

94%

Agree that the risks identified in the plan are the main risks in Lancashire

2% disagree

Community and partner organisations identified a range of other community risks. The most common were:

- Vulnerable and isolated people
- Climate change, wildfires and severe weather
- Unsafe, empty or poorly managed buildings

% feeling the following drivers and challenges are very important or important in how LFRS delivers services:



Community and partner organisations: proposals relating to risk, demand and response.

90%

Agree with aligning resources with levels of demand at different times

6% disagree with this proposal

83%

Agree with changing the response standard for fire engine availability in line with risk and demand

7% disagree with this proposal

Amongst community and partner organisations who provided a comment, the most common themes include:

- Need 24/7 availability and cover/no difference in response times (18% of community and partner organisations providing a comment mention this)
- Incidents are unpredictable (mentioned by 18%)
- Generally support matching resources to demand, often with safeguards (mentioned by 15%)
- Need resilience for major or simultaneous incidents (mentioned by 15%)

% who strongly or tend to agree with proposals relating to response standards

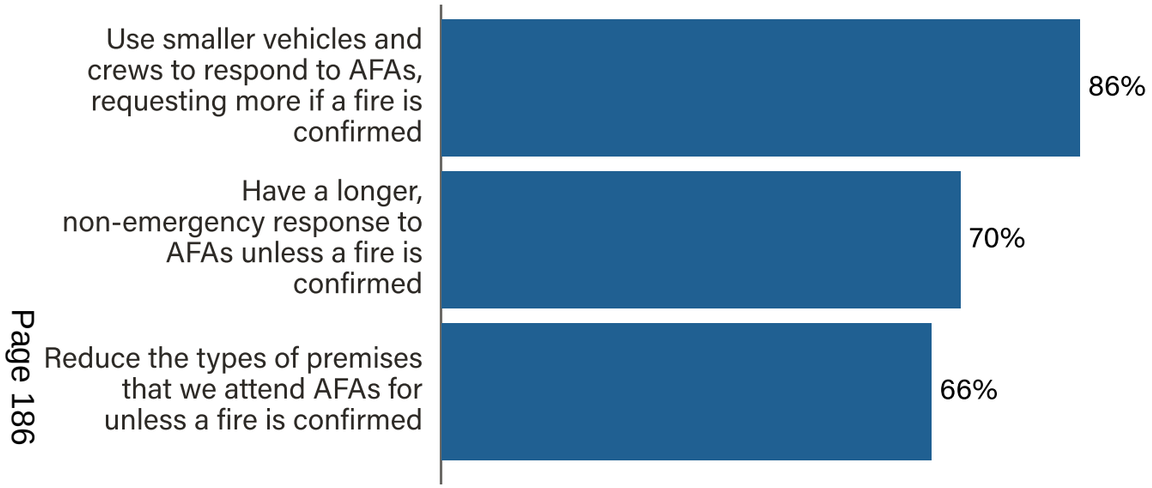


Key themes amongst comments from community and partner organisations on response standards include:

- Response standards should be equal, fair and consistent across areas
- Base decisions on both risk and what is practical (i.e. is it possible to meet standards in rural areas)

Community and partner organisations: other proposals.

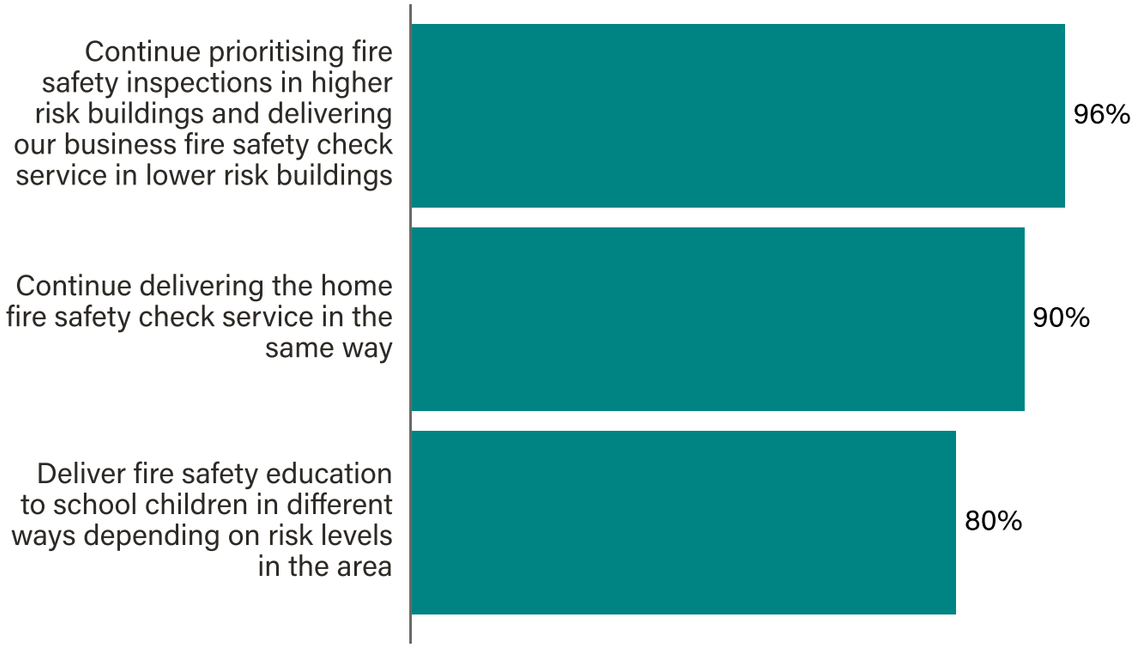
% who strongly or tend to agree with proposals relating to Automatic Fire Alarms (AFAs)



Most common themes amongst comments from community and partner organisations about how LFRS should respond to automatic fire alarms include:

- Should confirm or triage alarms before a full response (mentioned by 22% of community partners providing a comment)
- Use smaller rapid-response vehicle or crew (mentioned by 20%)
- Improve alarm technology and reliability (mentioned by 12%)

% who strongly or tend to agree that LFRS should...



Key themes amongst comments from community and partner organisations on fire safety inspections or the business fire safety check service include:

- Need for regular inspections
- Business owners should be funding or managing safety and should be held accountable and penalised if they don't comply
- Clearer guidance, advice and communication

ps research

Report by Adam Pearson and Emma Slater.

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Feedback	Changes made
Code of ethics for fire and rescue services	Details of code added alongside STRIVE values (p10)
Add more information on innovation	Details added to drivers influencing our plan section (p15)
Status of Local government Reorganisation has changed	Details amended to reflect current status (p15)
Explanation of automatic fire alarm (AFA) data needed	Details amended to make clearer (p24)
Agreement with proposal to move to a single response standard for critical fires	Response standards page updated (p39) and KPIs (p60)
More detail on North West Fire Control (NWFC) needed	More details added to About Us section to explain NWFC role (p11) and strengthened within Response Strategy
Agreement levels with new vision which positions digital and data as a driver of making communities safer	Using digital, data and technology to drive continuous improvement added as a strategic priority (p8) and new digital KPIs added to performance section (p60)
Lithium batteries, e-bikes, e-scooters and electric vehicles were a theme in comments about risks	Detail of the risks associated with these added to the fires section (p33)
Agreement levels with aligning resources with levels of demand at different times	
Comments about burdensome KPIs	Minor amends to some KPI wording to make clearer (p60) as detailed in the main report
Comments about length of the document	Accepted that this was due to the amount of information included around the Strategies as these were not being consulted on separately. Strategy content has now been condensed.

Comments about technology, such as Dynamic Cover Tool and feeling that it was not adequately covered	Data and technology sentence expanded to include reference to continuously assessing community risk and fire engine availability in real-time. (p11)
Comment regarding the Glossary and the way its was presented and whether it was inclusive of all acronyms and terms	This was reviewed and the table split to list Acronyms and Terms separately, and additions made (p71-76)
Comments made about the productivity and efficiency section and whether some content should be more forward looking	Sentences added referring to plans (p19)

Appendix 4

Prevention Strategy

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Executive Summary

This Prevention Strategy sets out how Lancashire Fire and Rescue Service will prevent fires and other emergencies, reduce harm where incidents do occur, and focus support on the people, places and behaviours most at risk. It supports delivery of the Community Risk Management Plan 2027–2032 and reflects our commitment to targeted, person-centred and evidence-led prevention.

Risk and harm are not experienced equally across Lancashire. Accidental dwelling fires, deliberate fires, wildfires and secondary fires, flooding and water-related incidents, road traffic collisions and wider emergency risks are often linked to vulnerability, deprivation, housing, age, health, mobility, social isolation and place. We use data, intelligence, partner referrals and local knowledge to target prevention activity where it can have the greatest impact.

The Strategy is structured around five areas of focus: Home Fire Safety, Prevent Fire Setting, Resilience to Severe Weather and Emerging Risk, Safer Roads and Stronger Communities. Together, these priorities set out how we will reduce risk in the home, prevent deliberate and secondary fires, support communities to prepare for seasonal and emerging risks, contribute to safer road use and work with partners to improve outcomes for vulnerable people and communities.

Prevention activity will be delivered through annual service, departmental and district plans. Resources will be directed according to risk, with more intensive support for those most at risk and accessible advice maintained for all communities. Partnership working will be central to delivery, helping LFRS and our partners identify risk earlier, coordinate interventions, safeguard those at risk and reduce preventable harm.

Progress will be monitored through existing governance and scrutiny arrangements, using performance information, evaluation, partner feedback and community insight. Success will be measured by whether prevention activity reaches those most at risk, improves safety behaviours, reduces incidents and harm, strengthens partnership working and supports safer, more resilient communities across Lancashire.

Introduction

This Prevention Strategy sets out how we will prevent fires and other emergencies from occurring and how we will reduce harm where incidents do happen, during the period 2027–2032.

Our Strategy responds to a community risk profile in which risk and harm are not evenly distributed across Lancashire. Accidental dwelling fires (ADFs), deliberate fires, wildfires and secondary fires, flooding and water rescue, and road traffic collisions (RTCs) remain significant contributors to preventable harm. Deprivation, housing type, age, vulnerability, health and place are important drivers of risk, and prevention is most effective when interventions are targeted towards these factors rather than relying solely on universal delivery.

