

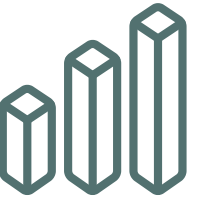


Shaping our services for the future: Consultation (Phase One).

Public Consultation Report.

March 2026.

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Summary.

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

Introducing the consultation.



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

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



Phase one of the consultation

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



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

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



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

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

Feedback from residents.



Overall views on LFRS are overwhelmingly positive

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



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

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



House fires are seen as the biggest risk in the community

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



They generally agree with how LFRS intends to shape the plan

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



Funding pressures and cuts to frontline services are the main concerns

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

Different views of resident groups.



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

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



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

Female residents

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

Residents with a disability

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

Older residents

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

Ethnicity of residents

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

Feedback from stakeholders.



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

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

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



Employees are more focused on the impact it could have on them

Particularly prioritising frontline response and the importance of staff recruitment and retention



Community and partner organisations feel strongly about prevention, community engagement and education

They were significantly more likely to suggest these areas as additional considerations for the plan

Introduction.

Consultation background, methodology and response

Introducing the Community Risk Management Plan.



What is the Community Risk Management Plan?

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

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



Consultation

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

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

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



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

Consultation approach.

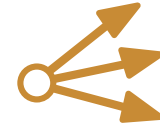


Consultation methodology

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

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

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



How the consultation was shared

Public

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

Stakeholders

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

Staff

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

Consultation response.

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



86%

of respondents are residents of Lancashire with no other stakeholder connection

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



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.



Understanding the analysis

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

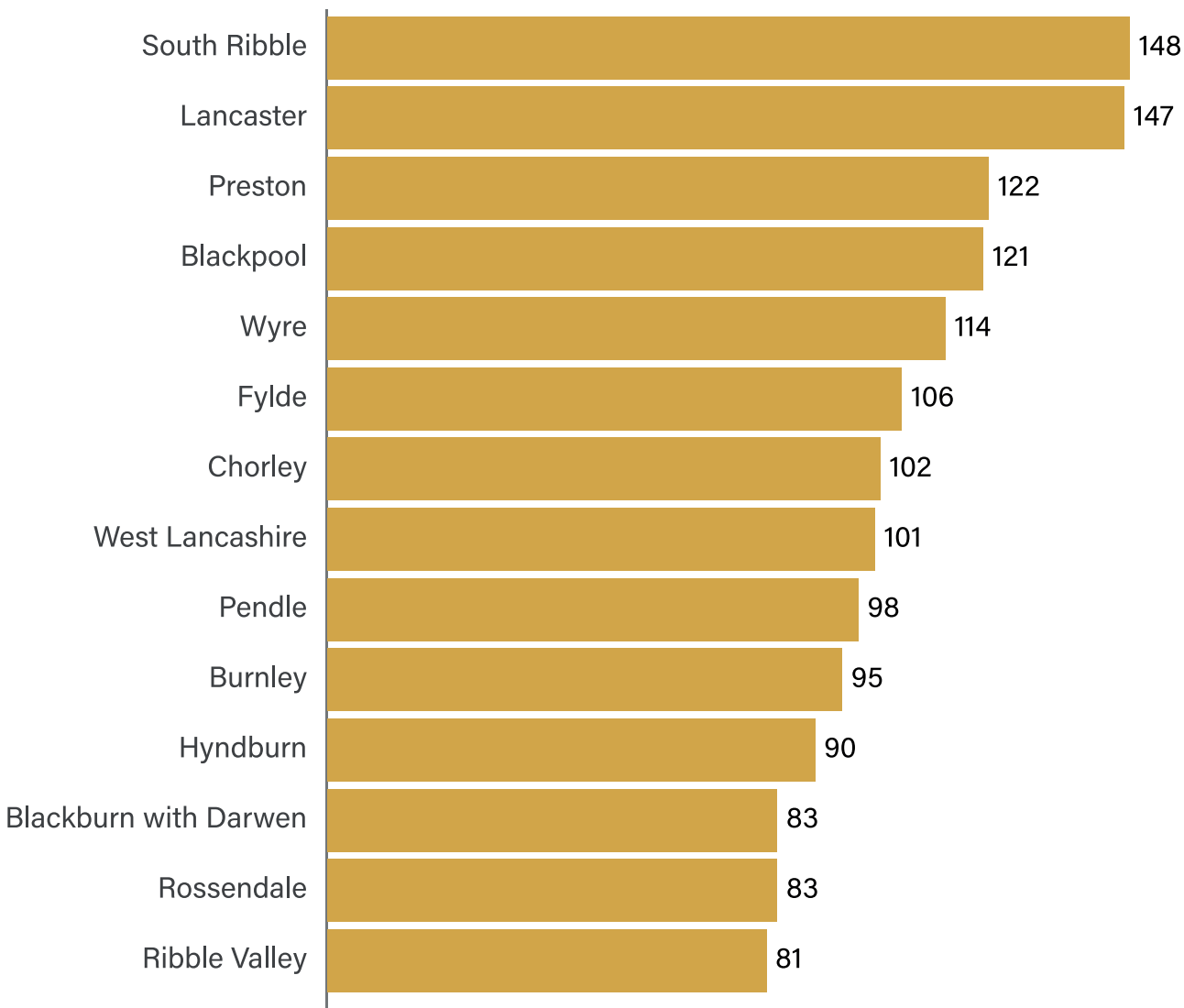
Resident feedback.

Results from the 'resident only' respondents

Responses were received from residents across the county.

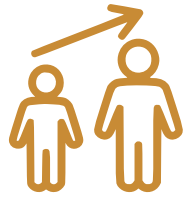
With an average of 104 responses per district

Number of resident-only responses from each district

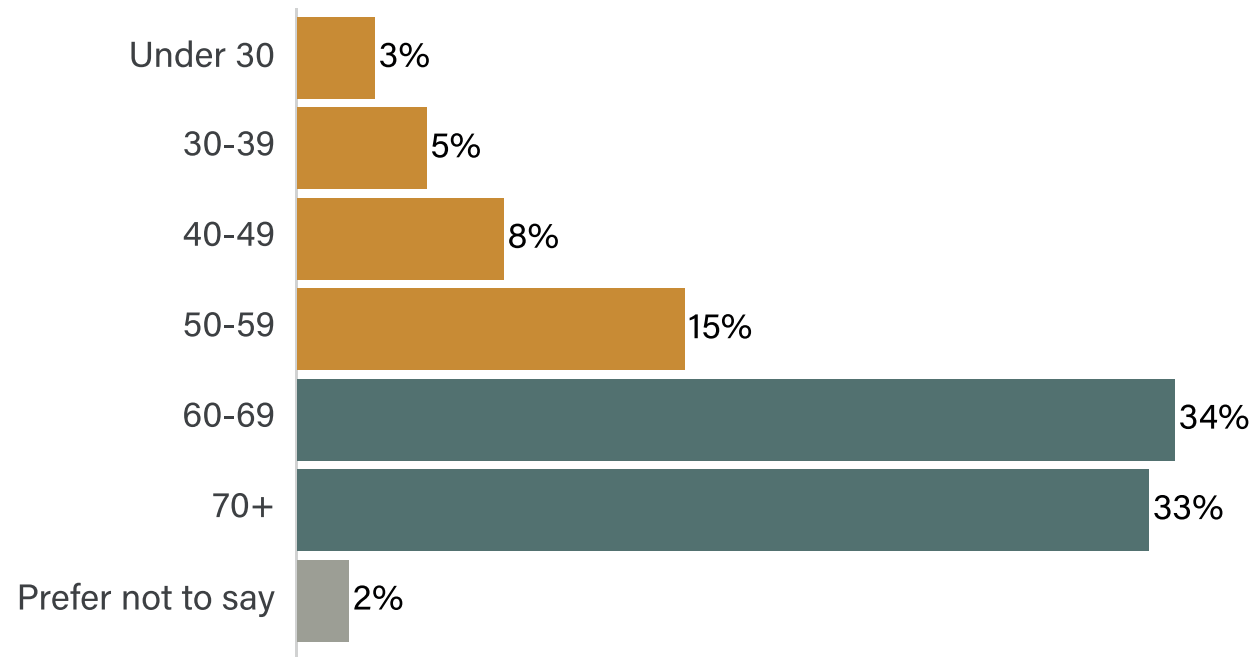


Local Authority district of resident only respondents (where a full postcode was provided); n=1491

More about local resident respondents.

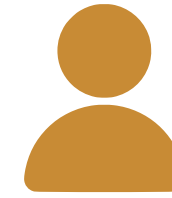


Two-thirds of residents responding to the survey are aged 60+ (n = 1,873)

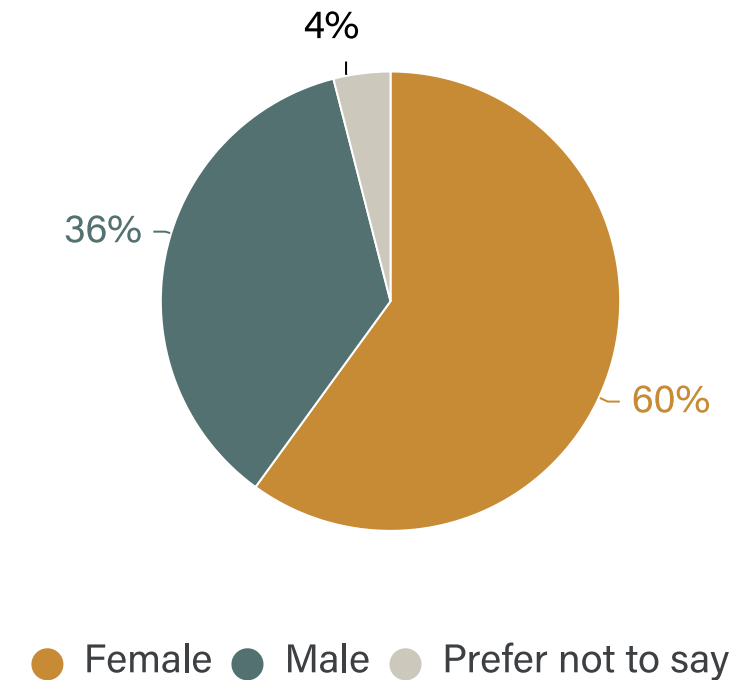


Around a quarter (25%) indicated that they have a physical, sensory or mental condition or illness that is expected to last 12 months or more