Our risk hierarchy aims to target those at higher risk whilst ensuring a tiered intervention approach is used to maintain or reduce risk for those who, because of changing circumstances, may become higher risk. Risk will therefore be viewed as dynamic, with appropriate routes for reassessment, referral and escalation where circumstances change.

A SWOT analysis undertaken as part of the Prevention Review identified a mature and comprehensive prevention offer, strong partnership working and data capability, alongside the need to further formalise and centrally manage some underdeveloped interventions, strengthen performance assurance, and improve consistency of delivery across districts.

It builds directly on the 2022–2027 Prevention Strategy retaining the focus on risk-based targeting, early intervention, partnership delivery and measurable outcomes and reflects updated community risk evidence, performance frameworks, and national guidance.

Prevention Strategy 2022-27 - Key Achievements

Since the launch of the Prevention Strategy 2022–2027, LFRS has strengthened and embedded prevention activity, with delivery more targeted, intelligence-led, inclusive and focused on people, places and behaviours where risk is greatest.

- Prevention has been strengthened across Home Fire Safety Checks, Safe and Well visits, referrals, campaigns, education, youth engagement, safeguarding, water safety, wildfire prevention and incident intelligence.
- The HFSC and Safe and Well offer has continued to evolve, informed by vulnerability information, incident data, national and regional learning, and evaluation findings to better identify and support people at risk.
- The preferred partner approach, online training for care providers and closer collaboration with health, local authorities, telecare services and community

safety partners have improved opportunities to identify vulnerability and deliver preventative support.

- Equality impact assessments, district intelligence and risk information have helped shape interventions for priority groups and settings, including home-schooled children, prison populations, Gypsy, Roma and Traveller communities, care providers and people affected by telecare changes.
- Fire Cadets, the King's Trust Team Programme, FIRES interventions, safeguarding training and targeted safety education continue to support safer behaviours, youth engagement and early identification of risk.
- Prevention campaigns have raised awareness of accidental dwelling fires, deliberate fire setting, road and water safety, wildfire, rural safety, smoking-related fires, charging safety and open water hazards.
- Joint working with landowners, Natural England, local authorities, police and the Lancashire Fire Operation Group has supported awareness-raising, Public Space Protection Orders, promotion of the Burn Code and improved land management practices.

Community Risk Management Plan

The Prevention Strategy supports delivery of our Community Risk Management Plan (CRMP) 2027–2032 by setting out how we will identify, manage and reduce foreseeable fire and rescue related risk by preventing fires and other emergencies from happening in the first place. As one of six core strategies, it operates in partnership with the Protection Strategy to reduce both the likelihood and consequences of fire and translates the CRMP's strategic aims into prevention activity that targets risk, reduces harm, promotes safer behaviours and supports safer, more resilient communities across Lancashire.

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 Priorities

- Valuing our people so they can focus on making Lancashire safer
- **Preventing fires and other emergencies from happening**
- Protecting communities through safer buildings
- 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



Implementation

This strategy will be delivered through annual service planning, departmental plans, and district plans. Each year, delivery actions, milestones and measures will be aligned to available resources, emerging risk, corporate governance and the outcomes in the CRMP.

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 (CFA). The strategy will be reviewed annually and refreshed when there is a significant change in risk, legislation, policy, funding or organisational design.

Implementation will be informed by:

- Community risk and incident data
- District intelligence profiles
- Vulnerability and safeguarding information
- Partner referrals and intelligence
- Seasonal and emerging risks
- Evaluation and learning
- Equality and people impact considerations

Legislation, Guidance and Best Practice

- NFCC guidance and Fire Standards

- Safeguarding
- Relevant legislation and statutory duties
- Equality, diversity and inclusion
- National and regional best practice and learning
- Evidence-led prevention and evaluation
- Partnership working and information sharing
- Emerging risks and changes in guidance

Equality of Access and Person-Centred Prevention

We aim to provide accessible prevention services to all communities while ensuring that the intensity and method of intervention reflects individual and community risk.

We recognise that people may experience different levels of vulnerability and may face barriers that prevent them from accessing prevention services. These barriers may include health or disability, language and communication needs, ethnicity, culture and beliefs, poverty, social isolation, digital exclusion, housing circumstances or concerns about engaging with services.

Factors that may increase vulnerability to fire or other emergencies include, but are not limited to:

- Older age or living alone
- Limited mobility or difficulty evacuating
- Hearing, sight or other sensory impairment
- Physical health conditions
- Mental health conditions or cognitive impairment
- Learning disabilities
- Smoking
- Drug or alcohol dependency
- Hoarding, self-neglect or other environmental risks
- Previous fires, burns or signs of fire damage
- Safeguarding concerns, including abuse or neglect
- Dependence on carers or others to support daily living
- Living in higher-risk housing or areas of increased deprivation
- Living with or being affected by a child or young person who sets fires

These factors are not considered in isolation. We will use a person-centred approach to understand the circumstances of the individual, identify potential hazards and tailor safety advice and measures to their needs.

We will seek to improve equality of access by:

- Tailoring fire and wider safety advice to individual needs
- Providing appropriate communication and interpretation support
- Using different routes and methods to reach people who may not access traditional services
- Working with partners to identify people who may benefit from prevention intervention
- Using vulnerability and risk information to support earlier intervention
- Providing guidance, training and resources to staff so they can recognise vulnerability and adapt their approach
- Using equality impact assessments when developing and evaluating prevention interventions

Risk will determine the intensity of intervention, while individual need will determine how that intervention is delivered.

Area of focus 1: Home Fire Safety

Reducing Accidental Dwelling Fire Risk and Harm

We aim to reduce both the likelihood and impact of accidental dwelling fires, which remains one of the most serious risks to life in Lancashire. We will focus our prevention activity on the people, homes and communities most at risk, recognising that fire risk is not experienced equally and is often linked to vulnerability, deprivation, age, health, mobility, living alone and higher-risk housing.

Through a consistent, risk-based Home Fire Safety Check (HFSC) model, we will prioritise high-risk households and vulnerable individuals, while ensuring all communities can access appropriate fire safety advice. Interventions will be person-centred, using evidence and local intelligence to tailor advice, support and safety measures to each household's needs, with the aim of reducing accidental dwelling fires, preventing deaths and serious injuries, and improving people's ability to escape safely where fires do occur.

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

Tier 1: Very high and high-risk households

Face-to-face HFSC delivered by Community Safety Advisors.

Examples of factors that may contribute to Tier 1 risk include:

- People living alone who are vulnerable
- Significant mobility or evacuation difficulties
- Older people with additional vulnerabilities
- Smoking within the home
- Significant mental health, cognitive or learning needs
- Drug or alcohol dependency
- Hoarding, self-neglect or significant home hazards
- Previous fire, burns or evidence of fire damage
- Safeguarding concerns
- Referrals from health, social care, housing, police or other partners
- Higher-risk housing combined with individual vulnerability

Tier 2: High-medium risk households

Face-to-face HFSC delivered by operational crews.

This may include households where there are identified risk factors but the level of vulnerability does not require specialist intervention including:

- Emerging or changing vulnerability
- High-risk housing or areas of increased deprivation
- Households identified through partner referral routes
- Households where safety behaviours or environmental conditions indicate increased risk
- Individuals whose circumstances may be moving towards higher risk and require preventative intervention

Tier 3: Low-risk households

Digital and self-service HFSC and prevention information.

This will provide accessible safety advice for households with fewer identified risk factors, while maintaining clear routes for reassessment or referral if circumstances change.

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

Area of focus 2: Prevent Fire Setting

Preventing Deliberate Fires, Wildfires and Secondary Fires

We aim to reduce deliberate fires, secondary fires and wildfires by focusing prevention activity on the places, behaviours and circumstances where risk is greatest. Deliberate and secondary fires can cause significant harm to people, property, communities and the environment, with risk often concentrated in deprived communities, vacant properties and areas affected by anti-social behaviour or wider social risk.

Through targeted prevention, early intervention and partnership working, we will use incident data, local intelligence and seasonal risk information to identify repeat locations, emerging trends and high-risk behaviours. Activity will include multi-agency arson reduction work, education and youth engagement, place-based campaigns, wildfire prevention and intervention for people displaying fire-setting behaviours. This approach aims to reduce repeat incidents, minimise environmental harm and support safer, more resilient communities.

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
- Use appropriate intervention for people displaying fire-setting behaviours
- Use incident and intelligence data to identify repeat locations, behaviours and emerging risks

Where fire-setting behaviour is identified alongside wider vulnerability, safeguarding or social needs, we will work with relevant partners to support appropriate intervention and reduce the likelihood of repeat behaviour.

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

Area of focus 3: Resilience to Severe Weather and Emerging Risk

Reducing Harm from Extreme Weather-Related Incidents

We aim to reduce preventable deaths, serious harm and disruption linked to flooding, water-related incidents, wildfire, extreme heat, severe storms and other seasonal or emerging risks. Lancashire's coastline, rivers, rural areas and varied communities create different levels of exposure, while some households may need additional support to prepare for, respond to, or recover from severe weather.

We will use seasonal risk information, incident data, local intelligence and emerging weather patterns to target prevention activity where it can add most value. Through education, public messaging, community engagement and established partnership working, we will promote safer behaviours on roads, near water and in the home, while strengthening community resilience and supporting vulnerable households and communities to better understand and manage severe weather and emerging risk.

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

Area of focus 4: Safer Roads

Improving Safety on Our Roads

We aim to reduce preventable harm from road traffic collisions by influencing safer behaviours and targeting prevention activity where it can have the greatest impact. Lancashire's geography and varied road network create a significant risk of people being killed or seriously injured, with vulnerable road users and those involved in higher-risk behaviours potentially experiencing disproportionate harm.

Working with partners, we will use collision data, local intelligence and partner information to identify priority locations, groups and behaviours. Through targeted road safety education, campaigns and community interventions, we will support meaningful and sustainable behaviour change, helping to reduce serious injuries and fatalities on Lancashire's roads.

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

Area of focus 5: Stronger Communities

Improving Outcomes for Our Communities

We aim to improve outcomes by identifying vulnerability earlier, safeguarding those at risk and working with partners to reduce preventable harm. Fire and wider emergency risk is often linked to health, housing, social and economic circumstances, so prevention activity will look beyond the immediate fire risk to understand the broader factors that may affect a person's safety, resilience or ability to access support.

Through a whole-system approach, we will contribute our specialist knowledge of fire and emergency risk while working alongside partners across health, social care, housing, policing, local authorities, voluntary and community organisations and other

services. Our staff will be supported and trained to recognise signs of vulnerability, safeguarding concerns and opportunities for early intervention, enabling appropriate referrals, signposting and coordinated support where this can improve outcomes for individuals, households and communities.

We will continue to add value beyond operational response by supporting community resilience, sharing relevant intelligence and using learning from incidents, reviews, data and evaluation to continually improve prevention activity. This approach will help ensure that people and communities receive the right support at the right time, reducing risk, harm and vulnerability before they result in avoidable emergencies.

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

Partnership and Referral Pathways

Effective partnership working and referral pathways are central to delivering this Strategy. We will work with key partner groups including:

- Lancashire County Council
- District and Borough Councils
- Health and the Integrated Care Board
- Adult and Children's Social Care
- Lancashire Police
- Housing providers
- North West Ambulance Service
- Safeguarding Boards and partnerships
- Highways partners

- Voluntary and community organisations
- Faith groups
- Education and other relevant partner organisations

We will also contribute to partnership activity arising from the Serious Violence Duty where this supports the prevention of fire, violence, vulnerability and wider community harm.

Referral and Intervention

We will continue to develop clear referral pathways so that information about fire risk, vulnerability and wider concerns can be appropriately shared between partners.

Referrals will be assessed and prioritised according to risk, vulnerability, urgency and the potential for intervention to prevent harm. Where appropriate, interpretation and communication support will be provided to ensure that language, disability or other communication needs do not prevent an individual from accessing prevention services.

Where referral identifies wider needs, we will seek to connect the individual with the appropriate partner service rather than attempting to address needs outside its role.

Information Sharing and Feedback

We will use lawful and proportionate information sharing arrangements to support safeguarding, vulnerability assessment and earlier intervention. Appropriate information may help partners and ourselves to identify escalating vulnerability, repeat incidents, repeat behaviours or circumstances associated with preventable deaths and serious harm.

We will provide appropriate feedback to referring partners, subject to information governance, confidentiality and other relevant requirements. This will support shared learning, improve the quality of referrals and help partners understand the outcomes of prevention interventions.

Initiatives

Initiatives delivered under this Strategy will include:

- Targeted HFSC and Safe and Well visits
- Person-centred fire safety education and personalised safety measures
- Risk-based education and youth engagement
- Road, water and wildfire and severe weather safety campaigns
- Fire Cadet and King's Trust programmes aligned to risk

- Multi-agency arson reduction initiatives
- Safeguarding and vulnerability referral pathways
- Partnership and community resilience activity
- Development of new, centrally managed prevention interventions where gaps have been identified, including home-educated children and adult fire-setter interventions
- Development of workforce awareness and training with partner organisations
- Targeted activity with voluntary, community and faith organisations

Monitoring and Evaluation

The Strategy will be reviewed annually to ensure continued alignment with the CRMP, emerging risk and national guidance. Performance and outcomes will be reported through existing governance and scrutiny arrangements.

Evaluation will be used to identify what works, where interventions need to be adapted and where emerging risks require changes to prevention activities.

Learning from incidents, safeguarding activity, partner feedback, referrals, evaluation and community engagement will be used to support continuous improvement and ensure prevention resources remain focused where they can have the greatest impact.

The Areas of focus set out in this Prevention Strategy are measurable and will be subject to regular monitoring and review. This will enable LFRS to understand how the strategy is being implemented, track progress against agreed priorities, and identify whether prevention activity is achieving the intended outcomes for our communities.

Performance Measures

We will monitor and evaluate the effectiveness, efficiency and impact of our prevention activities through relevant performance information, including Key Performance Indicators (KPIs), quality assurance, evaluation findings, seasonal trends and community feedback. This will help us to assess whether activity is targeted towards risk, delivered consistently, and contributing to improved safety outcomes.

The measures used to monitor delivery will include the following KPIs:

- Critical fire risk map score
- Accidental Dwelling Fires (ADF)
- ADF – Harm to people: Casualties

- Accidental building fires (ABF) - (commercial premises)
- ABF (non-commercial premises)
- Deliberate Fires Total
- Deliberate Fires – Dwellings
- Deliberate fires – commercial premises
- Deliberate Fires – Other (rubbish, grassland, vehicles etc.)
- Home Fire Safety Checks (HFSC)
- Numbers of other prevention activities delivered such as Childsafe/ Wasted Lives

Performance information will be reviewed regularly through established service performance arrangements to identify progress, emerging risks, learning and opportunities for improvement. The strategy will be reviewed no later than one year after publication and then annually during the strategy period. Progress will also be reported through the Annual Service Report.

Glossary of Terms and Acronyms

Term / Acronym	Meaning
Accidental Dwelling Fire (ADF)	A fire in a home that starts accidentally. Reducing accidental dwelling fires and related harm is a key focus of this Strategy.
Annual Service Plan	The yearly plan that sets out the actions LFRS will take to deliver its priorities and strategies.
CFA	Lancashire Combined Fire Authority. The public body that oversees Lancashire Fire and Rescue Service.
Community Risk Management Plan (CRMP)	LFRS's main plan for understanding and reducing fire and rescue-related risks in Lancashire. This Prevention Strategy supports delivery of the CRMP 2027–2032.
Community Safety Advisor (CSA)	A member of staff who delivers targeted prevention activity, including Home Fire Safety Checks and tailored safety advice for higher-risk households.
District Intelligence Profile	A local evidence profile used to understand risk, vulnerability and community need within districts across Lancashire.
District Plans	Local plans that describe how prevention and wider service activity will be delivered in different areas of Lancashire.
Evaluation	The process of reviewing activity and evidence to understand what is working, what needs to improve and whether outcomes are being achieved.
Home Fire Safety Check (HFSC)	A visit or assessment that helps identify fire risks in the home and provides advice, support or safety measures to reduce the likelihood and impact of fire.

Key Performance Indicator (KPI)	A measure used to track performance, progress and impact.
Partner Referral	Information shared by a partner organisation to help identify people, households or places that may benefit from prevention activity or further support.
Person-centred Prevention	An approach that considers individual circumstances, needs and risks so that prevention advice and interventions are tailored to the person or household.
Prevention	Activity that aims to stop fires and other emergencies from happening, or reduce the likelihood and impact of harm when risk is present.
Risk Intelligence	The use of data, evidence, local knowledge, partner information and professional judgement to understand risk and target prevention activity.
Road Traffic Collision (RTC)	A collision involving vehicles, road users or pedestrians. Prevention activity can support safer behaviour and help reduce road-related harm.
Safeguarding	Protecting adults, children and young people who may be at risk of abuse, neglect or harm, and making appropriate referrals where concerns are identified.
Strategic Assessment of Risk (SAoR)	A key source of evidence about current and future risks in Lancashire. It helps shape priorities, planning and resource decisions.
SWOT analysis	Looks at Strengths, Weaknesses, Opportunities and Threats

Vulnerability	Circumstances that may increase a person's likelihood of experiencing harm or reduce their ability to recognise risk, respond to an emergency or escape safely.
Wildfire	An uncontrolled fire involving vegetation, grassland, moorland, woodland or similar outdoor environments. Prevention activity aims to reduce the likelihood and impact of wildfires.

Document Control

Reference	
Date	
Owner	Head of Prevention and Protection
Author	Area Manager – Head of Prevention and Protection, Caroline Robinson, Sam Pink
Approved by	

Date	**Version Number**	**Revision Notes**
16/03/2026	V1.0	First Draft
24/08/2026	V2.0	Amendments made to reflect the wording in the draft CRMP 27-32 consultation version
25/08/2026	V2.1	Integration of Caroline Robinson and Liz Sandiford comments and amends
08/09/2026	V2.2	Amends following review by EP and MH.
09/09/2026	V2.3	Amends following EB initial review of strategy structures
15/09/2026	V2.4	Updates further to consultation and feedback from EVGs and rep bodies
07/10/2026	V2.5	EP and MH amends following EB Away Day

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Executive Summary

Lancashire Fire and Rescue Service's Protection Strategy 2027–2032 sets out how we will support delivery of the Community Risk Management Plan by identifying, managing and reducing fire risk within regulated premises and the wider built environment. The strategy focuses on making Lancashire safer by targeting protection activity where risk and potential harm are greatest, supporting compliance with fire safety legislation, and helping to ensure buildings are safe, resilient and well managed.

Our approach is risk-based, intelligence-led and informed by national guidance, professional judgement, organisational learning and local risk information. Through inspections, audits, business fire safety checks, statutory consultations, engagement and proportionate enforcement, we will work with responsible persons, accountable persons, businesses, regulators and partner agencies to improve compliance, strengthen fire safety management and reduce the likelihood and impact of fire.

The strategy is structured around four areas of focus: targeting and managing risk in high-risk and regulated premises; improving safety in complex and higher-risk buildings; strengthening systems through intelligence, workforce capability and joined-up working; and supporting delivery and performance. Progress will be monitored through established governance, performance measures and annual review to ensure protection activity remains effective, proportionate and aligned to risk, legislation and national standards.

Introduction

This Protection Strategy sets out how Lancashire Fire and Rescue Service (LFRS) will manage and reduce fire risk within the built environment during the period 2027 to 2032.

The Fire Safety Department of LFRS plays a vital role in protecting people, businesses, and communities from the devastating impact of fire and inadequate fire safety management. Through a combination of regulation, education, partnership working, and enforcement, the department works to ensure that regulated commercial buildings across Lancashire are safe, resilient, and compliant with fire safety legislation.

The following achievements demonstrate the progress made through the Protection Strategy 2022–2027 and provide a strong foundation for the priorities set out in this strategy.