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



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

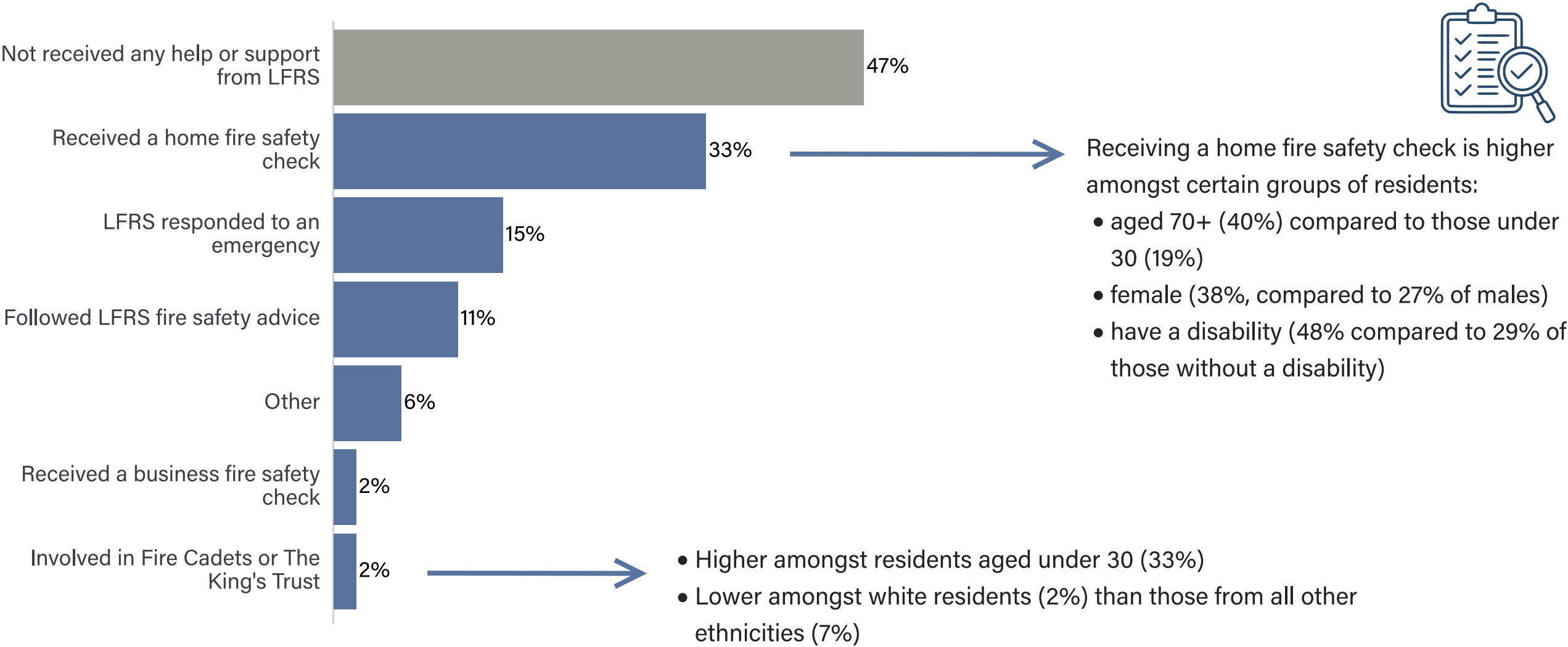


The majority (94%) of respondents are of English, Welsh, Scottish, Northern Irish or British White ethnicity

3% selected 'prefer not to say'

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

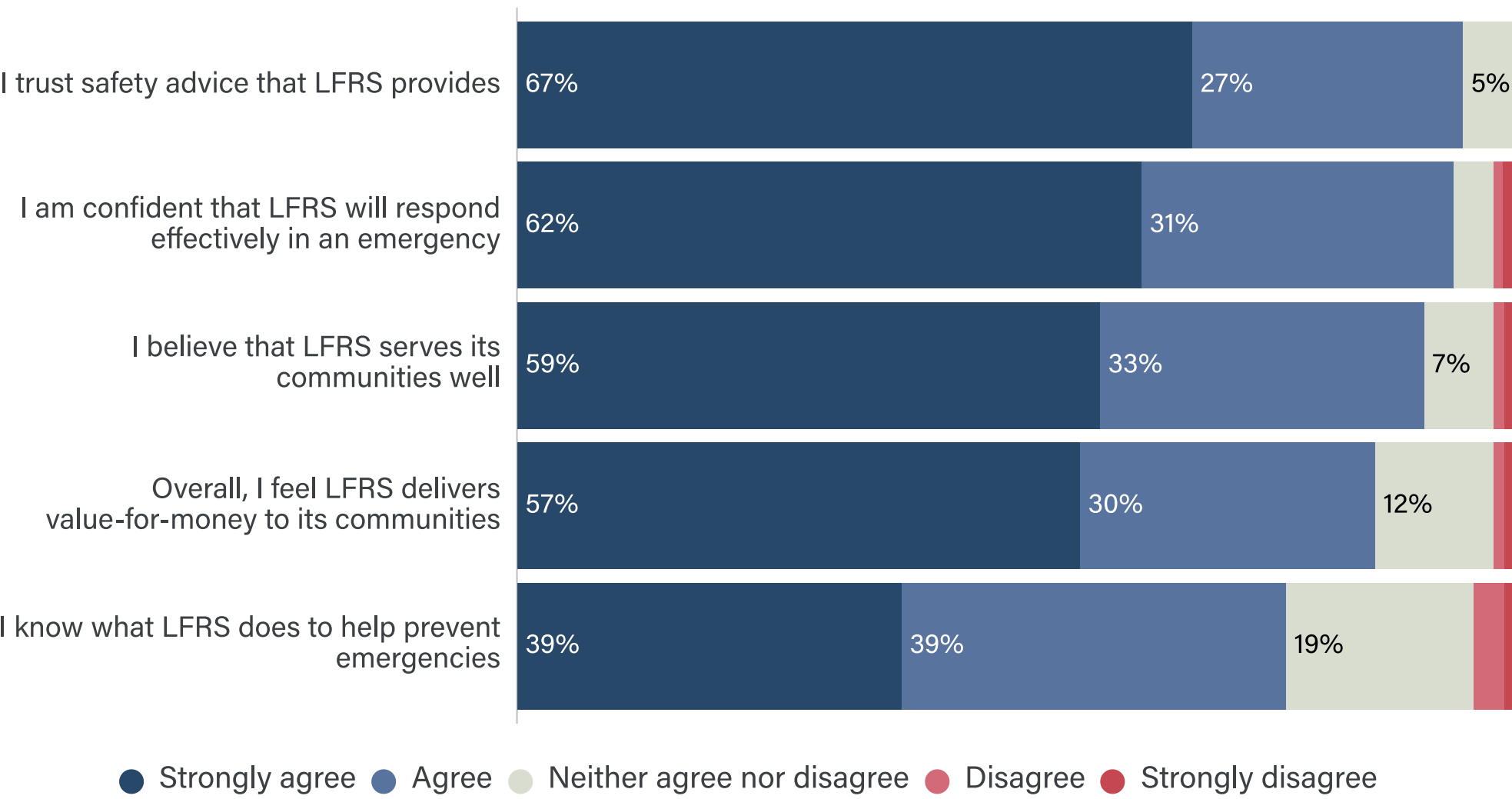
A third of residents responding to the survey have received a home fire safety check and over 1 in 10 (15%) say LFRS have responded to an emergency



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

Overall views on LFRS are overwhelmingly positive.

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

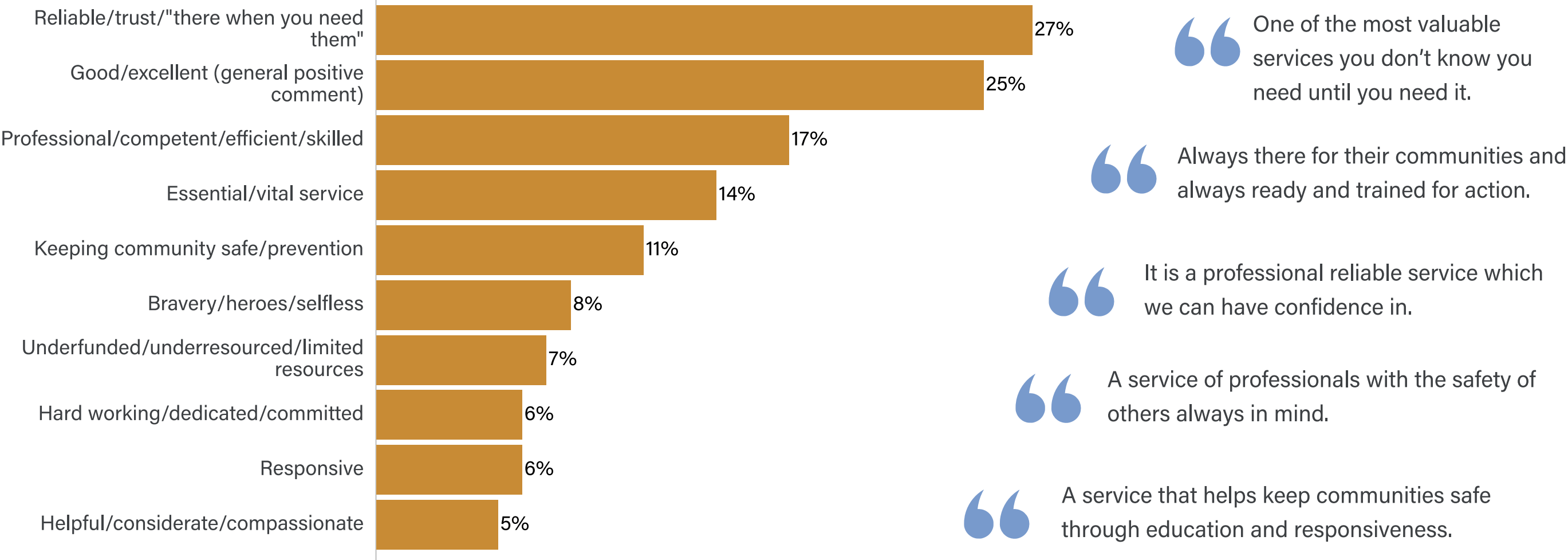


Almost a quarter (23%) of residents do not agree that they know what LFRS does to help prevent emergencies

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

Residents describe LFRS as reliable, professional and vital.