Protection Strategy 2022-27 - Key Achievements

- Risk Based Intervention Programme (RBIP) - LFRS has continued to develop and use intelligence-led inspections and introduced business fire safety checks, enabling specialist inspectors to focus on more complex and higher-risk buildings.
- We have developed our RBIP onto a new digital system making the data timelier and more reliable.
- Working more collaboratively with Local Custodians across Lancashire to improve premises data and accuracy.
- Supporting Compliance and Business Engagement - The Service has continued to support businesses, employers and landlords in meeting their legal responsibilities, particularly following changes in national fire safety legislation linked to the Building Safety Act and Fire Safety Act.
- Enforcement and Prosecution Activity – we have successfully prosecuted those responsible for commercial premises where they have failed to meet fire safety requirements.
- Responding to Grenfell and Legislative Change - The Service has embedded protection activity linked to new legal requirements for higher-risk residential buildings and fire risk management responsibilities supporting a new Building Safety Regulator (BSR).
- Better Integration with Prevention and Response – Strengthened links between Protection activities, community safety and operational preparedness.
- Workforce Development and Professional Competence – we have implemented a multi-tiered protection model involving Fire Safety Inspectors, Business Safety Advisors and operational crews and developed specialist protection expertise while increasing the number of business safety interventions delivered.

Community Risk Management Plan

The Protection Strategy supports delivery of the Community Risk Management Plan (CRMP) 2027–2032 by setting out how we will identify, manage and reduce foreseeable fire risk within regulated premises and the wider built environment. As one of six Core Strategies it operates in partnership with the Prevention Strategy to reduce both the likelihood and consequences of fire, and translates the CRMP's strategic aims into protection activity that targets risk, improves compliance and supports safer buildings across Lancashire.

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 Priorities

- Valuing our people so they can focus on making Lancashire safer
- Preventing fires and other emergencies from happening
- **Protecting communities through safer buildings**
- 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



Implementation

The Strategy is delivered through annual service planning, protection delivery plans and supporting policies, including the RBIP and enforcement framework.

The Protection Strategy will be delivered through annual service planning, protection delivery planning, supporting policies, and a risk-based approach that identifies, prioritises and addresses fire safety risk in premises across Lancashire. Annual audit targets, informed by the RBIP, will ensure that high-risk premises receive appropriate levels of scrutiny and intervention. Delivery will be supported by a competent protection workforce, a clear enforcement framework and effective consultation arrangements for building regulations and licensing activity. Performance, outcomes

and workforce capability will be monitored through established governance arrangements to provide assurance that protection resources are effectively aligned to risk and are achieving the intended reduction in community risk.

Legislation, Guidance and Best Practice

LFRS Protection Officers are responsible for regulating fire safety legislation across Lancashire, with their primary enforcement role centred on the Regulatory Reform (Fire Safety) Order 2005, which places a legal duty on responsible persons to assess fire risks, implement appropriate fire precautions, and ensure occupants can safely escape in the event of a fire. Through a programme of fire safety interventions, enforcement activity and business engagement, Protection Officers work to secure compliance and reduce risk within non-domestic premises and residential buildings.

In undertaking this role, Protection Officers also apply and contribute to the requirements of the Fire Safety Act 2021, Building Safety Act 2022, Fire and Rescue Services Act 2004, and relevant aspects of Building Regulations, particularly where fire safety is concerned. This includes consultation on new developments, alterations to existing buildings, high-rise residential buildings, houses in multiple occupation and other complex or higher-risk premises.

LFRS delivers its protection activities in accordance with guidance and best practice developed by the National Fire Chiefs Council (NFCC) and the National Fire Standards, ensuring a consistent and professional approach to fire regulation and community safety. Protection Officers are trained and developed against the National Fire Sector Competency Framework for Fire Safety Regulators, ensuring they possess the knowledge, skills and behaviours required to undertake risk-based regulation, enforcement and partnership working to nationally recognised standards.

Working collaboratively with local authorities, building control bodies, planning authorities, the Health and Safety Executive, housing providers, care regulators, businesses and other emergency services, the Protection Department plays a vital role in making Lancashire safer by preventing fires, protecting people and supporting compliance with fire safety legislation.

While firefighters respond when emergencies occur, the Fire Safety Department focuses on preventing incidents before they happen. By identifying risks, influencing good fire safety practices, and holding those responsible for buildings to account, the department helps to reduce the likelihood and consequences of fire.

What We Do

Inspections and Enforcement

The department's primary responsibility is to enforce fire safety legislation, ensuring that those who own, manage, or control premises understand and fulfil their legal duties. Fire Safety Inspecting Officers carry out audits and inspections of a wide range of buildings, including Commercial premises, Care homes, Hospitals and healthcare facilities, educational establishments, Licensed premises, Hotels and sleeping accommodation, Industrial and manufacturing sites and High-rise residential buildings.

Lancashire has over 68,000 regulated buildings and over 5,000 higher risk buildings. Higher risk buildings are generally buildings where people are sleeping, or the premises that are occupied by greater numbers of people or more vulnerable people.

Our fire safety teams utilise a Risk Based Intervention Programme, our RBIP, which is designed to ensure we inspect all higher risk premises within a 5-year inspection frequency. Non-compliant premises or very high-risk premises maybe inspected more frequently.

Supporting Businesses and Communities

Our approach is not solely about enforcement. LFRS is committed to helping businesses, organisations, and communities understand how to manage fire risk effectively.

The department provides guidance and advice to responsible persons, building owners, developers, and managers to help them comply with their legal obligations and create safer environments for employees, residents, customers, and visitors.

By working collaboratively with businesses and partners, we aim to encourage a positive fire safety culture across Lancashire where prevention is prioritised, and risks are addressed before they result in harm.

Influencing Safer Buildings

The Fire Safety Department plays an important role throughout the life cycle of buildings. Officers work closely with local authorities, developers, architects, fire professionals and building control bodies to provide specialist advice on fire safety matters during planning, design, construction, and alteration stages.

This proactive involvement helps ensure that fire safety is considered from the earliest stages of development, supporting the creation of safer buildings and stronger communities.

Protecting the Most Vulnerable

A key priority for the department is protecting those who may be at greater risk from fire. This includes residents in high-rise buildings, people living in supported accommodation, care settings, and other vulnerable groups.

By gathering intelligence, analysing local risk, and working closely with partners, the department targets its resources where they can have the greatest impact. This risk-based approach ensures that the highest-risk premises receive appropriate oversight and intervention.

Responding to Emerging Risks

The built environment is constantly changing. New technologies, modern methods of construction, energy systems, and evolving legislation present both opportunities and challenges for fire safety.

The Fire Safety Department continually develops its expertise to understand and respond to emerging risks. This ensures that Lancashire Fire and Rescue Service remains prepared to protect communities in an increasingly complex environment while supporting innovation and sustainable development.

Delivering 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; and
- A partnership-driven approach that improves compliance, strengthens systems and delivers safer buildings.

Area of focus 1: Targeting and Managing Risk

Targeting and Managing Risk in High-risk and Regulated Premises

Protection activity focuses on regulated premises rather than individuals, ensuring systems, management arrangements and physical protections are suitable, sufficiently maintained and targeted where fire would present the greatest risk to life. Delivery of our RBIP will continue to identify high-risk premises and prioritise inspection, audit and engagement activity where intervention can reduce the likelihood and impact of fire most effectively.

Improving fire safety awareness with responsible persons to drive self-compliance is fundamental to improving outcomes. Through targeted and inclusive business safety activity and campaigns, we will support compliance through advice, engagement and education, using enforcement where necessary to protect life.

Where serious non-compliance places people at risk, enforcement action, including prosecution where appropriate, will be used confidently and proportionately to secure compliance and protect life.

What we will do:

- Target interventions and engagement activity at the highest risk premises;
- Support responsible persons to improve compliance through advice, engagement and education;
- Deliver a RBIP across all risk levels;
- Use enforcement confidently and proportionately where serious non-compliance exists;
- Deliver business safety engagement and campaigns to drive self-compliance. Engagement will be inclusive, building trust and confidence with our communities.

How we will measure progress

- Delivery against the RBIP (activity versus plan);
- The numbers of interventions and enforcement actions;
- Levels of compliance in high-risk premises;
- Impact and evaluation of business safety campaigns and engagement activity;
- Reduction in serious fire safety breaches identified.

Area of focus 2: Safer Buildings

Improving Safety in Complex and Higher-risk Buildings

We will improve safety in complex and higher-risk buildings by supporting robust fire safety management, compliance with evolving legislation and effective assurance over time. This includes delivering the Service's responsibilities arising from the Grenfell Tower Inquiry and subsequent fire safety legislation, and working with accountable persons, principal accountable persons, residents and the Building Safety Regulator to help ensure higher-risk buildings are properly managed and fire safety provisions remain effective. Complexity does not, on its own, increase the likelihood of a poor outcome; however, it does require strong fire safety provision, competent management and a workforce with the correct technical skills and behaviours to support safe outcomes.

What we will do:

- Continue to deliver and embed the recommendations arising from the Grenfell Tower Inquiry and introduction of new 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 assess and support our role with complex buildings;
- Maintain a workforce that is appropriately qualified and trained to ensure that interactions with responsible people, staff residents and community groups are professional, inclusive and respectful.

How we will measure progress

- Compliance levels in higher-risk and high-rise residential buildings.
- Monitor timescales of remediation from identification of serious fire safety deficiencies to completion of remediation works.
- Appropriate frequencies of inspections of high-risk buildings to ensure up to date risk information is stored to support our operational emergency response plans.
- Workforce competency levels and skills ensure staff are able to operate across all risk type premises.
- Number of building regulation consultations responded to within statutory timeframes.

Area of focus 3: Stronger Systems

Enabling System-wide Risk Reduction

We will continue to create and develop partnerships which complement a system-based approach to risk reduction, using intelligence, learning and integrated working across prevention, protection and response to reduce risk across the wider built environment. We will drive compliance and fire safety management across building portfolios and organisations, not solely individual premises, and use learning from fires, investigations, post-incident activity and assurance to continually refine protection activity and risk profiling.

The delivery of robust training, assessment and quality assurance for our protection workforce will ensure we maintain sufficient competent capacity through workforce development, succession planning and alignment with the national competency framework and fire standards.

The delivery of our Business Fire Safety Check (BFSC) service to lower risk premises helps drive compliance across premises types throughout the county. Supported by robust built environment training and fire safety awareness for operational crews and Community Safety Advisors, we will strengthen links between protection, prevention and operational preparedness so safe and effective response is informed by risk, intelligence, and learning from incidents and reviews.