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

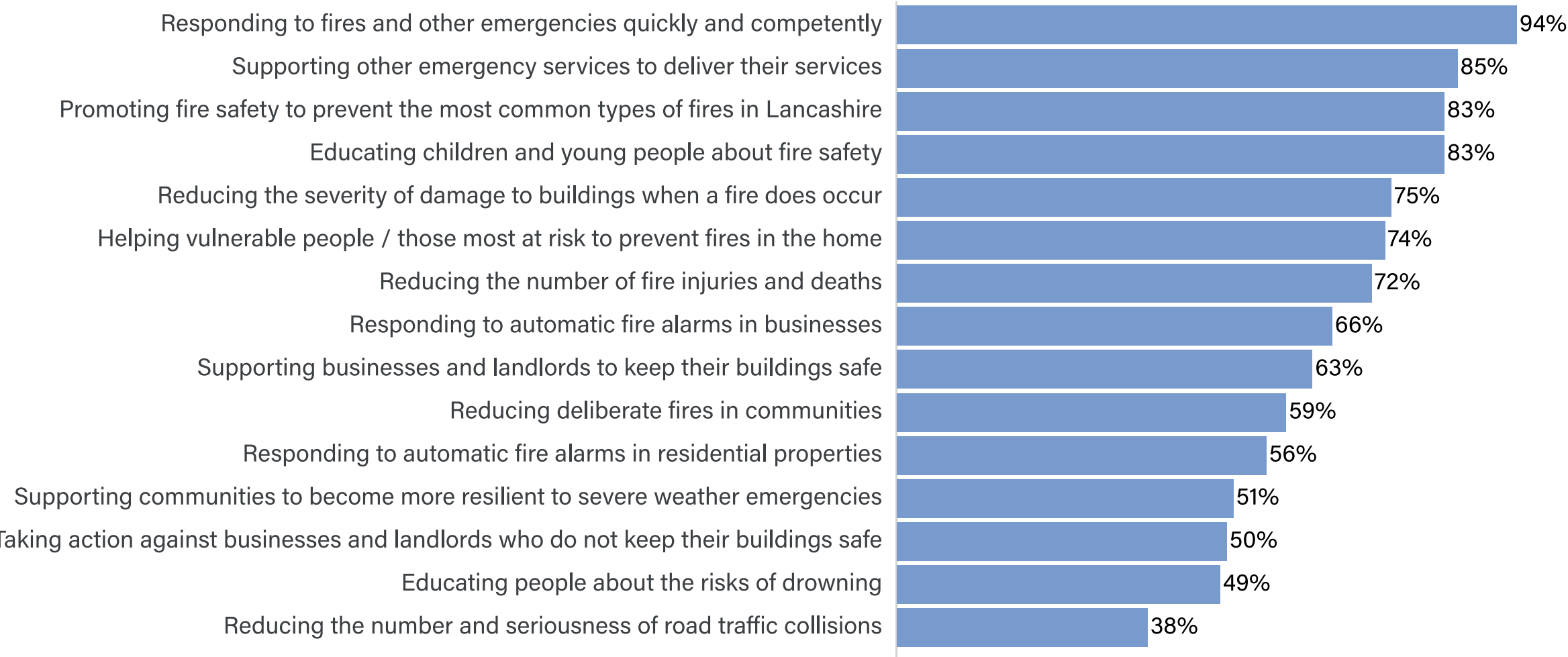


Respondents were asked 'If you were describe Lancashire Fire and Rescue Service in one sentence, what would it be?'. Responses have been coded into themes. One comment may be coded into more than one theme. All themes with 5% or more responses are shown. (n=1,040). Comments shown are examples taken from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

Awareness of LFRS services varies.

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

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



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

Prioritisation of services: residents would prioritise 'response'.

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

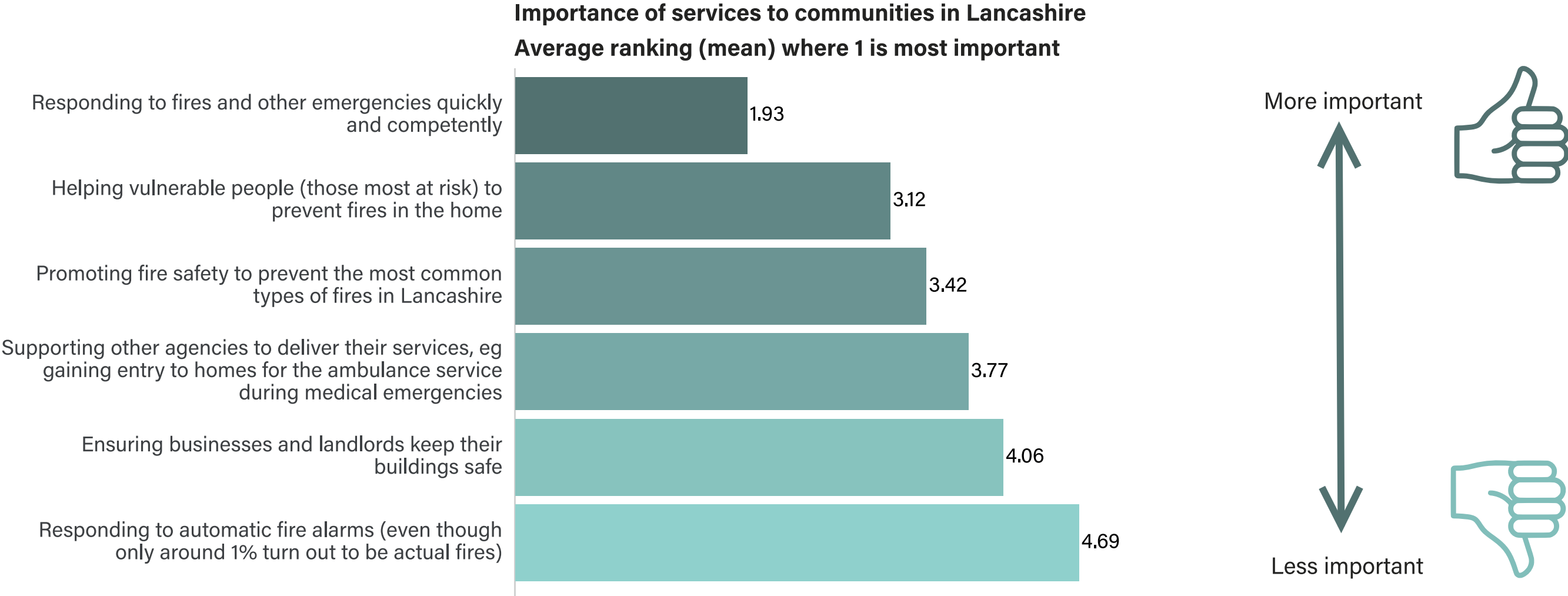


Q. Everything we do is important. But we would like to understand how you would prioritise some of the things we do. Imagine you were in charge of our budget, how would you divide it between Prevention, Protection, Response and Support? Please enter a % value for each, these should total 100%.

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

Responding to fires and emergencies is considered most important.

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

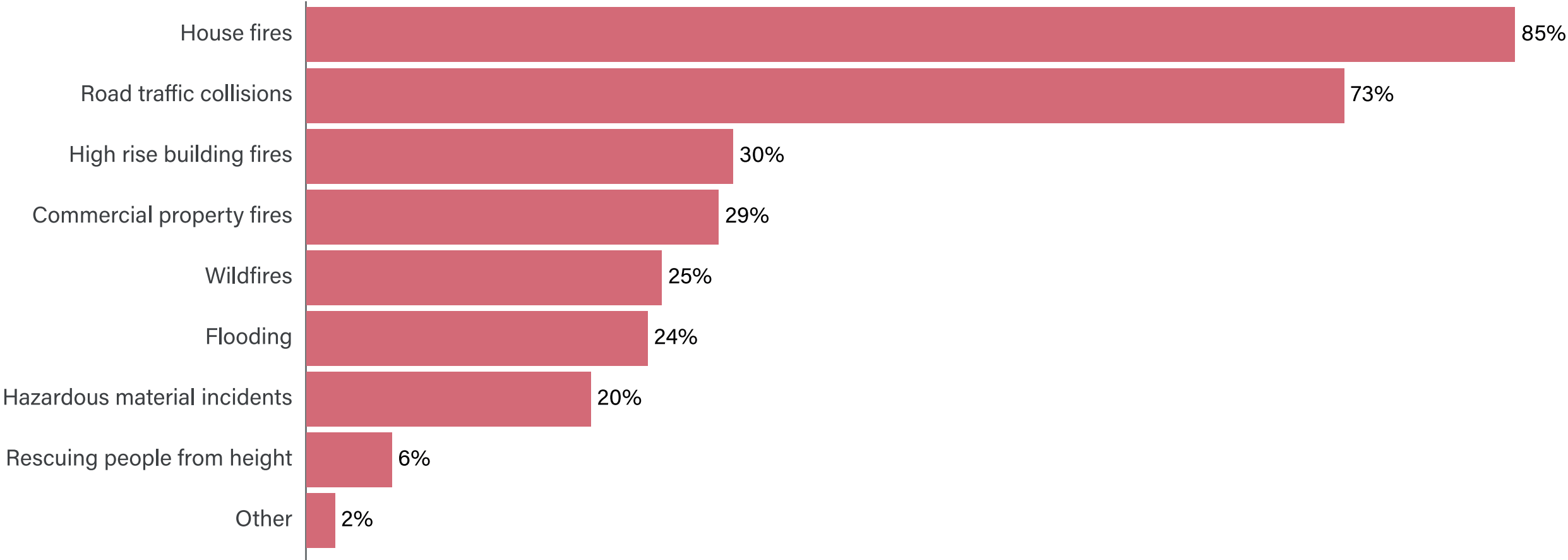


Q. Which of the following services do you feel are most important to communities in Lancashire? Please rank the following from 1 to 6, where 1 = most important. Please only select one number for each service.

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

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

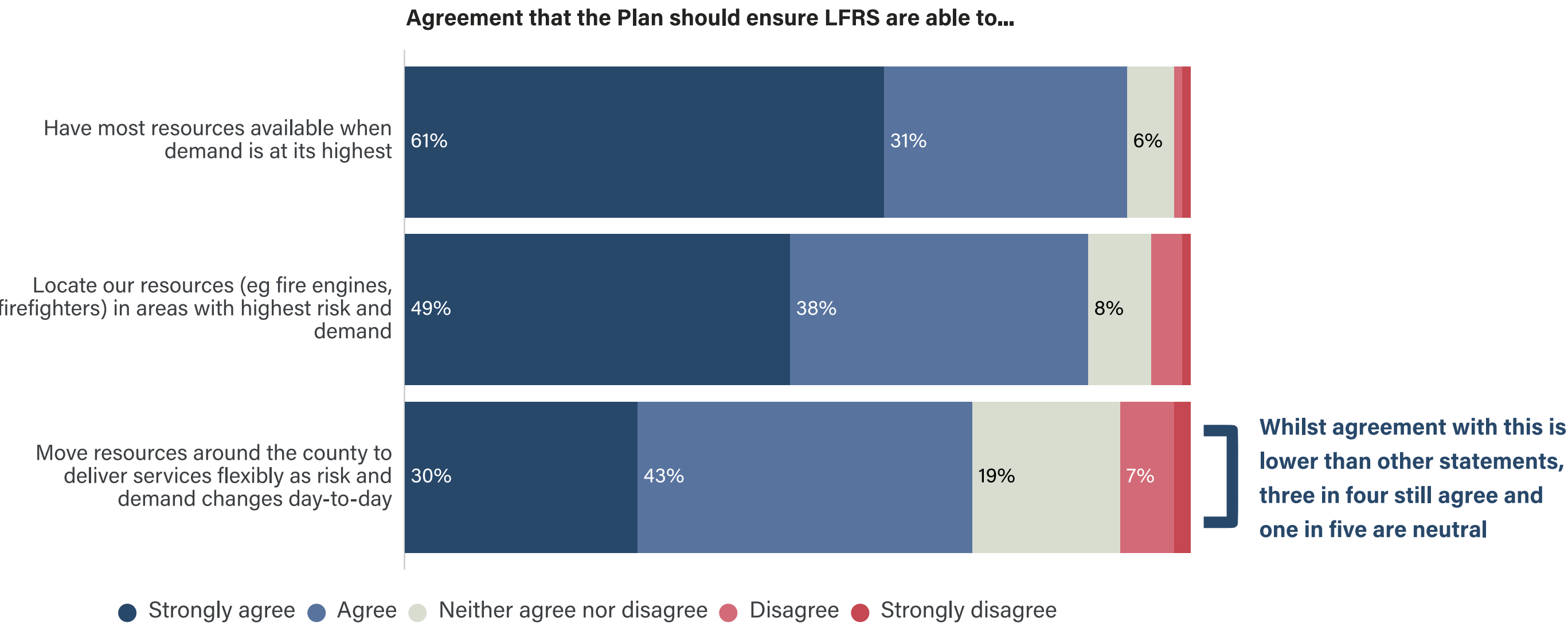
"What do you feel are currently the biggest risks in the community that Lancashire Fire and Rescue Service should be responding to?"



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

Shaping the plan: using resources effectively.

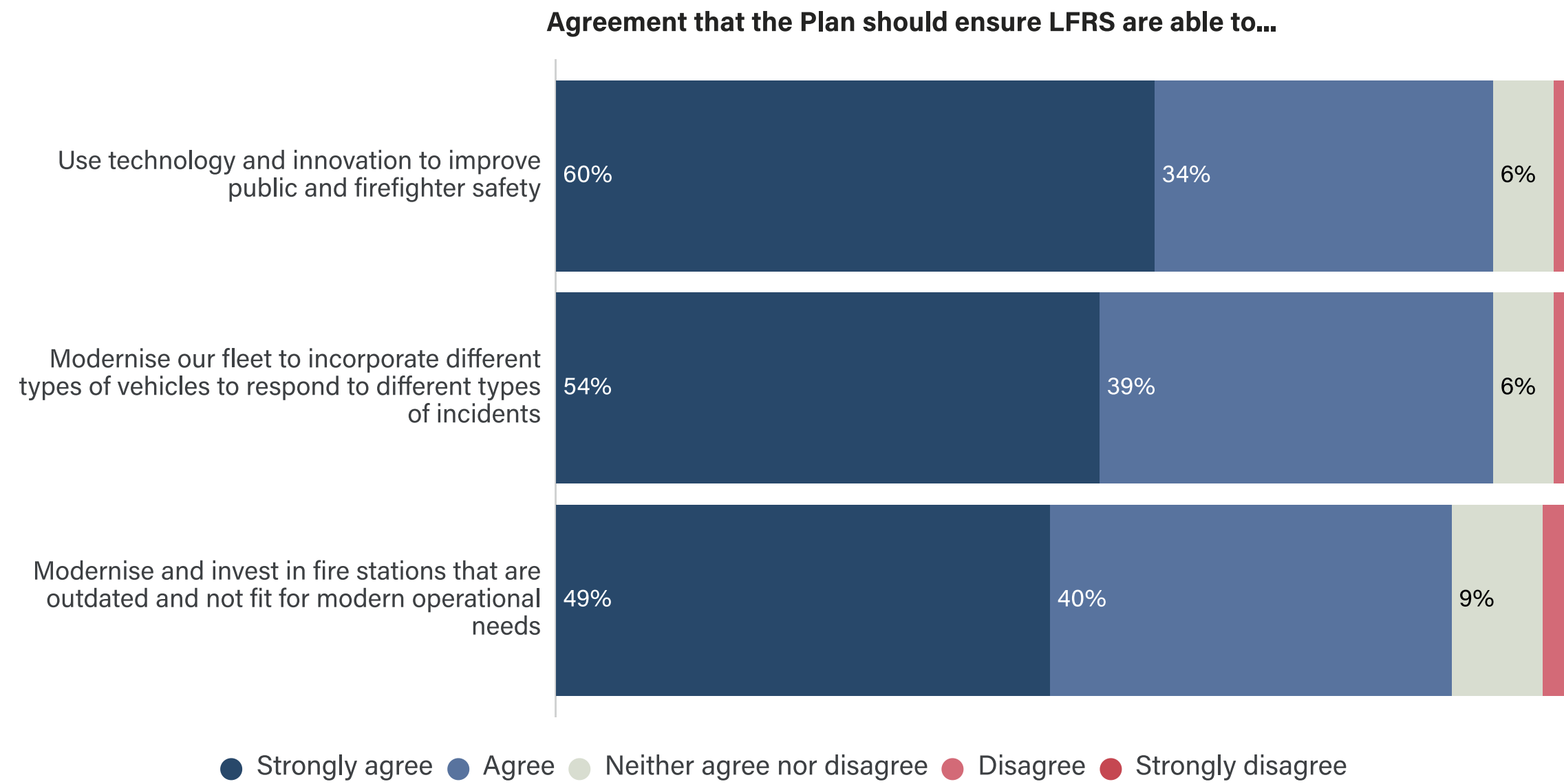
Whilst agreement with all aspects of using resources effectively is high, residents are less likely to agree, relatively, with moving resources around the county to delivery services flexibly as risk and demand changes day-to-day



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

Shaping the plan: modernising.

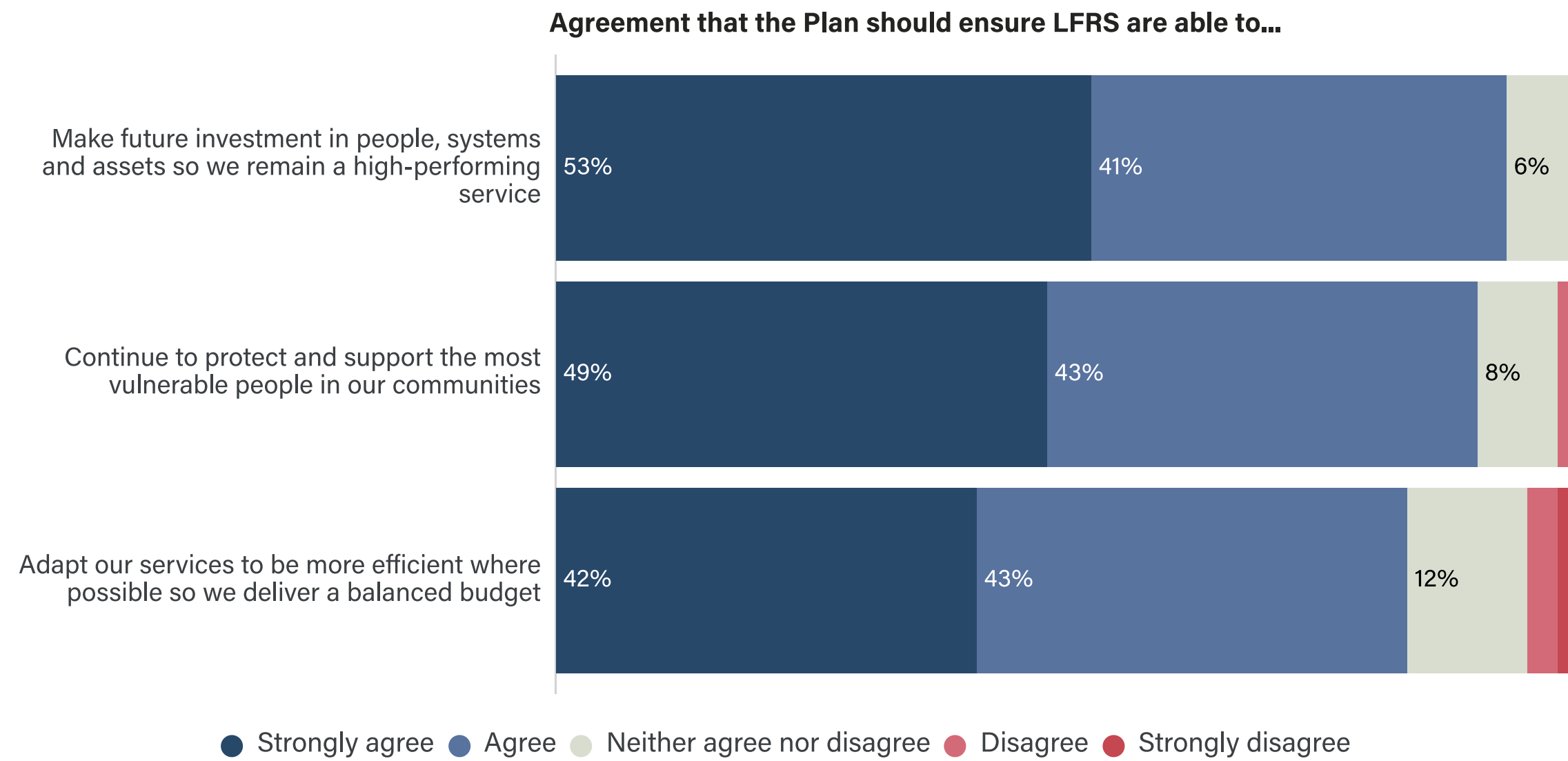
Residents agree that the plan should ensure LFRS is able to modernise all aspects of the service (safety, fleet and fire stations)



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

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

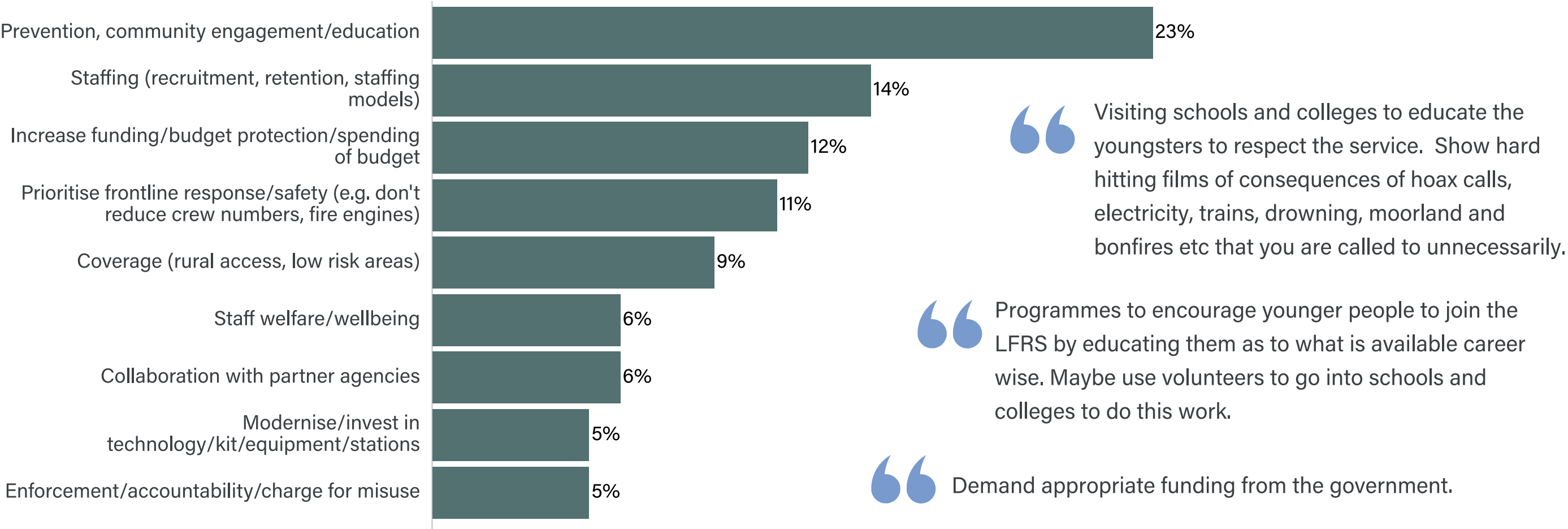
Agreement is high across all aspects related to delivering a high-performing, efficient service, although agreement with 'adapting our services to be more efficient where possible so we deliver a balanced budget' is slightly lower



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

Other aspects residents feel LFRS should be considering.