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

- Continual improvement and quality of risk and intelligence data.
- Completion of BFSC activity and outcomes.
- Evidence how learning from incidents is influencing activity.
- Effectiveness of cross-service working (prevention–protection–response).

Area of focus 4: Supporting Delivery and Performance

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

We will continue to deliver a high-performing, risk-led protection service that meets the needs of our communities and the changing built environment landscape, with a clear focus on outcomes, assurance and continuous improvement.

We will ensure we deliver a qualified and competent workforce that can respond to new and existing risk efficiently and effectively. Our staff will uphold the values of LFRS, and the quality of our service will remain a priority through evaluation and quality assurance of our people and how we discharge our regulatory duties. We will also continue to monitor and target problem premises so that preventable demand does not take resources away from where they are needed most.

What we will do:

- Deliver targeted risk-based interventions and campaigns.
- Maintain compliance in high-rise and regulated premises.
- Reduce unwanted fire signals in commercial properties.

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How we will measure progress:

- Volume and type of protection activity delivered; to identify any issues including equality issues.
- Outcomes from intervention activity and enforcement.
- Evaluation of campaigns and assurance activity.
- Number of unwanted fire signals.

Monitoring and Evaluation

Performance and quality are monitored through established assurance and governance arrangements, with annual review to ensure ongoing alignment with risk, legislation and national standards.

The Areas of focus set out in this Protection Strategy are measurable and will be subject to regular monitoring and review. This will enable us to understand how the strategy is being implemented, track progress against agreed priorities, and assess how effectively protection activity is supporting safer buildings, stronger compliance and reduced risk.

Performance Measures

We will monitor and evaluate the effectiveness, efficiency and impact of our protection activities through relevant performance information, including Key Performance Indicators (KPIs), audit and inspection outcomes, statutory consultation activity, enforcement activity, quality assurance, seasonal trends and feedback. This will help us to assess whether activity is risk-based, proportionate, consistent and contributing to improved fire safety standards.

The measures used to monitor will include the following KPIs:

- Business Fire Safety Checks
- Fire Safety Activity
- Building Regulation Consultations (BRC)

Performance information will be reviewed regularly through established service performance arrangements to identify progress, emerging risks, learning and

opportunities for improvement. The strategy will be reviewed no later than one year after publication and then annually during the strategy period. Progress will also be reported through the Annual Service Report.

Glossary of Terms and Acronyms

Term / Acronym	Meaning
Accountable Person	A person or organisation with legal responsibility for assessing and managing building safety risks in higher-risk buildings.
Annual Service Plan	The yearly plan that sets out how LFRS will turn its strategic priorities into delivery activity.
Assurance	Checks and review activity used to confirm that protection work is effective, consistent and improving.
BFSC	Business Fire Safety Check: a protection activity used to support compliance and improve fire safety awareness in lower-risk business premises.
BRC	Building Regulation Consultation: statutory consultation activity where LFRS provides fire safety advice on building proposals.
Building Safety Act 2022	Legislation introduced to strengthen the management and regulation of building safety, particularly for higher-risk buildings.
Building Safety Regulator (BSR)	The national regulator responsible for overseeing building safety and the higher-risk building regime.
CFA	Lancashire Combined Fire Authority: the public body that oversees Lancashire Fire and Rescue Service.
Community Risk Management Plan (CRMP)	LFRS's main strategic plan for understanding and reducing fire and rescue risks in Lancashire. This Protection Strategy supports delivery of the CRMP 2027–2032.
Core Strategies	The strategies that explain how LFRS will deliver the strategic aims of the CRMP through key service areas.
Duty Holder	A person or organisation with legal duties for fire safety or building safety.
Fire and Rescue Services Act 2004	Legislation that sets out the main statutory functions of fire and rescue authorities.
Fire Safety Act 2021	Legislation that clarifies fire safety responsibilities for parts of multi-occupied residential buildings.
Fire Safety Inspecting Officer	A suitably trained officer who undertakes fire safety audits, inspections, advice and enforcement activity.

Higher-risk Building	A building that presents greater potential risk because of its height, use, complexity, occupancy or the vulnerability of people who may be affected by fire.
Key Performance Indicator (KPI)	A measure used to track progress, performance or impact.
National Fire Chiefs Council (NFCC)	The professional body that supports fire and rescue services through national guidance, good practice and sector leadership.
National Fire Standards	Nationally agreed standards that support consistent, professional and effective fire and rescue service delivery.
Operational Risk Information	Information about premises, sites or hazards that helps crews plan for and respond safely to incidents.
Principal Accountable Person	The accountable person with primary responsibility for managing building safety risks in a higher-risk building where more than one accountable person exists.
Regulated Premises	Premises where fire safety duties apply under relevant legislation, including many non-domestic premises and some residential buildings.
Regulatory Reform (Fire Safety) Order 2005	The main fire safety legislation for non-domestic premises in England and Wales. It places duties on responsible persons to assess and manage fire risk.
Responsible Person	The person or organisation legally responsible for fire safety in a premises under the Regulatory Reform (Fire Safety) Order 2005.
Risk Based Intervention Programme (RBIP)	A programme that uses risk information to prioritise protection interventions, inspections, audits and engagement activity.
Risk Intelligence	Evidence, data and information used to understand fire risk and target protection activity.
Strategic Assessment of Risk (SAoR)	A key source of evidence about current and future risks in Lancashire. It informs priorities, planning and resource decisions.
Unwanted Fire Signal	A fire alarm signal where attendance is not required because there is no fire or emergency. Reducing these helps improve efficiency and availability.

Document Control

Reference	
Date	
Owner	Head of Prevention and Protection
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Approved by	

Date	Version Number	Revision Notes
23/03/2026	V1.0	First Draft
26/08/2026	V2.0	Draft amended to reflect the wording used in the CRMP 27-32 consultation draft
08/09/2026	V2.1	Amends and content added by Ian Armistead. Amends following review by EP and MH.
09/09/2026	V2.2	Amends following EB initial review of strategy structures
15/09/2026	V2.3	Updates further to consultation and feedback from EVGs and rep bodies
07/10/2026	V2.4	EP and MH amends following EB Away Day
23/10/2026	V2.5	Final review and couple of minor amends made by Ian Armistead

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Response Strategy 2027-2032

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Executive Summary

Lancashire Fire and Rescue Service's (LFRS) Response Strategy 2027–2032 sets out how we will provide a safe, effective and timely emergency response that is aligned to risk and demand. It supports delivery of the Community Risk Management Plan (CRMP) by translating strategic priorities into response activity that helps make Lancashire safer. The strategy recognises that Lancashire is changing through its built environment, demographics, technology and climate impacts, and places risk intelligence, data and evidence at the heart of planning, investment and operational decision-making.

The strategy focuses on four connected areas: operational response, operational competence, operational preparedness, and operational effectiveness including continuous improvement. We will work to ensure the right people, skills, resources, vehicles, equipment and command arrangements are in the right place at the right time. This includes maintaining fire engine and staff availability, strengthening on-call recruitment and retention, delivering realistic risk-based training, supporting firefighter fitness and safety, and ensuring staff are prepared for current and emerging risks, including climate-related impacts such as wildfire and flooding.

Preparedness is central to the strategy. We will maintain accurate and accessible risk information, strengthen planning with partners through methods including Lancashire Resilience Forum arrangements, align response activity with prevention and protection work, and improve resilience for major incidents, severe weather, terrorism, infrastructure failure and other disruption. The strategy also highlights the importance of national resilience capabilities, business continuity planning, operational assurance and learning from incidents, exercises and debriefs.

Delivery will be managed through annual service planning, department, district and station plans, with progress monitored through performance reporting, strategic reviews, risk management, assurance activity and governance arrangements. Measures will include attendance times, fire engine and staff availability, training completion, learning actions, business continuity testing, incident outcomes and evidence of continuous improvement. The strategy will be reviewed annually so that it remains responsive to changes in risk, demand, legislation, policy, funding and organisational design.

Introduction

Lancashire is constantly changing through our evolving built environment, demographics, emerging technology and climate impacts. To continue making Lancashire safer, we must put risk intelligence at the heart of how we prioritise, invest and lead. This strategy uses our latest Strategic Assessment of Risk and risk registers to evidence what we do through operational response. It sets out a clear golden thread from risk to outcomes, actions, and measures.

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. Our ability to respond quickly and competently relies on effective communication between operational crews, Officers and North West Fire Control. Through the receipt and management of emergency calls, mobilising of resources and provision of incident support, Fire Control plays a pivotal role in delivering an effective emergency response across Lancashire.

We aim for operational effectiveness before an incident, during mobilisation and attendance, and after the event through assurance, debrief, learning and improvement. This ensures response activity remains quick, safe, effective, sustainable and focused on reducing risk and harm across Lancashire.

Our achievements from the 2022–2027 strategy provide an important foundation for this new strategy, demonstrating how LFRS has continued to strengthen operational response, resilience and learning in line with changing risk and demand.

Response Strategy 2022–2027 – Key Achievements

Since 2022, we have continued to strengthen how we prepare for, respond to and learn from operational incidents.

Key achievements include:

- Maintained and reviewed operational guidance, procedures, training and exercising arrangements so that firefighters are supported to respond safely and consistently.
- Strengthened operational assurance, debriefing and learning processes, to identify good practice, address areas for improvement and share learning locally, regionally and nationally.
- Improved Site Specific Risk Information to support firefighter safety and operational planning by ensuring crews have access to relevant risk information for higher-risk sites and premises.
- Maintained resources in the right place at the right time, enabling us to respond to a wide range of incidents.

- Progressed work to make operational response more digitally enabled, including appliance digitisation, rota management, pre-alerting, dynamic cover and mobilisation-related technology.
- Worked with North West Fire Control, invested in command units, aerial capability and specialist assets, to strengthen situational awareness, resource management, mobilisation and incident command.
- Maintained and strengthened multi-agency working, JESIP, national resilience capabilities, including Urban Search and Rescue and high-volume pumping, alongside mutual aid arrangements and business continuity planning, testing and training.
- Invested in drone and robotics technology enhancing our operational capability and fire fighter safety.

Community Risk Management Plan

The Response Strategy supports delivery of the Community Risk Management Plan (CRMP) 2027–2032 by setting out how we will respond to fires and other emergencies quickly, safely and competently. The Response Strategy is one of six core strategies and whilst our Prevention and Protection Strategies aim to reduce the frequency and impact of emergencies, the Response Strategy ensures we are prepared and able to respond quickly and effectively when those moments arise. The Strategy translates the CRMP's strategic aims into response activity that is aligned to risk and demand, supports firefighter and public safety, and helps deliver the best possible outcomes for Lancashire's communities.

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 Priorities

- Valuing our people so they can focus on making Lancashire safer
- Preventing fires and other emergencies from happening
- Protecting communities through safer buildings
- **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



Implementation

This strategy will be delivered through annual service planning, department plans, district plans and station plans. Each year, delivery actions, milestones and measures will be aligned to available resources, emerging risk, corporate governance and the outcomes set out in the CRMP.

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 (CFA). The strategy will be reviewed annually and refreshed when there is a significant change in risk, legislation, policy, funding or organisational design.

Legislation, Guidance and Best Practice

Our Response Strategy will continue to align to relevant legislation and accepted good practice as well as the direction of government and fire sector bodies, including but not limited to the following:

- Fire and Rescue Services Act 2004
- Fire and Rescue National Framework 2018
- Civil Contingencies Act 2004
- National Risk Register 2026
- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999

- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013
- National Fire Chiefs Council (NFCC) Operational Response and Fire Control Guidance
- Joint Emergency Services Interoperability Principles (JESIP)
- National Resilience arrangements and mutual aid provisions
- Fire Standards Board
- Audit and assurance provided by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

Area of focus 1: Operational Response

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

We will ensure the right people and resources are available in the right place at the right time, aligned to the risks and demands faced by Lancashire's communities. This means maintaining a sustainable response model that supports our attendance times, enables an effective response across a range of incident types, and ensures our wholetime, on-call and specialist capabilities remain available when they are needed most.

Our approach will be agile, risk-based and evidence-led, using a blended fleet and flexible deployment model that reflects the types of incidents we attend. We will strengthen on-call recruitment, availability and retention, particularly at times of peak demand, while improving workforce planning in line with retirement profiles, succession planning, emerging risks and the People Strategy. We will also maintain a global view of staffing and appliance availability, supported by accurate forecasting and real-time systems, so that resources can be deployed efficiently and operational demand can be met. We will develop our response model considering routine availability to meet day-to-day demand, and surge capacity to increase the response when demand escalates for prolonged-incident resilience. We will also consider concurrent-incident resilience to manage simultaneous incidents while maintaining appropriate emergency cover.

National Resilience funded capabilities will continue to be maintained and assured against relevant performance and assurance requirements.

Our ability to respond quickly and competently relies on effective communication between operational crews, Officers and North West Fire Control. Through the receipt and management of emergency calls, mobilising of resources and provision

of incident support, Fire Control plays a pivotal role in delivering an effective emergency response across Lancashire.

What we will do:

- Ensure response arrangements deliver effective attendance and performance across incident types.
- Use all operational staff flexibly across duty systems and functions to improve response, resilience and availability.
- Maintain sustainable wholetime and on-call availability, strengthening recruitment and retention where risk and demand require it.
- Use real-time visibility and forecasting through digital systems to manage staffing and appliance availability according to risk and demand.
- Align the workforce plan to retirement profiles, competence requirements, emerging risks, and succession planning.
- Maintain National Resilience capabilities, effective mutual aid and cross border arrangements, assured against national requirements.
- Adopt and evaluate flexible, risk-based deployment models, using pilots and evidence where appropriate.
- Develop and test arrangements to add surge capacity and sustain response resilience during prolonged or simultaneous incidents, within our available capabilities and while maintaining risk-based emergency cover.

How we will measure progress:

- Appliance and staff availability levels
- Call handling times
- Attendance times
- Number of mobilisations and usage
- Review of response arrangements i.e. Response Review and Special Appliances
- On-call recruitment, retention and availability trends

Area of focus 2: Operational Competence

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

Competence is essential to ensuring our workforce is able to respond safely, confidently and effectively to current and emerging risks. We will make sure our personnel are well trained, capable and adaptable, with regular and realistic training. This includes training at high-risk locations, working with neighbouring fire stations, Services and partner agencies, and ensuring that training remains aligned to local and national operational learning. We recognise the importance of effective multi

agency working for the successful, safe and effective resolution of incidents and managing the impacts on the community.

We will continue to embed organisational learning from incidents, training events and investigations so that performance improves and firefighter safety is strengthened. Our approach will support the Service to anticipate and respond to emerging risks, including the growing impacts of climate change and other environmental risks, while maintaining specialist National Resilience capabilities and embedding them within training, exercising and operational practice. The Response and People Strategies will remain closely aligned so that operational response models are sustainable, command capability is resilient, and staff are physically prepared for the demands of their role through ongoing fitness, wellbeing and medical arrangements.

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, exercises, investigations, national learning and public inquiries.
- Align training to local and national learning and risk intelligence.
- Maintain clear, role-based competency frameworks, with appropriate validation and revalidation of risk critical skills.
- Maintain and assure incident command competence and decision-making across all command levels.
- Build capability to respond to emerging risks, including climate driven, technological and environmental risks.
- Maintain fitness and wellbeing
- Continue to develop specialist capability.
- Deliver training in a flexible way, using digital and innovation opportunities to ensure efficiency and effectiveness.
- Invest in training facilities that meets the needs of the emerging and current risks

How we will measure progress:

- Staff competence for risk-critical skills.
- Completion and assurance of risk-based training and exercise plans including multi-agency and cross border.
- Implementation and evidence of embedding learning actions.
- Operational fitness and relevant workforce health indicators.

Area of focus 3: Operational Preparedness

Be a risk-informed, intelligence led and well-prepared organisation, ready to respond to routine incidents but also complex, large-scale and emerging incidents.

We will ensure that risk data is current and of a high quality, consistent and accessible to staff so that operational planning, training and decision-making are informed by the latest evidence. Our response activity will be aligned with Prevention and Protection priorities, ensuring that local plans, district activity and operational arrangements reflect the risks identified across Lancashire.

We will continue to strengthen multi-agency planning with Lancashire Resilience Forum partners and neighbouring fire and rescue services, particularly in relation to the highest risk premises and foreseeable disruptive events within the county. This includes improving resilience for large-scale incidents, industrial action, severe weather, terrorism, infrastructure failure and other threats identified through local and national risk assessment. This will be achieved through regular risk reviews, business continuity planning, exercising, debriefing and learning. We will assess how effectively our people, systems and partners work together to deliver an emergency response. We will also assess the impact of concurrent, cascading and systemic disruption, and dependencies on control, communications, digital systems, suppliers, utilities and partner capacity. Using learning from JESIP and Local Resilience Forum we will identify risks to interoperability and inform improvements, taking account of the external factors that could affect our ability to respond.

We will develop our capability to respond to the evolving risk landscape, including climate-driven and environmental risks, ensuring staff are trained, equipped and supported to apply learning from incidents and exercises. We will also consider equality and vulnerability within relevant planning and evaluation so that we understand whether response and recovery arrangements create differential impacts for particular communities or groups.

What we will do:

- Maintain accurate, accessible and consistent risk information.
- Strengthen multi-agency and cross border planning through Lancashire Resilience Forum partners, neighbouring services, North West Fire Control and Joint Emergency Services Interoperability Principles (JESIP) arrangements.
- Integrate data, local knowledge and intelligence across Prevention, Protection and Response to improve outcomes for communities and strengthen operational decision making.
- Enhance preparedness for major incidents, severe weather, climate driven events, terrorism, infrastructure failure and other foreseeable disruption.

- Strengthen business continuity and organisational resilience.
- Develop staff to strengthen resilience within communities.
- Understand differential impacts and ensure emergency response and recovery arrangements remain risk led and equitable.

How we will measure progress:

- Quality assurance of risk information including currency date and accuracy
- Delivery and assurance of multi-agency, cross border and major incident plans and exercises
- Outcomes and learning from business continuity and emergency preparedness testing
- Assurance of preparedness for major and emerging risks, including identified equality impacts

Area of focus 4: Operational effectiveness and continuous improvement

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

We will bring together operational response, operational competence and operational preparedness so that we are operationally effective providing a safe, effective, efficient service aligned to risk and demand. This means ensuring the right people, skills, vehicles, equipment and command arrangements are in place to respond quickly and effectively to routine, complex and major incidents.

Our approach will be underpinned by strong leadership, effective incident command, operational assurance and a culture of continuous learning. Our Organisational Assurance Framework will provide a structured approach to understanding performance, identifying risks, assuring operational standards and driving continuous improvement. We will use performance information, key performance indicators, audits, debriefs, reviews and organisational learning to evaluate how effectively we perform and ensure lessons are translated into meaningful and sustainable change. By embedding learning before, during and after incidents, we will strengthen firefighter and public safety, improve operational effectiveness and ensure the Service continues to adapt to evolving risks, demand and community needs. Learning and assurance outcomes will inform policy, training, equipment, command practice and future planning, ensuring continuous improvement across the organisation. Learning will be applied across the entire operational response, from call handling and mobilisation through to incident resolution and recovery and will be shared locally, regionally, and nationally where appropriate to support consistency, accountability and effectiveness in service delivery.

We will continue to use a horizon-scanning approach to identify emerging risks and assess their potential impact on our ability to respond. We will use the findings to inform the annual service plan and training and organisational development plan, adapting our response capability and workforce development aligned to these risks.

Innovation is central to how we respond to emerging risks, improve firefighter safety, operational effectiveness, and organisational resilience. Our investment in drones and robotics, specialist vehicles and equipment, enhanced climate-response capabilities, and digital systems supports safer, more informed and effective operations. Looking ahead, embedding innovation in our culture and decision-making will be vital to operational response: using data, learning and collaboration to anticipate changing risks, test emerging technologies such as heavy-lift drones, strengthen resilience and ensure our people have the skills and tools to protect Lancashire's communities.