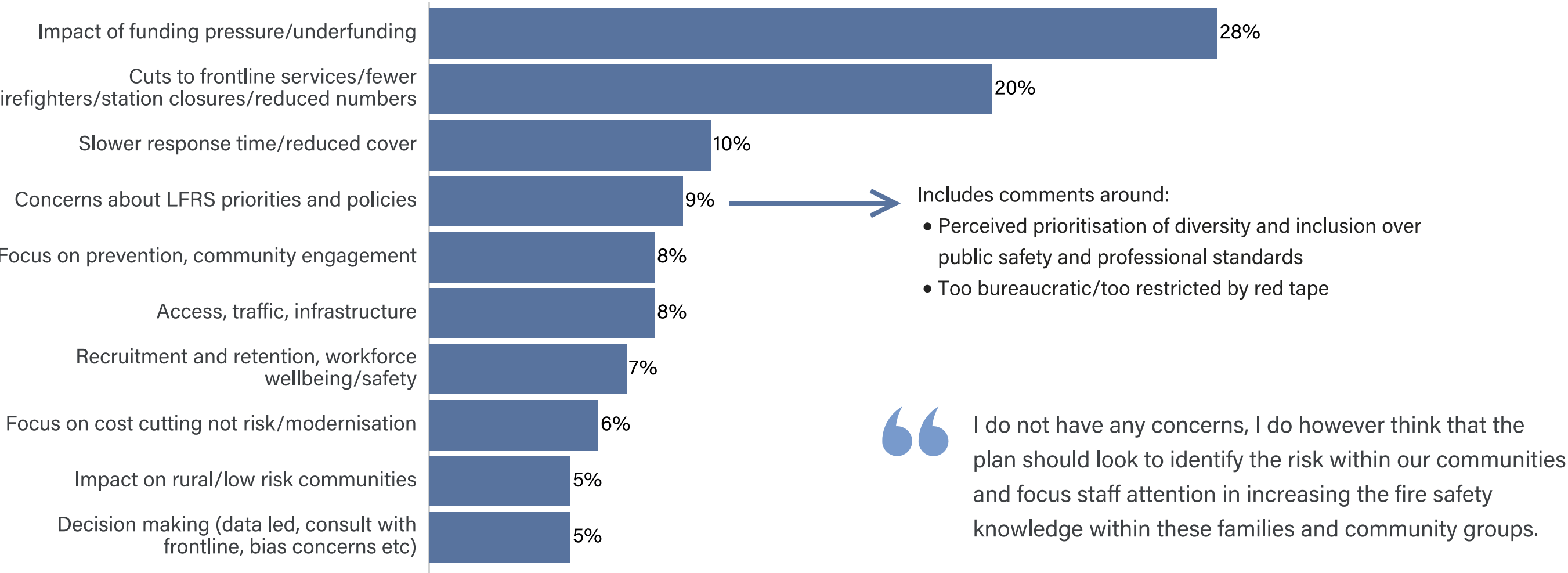
When asked if there was anything else LFRS should be considering, the most common theme was the importance of preventative work and/or community engagement and education. Staffing models and increasing/protecting the budget are also common themes.



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

The potential impact of funding pressures is a key concern.

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



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

Differences in views by gender.

Views for some questions differ between male and female residents:



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

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

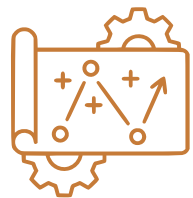
- I believe that LFRS serves its communities well: 64% of females strongly agree vs 53% males
- I am confident that LFRS will respond effectively in an emergency: 67% vs 58%
- I trust safety advice that LFRS provides: 73% vs 61%
- Overall, I feel LFRS delivers value-for-money to its communities: 64%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



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

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

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



Shaping the plan

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

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

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

Differences in views by age.

Responses for some questions differ between younger and older residents:



Differences by age on positive overall views of LFRS

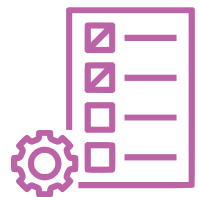
Younger residents are more likely than older residents to strongly agree that they 'know what LFRS does to help prevent emergencies': 62% of those under 30 strongly agree vs 37% of those aged 60-69 and 36% of those aged 70+



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

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

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



Prioritisation

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

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

Differences in views by disability and ethnicity.



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

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

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

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

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



Differences by ethnicity

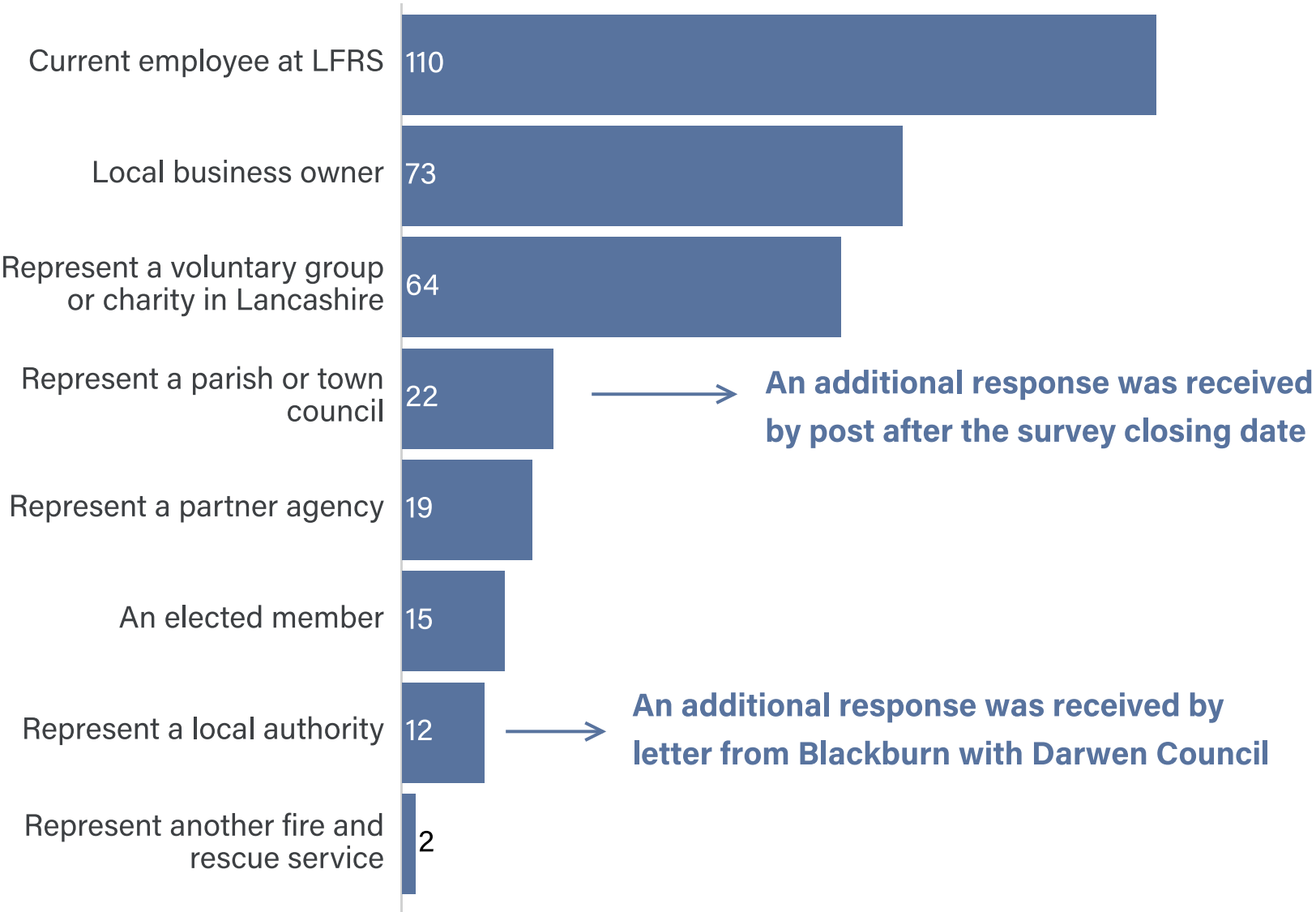
Overall views - White British residents are more likely than residents from all other ethnicities to strongly agree with 'I believe that LFRS serves its communities well' (60% of White British residents strongly agree vs 48% of residents from all other ethnicities), 'I am confident that LFRS will respond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

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

Stakeholder feedback.

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

Number of responses from different stakeholders:

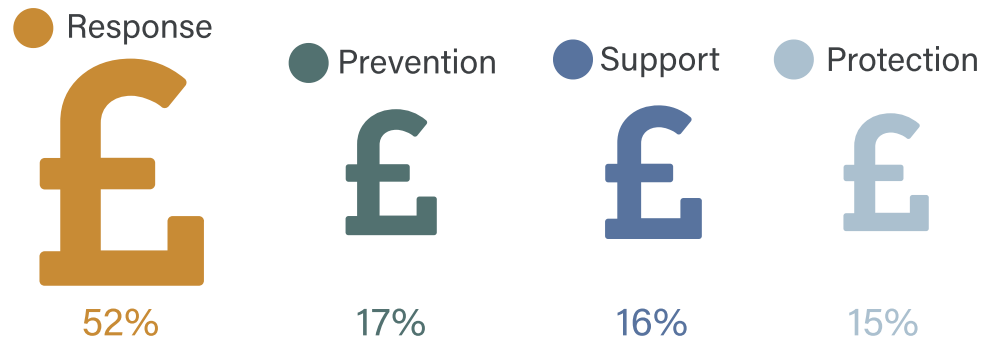


Current employees: what's important.

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

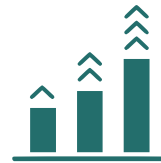


How would they split the budget?