Operational Effectiveness ensures that when incidents occur, our response is:

- **Safe** – protecting firefighters and the public
- **Effective** – resolving incidents and reducing harm
- **Efficient** – using resources wisely and proportionately
- **Learning-driven** – continuously improving through experience

What we will do:

- Embed continuous improvement through operational assurance, command assurance, debriefing, evaluation and organisational learning.
- Use a horizon-scanning approach to identify emerging risks and assess their potential impact on our ability to respond.
- Strengthen incident command, leadership and decision-making.
- Use performance data, operational outcomes, assurance findings and key performance indicators to drive improvement.
- Maintain a strong focus on firefighter and public safety, including understanding differential community impacts where relevant.
- Work with North West Fire Control and partners to learn from the complete operational response, from call receipt and mobilisation

How we will measure progress:

- Incident outcomes, operational effectiveness and evidence of appropriate resource deployment.
- Firefighter and public safety indicators, including near misses and operational learning.
- Completion, embedding and effectiveness of assurance and improvement actions including public inquiries, Joint and National learning, and Regulation 28s.

- Evidence that learning and evaluation have resulted in continuous and sustained improvement

Monitoring and Evaluation

The strategy and its priorities will be monitored through performance reporting, strategic reviews, risk management arrangements, assurance activity, organisational learning, business continuity testing and established governance arrangements to ensure we continue to deliver a safe, effective and continually improving operational response.

The Areas of focus set out in this Response Strategy are measurable and will be subject to regular monitoring and review. This will enable us to understand how the strategy is being implemented, track progress against agreed priorities, and assess how effectively response arrangements are supporting community safety, operational effectiveness and resilience.

Progress will be reviewed annually and reflected through service planning, local delivery plans and established reporting arrangements, with actions refreshed where there are significant changes in risk, demand, legislation, policy, funding or organisational design.

The strategy will be reviewed no later than one year after publication and then annually during the strategy period. Progress will also be reported through the Annual Service Report.

Performance Measures

We will monitor and evaluate the effectiveness, efficiency and impact of our response activities through relevant performance information, including Key Performance Indicators (KPIs), operational data, assurance activity, learning from incidents and exercises, seasonal trends and community risk information. This will help us to assess whether response arrangements remain risk-based, resilient, effective and aligned to the needs of Lancashire's communities.

The measures used to monitor delivery will include KPIs:

- Overall Activity
- Critical Fire Response – 1st Fire Engine Attendance
- Critical Special Service Response – 1st Fire Engine Attendance
- Fire Engine Availability

Performance information will be reviewed regularly through established service performance arrangements to identify progress, emerging risks, learning and opportunities for improvement.

Glossary of Terms and Acronyms

Term / Acronym	Meaning
Annual Service Plan	The yearly plan that sets out what LFRS will do. It shows how the strategy will be turned into action each year.
Assurance	Checks to make sure work is safe, effective and improving. It helps LFRS learn from experience and improve how it responds.
BCP	Business Continuity Planning: planning how essential services will continue during disruption.
CFA	Lancashire Combined Fire Authority. The public body that oversees Lancashire Fire and Rescue Service
Community Risk Management Plan (CRMP)	LFRS's main plan for understanding and reducing fire and rescue risks in Lancashire. This Response Strategy helps deliver the CRMP 2027–2032.
District plans	Local plans for different areas of Lancashire.
Dynamic cover	Moving resources to where they are most needed. It helps LFRS maintain emergency cover when demand changes.
High-volume pumping	Specialist equipment used to move large amounts of water. It supports response to major incidents such as flooding.
Incident command	The way an emergency incident is managed.
Joint Emergency Services Interoperability Principles (JESIP)	National guidance that helps emergency services work well together.
Key Performance Indicator (KPI)	A measure used to track performance.
Lancashire Resilience Forum (LRF)	A partnership of organisations that plan for emergencies in Lancashire.
Mobilisation	Taking an emergency call and sending the right resources.
MTFS	Medium-term Financial Strategy
National Resilience	Specialist support that can be used for major incidents locally or nationally.

National Resilience Assurance Team (NRAT)	A national team that checks specialist resilience capabilities.
North West Fire Control (NWFC)	The control room service that helps handle emergency calls and send fire crews.
OAG	Organisational Assurance Group.
OARS	On-Call Availability, Recruitment and Skills software. A system used to support on-call recruitment, availability, skills planning and training prioritisation.
OA reporting	Operational Assurance reporting.
On-call staff	Firefighters who respond when needed, often from home or another workplace.
Operational assurance	Checking how emergency response is working in practice.
REP	Response and Emergency Planning.
Risk intelligence	Using evidence and information to understand risk.
Service Delivery	The part of LFRS that provides frontline operational services.
Service planning	Planning the actions, resources and measures needed to deliver services. It helps turn this strategy into practical delivery.
Site Specific Risk Information (SSRI)	Important information about specific buildings or sites. It helps crews understand risks before and during incidents.
Strategic Assessment of Risk (SAoR)	A key source of evidence about current and future risks in Lancashire. It helps shape priorities, planning and resource decisions.
Urban Search and Rescue (USAR)	Specialist rescue support for complex incidents, such as collapsed buildings. It is one of LFRS's specialist national resilience capabilities.
Wholetime staff	Full-time firefighters. They are part of LFRS's emergency response workforce.

Document Control

Reference	
Date	
Owner	Assistant Chief Fire Officer
Authors	Sam Pink, Phil Jones and Kirsty McCreesh
Approved by	

Date	Version Number	Revision Notes
	V1.0	First Draft
26/08/2026	V2.0	Amended to reflect the wording in the CRMP 27-32 consultation draft
08/09/2026	V2.1	Amends following review by EP and MH.
09/09/2026	V2.2	Amends following EB initial review of strategy structures
15/09/2026	V2.3	Updates further to consultation and feedback from EVGs and rep bodies
21/09/26	V2.4	Amended following meeting with owner, authors and PPA
07/10/2026	V2.5	EP and MH amends following EB Away Day

Lancashire Combined Fire Authority

Planning Committee

Meeting to be held on Monday 16 November 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 HMICFRS 2025–27 inspection programme continues with 16 reports published to date. The people pillar is expected to place particular focus on whether leadership, governance and scrutiny arrangements are helping to create a positive organisational culture. This is likely to include how effectively values and behaviours are embedded, how staff wellbeing is supported, how standards of conduct are understood and applied at every level, and how the Service responds to learning, feedback and areas of concern. HMICFRS is also expected to give greater attention to leadership at all levels, organisational values and culture, and the robustness of arrangements for major incident preparedness. As a result, it will be important that Lancashire Fire and Rescue Service (LFRS) can demonstrate clear ownership, accurate evidence, consistent messaging and visible progress against the areas most likely to be tested during inspection. As previously reported, this round of inspections places significant emphasis on the effectiveness of governance, oversight and accountability arrangements, and how these lead to clear, measurable outcomes for fire and rescue services. While HMICFRS will not inspect the Combined Fire Authority as a standalone body, it will

consider how far governance arrangements provide effective support, challenge and direction to LFRS, and whether this is clearly evidenced through service planning, decision-making, performance management and improvement activity.

Our inspection date has now been confirmed and will start week commencing 30 August 2027, which is slightly later than initially anticipated.

New HMICFRS Chief Inspector:

His Majesty the King has approved the appointment of Sir Andy Marsh as His Majesty's Chief Inspector of Constabulary and Fire and Rescue Services. He will take up the role on 1 October 2026, bringing with him over 39 years of policing experience. Sir Andy has been the Chief Executive of the College of Policing since September 2021. He was previously Chief Constable of Avon and Somerset Police (2016-2021) and Hampshire Constabulary (2013-2016). Sir Andy was awarded the Queen's Police Medal in 2018 and was knighted in 2024 for services to policing. He succeeds Michelle Skeer OBE QPM, who was appointed to the role on an interim basis in April 2026. Michelle Skeer remains His Majesty's Inspector of Constabulary and Fire and Rescue Services for the Northern Region including Lancashire.

Northern Region HMICFRS Chief Fire Officer (CFO) Roadshow:

As previously reported, LFRS hosted the Northern Region HMICFRS Chief Fire Officer Roadshow in July. It brought together representatives from HMICFRS, including HM Inspector Michelle Skeer, with Chief Fire Officers and Deputy Chief Fire Officers from fire and rescue services across the north of England.

The purpose of the roadshow was to provide an opportunity for senior leaders to engage directly with HMICFRS, supporting open and constructive dialogue around the current challenges facing the fire and rescue sector. The event also provided an opportunity to improve transparency and understanding of the HMICFRS inspection approach, share learning and experiences, and strengthen effective working relationships between the Inspectorate and fire and rescue services.
HMICFRS used the event to hear northern services' views and experiences. This insight will inform the 2028–30 inspection programme, helping ensure it reflects sector challenges, priorities and operating conditions.

The roadshow strengthened collaboration between HMICFRS and fire and rescue leaders, supporting improvement, learning and assurance across the northern region. Following the event, HM Inspector Roy Wilsher wrote to all Chief Fire Officers (CFOs) expressing their thanks for services attendance and engagement at the regional events, HMI Wilsher also stated how grateful they were to the four CFOs and services that co-hosted the sessions including Lancashire.

Cyber Security Thematic:

HMICFRS has published a report following a thematic inspection examining how effectively police forces and fire and rescue services (FRSs) manage cybersecurity risks. The inspection assessed how effectively these organisations:

- understand, assess and manage cybersecurity risks;
- protect their IT systems and networks from cybersecurity risks;
- implement cybersecurity detection measures proportionate to the known threat, harm and risk; and
- prepare for, and recover from, cybersecurity events or incidents.

The inspection was conducted in three police forces and three fire and rescue services, with additional engagement undertaken with other services, including LFRS. The report included a case study on LFRS, in which inspectors recognised the Service's comprehensive and proactive approach to strengthening cyber resilience through a combination of technical capability, organisational culture and governance.

The report highlighted that cybersecurity risks in the UK and globally are increasing in scale, complexity and impact. HMICFRS emphasised that opportunities to strengthen cybersecurity arrangements must not be missed and that leaders must prioritise and invest in these arrangements. The report made 13 recommendations to strengthen cybersecurity across police forces and FRSs. LFRS will undertake a gap analysis against these recommendations and develop an associated action plan.