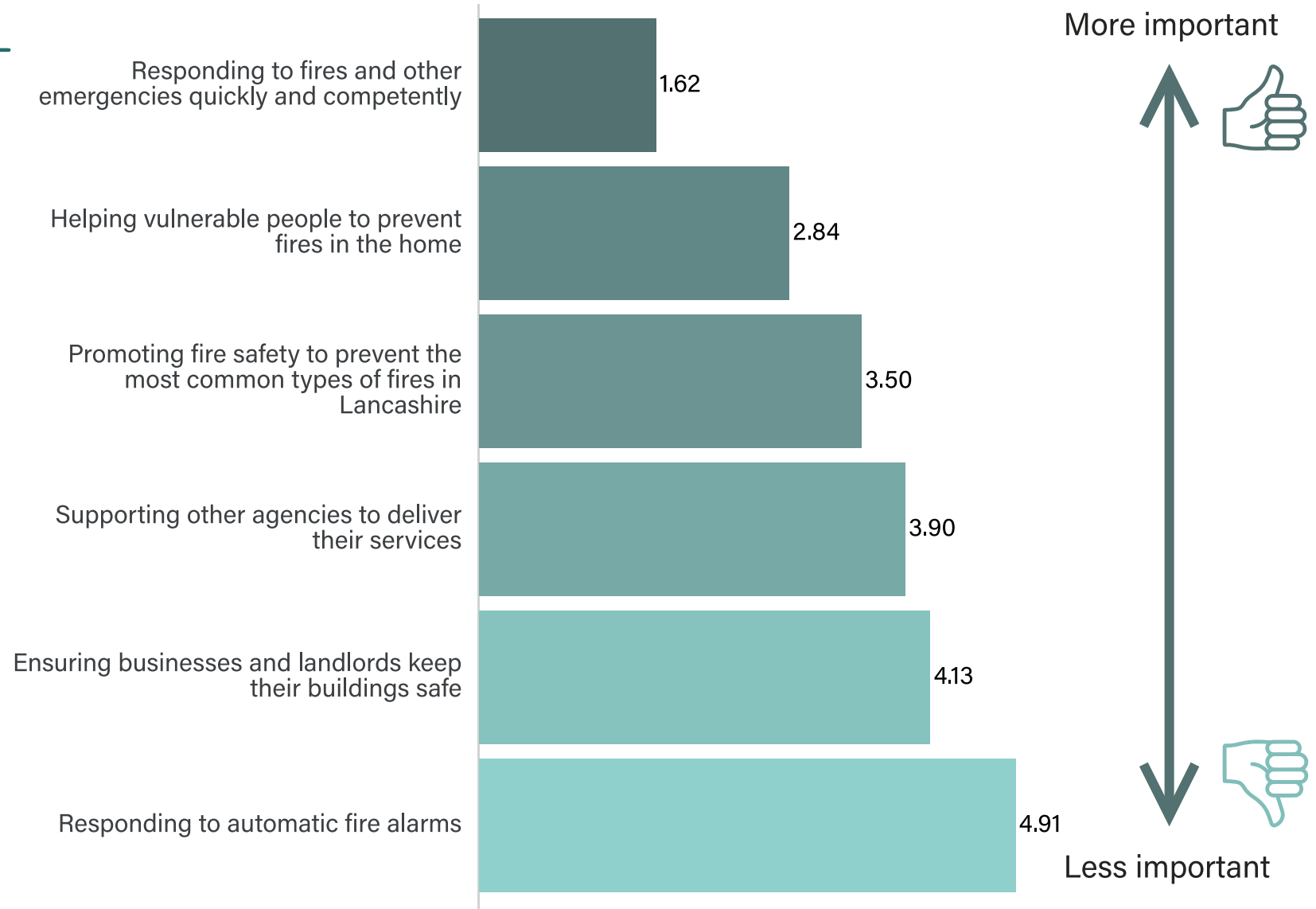


Top 5 community risks:

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



Ranking the importance of services:



Current employees at LFRS: shaping the plan.

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



Using
resources
effectively

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



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



Most resources are available when
demand is at its highest



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



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



We use technology and innovation to
improve public and firefighter safety



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



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



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



Modernise



High
performing,
efficient
service

Current employees at LFRS: considerations and concerns.



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

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

Other considerations highlighted include:

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



Cuts to frontline services are the main concern of employee respondents

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

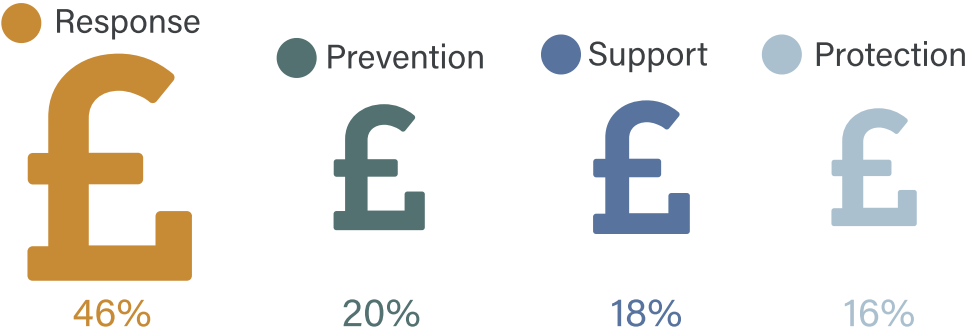
Other specific concerns include slower response times, the on-call model and future recruitment and retention.

Community and partner organisations: what's important.

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



How would they split the budget?

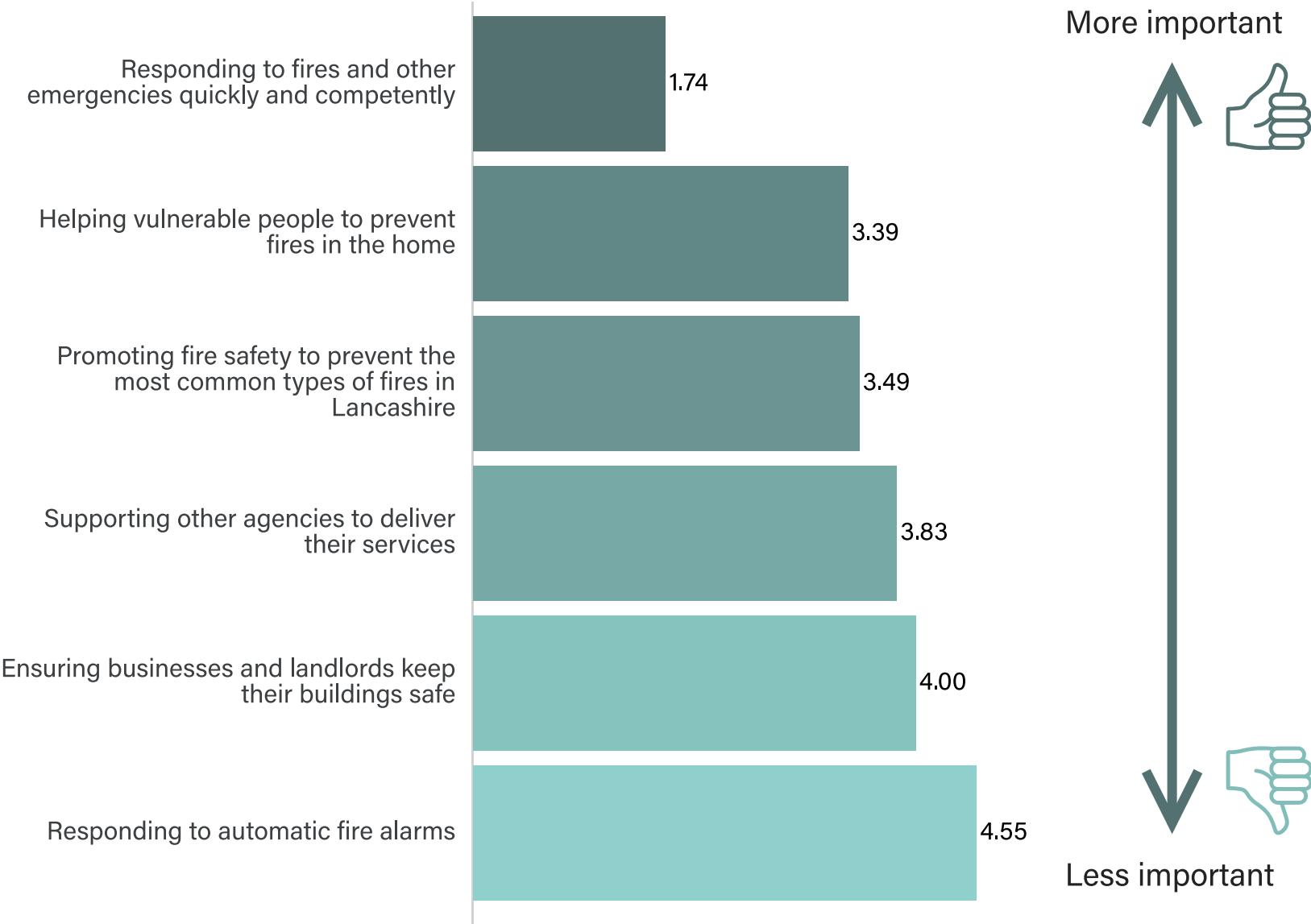


Top 5 community risks:

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



Ranking the importance of services:



Community and partner organisations: shaping the plan.

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



Using
resources
effectively

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



89%

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



76%

Most resources are available when demand is at its highest



94%

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



96%

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



86%

We use technology and innovation to improve public and firefighter safety



96%

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



91%

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



93%

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



90%



Modernise



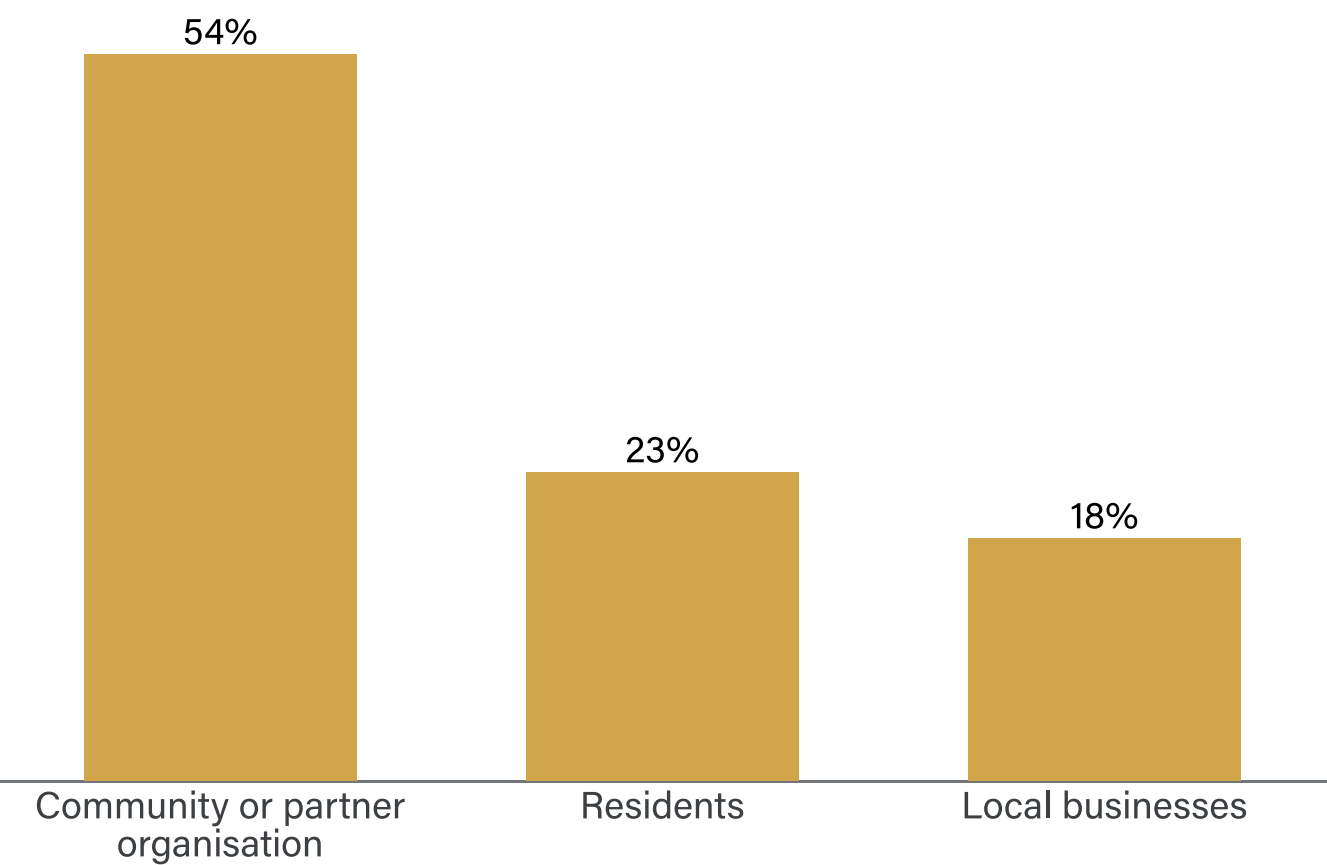
High
performing,
efficient
service

Community and partner organisations: considerations and concerns.