2025– 27 Inspection Activity Update:

A total of 16 reports have now been published at the time of writing this report, with results detailed in the following table:

	Effectiveness	Understanding the risk of fire and other emergencies	Preventing fires and other risks	Protecting the public through fire regulation	Responding to fires and other emergencies	Responding to major and multi-agency incidents		**Efficiency**	Making best use of resources	Making the fire and rescue service affordable now and in the future	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
									Round 3		Round 4						
Bedfordshire R3		G	RI	RI	RI	A			RI	G	n/a			RI	A	A	A
Bedfordshire R4		G	G	G	A	G			n/a	n/a	A			I	RI	A	RI
Greater Manchester R3		G	G	G	G	A			G	G	n/a			G	G	G	G
Greater Manchester R4		G	O	A	G	G			n/a	n/a	G			O	G	G	G
Warwickshire R3		A	RI	RI	A	A			RI	RI	n/a			A	RI	RI	RI
Warwickshire R4		G	G	A	A	A			n/a	n/a	A			G	G	G	G
Essex R3		G	G	RI	RI	A			RI	G	n/a			RI	RI	RI	A
Essex R4		G	G	G	RI	G			n/a	n/a	G			A	RI	A	A
Merseyside R3		G	O	G	G	O			O	G	n/a			A	A	A	G
Merseyside R4		G	G	G	G	O			n/a	n/a	G			G	G	A	G

Cambridgeshire R3		G	G	G	RI	RI			O	G	n/a			G	A	G	RI
Cambridgeshire R4		G	A	G	RI	A			n/a	n/a	A			A	A	RI	RI
Cornwall R3		A	RI	A	A	RI			RI	RI	n/a			A	RI	I	RI
Cornwall R4		A	RI	A	G	RI			n/a	n/a	RI			RI	RI	RI	RI
Cheshire R3		A	A	G	A	A			A	G	n/a			G	G	G	G
Cheshire R4		G	G	G	G	G			n/a	n/a	G			G	G	G	O
Surrey R3		A	RI	RI	RI	RI			RI	A	n/a			G	A	RI	RI
Surrey R4		G	A	G	A	G			n/a	n/a	A			G	G	A	G
Avon R3		I	I	A	I	A			RI	RI	n/a			I	RI	RI	RI
Avon R4		A	RI	RI	RI	A			n/a	n/a	RI			A	RI	RI	A
Lincolnshire R3		A	A	RI	G	G			A	A	n/a			RI	G	RI	RI
Lincolnshire R4		G	G	A	A	A			n/a	n/a	A			A	G	RI	A
Northumberland R3		A	G	A	A	A			A	G	n/a			G	G	A	A
Northumberland R4		RI	A	G	I	RI			n/a	n/a	RI			I	I	I	I
Hereford & Worcester R3		A	A	G	A	A			A	A	n/a			A	G	G	G
Hereford & Worcester R4		G	G	G	G	G			n/a	n/a	G			G	G	G	A
Buckinghamshire R3		RI	RI	I	RI	A			RI	RI	n/a			RI	RI	RI	RI
Buckinghamshire R4		G	G	A	A	A			n/a	n/a	G			G	G	A	G

Gloucestershire R3		RI	A	I	A	RI			RI	RI	n/a			I	RI	I	RI
Gloucestershire R4		G	A	G	A	A			n/a	n/a	G			A	G	G	G
West Yorkshire R3		G	RI	A	G	G			A	G	n/a			A	G	G	G
West Yorkshire R4		G	A	G	G	G			n/a	n/a	G			A	G	G	G

Key:

Outstanding: The FRS has substantially exceeded the characteristics of good performance.	O
Good: The FRS has substantially demonstrated all the characteristics of good performance.	G
Adequate: The FRS has demonstrated some of the characteristics of good performance, but we have identified areas where the FRS should make improvements.	A
Requires improvement: 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
Inadequate: 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 a dedicated LFRS SharePoint page and provides the Service Management Team 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 operational crews knowledge and understanding across a range of critical topics. The station visits went live on 1 April 2026, and to date 17 units have now been completed with key findings reported into SMT P&A for strategic oversight.

The Organisational Assurance Team have also completed all departmental engagement visits which are again aligned to both HMICFRS characteristics of good as well as relevant Fire Standards Board criteria with key findings reported into the Service Management Team for strategic oversight.

HMICFRS Briefing Video - Leadership Event:

The Organisational Assurance Team have developed and produced a HMICFRS briefing video for the leadership event held at the Leadership and Development Centre on 28 July 2026. The briefing was designed to provide leaders with an overview of the key areas of focus and emerging themes identified through the current programme of HMICFRS inspections.

The primary purpose of the briefing video was to raise awareness across LFRS leadership and encourage individual reflection. Leaders were encouraged not only to consider their own position against the areas highlighted, but also to reflect on the

position within their respective teams and areas of responsibility. The briefing was intended to support individuals to fully understand HMICFRS expectations and reflect on how these expectations look for their own areas of responsibility.

Round 3 Area for Improvement (AFI) Progress to date:

The Service received one AFI in the previous inspection report concerning Equality Impact Assessments (EIA). An update has been provided by Director of People and Development – Liz Sandiford:

- Quarterly meetings continue to be held with the Organisational Assurance Team to track progress
- The Organisational Assurance Team have quality assured the EIA policy, guidance and SharePoint site
- The Quality Assurance (QA) checklist has been created and included in the new QA process that will be carried out on all submitted EIA's. The service policy has also been amended to detail the QA process. The checklist aides the approval process and ensures a consistent approach across the department regardless of who is completing the assurance.
- A SharePoint site has been developed for the action plans. Workflows ensure responsible persons are informed of their required action; are reminded when the action is due for completion and when it is overdue. Progress of actions for any EIAs will be monitored and reported to the Equality, Diversity and Inclusion Culture Board (EDICB), which is chaired by the CFO, on a quarterly basis.
- Further 'On the Menu' sessions have been held on EIAs and the SharePoint site.
- The EIA Forum has now been established and will share knowledge and learning on EIAs and review EIAs which are awaiting approval, as an additional level of scrutiny.
- EIA training sessions have been held at the Leadership and Development Centre for key stakeholders.

New Service Liaison Lead (SLL) for Lancashire:

Lancashire have been allocated a new Service Liaison Lead (SLL), Andy O'Brien. Andy is seconded from another fire and rescue service and will lead LFRS inspection in 2027. Andy has met members of the Executive Board virtually and is due to conduct an engagement session at Service Headquarters over the coming months.

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:

Glossary

AFI – Area for Improvement

CFO – Chief Fire Officer

EDICB - Equality, Diversity and Inclusion Culture Board

EIA – Equality Impact Assessment

FRSs – Fire and Rescue Services

HMICFRS - His Majesty's Inspectorate of Constabulary and Fire and Rescue Services

LFRS – Lancashire Fire and Rescue Service

QA – Quality Assurance

SLL - Service Liaison Lead

Lancashire Combined Fire Authority

Planning Committee

Meeting to be held on Monday 16 November 2026

Council tax precept consultation 2027-28

Contact for further information – Steven Brown, Director of Corporate Services and Treasurer, 01772 866804

Executive Summary

This report sets out the proposed consultation on a £5 increase in the Band D fire precept for 2027-28, from £94.73 to £99.73 a year, equivalent to approximately 10 pence extra per week. The proposal reflects the Medium Term Financial Strategy (MTFS) and remains subject to confirmation of the annual council tax referendum principles.

Recommendation

Members are asked to approve the proposed consultation on a £5 increase in the Band D fire precept for 2027-28 and note the potential for future developments.

Information

The MTFS assumes annual Band D precept increases of £5 in both 2027-28 and 2028-29. This is consistent with the Government's published multi-year funding framework, although referendum principles remain subject to annual confirmation and parliamentary approval.

The fire precept is the part of the council tax bill that helps fund Lancashire Fire and Rescue Service (LFRS). For a Band D property, the proposed £5 increase would raise the annual charge from £94.73 in 2026-27 to £99.73 in 2027-28, an additional approximately 9.6 pence per week (rounded to 10 pence).

Alongside the National Fire Chiefs Council (NFCC), LFRS will lobby government for greater council tax flexibility. For Lancashire, this will include seeking permission to raise the Band D fire precept to the average across all fire authorities. This is a separate request, not an approved increase; any higher proposal would require consideration of the applicable referendum principles and appropriate consultation.

Subject to the necessary approval, consultation is proposed to run from December 2026 into January 2027. It can begin before the provisional settlement, provided the proposal and uncertainties are clear. The material will explain the financial rationale, realistic alternatives and implications of a lower increase, and will be reviewed when the settlement is published. Material changes may require further consultation.

Residents and other stakeholders will be invited to respond. Consultation findings will be reported to Planning Committee and the CFA before the final budget and precept are determined in February 2027.

Business risk

Consultation will inform the budget decision and help assess the impact on households and services. A lower increase than assumed in the MTFS would reduce recurring income and require the financial plan to be revised. Additional flexibility cannot be assumed until confirmed.

Sustainability or Environmental Impact

None.

Equality and Diversity Implications

An equality impact assessment will be undertaken. Accessible consultation methods and equalities monitoring will support participation across the community.

Data Protection (GDPR)

Any personal data collected through consultation will be handled in accordance with data protection requirements and the Service's privacy notice.

HR implications

None.

Financial implications

Consultation will be delivered by the in-house corporate communications team within its existing budget. The £5 proposal reflects the MTFS; any additional income from greater flexibility will only be incorporated once confirmed and approved.

Legal implications

Consultation over the council tax precept is a statutory requirement.

The consultation plan will be aligned to the Service's consultation strategy which is reviewed annually by the Planning Committee to ensure that it continues to meet statutory requirements and incorporate good practice.

Local Government (Access to Information) Act 1985

List of background papers

Paper: Lancashire Combined Fire Authority Public Consultation Strategy
Date: February 2025
Contact: Dominic Howell, Monitoring Officer

Glossary

CFA – Combined Fire Authority
LFRS – Lancashire Fire and Rescue Service
MTFS – Medium term financial strategy
NFCC – National Fire Chiefs Council