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

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



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

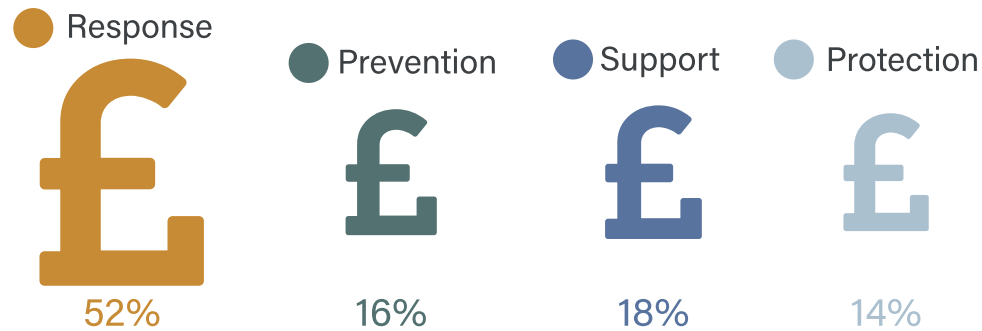
“ Liaise with local small councils and get their help to reach communities and teach safety and good behaviour. Educate local residents in flood prevention and securing properties. When disasters strike, you will be busy but volunteers might be able to help on a smaller scale.

Local businesses: what's important.

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

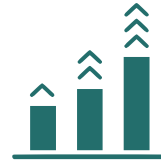


How would they split the budget?

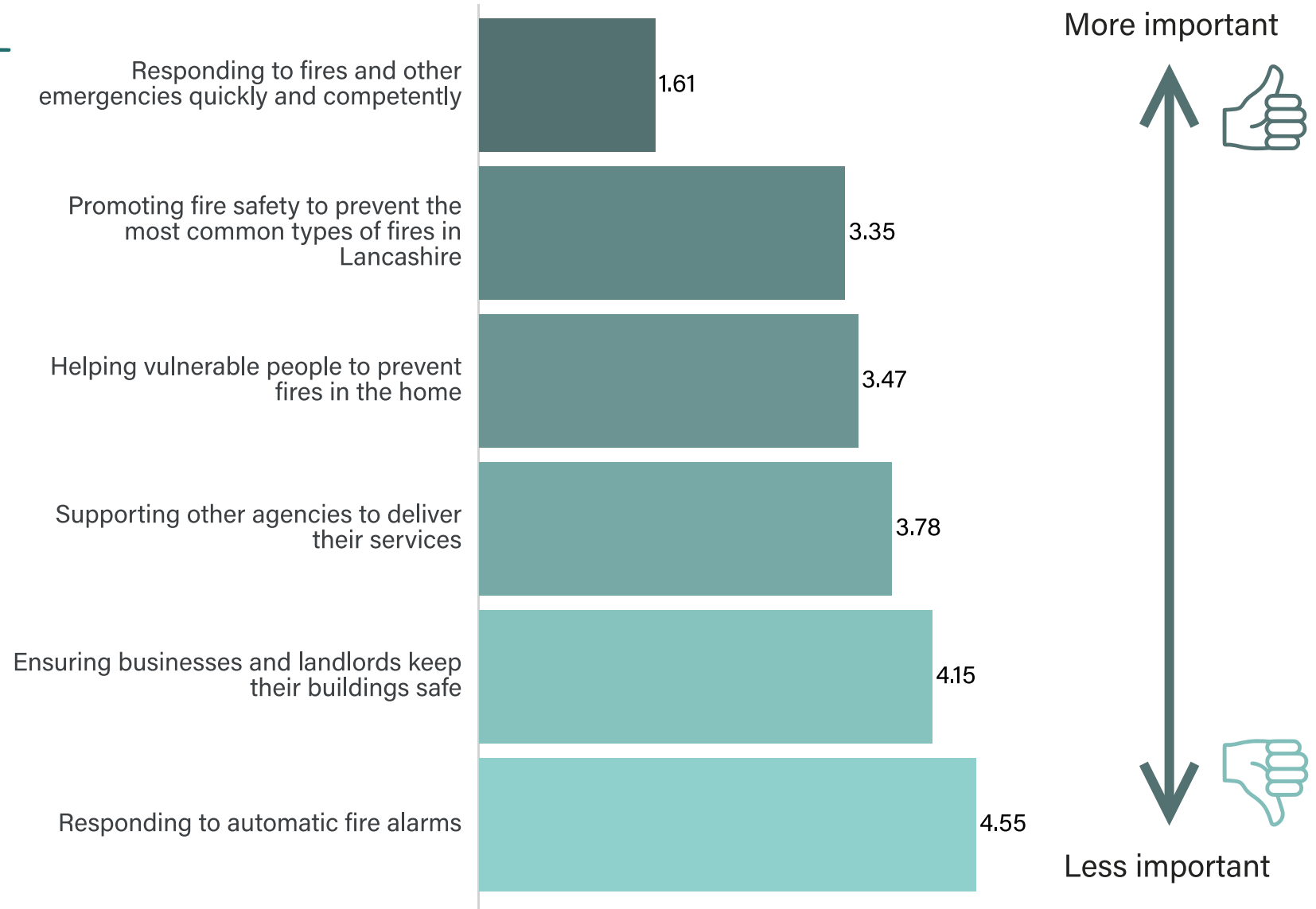


Top 5 community risks:

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



Ranking the importance of services:



Local businesses: shaping the plan.

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



Using
resources
effectively

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



81%

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



73%

Most resources are available when demand is at its highest



90%

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



89%

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



82%

We use technology and innovation to improve public and firefighter safety



90%

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



82%

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



89%

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



75%

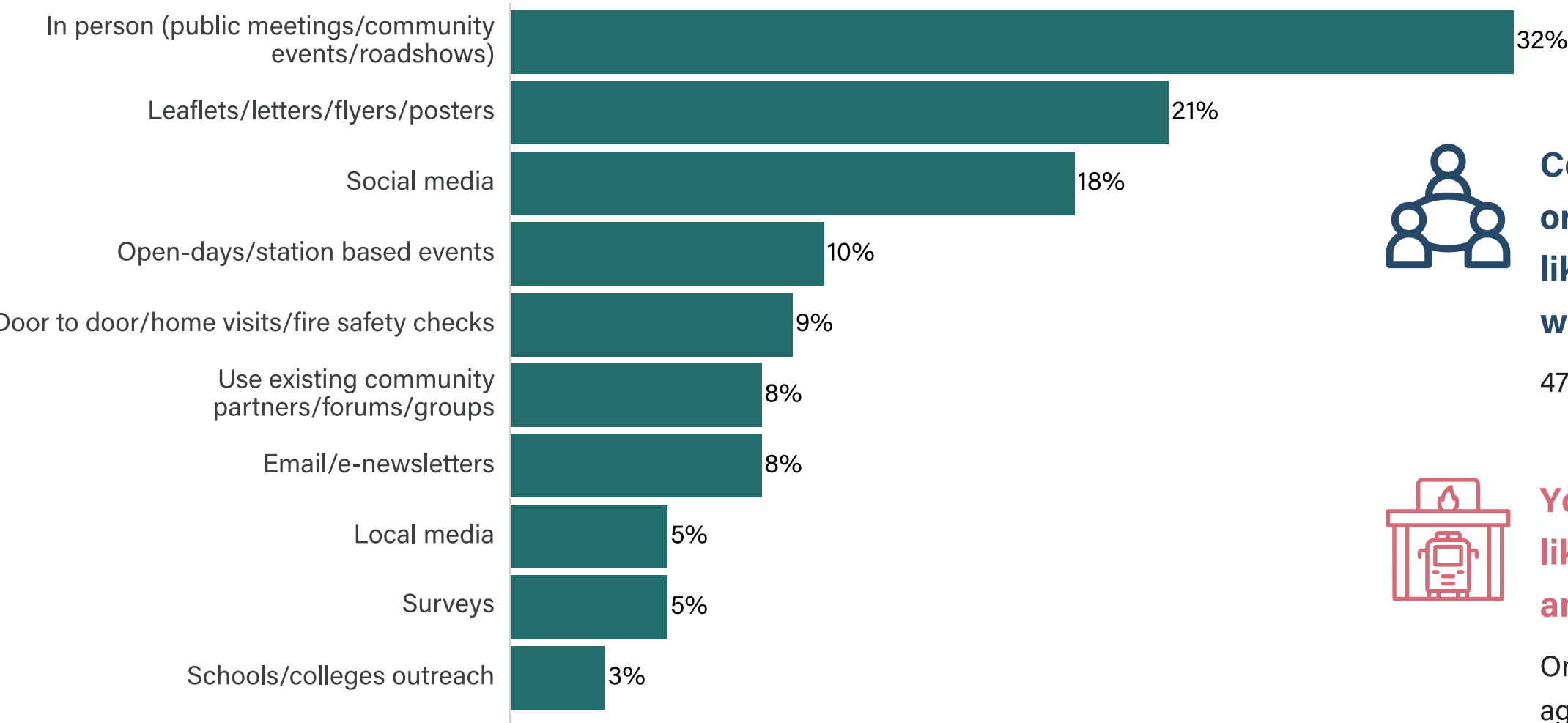


High
performing,
efficient
service

Future engagement.

Suggestions for future engagement with residents.

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



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

47% suggested this



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

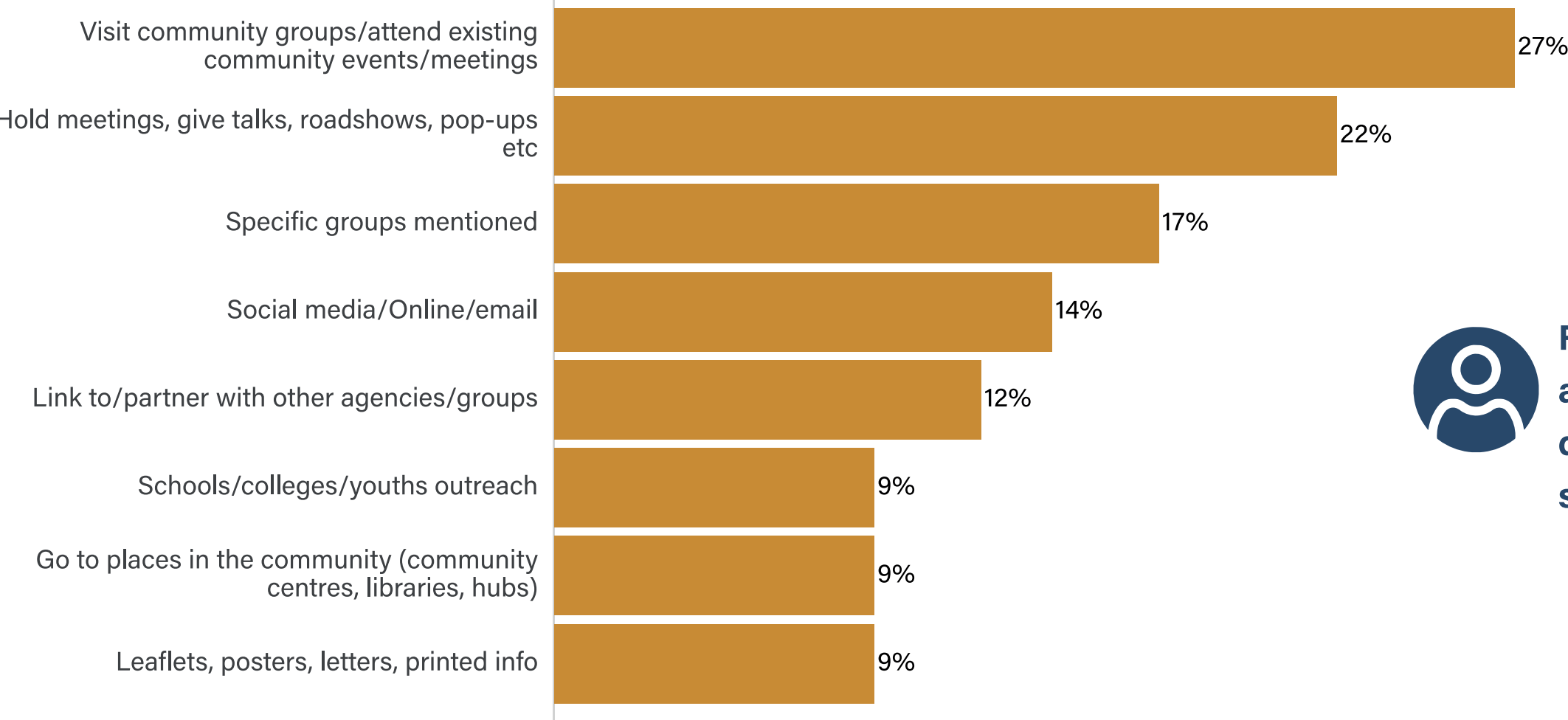
One in four respondents under the age of 40 suggested this

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

Suggestions for future engagement with community groups.

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

Feedback from community and partner organisations:



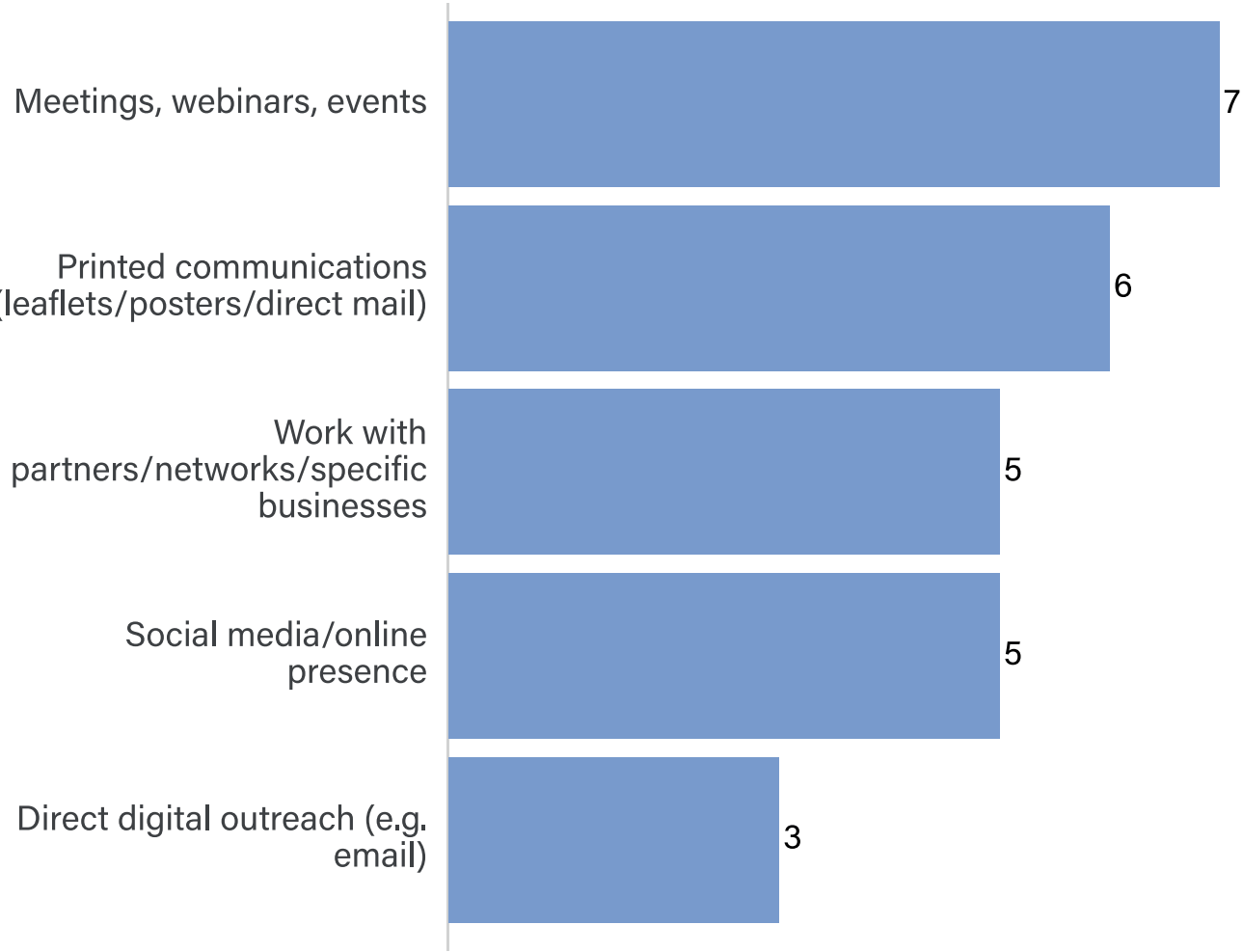
Residents also answered this question and gave similar suggestions

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

Suggestions for future engagement with businesses.

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

Feedback from 34 local businesses (chart displays counts):



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

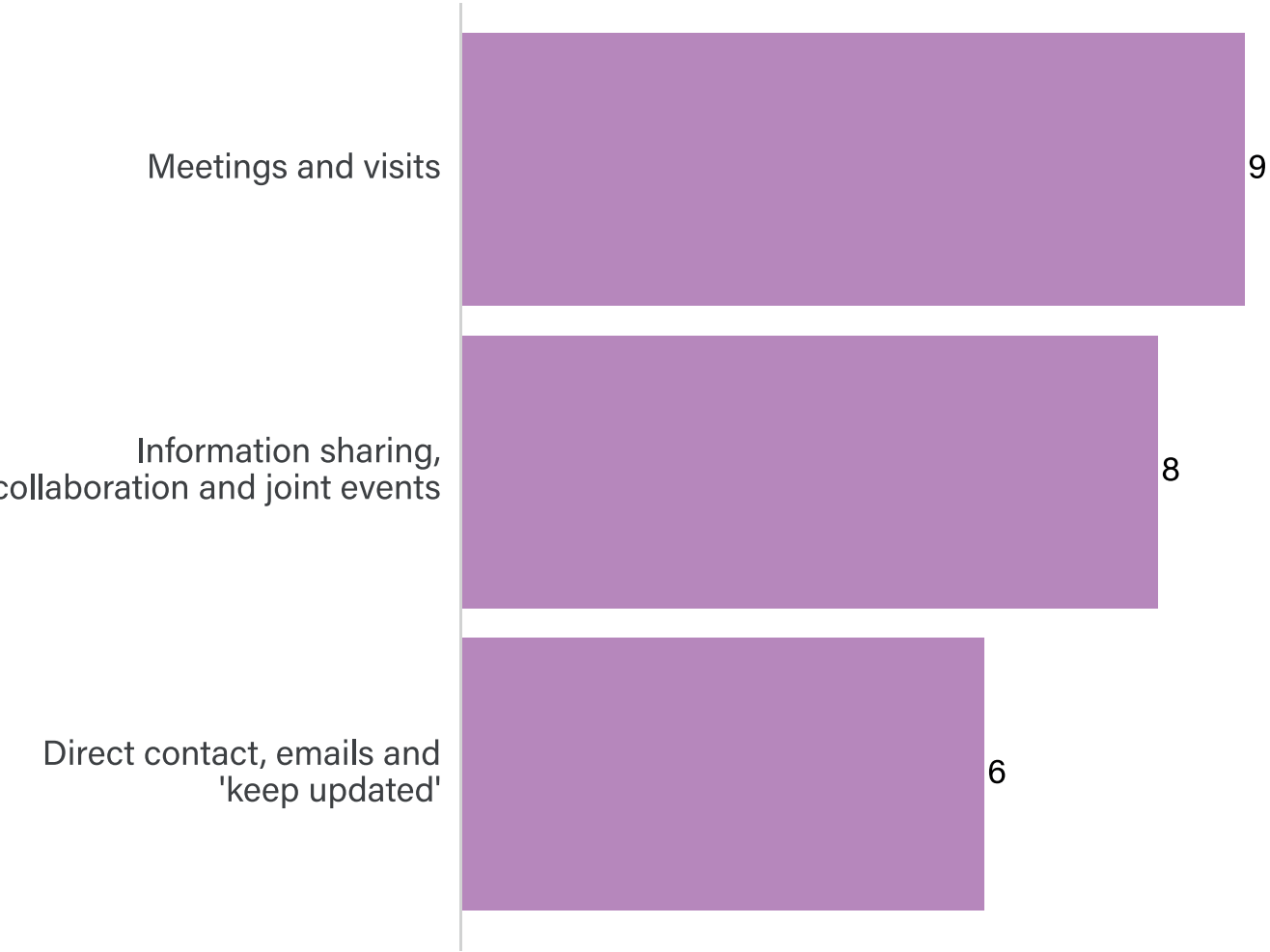
But only 1 of 34 businesses suggested this

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

Suggestions for future engagement with partners.

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

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



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



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